

Toyota's Views on Climate Public Policies 2021

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Introduction

The following pages explain Toyota's views on Climate Public Policy, which is a natural extension of what Toyota has deeply believed for a long time on environmental and social contribution.

In 1992, we first published The Toyota Earth Charter and updated it in 2000, which for the first time announced publicly the broad polies by which Toyota would engage with the world, cooperate and contribute to society, and pursue environmental technologies. It also announced broad action guidelines for product design and manufacturing, choosing business partners, participating as a member of society, and for public disclosure. Lastly, it outlined a corporate governance structure.

Acting on continuous improvement, Toyota took a step beyond the Earth Charter and announced the Toyota Environmental Challenge 2050 in October 2015, 2 months before the Paris Agreement was adopted. The six challenges within the Toyota Environmental Challenge 2050 are: New vehicle zero CO₂ emissions, Manufacturing plant zero CO₂ emissions, Life Cycle zero CO₂ emissions, Minimize and optimize water usage, Establish a recycling-based society, and Establish a future society in harmony with nature. These six specific challenges acting together will guide Toyota towards its aim of achieving zero CO_2 emissions, a net positive environmental impact, and will assist Toyota to contribute to the realization of a sustainable society.

In 2020, Toyota announced the Seventh Toyota Environmental Action Plan-2025 Target, a new five-year action plan to achieve the Environmental Challenge 2050. Under this new target, we will accelerate environmental initiatives and contribute to the realization of a sustainable society including the Sustainable Development Goals (SDGs). We also formulated regional 2025 targets for six regions in line with the 2025 Target.

We report our progress publicly and the Toyota Earth Charter, the Toyota Environmental Challenge 2050, and the Seventh Toyota Environmental Action Plan-2025 Target are available on our global web site.

Toyota Motor North America (TMNA) introduced solar panels in its headquarters. The 8.8MW system is designed to provide for a third of the headquarters' electricity needs



Toyota Aiming to be Carbon Neutral by 2050

Toyota intends to fully concentrate on achieving carbon neutrality by 2050. This is a complex and vast task but we will do our utmost to get there. We will need every possible measure to achieve this aim.

One of the most important measures for Toyota achieving carbon neutrality is the mass-market adoption of advanced technology vehicles to achieve significant emissions reductions. Toyota believes in the idea of "introducing sustainable vehicles practically" and our strategy is to continue to promote our portfolio of electrified vehicles, including Plug-in Hybrid Electric Vehicles (PHEVs), Battery Electric Vehicles (BEVs), Fuel Cell Electric Vehicles (FCEVs) and Hybrid Electric Vehicles (HEVs). We have sold a cumulative total of more than 18 million electrified vehicles since 1997. Those electrified vehicles over their lifetime, have prevented an estimated 140 million tons of greenhouse gas from entering the atmosphere.

To achieve carbon neutrality, Toyota is providing the most suitable electrified vehicles in response to the economic environment, energy policies, industrial policies, and customer needs that differ from country to country and region to region. Because conditions vary significantly across the globe and within countries, our portfolio approach allows more consumers to contribute to carbon reductions sooner compared to relying on a single technology or single approach.

Carbon neutrality in the automotive industry requires an integrated approach between renewable energy policy, charging infrastructure, vehicle purchase incentives, supplier support, and battery recycling systems. It requires a holistic whole-of-economy effort. Success will be critically dependent on collaboration with, and contributions by, various stakeholders including governments, industry associations, fuel and infrastructure providers, consumers, and NGOs. Toyota cannot achieve carbon neutrality on its own - we truly need everyone's support.

The purpose of this Disclosure

We have summarized our views on key climate related policies, our views on public policies, and the industry associations to which we belong. Toyota does so to be more transparent about our activities, to build and increase trust with the public, and to further strengthen cooperation between all stakeholders. We will reflect and update the contents every year by listening to and incorporating the opinions of our stakeholders. Cumulative Sales of Electrified Vehicles

Cumulative CO2 emissions reduction effect



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Our Activities

Toyota's Perspective on Public Policy

Toyota's mission, as defined by the Toyota Philosophy, is "Producing Happiness for All", and the vision is "Creating Mobility for All". We have always been committed to contribute to the overall good, so our approach to business is in line with the vision of the 17 Sustainable Development Goals (SDGs). Our perspective on public policy flows from our desire to do good for society.

The role of government and public policy is critical to helping reduce the effects of climate change and promote expansion of advanced technology vehicles around the world. Toyota seeks to ensure that public policy, societal needs, technology development, and consumer needs are aligned to the greatest extent possible.

As a member of society in the countries and regions in which we operate, we believe it's a privilege and a responsibility to contribute to public policy by sharing our technical and consumer knowledge, our vision and our views. Toyota does this transparently and always in full accordance with the spirit and letter of the law. We have positive relationships with governments and their administrative agencies, regulators, mainstream major political parties, non-profit organizations, local communities, customers, dealers, suppliers, and employees. We show respect to all, consistent with a core company belief and therefore hope to become a company that is respected and welcomed by all.

Contributing to society and public policy means that Toyota places a high priority on participating and influencing activities through industry and other associations. For example, many Toyota executives and employees are currently participating in various associations across the globe and are involved in contributing to their public policy advocacy.

Governance

Toyota constantly seeks to enhance corporate governance towards sustainable growth and the stable, long-term enhancement of corporate value. Our corporate governance organizational diagram can be found on P.19. Toyota has been continuing its efforts to respond swiftly to the rapidly changing external environment, and we will further press forward with our innovative changes.



Details on our corporate governance

Corporate Governance Report https://global.toyota/en/ir/library/corporate-governance/ Introduction

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Our Stance on Climate-Related Policies

This section describes Toyota's stance on climate-related policies.

Toyota's Stance on the Paris Agreement

Toyota supports the Paris Agreement and has committed to action in line with its requirements. In addition, Toyota will act while referring to IPCC's (Intergovernmental Panel on Climate Change) scientific knowledge. The Paris Agreement was adopted by 196 Parties at COP 21 in Paris, on December 12, 2015 and entered into force on November 4, 2016. Its goal is to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels.

Toyota's Stance on Carbon Neutrality

Considering mounting global environmental issues, Toyota announced the Toyota Environmental Challenge 2050 in October 2015. Based on the six challenges, we are taking measures with the aim of achieving carbon neutrality and will contribute to the realization of a sustainable society.

Toyota's Stance on Renewable Energy

At a press briefing titled "Skilled Manufacturing Key to the Future" in June 2021, we announced our intent to achieve carbon neutrality at our global manufacturing plants by 2035, 15 years earlier than previously announced. Renewable energy will play an important role in reducing manufacturing emissions, and Toyota is already investing heavily in wind, solar and other renewable power projects around the world, as part of achieving the Plant Zero CO₂ Emissions Challenge of the Toyota Environmental Challenge 2050. Since 2019, Toyota has achieved a 100 percent renewable energy introduction rate at all plants in Europe, 4 plants in South America, as well as on the MIRAI production line in Japan.

Specifically in Japan, Toyota supports the Japanese government's new 2030 energy mix plan, where renewable energy is to be the country's main power source in 2030. The Japanese government plans to double the amount of renewable energy in the next 10 years, which is an ambitious goal. Toyota is asking the Japanese government to take specific actions towards a steady increase of renewable energy. (ex. Make an action plan, share information on necessary investments/costs, etc.)



Our Activities

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Blades for the wind power generators (22 MW) under construction at the Tahara Plant

/carbon neutrality at all global plants by 2035

Skilled Manufacturing Key to the Future https://global.toyota/en/newsroom/corporate/35433493.html

Toyota's Stance on Lifecycle Emissions

Toyota will promote electrification strategies that contribute to reducing CO_2 emissions throughout the entire lifecycle of a vehicle, while consulting with governments on how to improve the environment for the promotion of electrification.

With the Toyota Environmental Challenge 2050, Toyota was quick to announce its approach to eliminate CO_2 emissions throughout the entire vehicle life cycle, and we are making steady progress.

Toyota's Stance on Energy Transition and Zero Carbon Technologies

Toyota has always been leaders in electrification. We have always stood for improving performance and Environmental progress, from our era-defining Prius to our new bZ4x and new electrified models to come in the years ahead. And this is only the start of what we are going to achieve:

- Toyota and Lexus are aiming to achieve global sales of 3.5 million BEVs per year by 2030
- Toyota will expand its total number of electrified models to around 70 by 2025
- Toyota plans to roll out 30 BEV models by 2030, offering a full lineup of BEVs in the passenger and commercial segments globally
- Lexus aims to realize a full lineup of BEVs in all vehicle segments by 2030 and to have BEVs account for 100% of its vehicle sales in Europe, North America, and China, totaling 1 million units globally. Also, Lexus aims for BEVs to make up 100% of its global vehicle sales in 2035
- Toyota will invest 8 trillion yen (\$70 billion) in carbon-neutral vehicles. This includes 4 trillion yen (\$35 billion) in BEV related R&D and capital investment (including 2 trillion yen (\$17.5 billion) in battery development) and 4 trillion yen (\$35 billion) in HEVs, PHEVs, and FCEVs
- In Japan, Toyota will aim to install fast charging stations in all of its dealers by 2025



Media Briefing on Battery EV Strategies https://global.toyota/en/newsroom/corporate/36428993.html

TOYOTA



Lexus aiming for 100%BEV by 2030 in Europe, North America and China 8 trillion yen (\$70 billion)

Toyota is the world leader in Hydrogen Fuel Cell technology and in December 2020, we announced our second generation MIRAI. Including our first generation, we have sold more than 17,500 MIRAI globally (as of October 2021). Hydrogen energy still faces many challenges related to available infrastructure, overall efficiency, and enabling low-cost clean hydrogen production. Toyota will continue to invest in technology to overcome these challenges.

We believe that technologies such as hydrogen fuel/hydrogen engine and carbon neutral fuels (nextgeneration biofuels, synthetic fuels) can expand the options for achieving carbon neutrality faster.

Toyota is accelerating the development of hydrogen engines in the harsh environment of motorsports. We are collaborating with many companies and municipalities to expand options in the areas of "producing", "transporting", and "using" hydrogen. For example, we used hydrogen that was derived from sewage biogas in Fukuoka City to power our hydrogen engine vehicles.

Carbon neutral fuels could help reduce emissions from the in-use fleet of vehicles. Toyota will be entering and conducting verification tests of new vehicles powered by carbon-neutral synthetic fuel derived from biomass in the ST-Q class of the 2022 season of the Super Taikyu Series.

Compared to Europe and the United States, Japan does not have favorable natural conditions for solar/ wind generation. Toyota believes in the need and will play its part for a "Energy Policy unique to Japan" which includes the use of hydrogen, carbon neutral fuel, and geothermal generation.

Toyota's Stance on a Carbon Tax and Carbon Emissions Trading

Toyota believes that CO₂ should be reduced by technological development and innovation. We support a system that is in line with each regional circumstance and promotes technological development/innovation and is fair and equitable, viable, and feasible.

We hope that our position is reflected in the Japanese government's ongoing discussions on carbon pricing.

Toyota's Stance on Greenhouse Gas Regulations

Toyota believes it is important to reduce greenhouse gas emissions as soon as possible since these gases are long-lived and therefore accumulate in the atmosphere over long periods of time. Early action is necessary.

We support regulations that are predictable, technology neutral, and that allow us to provide safe and affordable vehicles to our customers. We support regulations that are integrated in an economy-wide, comprehensive energy and industrial policy. Further, we support deregulations and policies that promote the entire spectrum of measurers to reduce barriers to success such infrastructure development, consumer purchase incentives, and other complimentary policy measures.





A hydrogen engine racing vehicle based on Toyota's Corolla Sport

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Our Climate-Related Public Policy Activities

Based on our climate-related policy positions, Toyota has engaged in climate policy advocacy activities including those through industry associations. We have listed a few examples in major regions from 2021.

Japan · Toyota

Presentation at "The Council for a Strategy for Hydrogen and Fuel Cells"

At the 24th "Council for a Strategy for Hydrogen and Fuel Cells" (Established by the Ministry of Economy, Trade and Industry) held on March 18, 2021, Executive Fellow Shigeki Terashi made a presentation about Toyota's actions towards a Hydrogen Society.

In the presentation, Toyota made the following proposals that we hope to tackle jointly with the Japanese government and infrastructure related businesses.

/ Lifecycle Emissions / Energy Transition and Zero Carbon Technologies

Proposals made in the Presentation

- Change Public Vehicles to Zero Emission Vehicles (BEVs and FCEVs)
- Implementation of Fuel Cell Commercial vehicles
- Selection and concentration of hydrogen stations towards self-reliance
- Ease FCEV related restrictions
- Expand the Fuel Cell industry
- Increase the demand of hydrogen through sector partnership

Japan · Industry Association

Presentation at the "Study Group on Automobile Policies for Carbon Neutrality" towards the renewal of the Green Growth Strategy

At the 4th "Study Group on Automobile Policies for Carbon Neutrality" (established by the Ministry of Economy, Trade and Industry and Ministry of Land, Infrastructure, Transport, and Tourism) held on April 28, 2021, Japan Automobile Manufacturers Association (JAMA) made a presentation on "Actions and Challenges towards achieving Carbon Neutrality" and made the following policy proposals. Toyota played a large role in the making of this presentation and many of our proposals were reflected in the Green Growth Strategy. ✓ Renewable Energy ✓ Lifecycle Emissions ✓ Energy Transition and Zero Carbon Technologies

Proposals made in the Presentation

Development of an Energy Policy

Renewable energy expansion plan with competing power, stable supply of lowcost renewable energy and hydrogen, Expansion of BEV/FCEV infrastructure and the easing of related regulations

Industrial Policy Formation that is tandem with the Energy Policy

Promote energy-saving, technology neutrality, financial support (ex. tax exemptions on R&D), support for business translation, support towards promotion of electrified vehicles and energy-saving Review

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USA · Toyota

✓ Greenhouse Gas Regulations

Toyota Statement on EPA's* new standards and the "Target of 50% Electric Vehicle Sales Share in 2030" by President Biden

In August 2021, the EPA proposed to strengthen federal GHG emissions standards for passenger cars and light trucks.

Also, President Biden announced to sign an Executive Order that sets an ambitious new target to make 40-50% of all new vehicles sold in 2030 zero-emissions vehicles. In reaction to the news, Toyota Motor North America issued the following supportive statement.

* EPA : U.S. Environmental Protection Agency

Toyota Statement

Today the EPA proposed stringent new environmental standards for future vehicles. Concurrently, the Biden Administration set an aspirational goal of up to 50% of the new vehicle market will be electric by 2030. You can count on Toyota to do our part. This is great for the environment and helps protect the 436,000 American jobs of our employees, dealers, suppliers and other stakeholders in the U.S. Let's go!

Ted Ogawa, CEO, Toyota Motor North America

/ Energy Transition and Zero Carbon Technologies

USA · Toyota

Toyota Statement on the Electric Vehicle Tax Incentive

Toyota believes that the future of automobiles is electric. We also believe that Congress needs to provide incentives for the purchase of electric vehicles to speed the transition to that electric future.

Toyota has made a statement saying that the priority of the EV Tax Incentive should be to fight climate change.

Toyota's Statement on the Need for Equal Application of the Electric Vehicle Tax Incentive https://pressroom.toyota.com/toyotas-statement-on-the-need-for-equal-application-of-the-electric-vehicletax-incentive/

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Let's not play politics with the environment, the American autoworker, or the American consumer.



incentives for the purchase of electric vehicles to speed the transition to that electric future. But some in Congress have a different idea. They want to give an extra \$4,500 incentive exclusively for electric vehicles made by workers who have decided to join a union. Stance

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USA · Toyota

/ Energy Transition and Zero Carbon Technologies

/ Energy Transition and Zero Carbon Technologies

Activities to reduce airborne pollution at the Ports of L.A. and Long Beach

Since 2017, Toyota has taken part in a feasibility study at the ports of Los Angeles and Long Beach to examine the potential of fuel cell technology in heavy duty applications. Toyota is working to move Heavy-Duty Truck Fuel Cell Electric technology towards commercialization. Under the Zero & Near-Zero Emissions Freight Facilities Project (ZANZEFF) sponsored by California Air Resources Board (CARB), Toyota, with Kenworth, has deployed 10 zero emission trucks as of October, 2021.

Toyota will also deploy a TriGen Fuel cell at our Port of Long Beach that will generate 1.27 t/day of pure hydrogen to fuel our heavy-duty fuel cell trucks. The system will also produce 89.1 m gal/day of pure water to be used on site and approximately 2.35 megawatts of electricity. This system will use Redirected Biogas from CA dairy farmers providing 100% renewable power to the site and the fuel cell trucks.



Europe · Toyota

Hydrogen-powered GR Yaris Test Drive Event

On December 2021, Toyota held a hydrogen-powered GR Yaris (experimental vehicle) test drive event for institutional investors and European policy makers.

We received positive comments on the vehicle's environmental performance such as "I reconfirmed the importance of technology neutral", "it's a promising technology which could be applied to heavy duty vehicles".

Furthermore, the participants were pleased with the hydrogen engine's potential to relay the "fun to drive" experience.

By further refining our hydrogen-engine technologies through motorsports, Toyota intends to aim for the realization of an even better hydrogen-based mobility society.

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Europe · Toyota

/ Energy Transition and Zero Carbon Technologies

MIRAI Road Tour -Promotion of a Hydrogen Society

Toyota has been engaging with various stakeholders to promote a hydrogen society over a decade in Europe. As we did in the UK from 2017~2019, Toyota invited a total of 100 journalists in June and October 2021, and held a MIRAI road tour in Germany and Austria. We promoted a Hydrogen Society by delivering messages about the Beyond Zero Strategy, Toyota Environmental Challenge 2050, successful MIRAI Fleet Examples, and FC Applications for all kind of transport modes (Trucks, Trains, Ships, Power Generators, etc..). Driving our second generation MIRAI for 4 days and a total of 10,000km, we visited stakeholders/partners that are engaging in the production, distribution, and utilization of hydrogen. At MAHLE, which is one of the biggest suppliers and very into H2 for Heavy Duty application, we received an explanation about their hydrogen developments on the Heavy Duty side, and at Fraunhofer Institute for Solar Energy Systems, ISE, a well-known German research body and institute, we received academic views on green hydrogen.

Toyota will continue to promote and work to create hydrogen societies across the globe.



Europe · Industry Association

ACEA position paper on the Alternative Fuels Infrastructure Regulation

In July 2021, the European Commission published a package of legislative proposals to help achieve its interim target of a 55% net reduction in greenhouse gas emissions by 2030 (compared to 1990 levels). This 'Fit for 55' climate package proposes revisions of several pieces of EU legislation, including the Alternative Fuels Infrastructure Regulation (AFIR).

In November 2021, the European Automobile Manufacturers' Association (ACEA) released a position paper titled "Proposal for the Alternative Fuels Infrastructure Regulation (AFIR)", which welcomes the Commission's proposal. Toyota was heavily involved in the making and we have listed some of the proposals made in this paper.

ACEA Position Paper

https://www.acea.auto/publication/position-paper-proposal-alternative-fuels-infrastructure-regulation-afir/

✓ Lifecycle Emissions ✓ Energy Transition and Zero Carbon Technologies

Proposals made in the Position Paper

For Light-Duty Vehicles

- Charging points should sufficiently cover highly-populated areas
- Stimulate fast charging deployment
- Lower the maximum distance between hydrogen refueling stations and speed up their deployment

For Heavy-Duty Vehicles

- Increase the number of charging stations available at parking areas
- Speed up the deployment of hydrogen refueling stations

Review

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Review of Toyota's Industry Associations

We selected 4 industry associations (Japan Automobile Manufacturers Association (JAMA), Japan Business Federation (Keidanren), Alliance for Automotive Innovation (Auto Innovators), and European Automobile Manufacturers' Association (ACEA)), and reviewed their public policy engagement activities to check whether they are aligned with Toyota's positions.

Reason for selecting the 4 associations

- Highly influential in climate related policies
- Toyota has an especially strong relationship
- They operate in major regions where we operate

Methodology

We reviewed the industry association's publicly stated policy and advocacy positions for the year 2021 against our climate related policy positions provided on page 5 to 7.

When an association has not stated a position on certain climate related policy positions, we did not automatically consider them a misalignment.

Summary of Results

Toyota has played a large role in the making the 4 association's climate related policy positions and have found them to be basically aligned with our positions. Some associations have not stated a stance on certain policies.

Strategy when an association is not aligned with our positions

If an association's advocacy does not align with our positions, we will increase our engagement with them to change their stance.



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Japan Automobile Manufacturers Association (JAMA)

Objective	To promote the sound development of the Japanese automobile industry and contribute to social and economic welfare	
Membership of board/ executive committee	Akio Toyoda : Chairman (President, Toyota Motor Corporation) Koji Kobayashi : Executive Director (Member of the Board of Directors • Operating Officer, Toyota Motor Corporation) Masahide Yasuda : Auditor (Audit & Supervisory Board Member, Toyota Motor Corporation)	
Stance on Climate Related Policies	Paris Agreement/Carbon Neutral ■ JAMA will do its utmost to help achieve carbon neutrality by 2050	
	 Renewable Energy JAMA is advocating for a renewable energy expansion plan with competing power, and a stable supply of low-cost renewable energy and hydrogen in Japan In a public comment on Japan's Sixth Strategic Energy Plan, JAMA stated "the most important thing is to surely execute and pursue this plan" 	
	 Energy Transition and Zero Carbon Technologies JAMA is strongly requesting the reform of Japan's energy strategy, stating that a stable supply of low cost carbon neutral electricity is a necessity for automobiles and the automotive industry to achieve carbon neutrality 	
	 JAMA requests diffusion policies for FCEVs, BEVs, and ICE vehicles that use carbon neutral fuel In a public comment on Japan's Sixth Strategic Energy Plan, JAMA stated "we will aim to make new vehicles sold in 2035 100% electrified vehicles with the necessary policy and financial support" 	Toyota has played a large
	Carbon Tax/Emissions Trading JAMA has not stated a clear stance on carbon tax and emissions trading 	JAMA's climate related policy positions and have found JAMA to be
	 Climate Change and GHG Emissions Regulations In a press conference, JAMA chairman stated "what Japan should do now is to widen the options of technologies. Regulations and legislations should come after that. The goal is to achieve carbon neutrality." 	basically aligned with our positions. Toyota will continue to
	 JAMA supports fuel economy regulations that are based on technological neutrality and vehicles type that promote technological development for businesses and behavior change for consumers (incentives, flexible mechanisms) 	engage in discussions at JAMA to achieve carbon neutrality by 2050.

Japan Business Federation (Keidanren)

Objective	Contribute to the self-sustained development of the Japanese economy and the improvement of the lives of citizens, by drawing out the dynamism of corporations as well as that of the individuals and communities that support them	
Membership of board/ executive committee	Shigeru Hayakawa : Vice Chair* of the Board of Councilors (Vice Chairman of the Board of Directors, Toyota Motor Corporation) * Board of Councilors is an advisory panel, not a decision-making body	
Stance on Climate Related Policies	 Paris Agreement/Carbon Neutral In full collaboration with the government, the business community will approach the challenge of "carbon neutrality by 2050" with unwavering resolve (Renewed "Keidanren's Commitment to a Low Carbon Society" into the "Keidanren Carbon Neutrality Action Plan") 	
	 Renewable Energy In a presentation at the Advisory Committee for Natural Resources and Energy, Keidanren stated "with regard to Japan's geographic characteristics, renewable energy that fulfills the following requirements should be increased as the "main power source" in Japan; "low cost" "steady in supply" and "responsible business discipline" In a public comment on Japan's Sixth Strategic Energy Plan, Keidanren has stated its support to increase the amount of renewable energy as much as possible in Japan 	
	 Energy Transition and Zero Carbon Technologies In its "Urgent Policy Proposal toward Achieving Green Growth", Keidanren has proposed the following. The stable and low-cost massive procurement of green energy, including hydrogen, is essential. Ammonia, methanation and e-fuels are also necessary for carbon neutrality In order to promote effective measures to counter climate change, in addition to financing technologies that emit effectively no greenhouse gases, it is important to mobilize resources for a wide range of technologies and activities 	Result of our Review Toyota has played a large role in the making of
	 that are required for the transition to carbon neutrality, as well as for innovation Carbon Tax/Emissions Trading Keidanren has declared that it will actively participate in discussion of carbon pricing, including carbon tax Keidanren requests the Japanese Government to pursue the optimal policy mix by carefully considering and evaluating which of the various types of carbon pricing schemes will truly benefit growth, without limiting its options to introducing a carbon tax or an emissions trading scheme 	Keidanren's climate related policy positions and have found Keidanren to be basically aligned with our positions. Toyota will continue to
	Climate Change and GHG Emissions Regulations Keidanren requests the Japanese government for incentive policies that promotes proactive initiatives by the 	engage in discussions at Keidanren to achieve carbon neutrality by 2050.

business community

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Alliance for Automotive Innovation (Auto Innovators)

Objective	Auto Innovators works with policymakers to support cleaner, safer and smarter personal transportation that helps transform the U.S. economy, and sustain American ingenuity and freedom of movement	
Membership of board/ executive committee	Chris Reynolds : Member of the Board of Directors (Chief Administrative Officer, Toyota Motor North America)	
Stance on Climate Related Policies	 Paris Agreement/Carbon Neutral Auto manufacturers are committed to a net-zero carbon transportation future and ongoing improvements in greenhouse gas and fuel economy. Further, and with the right complementary policies in place, the auto industry is poised to accept the challenge of driving EV purchases to between 40 and 50 percent of new vehicle sales by the end of the decade 	
	 Renewable Energy Auto Innovators has noted the need for states to move to more renewable energy sources to charge electric vehicles, especially when a state is actively adopting regulations to require more electric vehicles 	
	 Energy Transition and Zero Carbon Technologies Congress should support technology-neutral policies that help build a sustainable market for electric vehicles and incentivize consumer choice. A suite of complimentary policies is needed at both the state and federal levels – such as purchase incentives, expanded charging and hydrogen refueling infrastructure, and fleet purchases, along with investments in innovation, supply chain, and manufacturing —to create a supportive marketplace for increasing EV sales in the United States 	Result of our Review Toyota has played a large
	Carbon Tax/Emissions Trading Auto Innovators has not stated a clear stance on carbon tax and emissions trading 	role in the making of Auto Innovators' climate related policy positions and have
	 Climate Change and GHG Emissions Regulations Policies must support innovation. A national GHG and fuel economy program should include flexibility to promote innovation, encourage additional real-world GHG reductions, and support investment in the United States Auto Innovators supports a unified national program that includes California and aligns fuel economy (CAFE) and greenhouse gas (GHG) emissions regulations to achieve year-over-year improvements in efficiency 	found Auto Innovators to be basically aligned with our positions. Toyota will continue to engage in discussions at Auto Innovators to achieve carbon neutrality by 2050.

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European Automobile Manufacturers' Association (ACEA)

Objective	To drive Europe's mobility transformation – while at the same time ensuring that the auto industry remains a strong Global and Competitive player	
Membership of board/ executive committee	Didier Leroy : Member of the Board of Directors (Chairman of the Board of Management, Toyota Motor Europe)	
Stance on Climate Related Policies	Paris Agreement/Carbon Neutral ■ ACEA is committed to make mobility climate-neutral by 2050, in line with the objectives of the Paris agreement	
	 Renewable Energy Progress in vehicle efficiency should be accompanied by policies supporting a reduction in the GHG intensity of fuels, such as Policies stimulating higher renewable content in fuels 	
	 Energy Transition and Zero Carbon Technologies For the coming years, electrified vehicles will play a crucial role. That is why the EU auto industry will invest more than €60 billion in these technologies over the next few years We need European battery and hydrogen production facilities as well as appropriate charging and refueling infrastructure in order to enable this steep ramp-up in clean mobility For heavy duty vehicles, a target of 10,000 - 15,000 charging points no later than 2025, and 40,000 - 50,000 no later than 2030 should be set. In addition, a target of around 300 truck - suitable hydrogen refueling stations by 2025, and at least 1,000 no later than 2030 should be set. 	Result of our Review
	Carbon Tax/Emissions Trading ■ ACEA supports the EU Emissions Trading System	Toyota has played a large role in the making
	 Climate Change and GHG Emissions Regulations Technological neutrality must be maintained in order to reflect the diverse requirements of different vehicle segments and the many use cases of customers The Commission should present ambitious but achievable proposals that reflect the current economic situation in Europe, and that support the efforts taken by the automobile industry with an appropriate regulatory framework and financial support (such as fleet renewal schemes) The 2030 CO₂ targets should be accompanied by suitable modalities that allow the targets to be met. The 2025 targets for cars and vans, as well as the benchmark levels, should remain unchanged 	or ACEA's climate related policy positions and have found ACEA to be basically aligned with our positions. Toyota will continue to engage in discussions at ACEA to achieve carbon neutrality by 2050.

List of our Industry Association Memberships

In addition to JAMA, Keidanren, Auto Innovators, and ACEA, we have listed some of our associations that are influential in climate change related policies. Toyota will continue to engage with these associations and help the world achieve carbon neutrality.

Global	Hydrogen Council https://hydrogencouncil.com/ja/
	World Business Council for Sustainable Development https://www.wbcsd.org/
Japan	WWF Japan https://www.wwf.or.jp/
	Japan Hydrogen Association https://www.japanh2association.jp/
	The Hydrogen Utilization Study Group in Chubu ** No official Website https://global.toyota/jp/newsroom/corporate/34806052.html
	Fuel Cell Commercialization Conference of Japan https://fccj.jp/
	CHAdeMO Association https://www.chademo.com/ja/
	Automobile Business Association of Japan https://www.aba-j.or.jp/
	Central Japan Economic Federation



USA National Association of Manufacturers https://www.nam.org/

Information Technology Industry Council https://www.itic.org/

Center for Climate and Energy Solutions https://www.c2es.org/

Resources for the Future https://www.rff.org/

Fuel Cell and Hydrogen Energy Association https://www.fchea.org/

Electric Drive Transportation Association https://electricdrive.org/

EPA Green Power Partnership https://www.epa.gov/greenpower

Renewable Energy Buyers Alliance https://rebuyers.org/

CALSTART https://calstart.org/

VELOZ https://www.veloz.org/

Europe

Hydrogen Europe https://www.hydrogeneurope.eu/

Clean Energy Partnership (Germany) https://cleanenergypartnership.de/en/home-engl Europe German Hydrogen and Fuel Cell Association (Germany) https://www.dwv-info.de/german-hydrogen-fuel-cell-association/?lang=en

> National Platform Future of Mobility (Germany) https://www.plattform-zukunft-mobilitaet.de/en/

H2 Mobility (Germany) https://h2.live/h2mobility/

Plateforme de la Filière Automobile (France) https://pfa-auto.fr/

France Hydrogène (France) https://www.afhypac.org/

Society of Motor Manufacturers and Traders (UK) https://www.smmt.co.uk/

Confederation of British Industry (UK) https://www.cbi.org.uk/

Zemo Partnership (UK) https://www.zemo.org.uk/

UKH2 Mobility (UK) http://www.ukh2mobility.co.uk/

Others Thailand Business Council for Sustainable Development http://www.tei.or.th/tbcsd/

> RE100 Thailand Club https://re100th.org/en/home/

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Introduction

Document

Corporate Governance Organizational Diagram



Introduction