

Sales activities for Enhancement of Competitiveness and Sustainable Growth

Nov.6th,2018


**Toyota Motor Corporation
Executive Vice President
Didier Leroy**

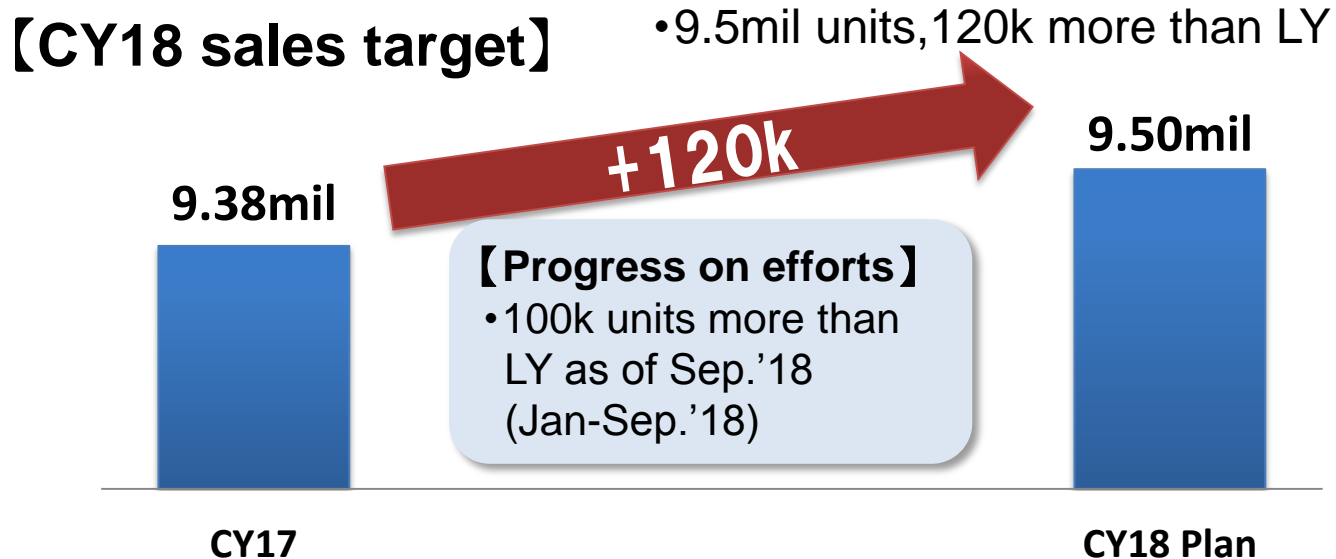


- Improve Productivity
- Cost Kaizen
- Enhance Sales Capability**
- Human development
- ...

- ◆ We must secure “Strength” (Profit) and “Presence” (Volume) and popularize new technologies

Increase the number of customers who choose Toyota by creating value

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- 1) Swift Decision and Quick Action based on Genba Information
 - 2) Train Staff by Exclusive Department
 - 3) Reinforce Brand
 - 4) Create Lifelong Customers

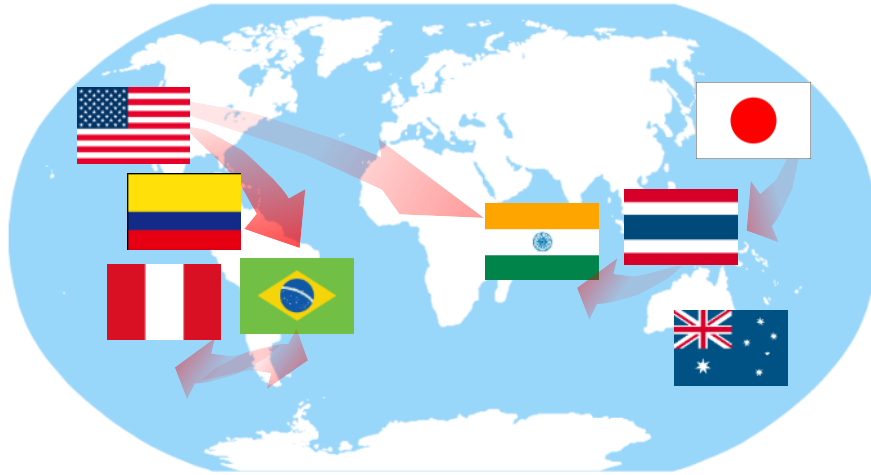


1) Swift Decision and Quick Action based on Genba Information



2) Train Staff by Exclusive Department

- Train staff to have a better sense of the market



Regions draw know-how and experience from each other at global level

- Support activity for raising the level of sales operations with the aim to be Best in Town
(Hospitality, O-mo-te-na-shi, etc.)

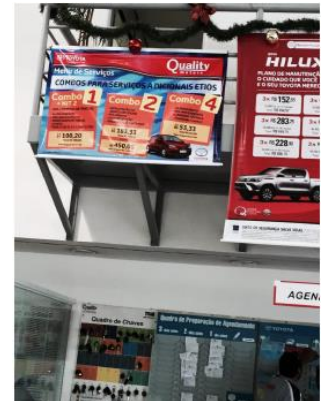
Delivery Ceremony



“How I want to treat Customer”

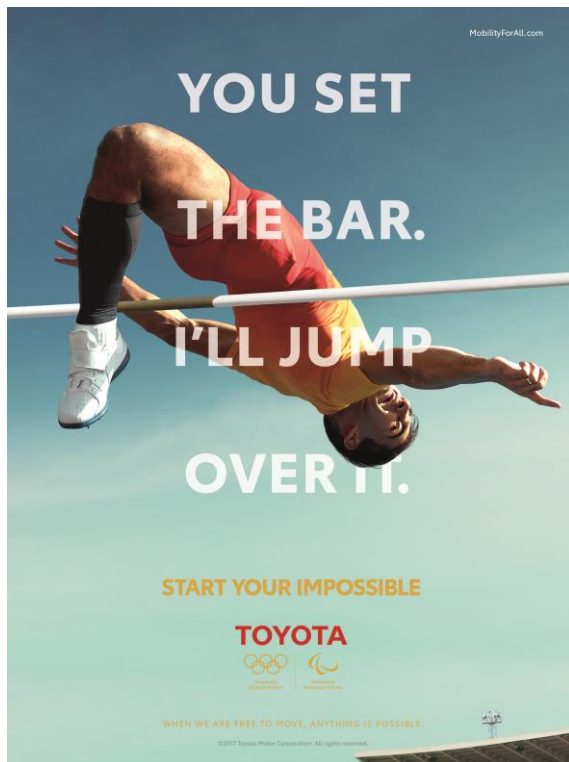


Visible Service Package



3) Reinforce Brand

Mobility for All



Start Your Impossible

Environment



Electrification

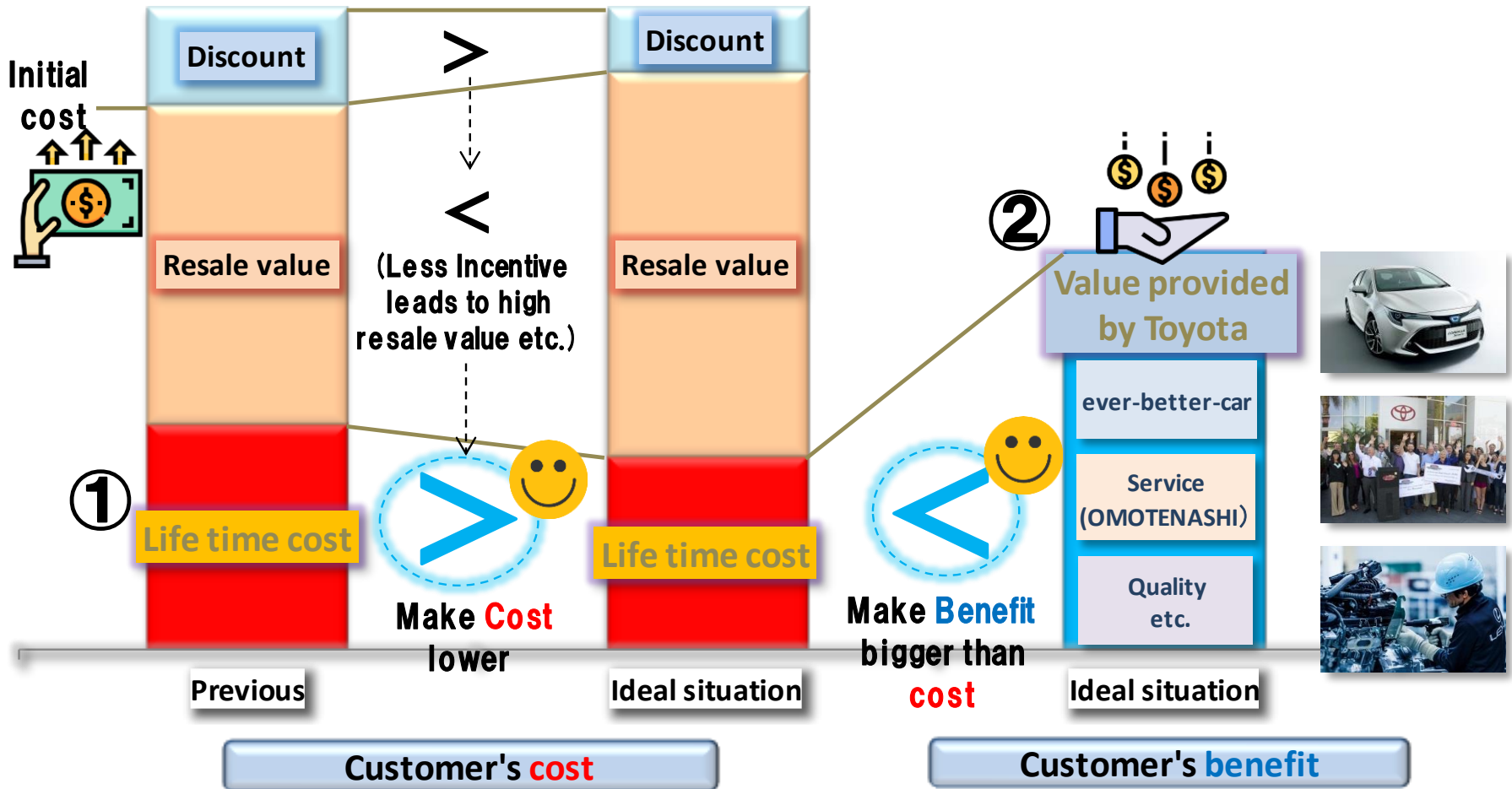
Ever Better Cars



GAZOO Racing

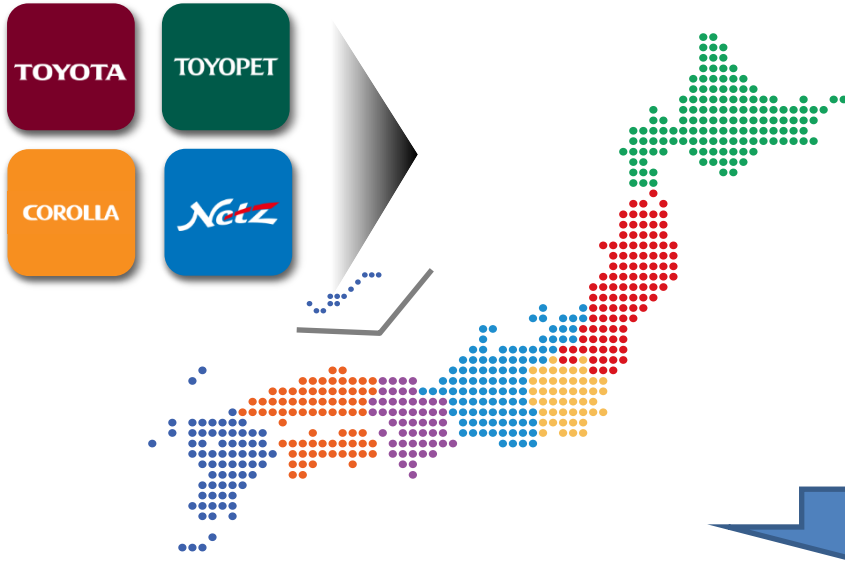
4) Create Lifelong Customers

- ① Reduce the total life time cost
- ② Provide high value (incl. improve value chain)



4. Example of Regional Activities : ① Japan [J-ReBORN Plan] 8/11

Regional Strategy instead of Nationwide, Multi-channel



New Mobility Services For Regional Societies



Connected Services



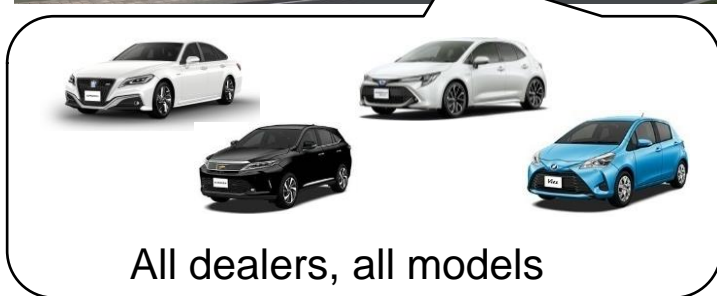
Working with Local Governments

“Best-in-Town” Dealers at the heart of their communities



◆ New direction starts from Tokyo after April 2019

- Tokyo area is very fast to adopt new trends
- Tokyo has both big city and rural area challenges as all areas in Japan



New mobility services
(e.g., car leasing, car sharing)



Operational Kaizen

4. Example of Regional Activities : ②China

Local Motor Shows



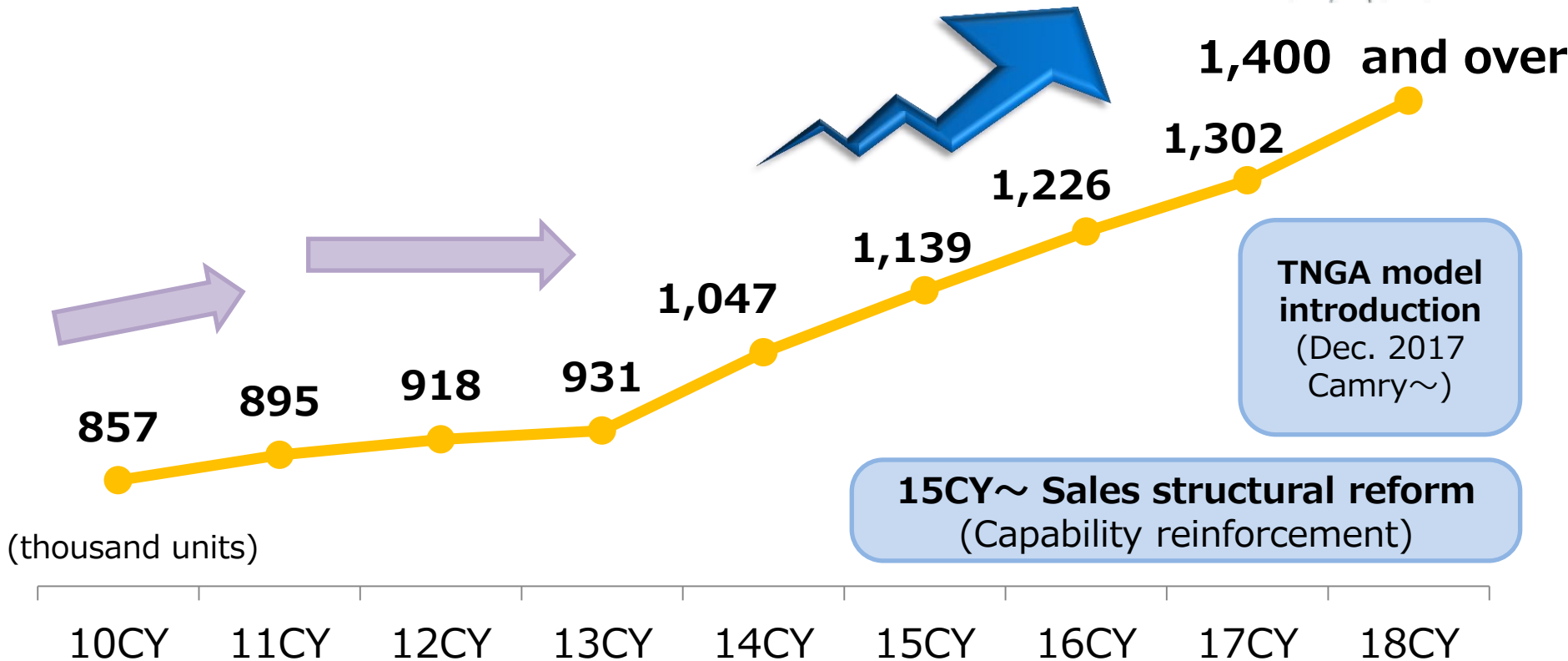
HEV Branding Events



TNGA Test Drives



Premier visit to Hokkaido



Best in Town



Genchi-Genbutsu

- Executives go to the store and listen to customer's voice



- ◆ Share Toyota Way globally to make sales activities “Better Better Better”
- ◆ Become the No.1 Maker in the Heart of Customers

TOYOTA

ENHANCING SALES ACTIVITIES AND PROFIT IMPROVEMENT IN NORTH AMERICA

NOVEMBER 6, 2018

TOYOTA MOTOR NORTH AMERICA
CEO
JIM LENTZ



NORTH AMERICAN MARKET: TAILWINDS VS. HEADWINDS

2/5

TAILWINDS:

- **Consumer Confidence**
- **Low unemployment rate**
- **Housing starts**
- **Wall Street/Stock Market**
- **Steady fuel prices**

HEADWINDS:

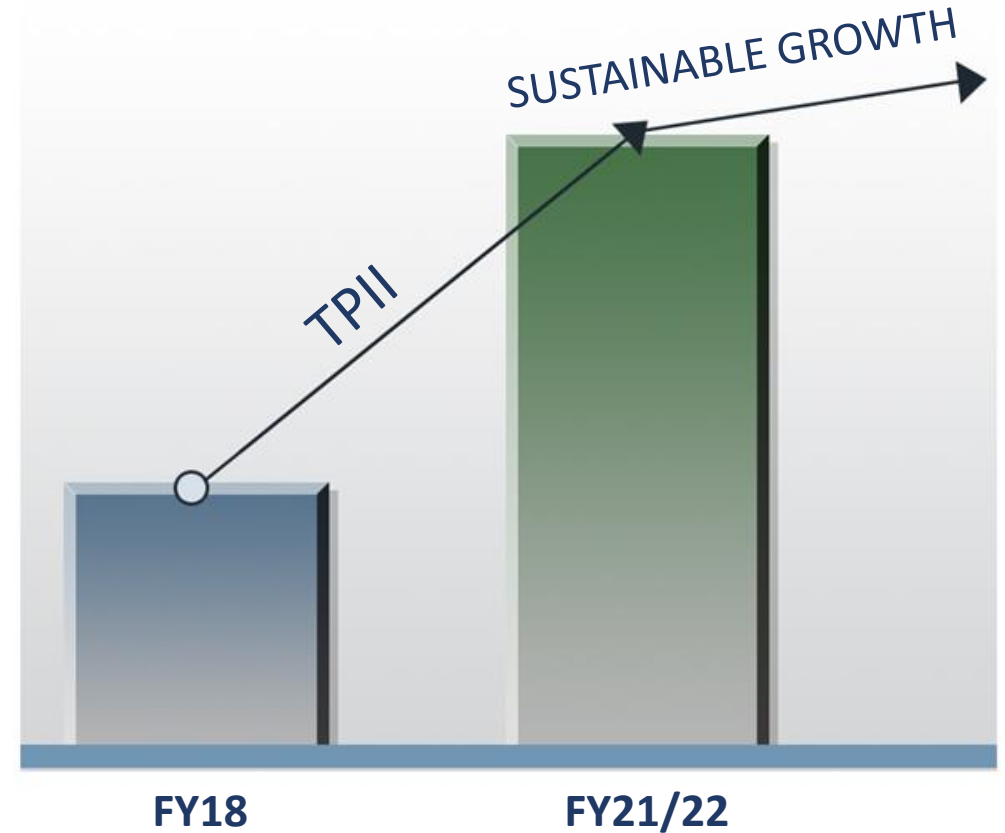
- **Trade**
- **Greenhouse gas emissions**
- **Rising interest rates**
- **Cyclical downturn**
- **Commodities pricing**
- **Incentives**
- **Used cars**



ONE TOYOTA: PROFIT IMPROVEMENT

ONE TOYOTA

MORE EFFICIENT | QUICKER RESPONSE | STRENGTHEN CAPABILITIES



STRENGTHENING CORE BUSINESS/SALES ACTIVITIES

PRODUCT CADENCE

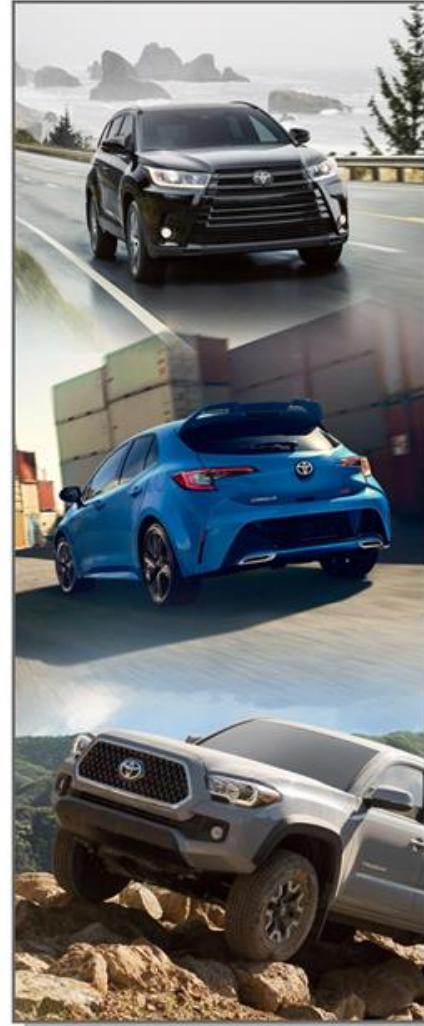
Over the next **3** years
31 all-new, redesigned or refreshed models in the Toyota and Lexus line-up



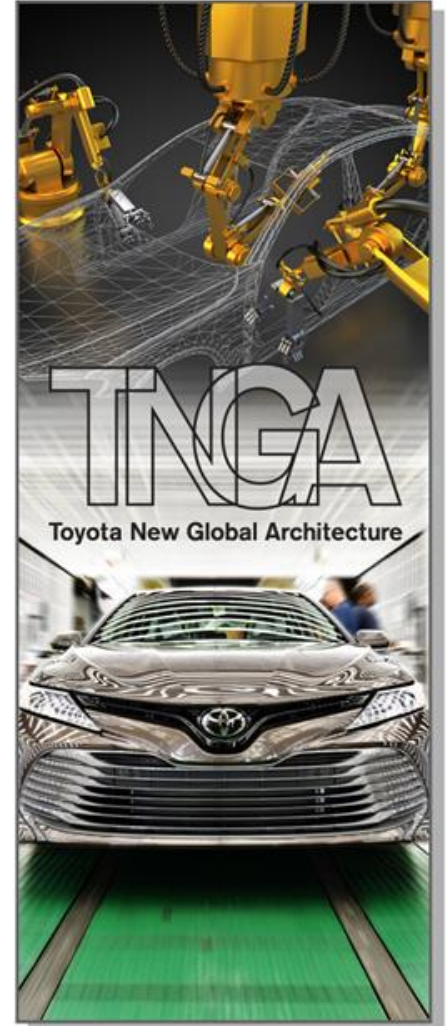
RETAIL TRANSFORMATION



PRODUCT MIX



OPTIMIZING MANUFACTURING FOOTPRINT



FUTURE OF MOBILITY/SUSTAINABILITY



PROJECT H₂ PORTAL

ELECTRIFICATION



CAR-SHARE SERVICE



Powered by TOYOTA CONNECTED | SERVCO



BY **2020** MORE THAN 15% OF OUR U.S. LINE-UP WILL CONSIST OF HYBRID, PHEVs AND FCVs

MONETIZING DATA

