

2007
Tokyo Motor Show
Investors
Conference

Toyota Motor Corporation
October 22, 2007

Cautionary Statement with Respect to Forward-Looking Statements

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A discussion of these and other factors which may affect Toyota's actual results, performance, achievements or financial position is contained in Toyota's annual report on Form 20-F, which is on file with the United States Securities and Exchange Commission.

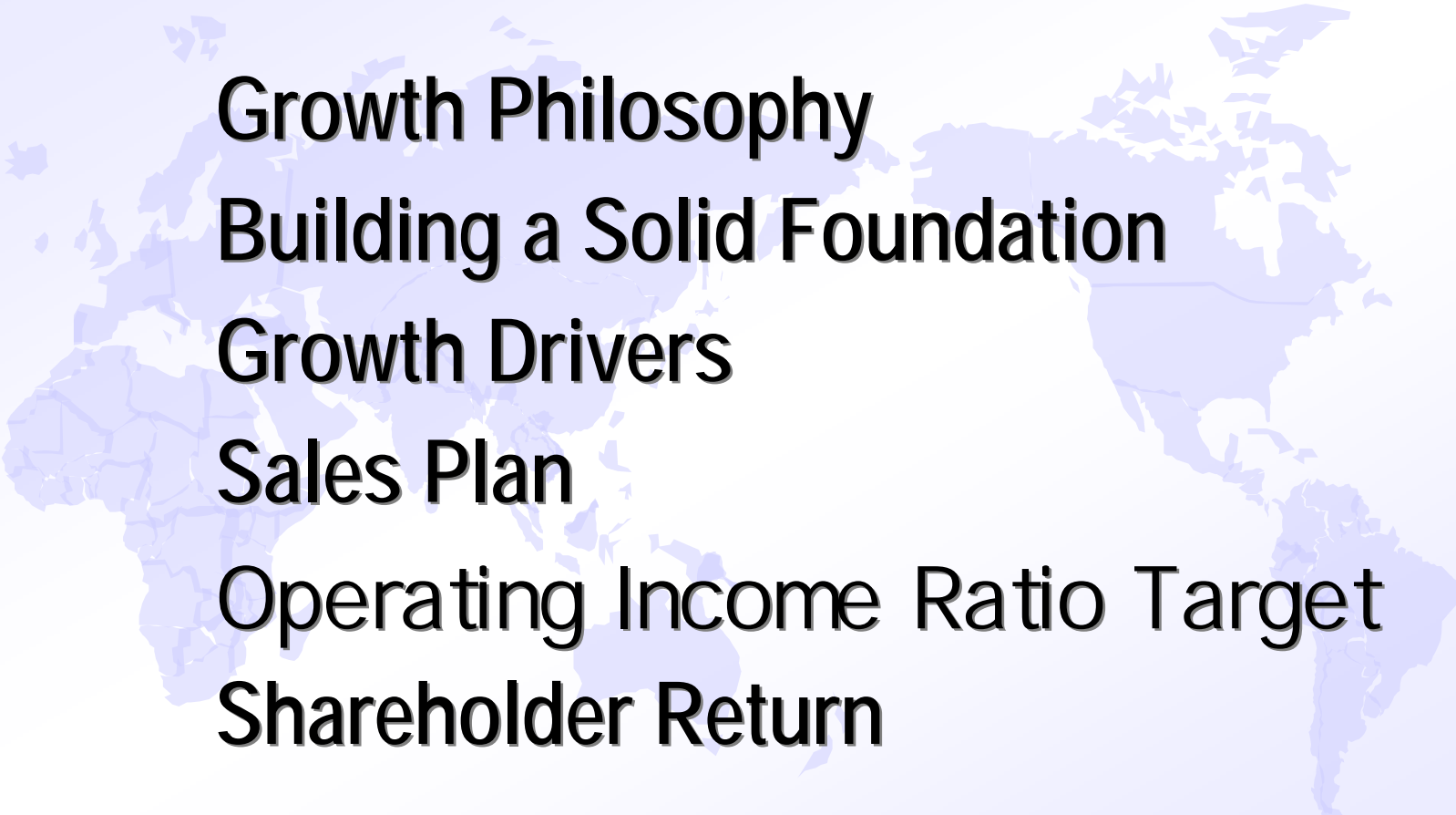
TOYOTA

Caution concerning Insider Trading

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Mitsuo Kinoshita

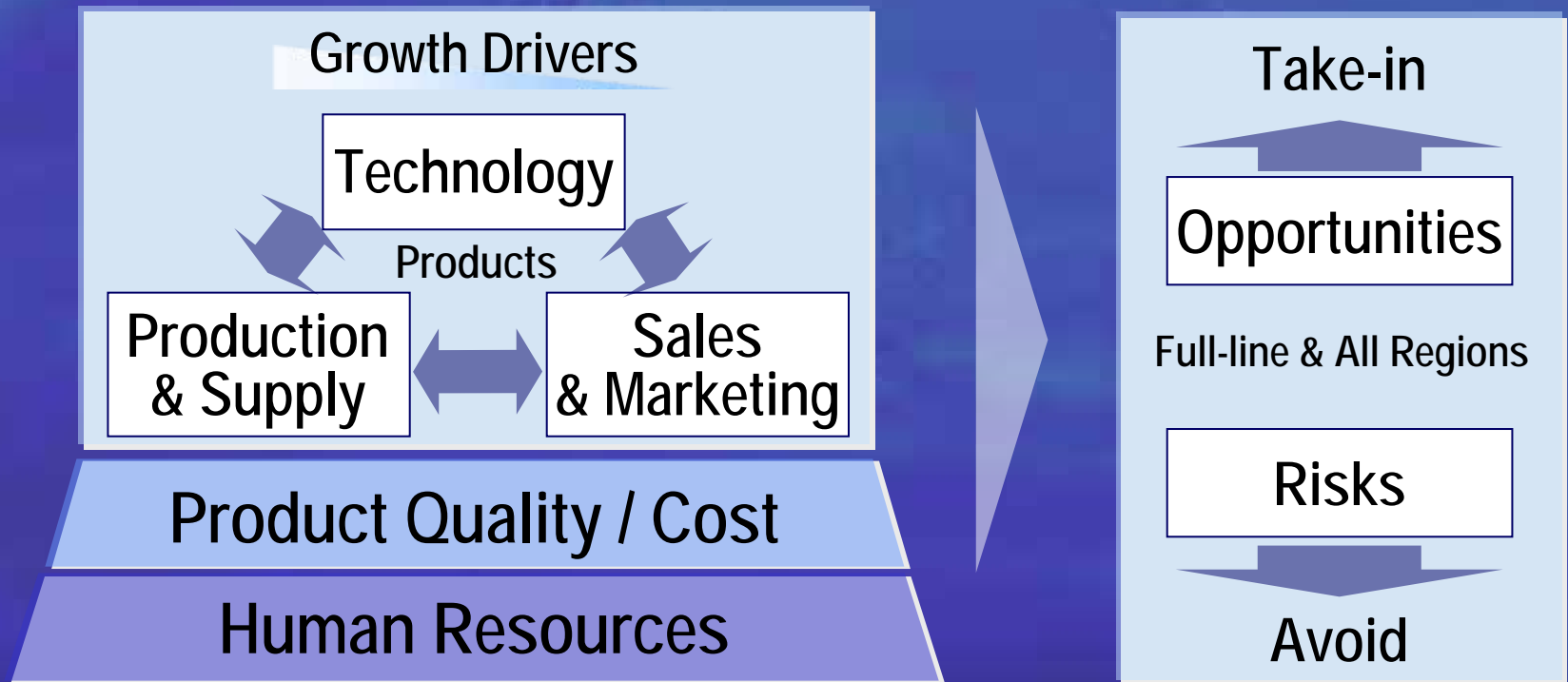
**Executive Vice President
and CFO**

- 
- . **Growth Philosophy**
 - . **Building a Solid Foundation**
 - . **Growth Drivers**
 - . **Sales Plan**
 - . **Operating Income Ratio Target**
 - . **Shareholder Return**

. Growth Philosophy

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Quality Improvement ► Long-term and Stable Growth



TOYOTA

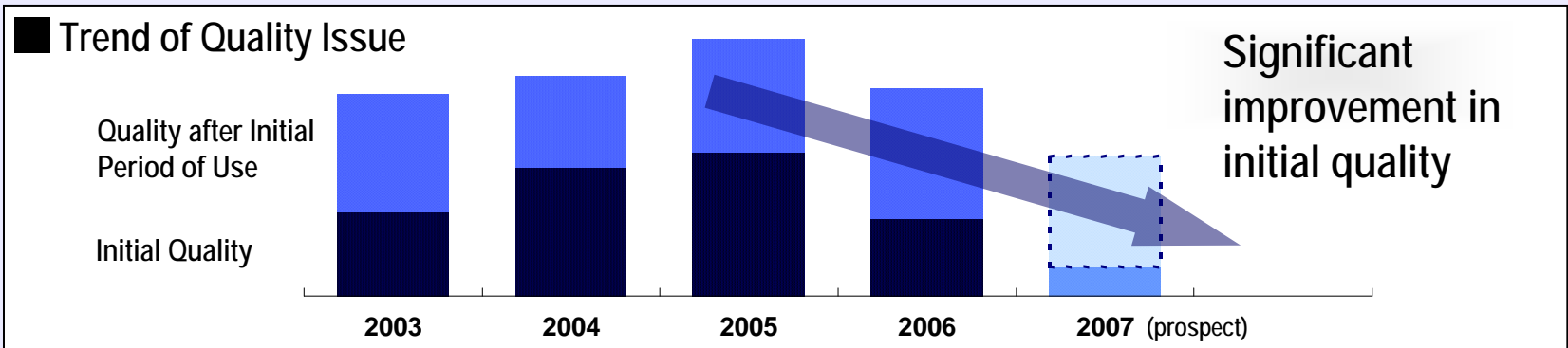
. Solid Foundation

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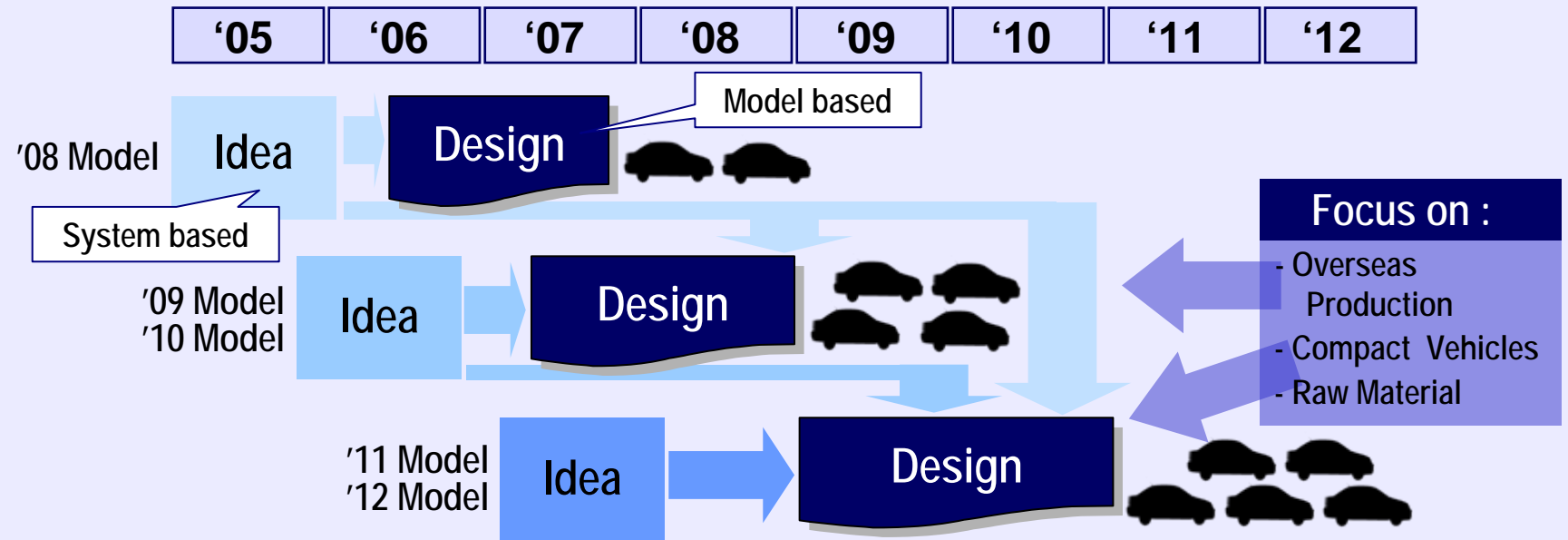
- 1 . Product Quality



- 2 . Cost



Value Innovation (VI) Activity

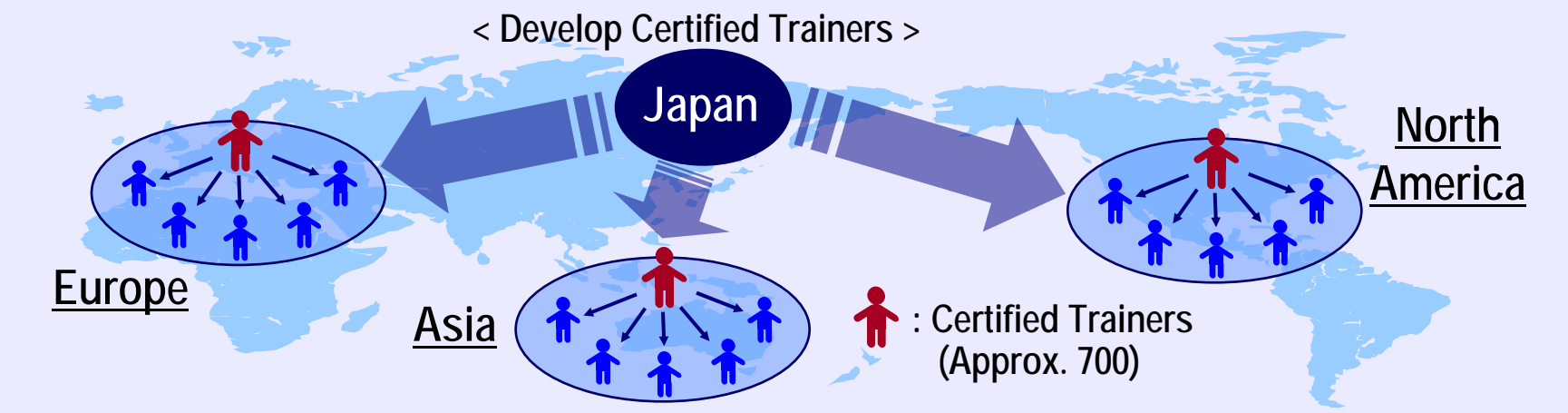
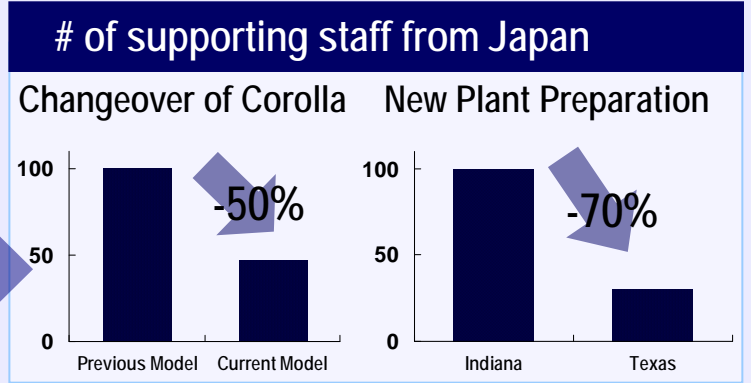
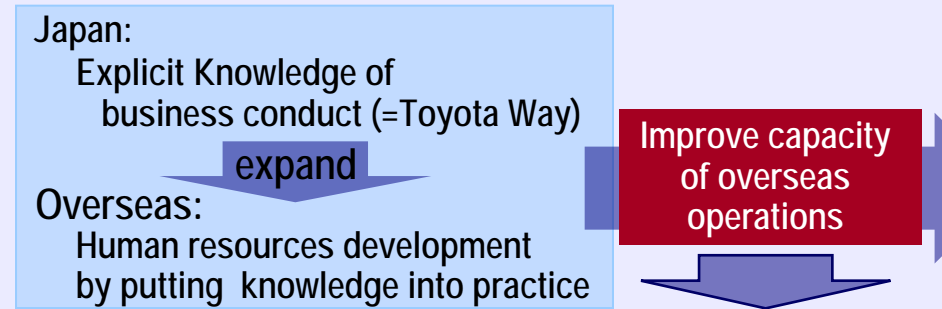


Promote VI activities to increase net profits

- 3 . Human Resources

Product Quality	Cost	Human Resources
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Global Promotion of Self-Reliance



. Growth Drivers

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TOYOTA

- 1 . Technology

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Technology

Challenges for Sustainable Mobility

CO₂ Reduction ✕ Fuel Efficiency ✕ Alternative Energy Sources

Engine
Transmission

- Redesign all to improve environmental performance (-2010)

Production
& Supply

Diesel

- Strengthen line-up (Joint development of 1.6L with Isuzu)
- Further reduce emissions (Expansion of clean diesel)

Sales
& Marketing

Hybrid

- Reduce cost through more compact, lighter system
Expand model line-up
=> 1 million unit HV sales in the early 2010s
- Evolve HV technology (Test of PHV on public road)

PHV=Plug-in Hybrid Vehicle

TOYOTA

- 1 . Technology

Technology

Challenges for Sustainable Mobility

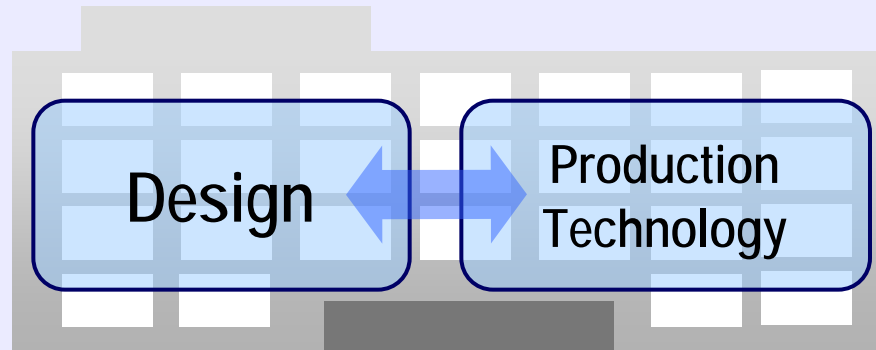
Stronger need for next generation environmental technology
(Hybrid System / Engine / Transmission)



Early commercialization with state of the art environmental technologies

Production & Supply

Sales & Marketing



Development of Technology through Closer Coordination

Technology

Production & Supply

Sales & Marketing

Challenges for Sustainable Mobility

Propose New Concept Cars for the Development of Attractive Models

Concept Vehicles at Tokyo Motor Show

Environmentally Friendly [1/X]  1/X

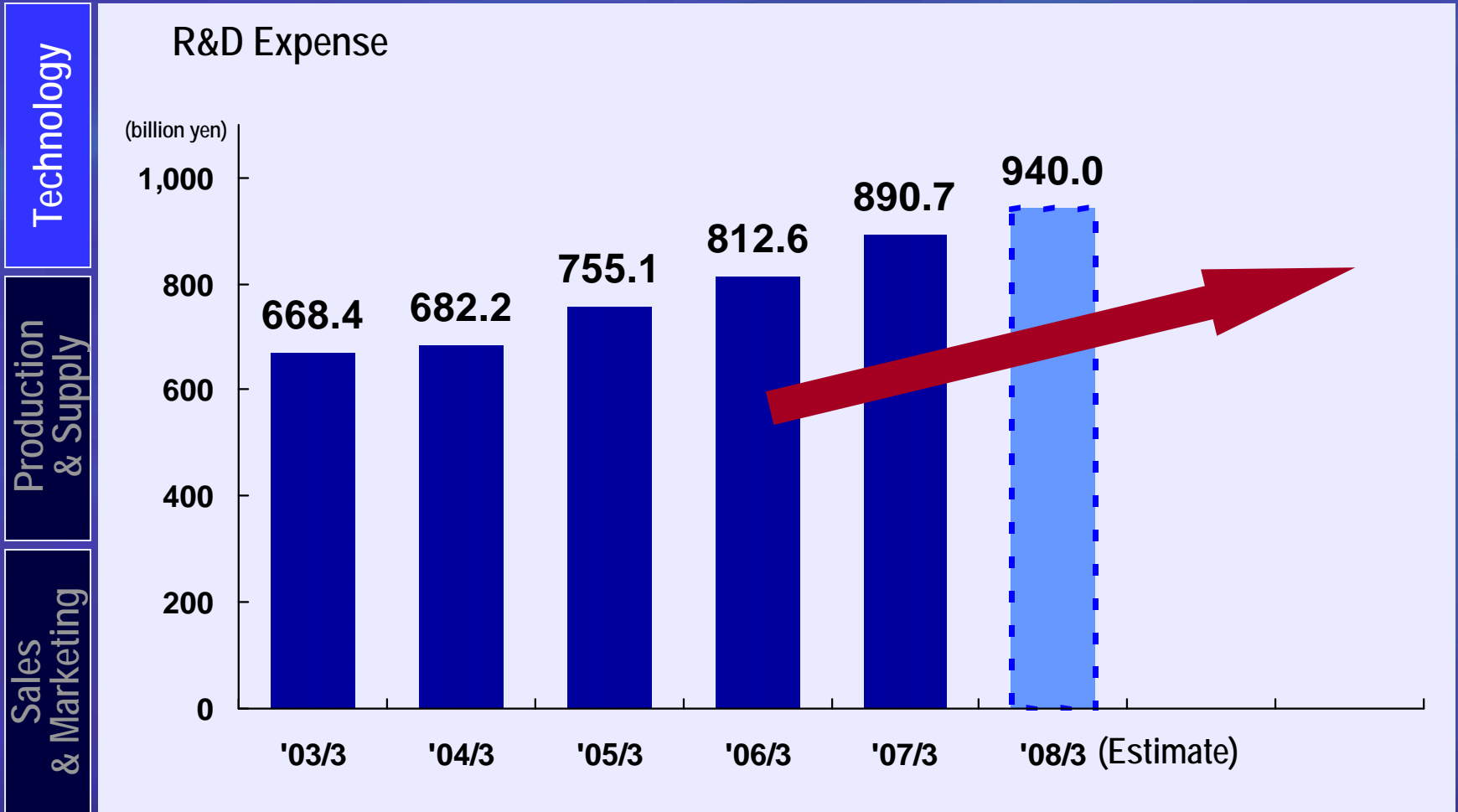
Promotion Well-being [iQ]  iQ

Ultra-effective Packaging [iQ CONCEPT]  iQ CONCEPT

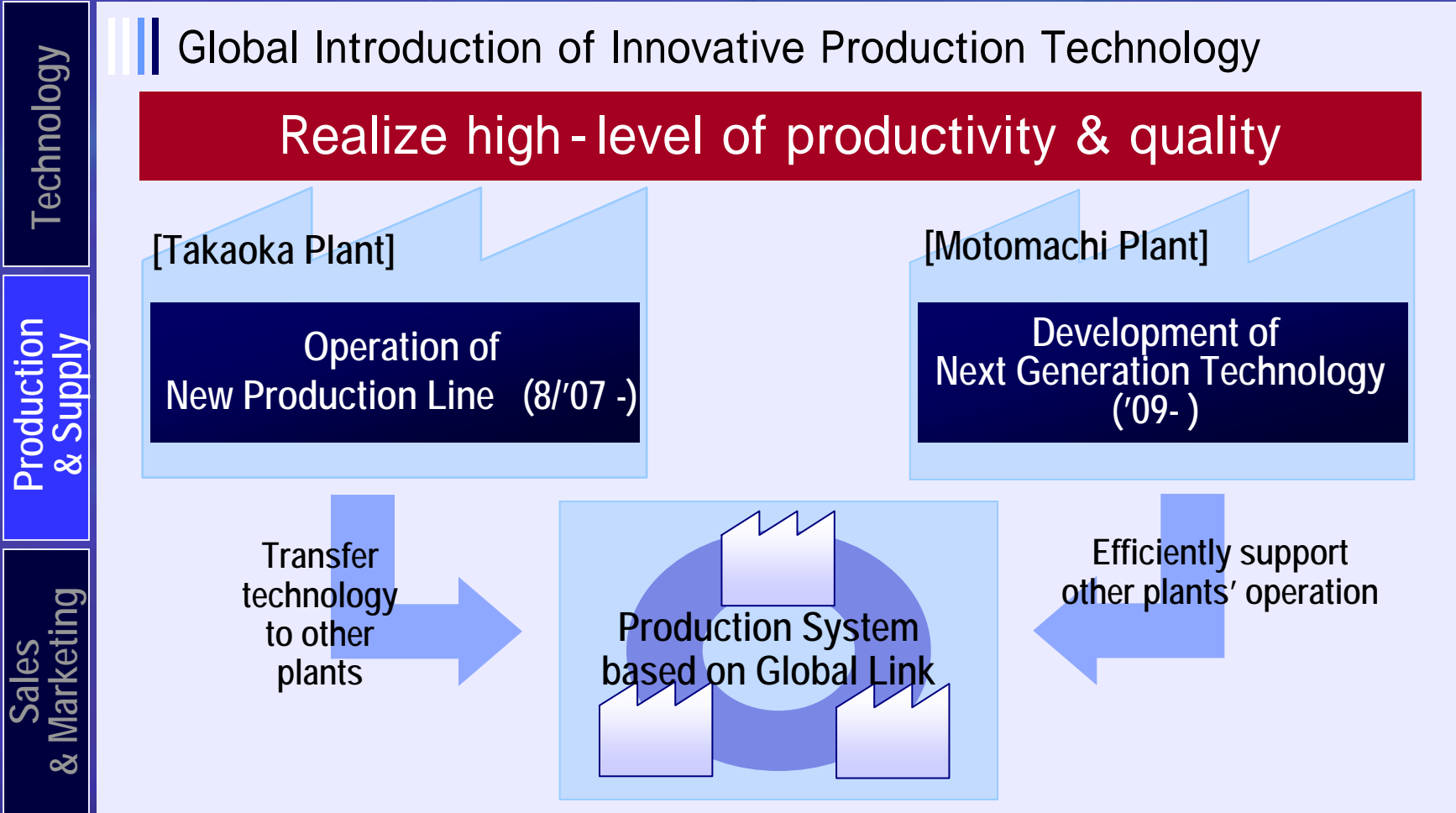
i-REAL  i-REAL

LEXUS Specialty SUV [LF-Xh]  LF-Xh

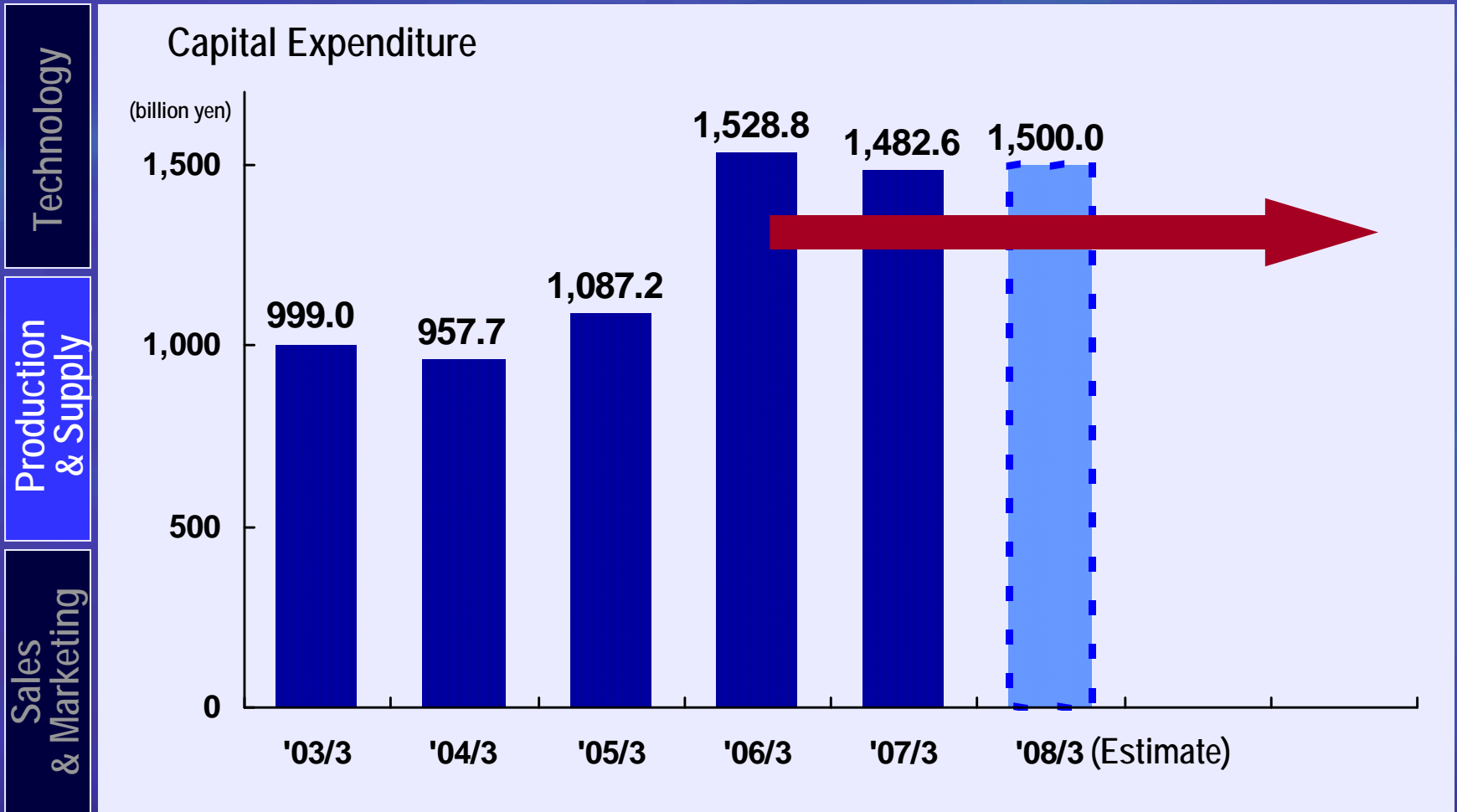
- 1 . Technology



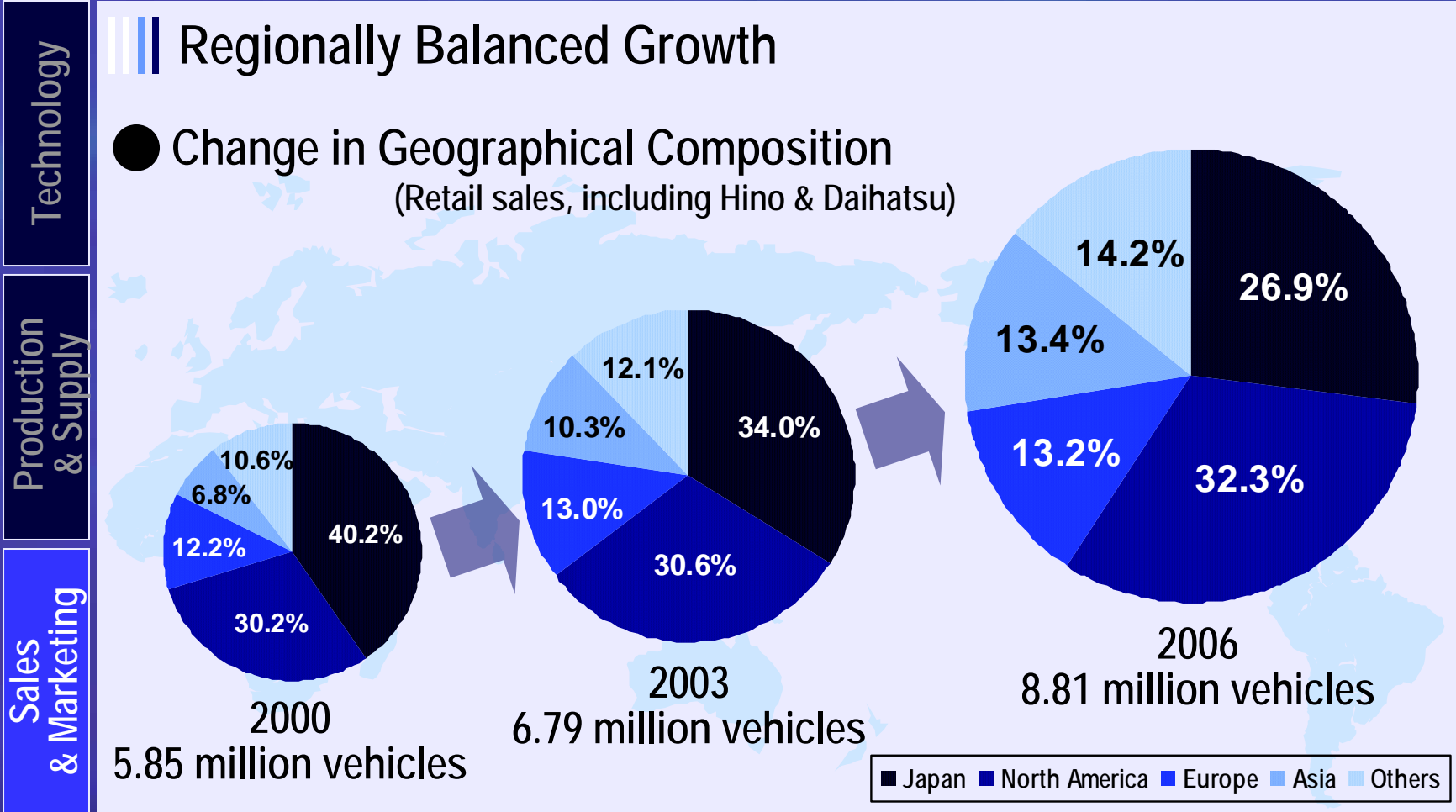
- 2 . Production & Supply



- 2 . Production & Supply



- 3 . Sales & Marketing



- 3 . Sales & Marketing

Technology

Production & Supply

Sales & Marketing

Strategy by Region -Japan

Introduce attractive products to create new markets



IS F



Mark X Zio



Vanguard



Corolla Rumion



Ist



Land Cruiser

- Introduce new models
- Build social infrastructure to support use of automobiles
- Effectively communicate attractiveness of automobiles

Aim to revitalize the Japanese Market

- 3 . Sales & Marketing

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Technology

Strategy by Region -North America

Introduce attractive products to create new markets

● Launch of New Tundra in '07

▼ Successful entry into full-size pick-up truck market



● Enhance Lineup

▼ Aim to grow in all product categories



Production
& Supply

Sales
& Marketing

TOYOTA

- 3 . Sales & Marketing

Technology

Production & Supply

Sales & Marketing

Strategy by Region -Europe

Introduce attractive products to create new markets

● Promote sales of core models



Aygo



Yaris



Auris



Avensis

● Reinforce response to the CO₂ reduction

- Innovative compact model



iQ CONCEPT

- Expand diesel line-up



RAV4

- Promote sales of HVs



LS600h

- 3 . Sales & Marketing

Technology

Strategy by Region -China

Aim to further increase profits by expanding sales networks and local manufacturing

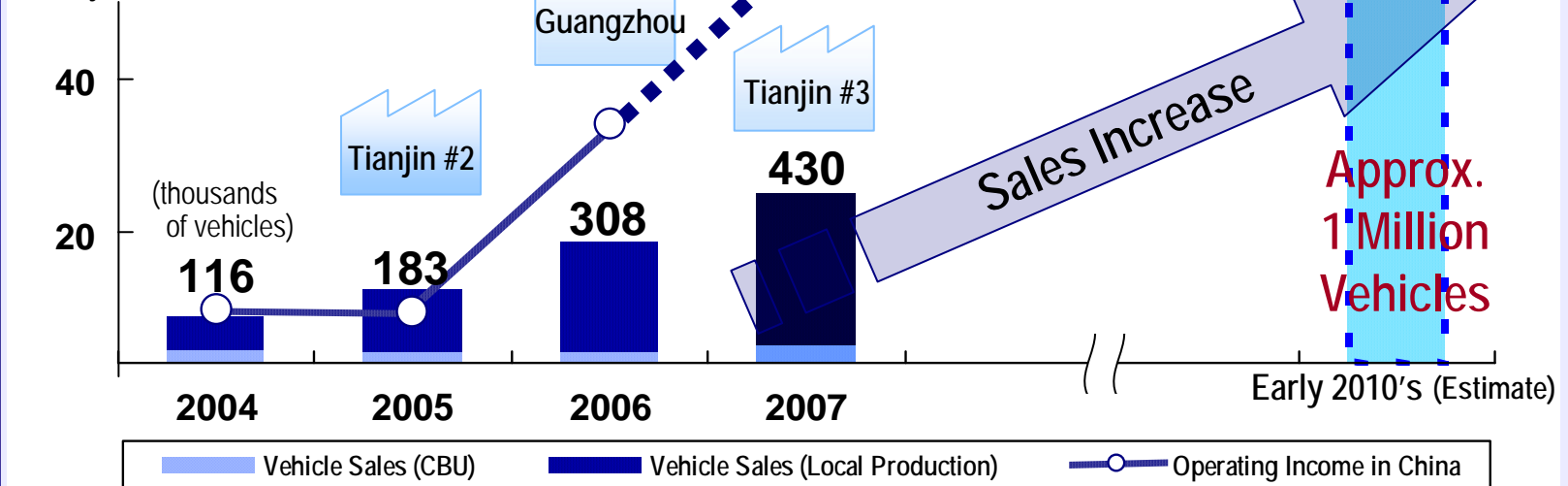


Production & Supply

Sales & Marketing

Change of Sales Volume / Operating Income

(billion yen)



- 3 . Sales & Marketing

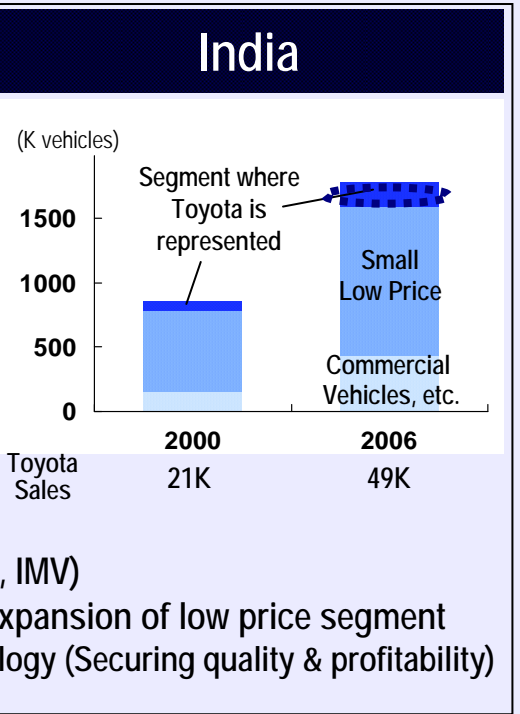
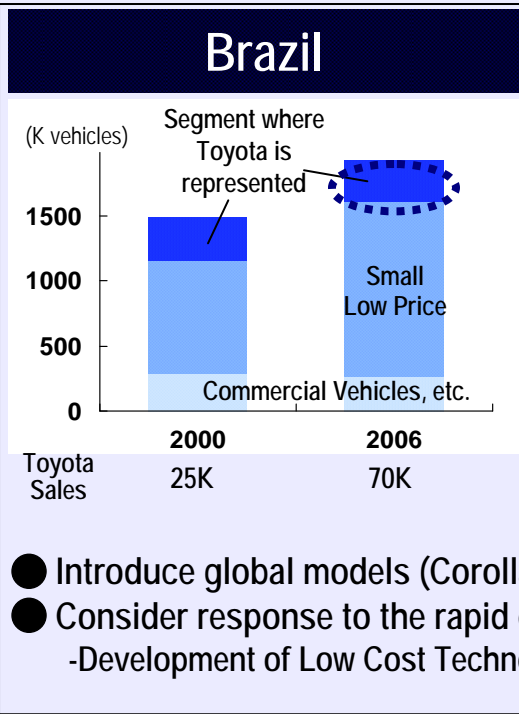
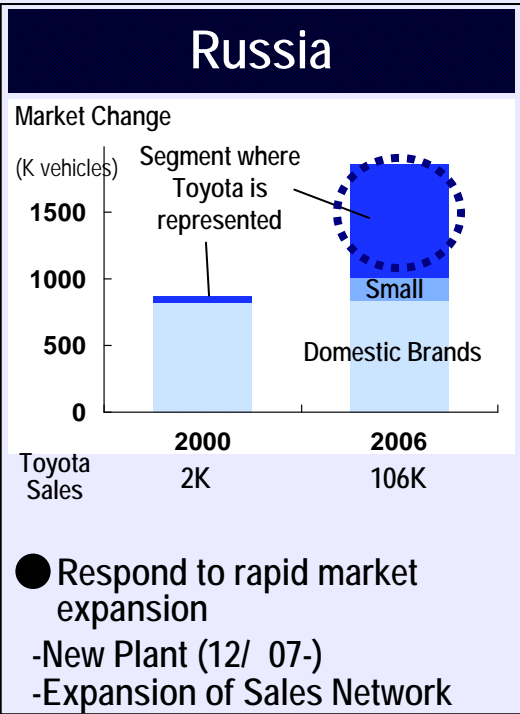
Technology

Production & Supply

Sales & Marketing

Strategy by Region -Emerging Markets

Thoroughly respond to local needs



Technology

Production & Supply

Sales & Marketing

Strategy by Brand -Lexus

Increase Sales by Improving Lineup

5/'07 Flagship Model

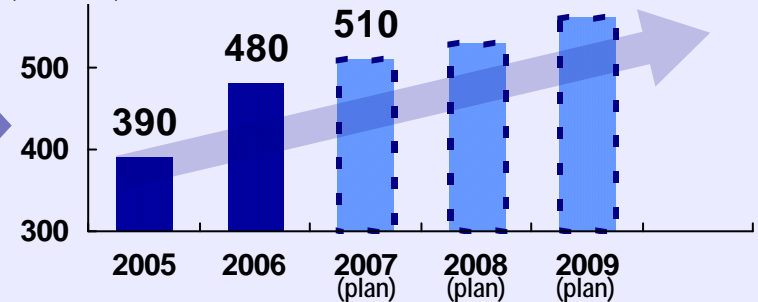


LS600hL

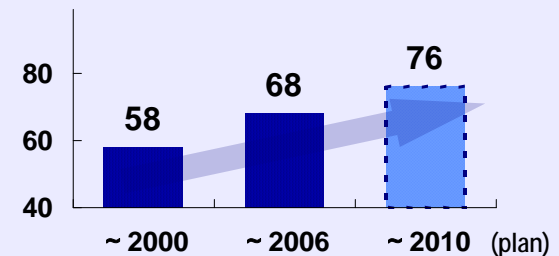
Improve line-up steadily

Change in Vehicle Sales

(K vehicles)



The Number of Countries/Areas Where Lexus is Sold



- Build foundation for the brand
 - Expand countries/areas to sell
 - Increase Lexus exclusive dealers



Technology

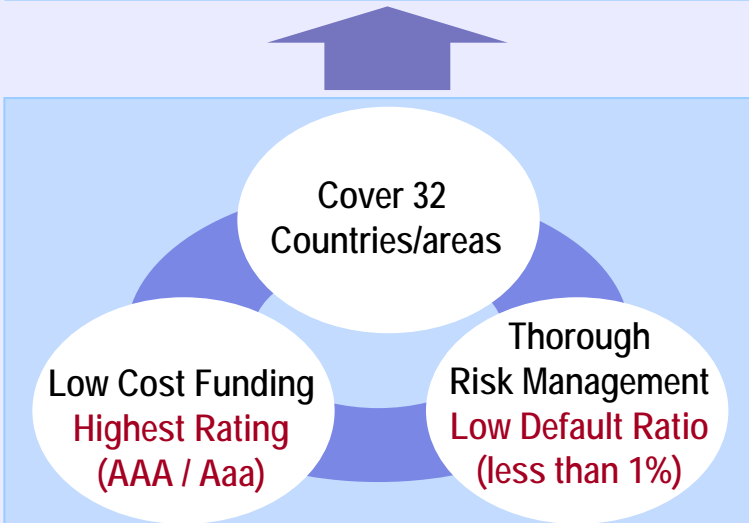
Production & Supply

Sales & Marketing

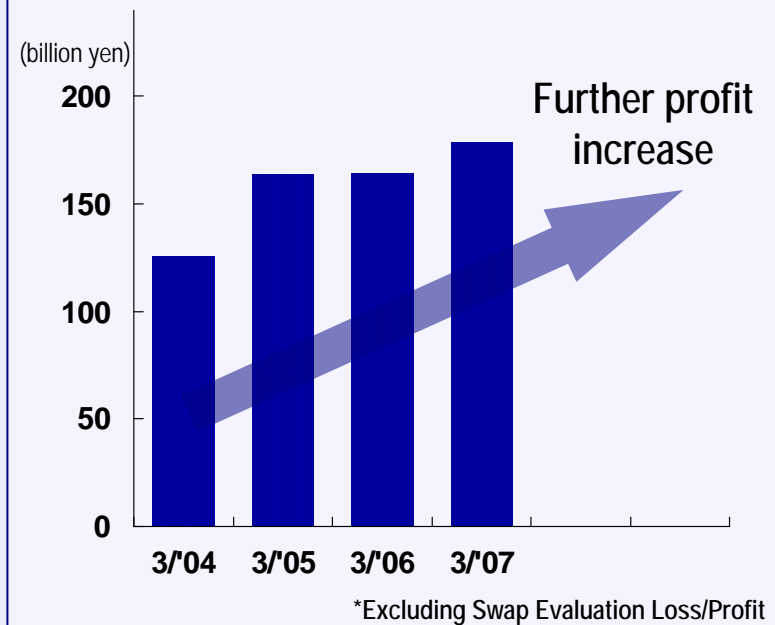
Financial Services

Cooperate with dealers and support vehicle sales

Promote various marketing programs & strengthen customer-retention



Operating Income from Financial Service Sector



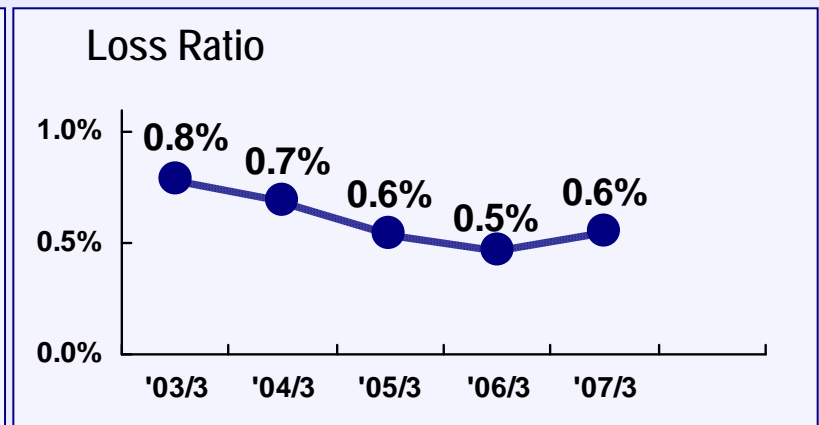
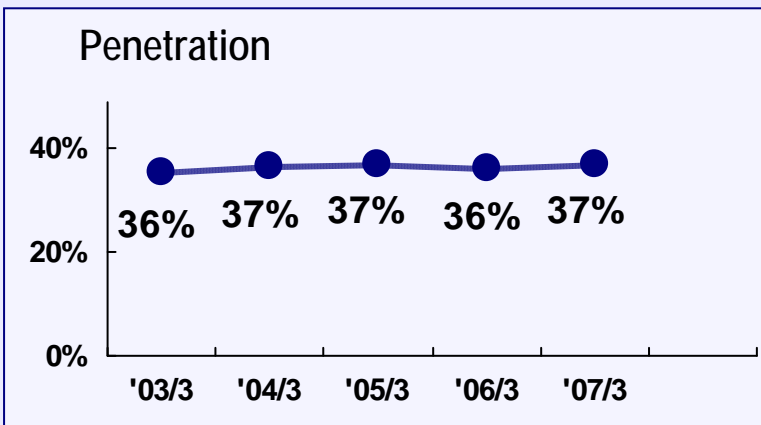
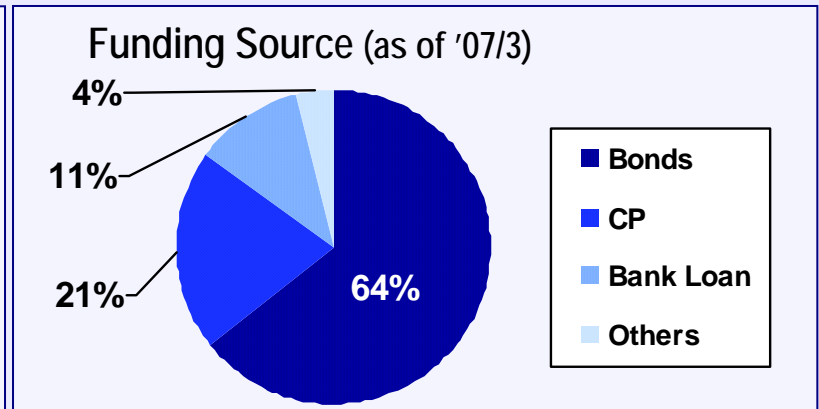
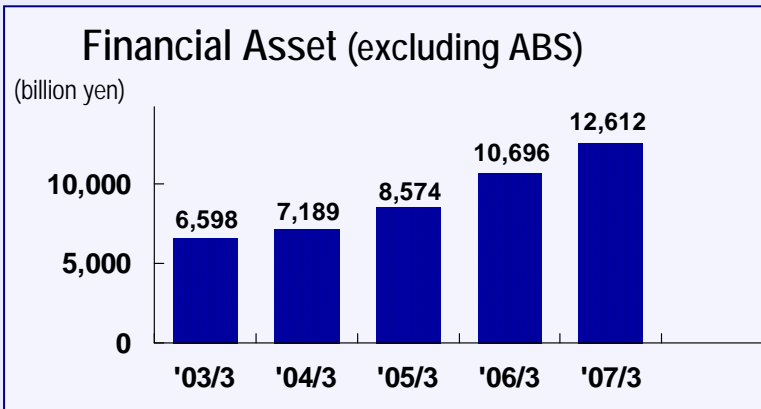
- 3 . Sales & Marketing

Technology

Production & Supply

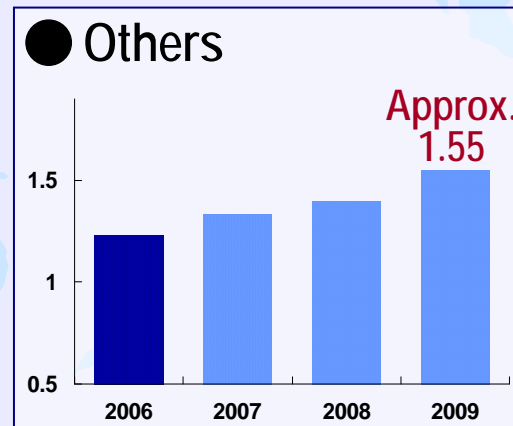
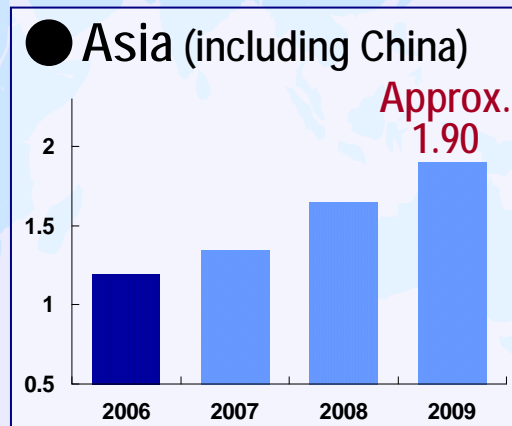
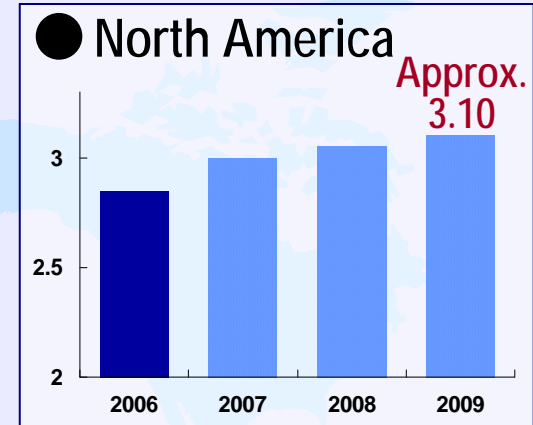
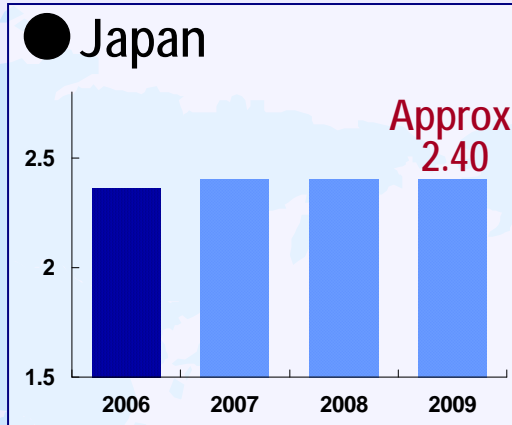
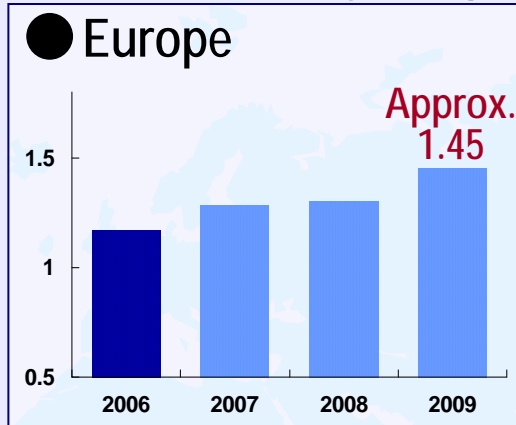
Sales & Marketing

Financial Services (reference)



Sales Plan

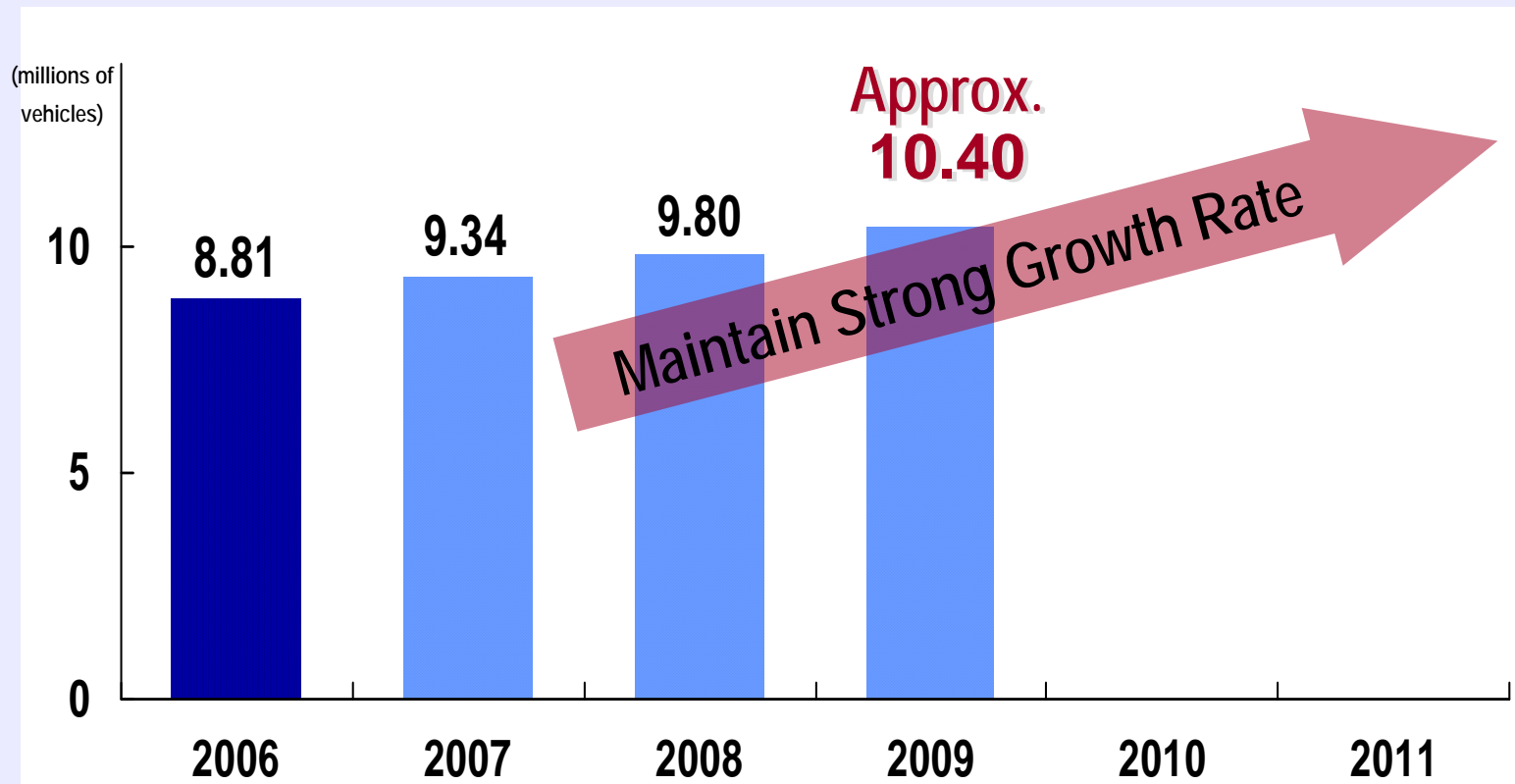
Sales Plan by Region (Retail sales, including Hino and Daihatsu)



(millions of vehicles)

. Sales Plan

Total Vehicle Sales (Retail sales, including Hino and Daihatsu)

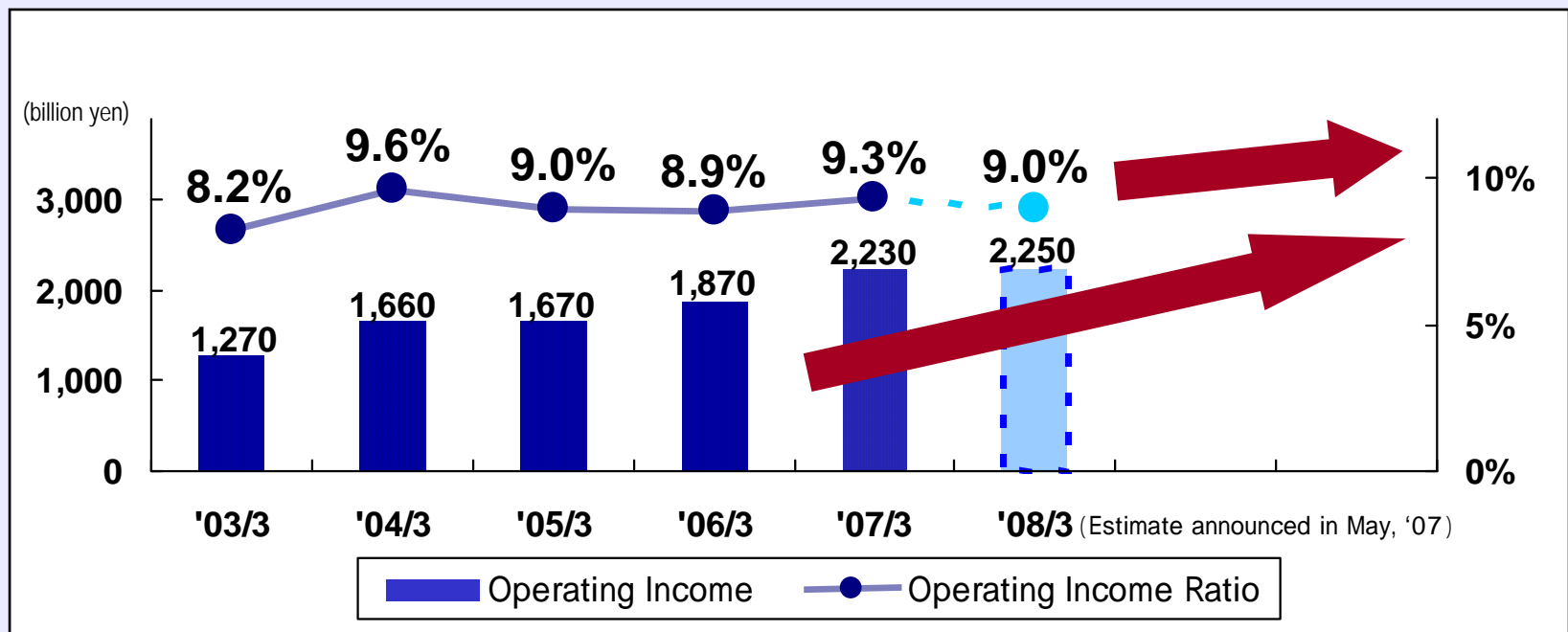


Operating Income Ratio Target

Operating Income Ratio (Consolidated)

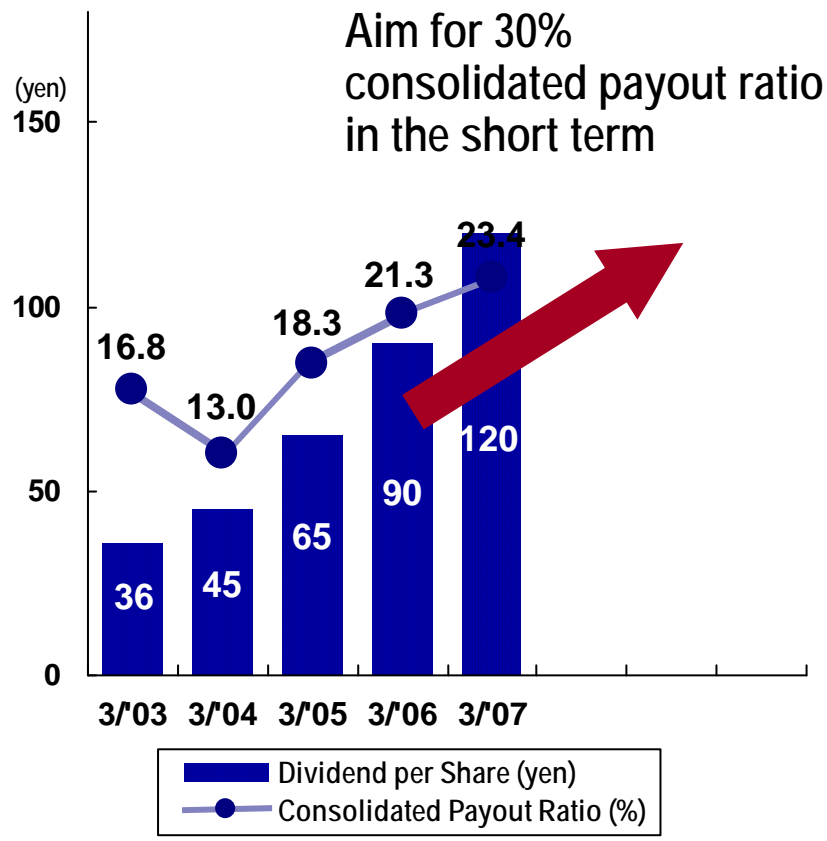
Target of Operating Income Ratio in Medium & Long-term 10%

Sustainable Growth in Profit with Sales Increase

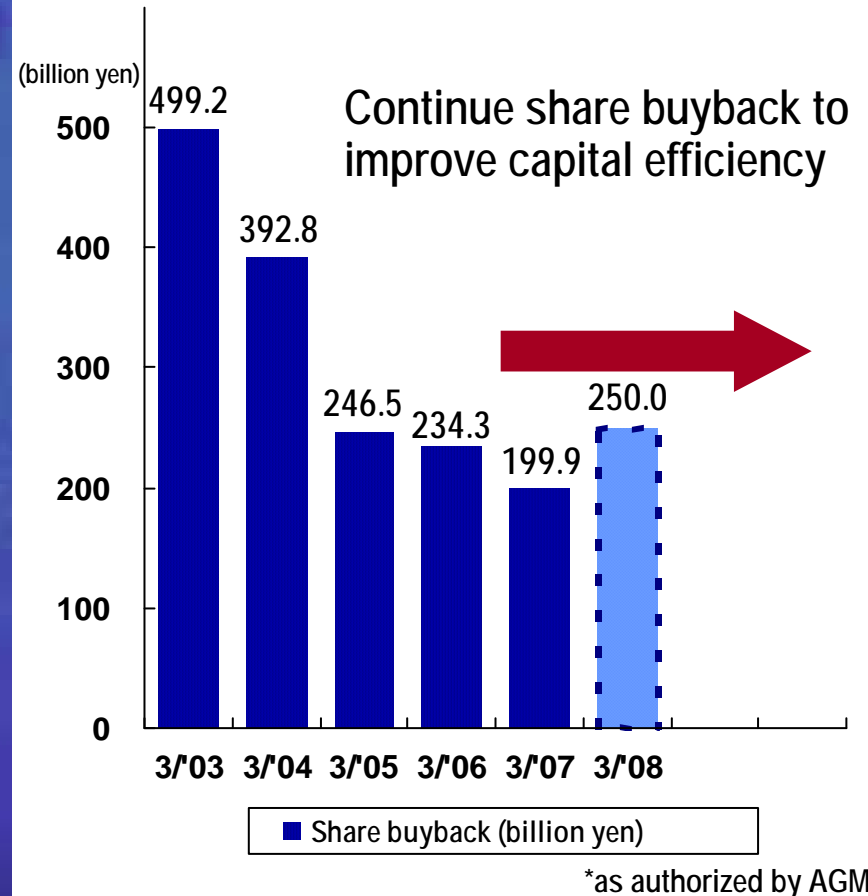


Shareholders Return

■ Dividend per Share and Consolidated Payout Ratio



■ Share Buyback



Building a **Platform** for **Growth**

