Toyota Environmental Challenge 2050 Special Feature: 2030 Milestone FY2018 Review of the Sixth Toyota Environmental Action Plan

Toyota Environmental Challenge 2050—Going Beyond Zero Environmental Impact and Achieving a Net Positive Impact

We have formulated the Toyota Earth Charter based on the Guiding Principles at Toyota, considering environmental issues as a paramount importance, and have established its promotion structure to address such issues. In the course of perceiving public opinions or world trends and while considering our focus in the years to come, Toyota is working on this problem with new ideas and technologies ahead of future challenges. In October 2015, we formulated six challenges based on piles of environmental issues and we have been moving ahead, aiming to establish a future society in harmony with nature.

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Six Environmental Challenges to Be Achieved by Toyota Toward 2050

In the "estimation of greenhouse gas concentrations and rising temperatures by 2100" scenario from the Fifth Assessment Report of the IPCC Working Group, there are several scenarios in which the atmosphere temperature in 2100 rises will be suppressed by less than 2°C over pre-industrial levels, but in any case, it is estimated that:

- Greenhouse gas emissions in 2050 will be reduced 40-70 percent over 2010
- Greenhouse gases will be almost zero or minus by 2100

Toyota has promoted a wide range of initiatives to address increasingly severe global environmental issues, such as extreme weather phenomena attributed to greenhouse gas emissions, biodiversity depletion due to development, and water shortages caused by population growth. In October 2015, we announced the "Toyota Environmental Challenge 2050," and we have been striving to reduce the environmental burden attributed to automobiles to as close to zero as possible, while developing measures to contribute a positive impact on the Earth and its societies with the aim of achieving a sustainable society.

Serious Environmental Issues of the Earth and Society

- Extreme weather attributed to GHG emissions
 Aggravated air pollution in cities
 Water shortages due to population growth
- Resource depletion such as metals
 Fragmentation of ecosystem due to development progress
- •Degrading biodiversity due to ecosystem changes and climate change

TOYOTA CALLENGE 2050



Processes to Identify and Implement the Key Challenges (Materiality)

Environmental challenges may involve both business risks and opportunities. It is therefore essential to identify key challenges (materiality) from both risk and opportunity perspectives when formulating a long-term vision. In order to grasp the potential risks and business opportunities, Toyota has collected information, analyzing and identifying environmental challenges from the standpoints of their importance for both stakeholders and our business.

Collect and Analyze Information

STEP We examined a wide range of global trends in collecting and analyzing information. These include scientific predictions for the environment in 2050, global frameworks and policy trends, development in emerging countries, major index from external rating agencies, and world leaders' remarks on environmental issues at G7 Summits. This broad examination provided us with an understanding of macroeconomic trends and important needs of societies, leading us to grasp potential risks and opportunities.

Identify Environmental Challenges (Materiality)

We identified environmental challenges (materiality) through analysis of both the external and internal environments. Our analysis of the external environment is derived from ESG investor and research organization surveys and major indices, along with communication with stakeholders including international organizations, NGOs, and consumers, while the internal analysis is based on the Guiding Principles at Toyota, the Toyota Earth Charter, and discussions among internal concerned divisions.

Identify Key Challenges (Materiality)

STEPWe identified the key environmental challenges (materiality) by considering two aspects, which are the
influence on stakeholders, and impacts on our potential business risks and opportunities. This helped us
prioritize the importance of key challenges.

Toyota Environmental Challenge 2050 Formulation, Regular Review, and Information Disclosure

High priority challenges for both stakeholders and Toyota were formulated in the Toyota Environmental Challenge 2050 (Six Challenges) and approved by the Corporate Planning Meeting (current "Sustainability Meeting"), which decides our medium- to long-term strategies. Steady implementation of our challenges requires management's recognition of environmental activities as potential business opportunities and effective investments, in addition to involving Group companies to strengthen collaboration with our business partners. We will review and evaluate our action plans on a regular basis.

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Special Feature 2030 Milestone Set in Order to Achieve the Toyota Environmental Challenge 2050

In December 2017, Toyota announced its challenge toward the popularization of electrified vehicles for the decade from 2020 to 2030 as a pillar in the development and expansion of electrified vehicles, which is one of the medium- to long-term initiatives to realize the Toyota Environmental Challenge 2050. The 2030 Milestone indicates how the six challenges will be as of 2030, including the details of this announcement. These activities are being further proceeded along with the Toyota Environmental Action Plan that sets the specific action plans and targets for every five-year period in order to contribute to the realization of a sustainable society.

2030 Milestone Set

Toyota has been proactive in the development and marketing of electrified vehicles by introducing the iconic Prius in 1997, and by working to make it widely adopted for the following 20 years. Cumulative electrified vehicle sales as of April 2018 have reached 12 million units, which has reduced CO₂ emissions by 94 million tons. As the CO₂ emissions volume of Tokyo in 2015 was 60.84 million tons of CO₂¹, the effect of reducing CO₂ emissions contributed by the widespread adoption of electrified vehicles is incredibly large. For that reason, by achieving the 2030 milestone of "annual total electrified vehicle sales of 5.5 million units, including sales of 1 million or more battery electric vehicles (BEVs) and fuel cell electric vehicles (FCEVs)," we estimate that CO₂ emissions will be reduced by 35 percent over 2010². On the other hand, even though the environmental burden during the operation of electrified vehicles is low, CO₂ emissions during the production stage are greater than those of a gasoline vehicle of the same class. For that reason, it is necessary to set quantitative milestones for the production stage. In addition to reducing CO₂ emissions in every stage of the vehicle lifecycle (production of materials, parts production/vehicle assembly, operation, maintenance and disposal), the 2030 Milestone sets quantitative and qualitative milestones for other challenges, including the establishment of a recycling-based society and living in harmony with nature, which will accelerate further reduction of the environmental burden and accomplish a net positive impact.

1 Source: Tokyo Metropolitan Government Bureau of Environment "Final Energy Consumption and Greenhouse Gas Emissions in Tokyo"

2 Estimate values. Values may change depending on the market situation and other factors.



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Toyota Environmental Challenge 2050 Special Feature: 2030 Milestone

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Climate-related Scenario Analysis

In order to realize the Toyota Environmental Challenge 2050, the 2030 Milestone was established based on the current situation of Toyota and social trends. In the setting of the Milestone, based on "different climate-related scenarios, including a 2°C or lower scenario," the influence that climate change will have on Toyota was analyzed and resilience of Toyota's medium- to long-term strategy was verified. The climate scenarios mentioned above referred to those equivalent to "2°C" and "Beyond 2°C" in the International Energy Agency (IEA) report, and electrified vehicle sales and production activities at plants were analyzed.

Investigation Process



Results of Verification in Two Senarios

Electrified vehicle sales

With regard to the ratio of electrified vehicles including hybrid electric vehicles (HEVs), the ratio in the 2030 Milestone exceeds the levels both in the "2°C" and "Beyond 2°C" climate scenarios. On the other hand, although the ZEV* ratio surpasses that in "2°C," it does not reach the level of "Beyond 2°C." However, through the development of HEVs, Toyota has been establishing a mass production base by cultivating the component technologies essential to electrified vehicles. These technologies will also be applicable to ZEV, and Toyota is capable of making flexible and strategic changes to the powertrains and line-ups according to changes in demand. As we look toward "Beyond 2°C," we will make flexible decisions on the necessity to change the line-ups by monitoring various indicators to grasp global trends. * ZEV (Zero Emission Vehicle): Vehicles with zero CO₂ emissions at the driving phase



Vehicle Electrification Milestones

Production activities at plants

Carbon pricing policies have been in discussion globally toward the achievement of the 2°C target. In terms of the financial risk from this policy, there may be a cost increase due to the carbon price according to CO_2 emissions from energy usage emission. However, Toyota has been globally promoting CO₂ emissions reduction at plants in the Toyota Environmental Challenge 2050 and 2030 Milestone. On this basis, we expect to reduce costs from carbon pricing and energy purchase costs by energy-saving and energy creation. Therefore, measures for the 2030 Milestone can lower the financial impact due to carbon pricing.

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The milestones Toward the Toyota Environmental Challenge 2050 as of 2030 are shown below

Toyota Environmental Challenge 2050

Challenge 1 New Vehicle Zero CO₂ Emissions Challenge

Reduce global average CO₂ emissions during operation from new vehicles by 90% from Toyota's 2010 global level

2030 Milestone

 Make annual global sales of more than 5.5 million electrified vehicles. including more than 7 million zero-emission vehicles (BEVs and FCEVs)

The estimate of global average CO2 emissions reduction in

a-CO₂/km from new vehicles will be 35% or more, which may vary depending on market conditions, compared to 2010 levels

Toyota Environmental Challenge 2050

Challenge 4 Challenge of Minimizing and Optimizing Water Usage

Minimize water usage and implement water discharge management based on individual local conditions

2030 Milestone

Implement measures, on a priority basis, in the regions where the water environment is considered to have a large impact <Water quantity> Complete measures at the

4 Challenge-focused plants in North America. Asia and Southern Africa <Water quality> Complete impact assessments and measures

at all of the $22\,\, plants$ where used water is discharged directly to river in North America, Asia and Europe

 Disclose information appropriately and communicating actively with local communities and suppliers

Toyota Environmental Challenge 2050



Completely eliminate all CO2 emissions from the entire vehicle life cycle

2030 Milestone

•Reduce CO2 emissions by 25% or more over the entire vehicle life cycle compared to 2013 levels by promoting activities for the milestones of Challenges 1 and 3, and with support from stakeholders such as suppliers, energy providers, infrastructure developers, governments and customers

Toyota Environmental Challenge 2050



Connect nature conservation activities beyond the Toyota Group and its business partners among communities, with the world, to the future

2030 Milestone

Realize "Plant in Harmony with Nature" —

12 in Japan and 7 overseas –as well as implement harmony-with-nature activities in all regions where Toyota is based in collaboration with local communities and companies

•Contribute to biodiversity conservation activities in collaboration with NGOs and others

 Expand initiatives both in-house and outside to foster environmentally conscious **Dersons** responsible for the future



Toyota Environmental Challenge 2050

Challenge 5 Challenge of Establishing a Recycling-based Society and Systems

Promote global deployment of End-of-life vehicle treatment and recycling technologies and systems developed in Japan

2030 Milestone

•Complete establishment of battery collection and recycling systems globally

•Complete set up of 30 model facilities for appropriate treatment and recycling of End-of-life vehicles



Toyota Environmental Challenge 2050

Challenge 3 Plant Zero CO₂ Emissions Challenge



Achieve zero CO₂ emissions at all plants worldwide by 2050

2030 Milestone

•Reduce CO_2 emissions from global plants by 35%compared to 2013 levels



















Toyota Environmental Challenge 2050 Special Feature: 2030 Milestone FY2018 Review of the Sixth Toyota Environmental Action Plan

Risks and Opportunity Recognition in Toyota Environmental Challenge 2050

When it comes to making management decisions Toyota recognizes the various risks arising from global environmental problems and then conduct activities against them toward the Toyota Environmental Challenge 2050, taking it as an opportunity for Toyota to enhance its sustainable competitiveness.

Of the risks attributed to climate change, the risk of disasters due to abnormal weather not only affects business continuity but also threatens the lives of people around the world and hinders sustainable development. Regulatory risks such as fuel consumption regulations and energy-saving regulations may also lead to increased costs for vehicle and production activities and lost sales opportunities due to a delay in responding to regulations. Toyota considers it is possible to create more sales opportunities by promptly responding to regulatory risks, as well as contributing to the world sustainable development through undertaking the zero challenges of Challenges 1 to 3, which will help mitigate the physical risks due to climate changes.

As for water resources, although the details and extent of risks are different in each region of operation, if water is used in excess or if polluted water is discharged, there will be a huge impact on the regional water environment, and operations may not be permitted. With regard to the use of resources, there is a risk that production will be delayed due to resource depletion, and the risk of the need to impose an unnecessary duty for processing on manufacturers due to the inappropriate treatment of End-of-life vehicles in each country and region.

Risks from the loss of biodiversity also includes the risk of impacting the surrounding ecosystem due to inappropriate development and operation, as well as the risk of damaging sustainable development due to the loss of the affluent natural environment on a global scale. By means of Challenges 4 to 6, Toyota is not only minimizing these risks and impacts but also making a positive contribution in each region, which we recognize leads to trust being gained from each region and further raises business sustainability and sales opportunities.

Results and Progress of the Six Challenges and Future Activities

	Toyota Environmental Challenge 2050		
CHALLENGE	Reduce global average CO2 emissions during operation from new vehicles by 90% from Toyota's 2010 global level [Activities] Accelerate widespread use of next-generation vehicles to save energy and respond to diverse range of fuels • Accelerate global expansion of hybrid vehicles and plug-in hybrid vehicles • Accelerate widespread use of fuel cell, electric, and other ZEV1 1 ZEV (Zero Emission Vehicle): Vehicles which do not emit CO2 at all during operation		
CHALLENGE 2 Life Cycle Zero CO ₂	 Completely eliminate all CO₂ emissions from the entire vehicle life cycle [Activities] Reduce CO₂ emissions along the entire vehicle life cycle, from materials production, parts and vehicle manufacturing to driving and disposal stage Reduce CO₂ emissions during materials production by developing and expanding use of low-emission materials Promote eco-friendly actions through wider use of recycled materials 		
CHALLENGE 3 CO2 Plant Zero CO2	 Achieve zero CO₂ emissions at all plants by 2050 [Activities] At all production plants, develop and adopt low-CO₂ technologies and implement daily <i>kaizen</i>, while promoting the use of renewable energy and hydrogen Reduce CO₂ emissions per unit at newly established plants to one third by 2030 (in comparison to 2001) by simplifying and streamlining production processes and taking innovative energy-saving measures Adopt renewable energies at plants, including the use of wind power produced on-site at our Tahara Plant by around 2020 		
CHALLENGE 4 Minimizing and Optimizing Water Usage	 Minimize water usage and implement water discharge management based on individual local conditions [Activities] Promote activities from the two perspectives of water volume and water quality Reduce water usage in existing production processes as well as introducing technologies reducing industrial water usage through rainwater use and improving water recycling rates Manage water discharge quality by complying with strict standards, improving the local environment by returning clean water for nature 		
CHALLENGE 5 Establishing a Recycling-based Society and Systems	 Promote global deployment of End-of-life vehicle treatment and recycling technologies and systems developed in Japan [Activities] Establish a recycling-based society with four key features: use eco-friendly materials; use auto parts longer; develop recycling technologies; and manufacture vehicles from End-of-life vehicles Two global projects started in 2016: Toyota Global 100 Dismantlers² Project Toyota Global Car-to-Car Recycle Project 2 Dismantlers: Auto-dismantling businesses operators 		
CHALLENGE 6 Establishing a Future Society in Harmony with Nature	Connect nature conservation activities beyond the Toyota Group and its business partners among communities, with the world, to the future [Activities] Enhance Toyota's long-standing nature conservation activities in the areas of nature fostering, environmental grants, and environmental education Develop three "connecting" projects started in 2016, sharing our know-how and environmental experiences • Connecting communities: Toyota Green Wave Project • Connecting with the world: Toyota Today for Tomorrow Project • Connecting to the future: Toyota ESD ³ Project 3 ESD: Education for Sustainable Development		



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Results and Progre		
Worldwide Common	Each Region	Main Future Initiatives
 Achieved annual sales of more than 1.5 million electrified vehicles in 2017 with cumulative sales of 12 million vehicles (as of April 2018) Launched FCEV MIRAI Started feasibility study with Panasonic Corporation for joint automotive prismatic battery business 	 Launched FCEV bus, SORA (Japan) Concluded MOU with Suzuki Motor Corporation on EV introduction in India Collected data through trial runs of flexible fuel HEV prototypes using alcohol as fuel, including bio-ethanol, and verified the durability and powertrain performance toward commercialization (Brazil) 	 Make cumulative HEV sales of 15 million units in 2020 Launch 10 or more BEV models worldwide by the early 2020s Make sales of 30,000 or more FCEV units per year worldwide by around 2020 and thereafter Launch dedicated electrified models or electrified options of all models by around 2025 Expand TNGA powertrain models to approximately 80% of total Toyota vehicle sales units by 2023
 Released TOYOTA Green Purchasing Guidelines published for Japan and overseas and requested suppliers to promote activities Participated in the Hydrogen Council, the world's first global initiatives with regard to hydrogen 	 Applied LCA to all models sold since 2004, and reduced CO₂ emissions (Japan) Reduced CO₂ emissions from logistics by joint transportation and optimization of the routes (India) Built "Tri-Gen," a fuel cell power generation plant together with a hydrogen station (U.S.) Started full-scale demonstration project using low-carbon hydrogen generated by wind power (Japan) 	 Strengthen development and cooperation toward CO₂ emissions reduction with materials and parts suppliers Expand modal shift and joint transportation
 Reduced CO₂ emissions by development and introduction of low-CO₂ technologies and daily <i>kaizen</i> Promoted introduction of simplified and streamlined equipment along with changes in lines and processes Expanded overseas activities (in-house ESCO activities) to carry out energy diagnostics, <i>kaizen</i> proposals and countermeasure implementation (daily <i>kaizen</i> promotion) Introduced renewable energy Expanded introduction considering national and regional characteristics 	 Introduced new painting line that greatly reduces line volume and CO₂ emissions (Japan) Procured 100% renewable energy for electricity use (Brazil) Installed a zero-energy building using stationary pure hydrogen fuel cell technology (Japan) 	 Expand globally developed technologies to further reduce CO₂ emissions per unit produced Promote installation of in-house power generation facilities such as solar power generation at plants Promote <i>Tenouchika</i>* (Skill acquisition) and cost reduction for hydrogen-use technology <i>Tenouchika</i> (Skill acquisition): Making use of technology and know-how
 Established Toyota Water Environment Policy Water quantity: Evaluated our impact on the local water environment, and set challenge-focused plants Water quality: Evaluated the impact of plants that discharge water to rivers 	 Introduced water usage reduction and recycling technologies such as collecting rainwater to reduce the amount of industrial water usage, raising the water recycling rate through filtering, and recycling wastewater for reuse (France) Secured water required for car washing at dealers by introducing water purifying facilities equipped with water retention tanks and solar energy (South Africa) 	 Water quantity: Promote water usage reduction activities at challenge-focused plants Water quality: Conduct impact assessment Expand globally best practices of water usage reduction
 Adopted continuously Easy to-dismantle designs including pull-tab type ground terminals and Easy-to-dismantle marks Developed neodymium-reduced, heat-resistant magnet for use in motors that can reduce the amount of rare-earth neodymium by up to 50% Established HEV battery collection network 	 Launched a model facility for proper treatment of End-of-life vehicles first ever in Southeast Asia (Thailand) Organized courses for hydrogen gas extraction (Japan) Started establishment of large-capacity storage battery system and demonstration project to recycle used batteries in collaboration with Chubu Electric Power (Japan) Launched decentralized power generation system that combines used nickel- hydride batteries from Carmy hybrid and solar power generation in Yellowstone National Park (U.S.) 	 Establish model facilities in regions with insufficient facilities for proper treatment of End-of-life vehicles Implement proper treatment of End-of-life electrified vehicles such as FCEVs and BEVs Establish global recycling systems for used batteries including overseas expansion of treatment furnaces
 Expanded afforestation at plants in the Plant in Harmony with Nature project that continuously monitors indicator species in forest and other habitats Selected in Japan and overseas model plants set for "Plant in Harmony with Nature" Signed a Global Corporate Partnership agreement with WWF (World Wide Fund for Nature), a first for an automotive company Launched five-year partnership with International Union for Conservation of Nature (IUCN) in order to raise awareness of the biodiversity crisis and organized events in several countries 	 Started activities at model plants of "Plant in Harmony with Nature" in Japan Expanded activities, enhanced dissemination of information, and strengthened cooperation in the All-Toyota Harmony with Nature Working Group established by 23 affiliated companies (Japan) Implemented environmental hands-on learning programs at Toyota Shirakawa-Go Eco-Institute, the Forest of Toyota and the Toyota Mie Miyagawa Forest to foster personnel responsible for environmental conservation activities in the future (Japan) Launched All-Toyota Harmony with Nature Working Group overseas (Thailand) 	 Promote implementation of "Plant in Harmony with Nature" at model plants and <i>yokoten</i> to other plants "Connect communities" by expanding harmony with nature activities to conserve living creatures and their habitats in collaboration with local communities and companies "Connect with the word" through expansion of biodiversity conservation activities by means of partnerships with private companies, NGOs and other organizations "Connect to the future" by fostering environmentally conscious persons both in-house and outside

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Environmental Challenges Sixth Toyota Environmental Action Plan Six Challenges Environmental Management Environmental Data Third Party Assurance Report

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Eiichiro Adachi

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Counselor. The Japan Research

Review Commentary

Three years ago, when I learned Toyota set a target of reducing the environmental burden attributed to automobiles to as close to zero as possible under the Toyota Environmental Challenge 2050, I was confident that the level of corporate sustainability strategy in Japanese industries would steadily be advanced. Toyota overturned our common practice of discussing the future based on past accomplishments and setting goals based on the outlook for fulfilment, and I felt that this was an advanced concept of setting what the future should look like and positioning it as a starting point for considering what needs to be done. Nonetheless, there could still be a gap in employees' understanding between goals for 30 to 40 years ahead in the future, and targets in the

Toyota environmental action plan covering a five-year span. This 2030 Milestone now set will serve as an effective means of linking the present with the future and gaining the understanding of stakeholders. On the other hand, looking at the results and progress regarding the six challenges and action plans, there are some things that I would like to point out. First, it still needs a lot of work to grasp current conditions and manage progress at overseas sites. Considering the status of Toyota's global business development, it will not be possible to achieve the targets through the efforts of TMC alone. Second, there is room for collaboration among the different Challenge items. For example, by transforming the biotechnology and afforestation business into a forestry management business, a path to contributing to achievement of Challenge 2 may be possible. Third, additional priority should be placed on promoting eco-driving. Connected technology will make it possible at some point to assess the level of eco-driving by all drivers. Fourth is to actively commit to the use of clean energy. Companies that adopt RE100 are increasing in Japan and overseas. I understand well the difficulties of connecting the future with the present, but I expect that Toyota will continue to report periodically on its progress as a leading Japanese company.

Review Commentary

Opportunities to learn are increasing as a result of the internet and social media, and schools are starting to teach students about ethical consumption and the SDGs, leading to changes in the consumption behavior of young people. When purchasing goods with the background of an ethical narrative, many people learn that they too can contribute to help establish an ethical society and feel a sense of pride and enrichment. When the generation with this kind of criteria becomes the core of the consumption society, considerate ways of using money will lead to the development of a society and natural environment where all people can live with peace of mind. Based on



Rika Sueyoshi CEO, Ethical Association

this type of ethical concept, the statement "to reduce the environmental burden of automobiles to as close to zero as possible and also to create positive impact on society" set forth in the Toyota Environmental Challenge 2050 is a message that can gain the empathy of consumers with an awareness of ethics. As I learned about Toyota's environment initiatives, I developed two expectations. Announcing the 2030 Milestone will lead to greater trust by consumers and society, but I would like to see more of this type of "selection criteria" conveyed in various forms so that we on the consumption side can fulfill our own responsibilities. Second, I would like Toyota to help encourage consumers to be ethical. I think that for global companies to gain even more support from consumers, it will be important for companies and brands to be taken as "gifts to local communities" - a positive gift in the sense that it is precisely because of Toyota's presence that local communities can thrive and numerous ethical consumers can be developed in the community. From time to time, I would like to see Toyota support action that enables consumers move forward together with companies, expanding the ethical world and leading to a sustainable society.

As the automobile industry undergoes what is said to be a once-in-a-century transformation, Toyota will continue to innovate so it can provide safety and peace of mind, security, environmental sustainability, and waku-doki (excitement and exhilaration that wows you) to its customers. Particularly, with regard to the environment, we have been addressing climate change, water resources, recycling, biodiversity, and other issues under the Toyota Environmental Challenge 2050 since 2015. In this year's Environmental Report, we announced milestones, situations of each of the Challenges as of 2030 to make these measures even more concrete. When taking action going forward, we will deepen our measures in terms of activities, and the acquisition and disclosure of information, taking into account the four points indicated by Mr. Adachi. We also believe that, as pointed out by Hironori Kagohashi Ms. Suevoshi, gaining the sympathy of customers and other stakeholders will be essential for realizing the challenges. We kindly request the Executive General Manager, Toyota Motor Corporation continued support of all our stakeholders.



