

Turning Challenges into Opportunities

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March 12th, 2012

Impact of the Great East Japan Earthquake

760K Units of Production Impacted Globally



660 Suppliers Affected



450 Dealers Affected

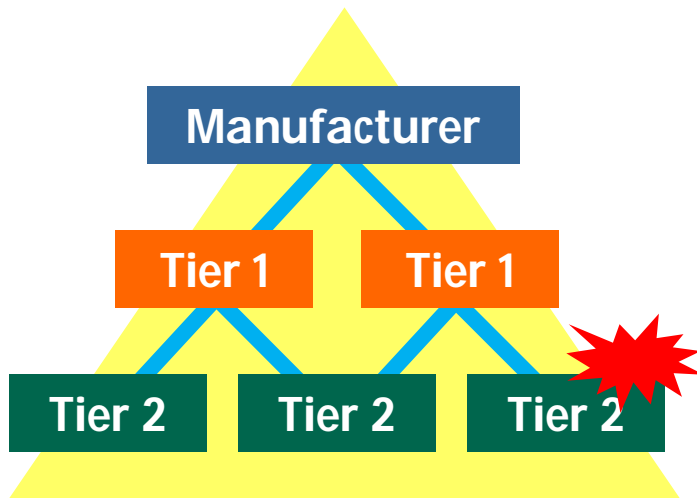


1,800 New Vehicles Damaged

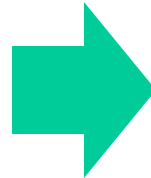
Supply Chain Disruption

<Diagram of Supply Chain for Select Parts>

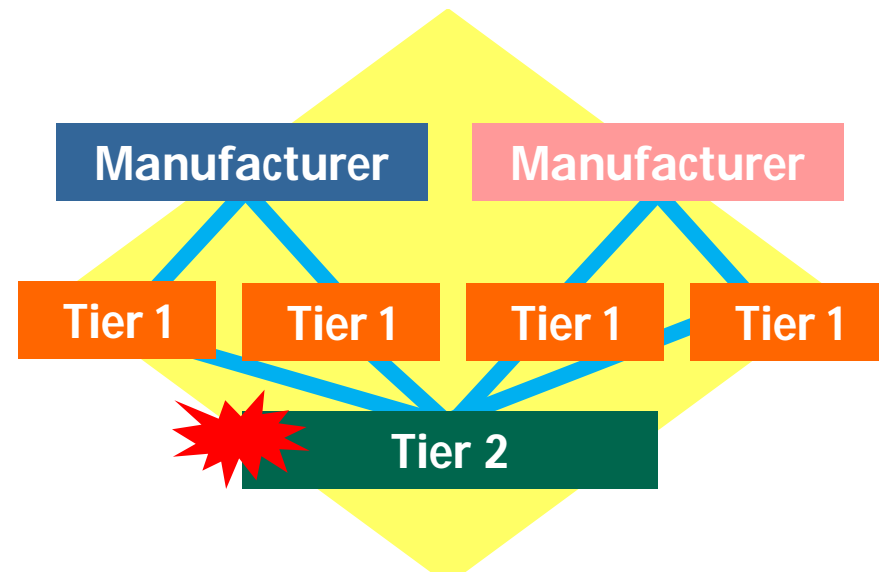
Our Assumption



Pyramid



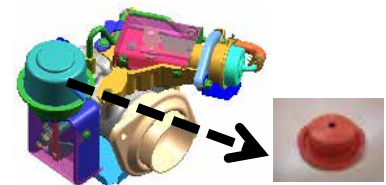
Actual Situation



Diamond



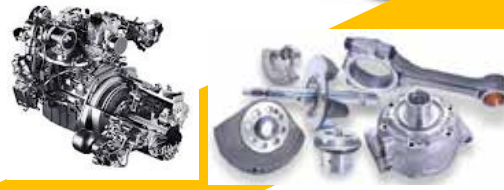
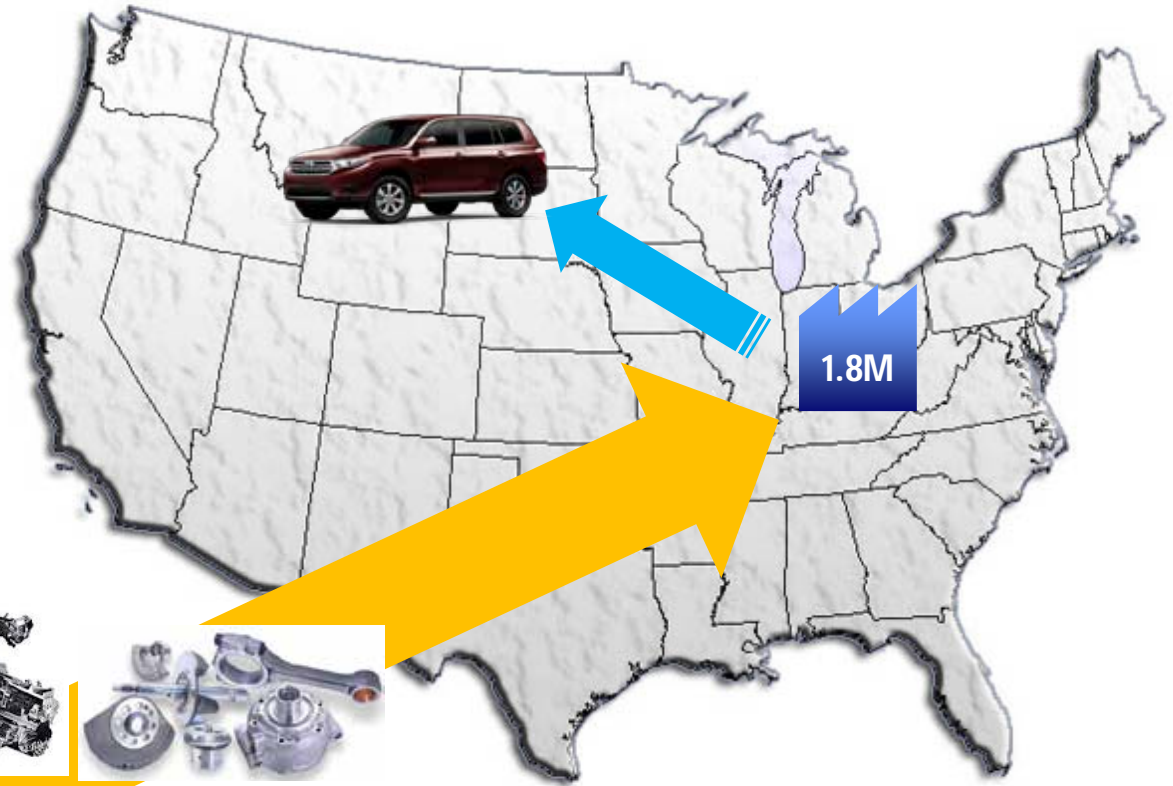
Semiconductor



Rubber Parts

Supply Chain Disruption

Strengthening our Business Continuity Management Strategy



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Supply Chain Disruption

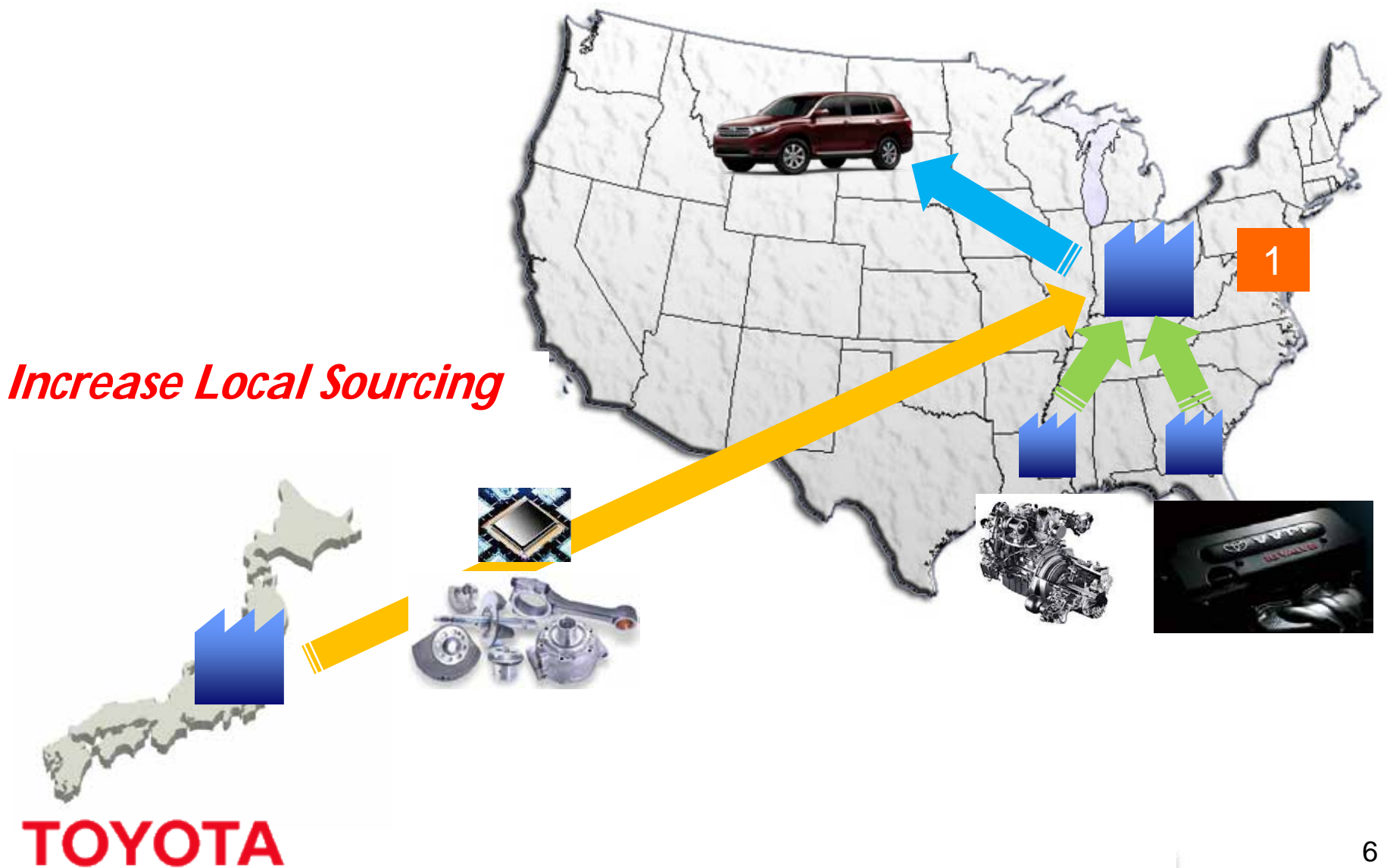
Supply Chain Assessment



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Supply Chain Disruption

Countermeasure 1

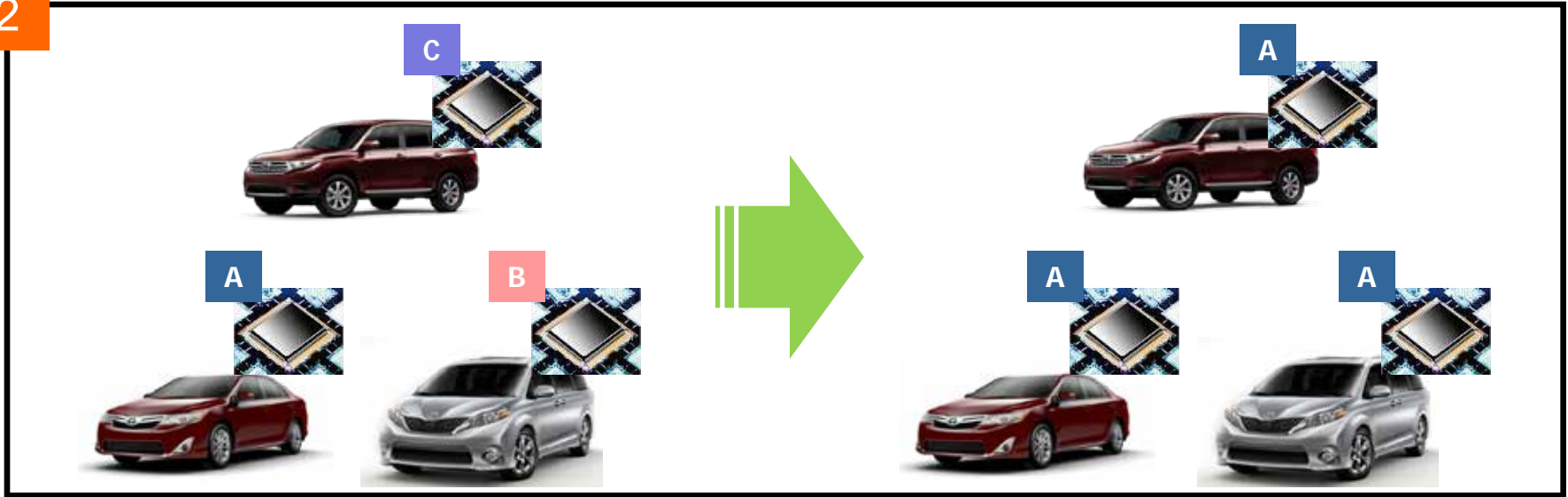


Supply Chain Disruption

Countermeasures 2 & 3

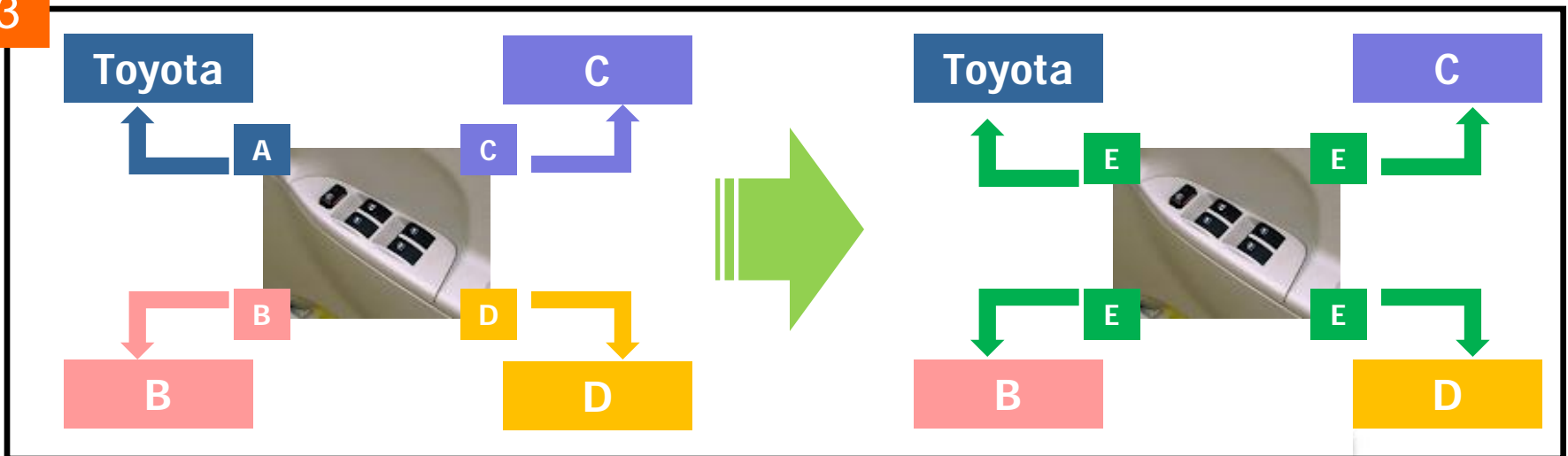
Make More Parts Standard Across Toyota Models

2



Make More Parts Standard Across Automakers

3

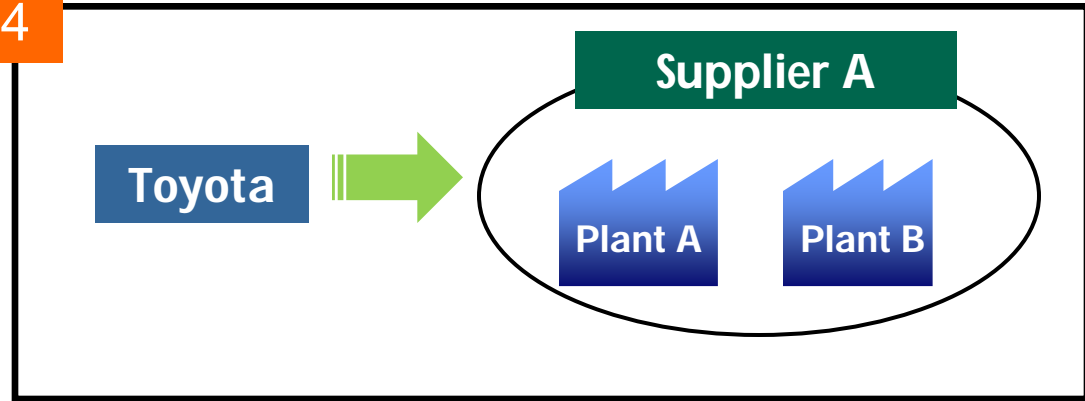


Supply Chain Disruption

Countermeasures 4 & 5

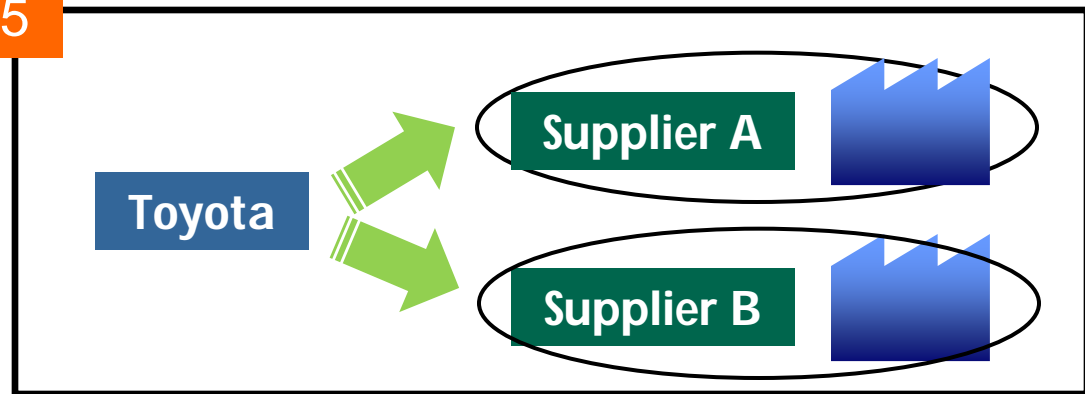
Diversify Production Sites

4



Diversify Suppliers

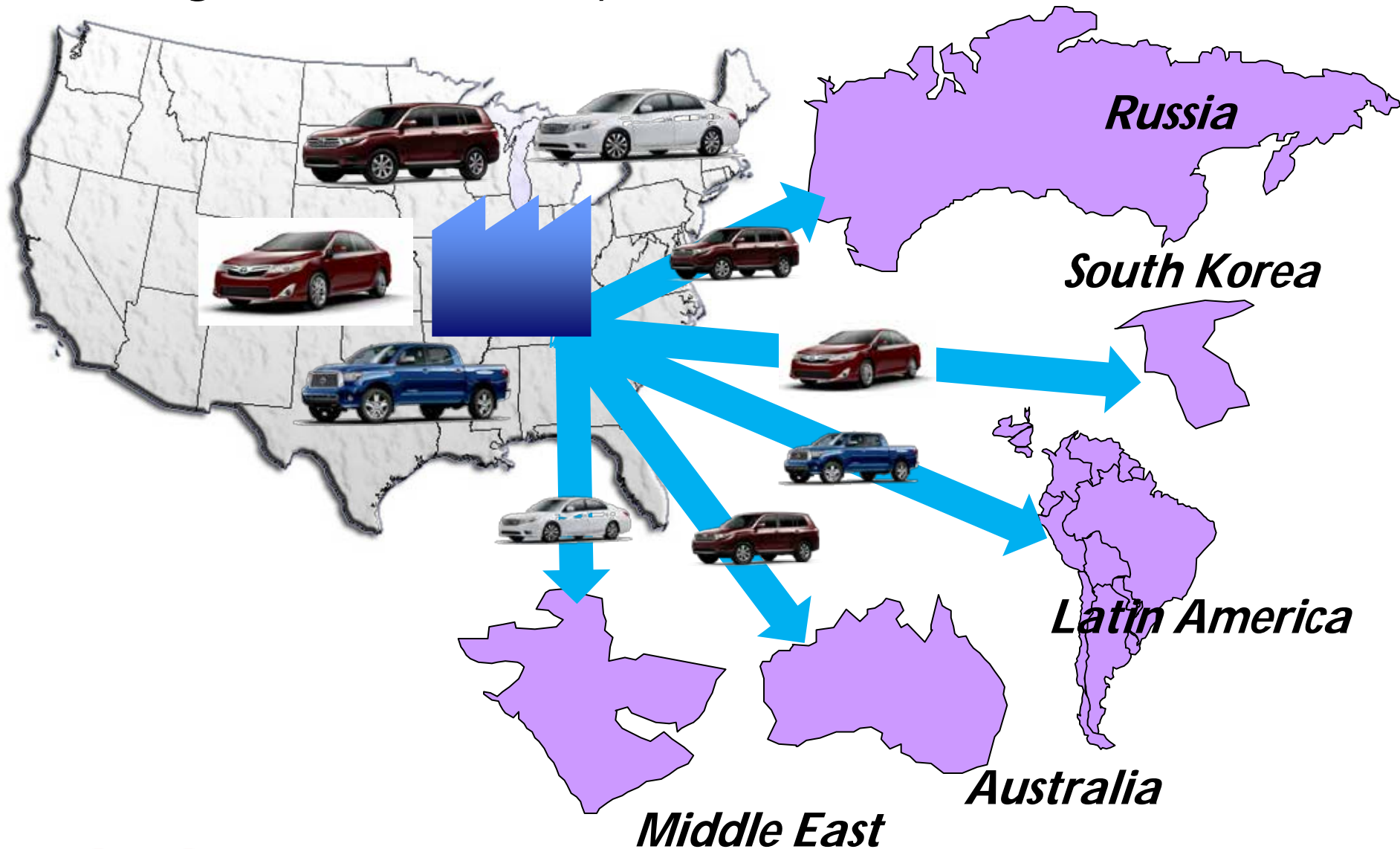
5



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Supply Chain Disruption

Making the U.S. an Export Base



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Japan Production Strategy

Maintain 3 Million Vehicle Production in Japan



Domestic Models

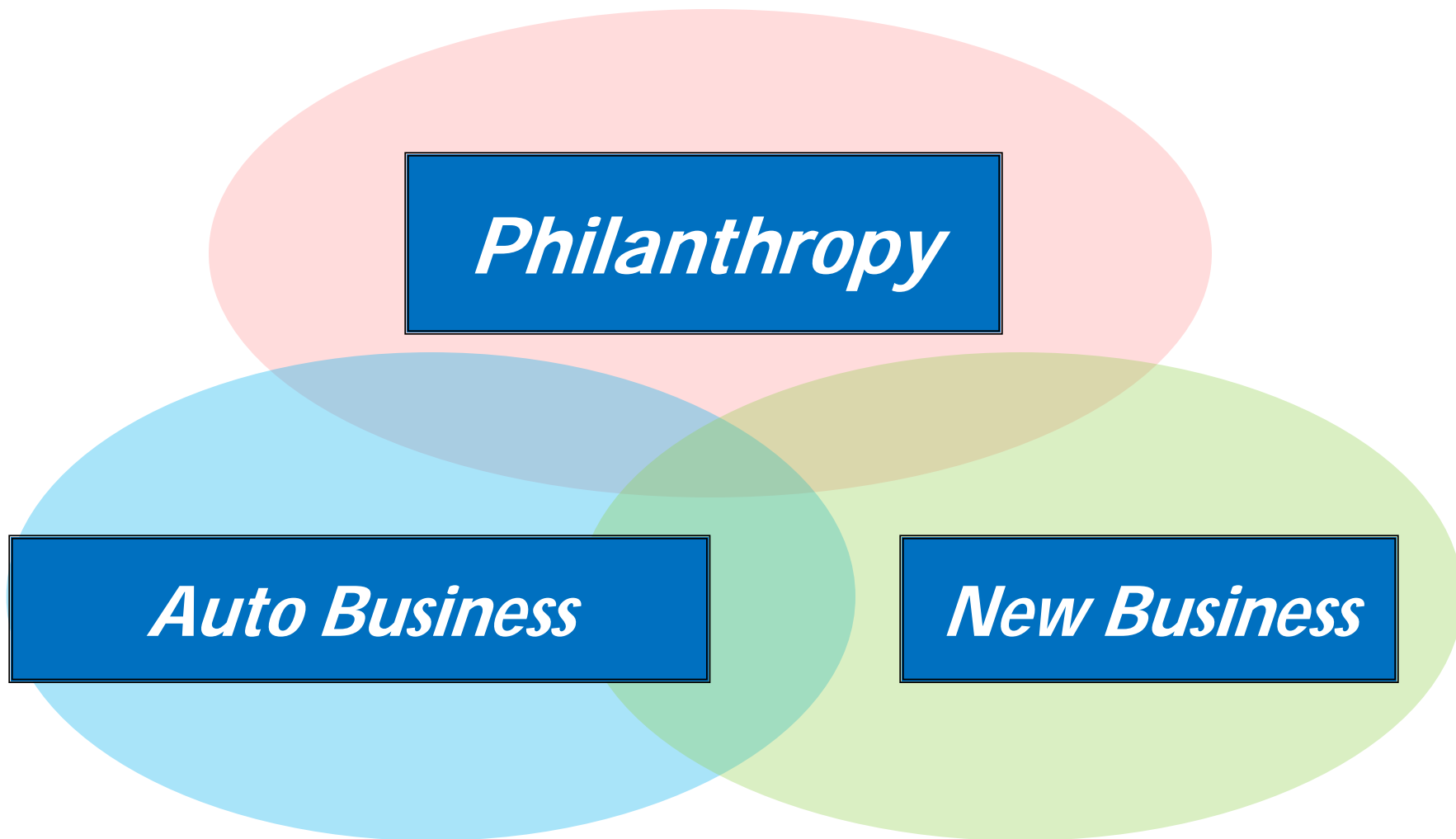


Environmental and Next Generation Technology



Global Strategic Models

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Strengthening the Tohoku Region

"Chubu" (HQ Region)

- Center of Japanese Production
- Responsible for Advanced Technology and Innovation

"Tohoku"

Compact Toyota models

- Launch new company
"Toyota Motor East Japan"

"Kyushu"

Mid-Size Toyota models &
select Lexus models

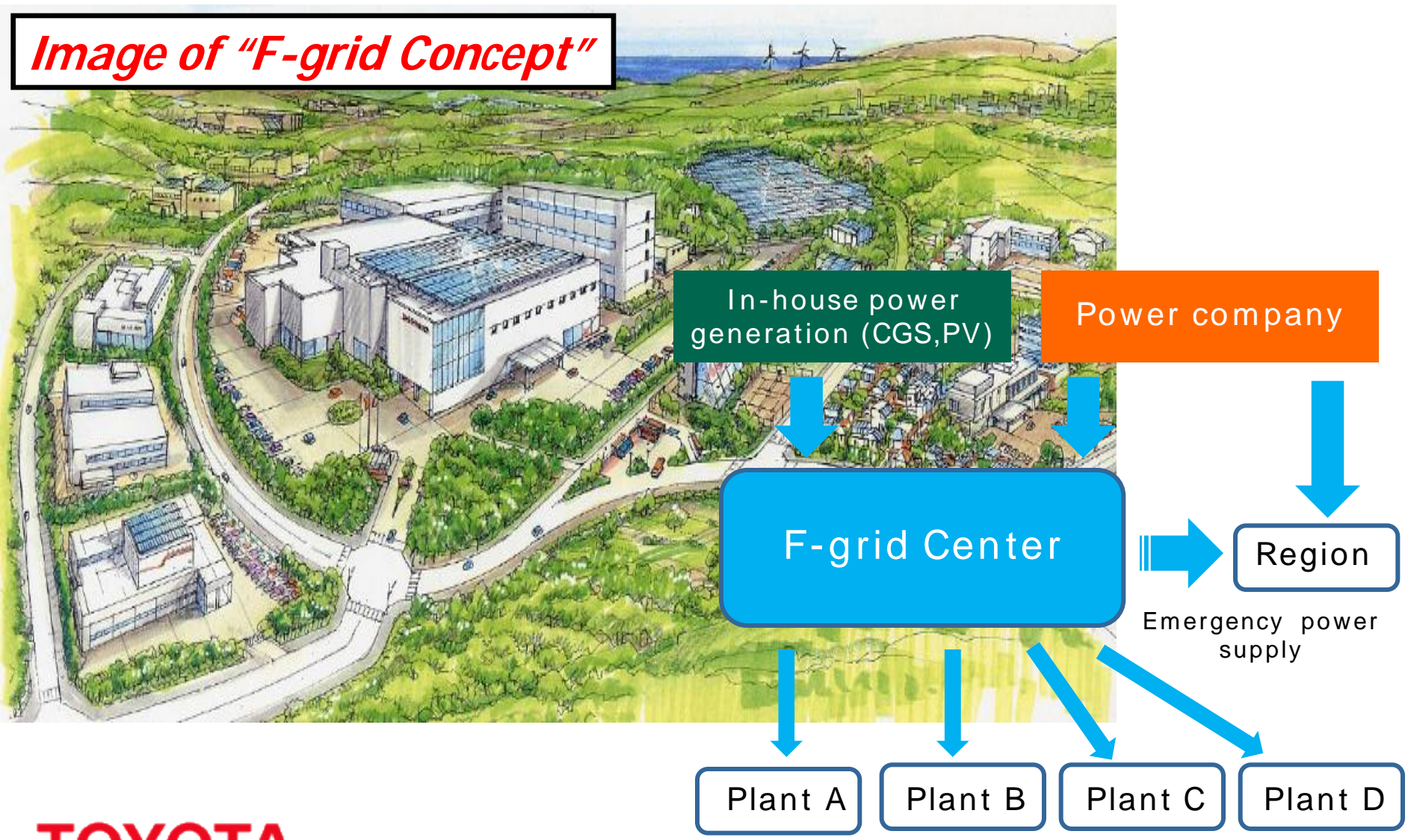
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PRIUS C

Reconstruction New Biz "F-grid Concept"

Image of "F-grid Concept"



Hope for Japan



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