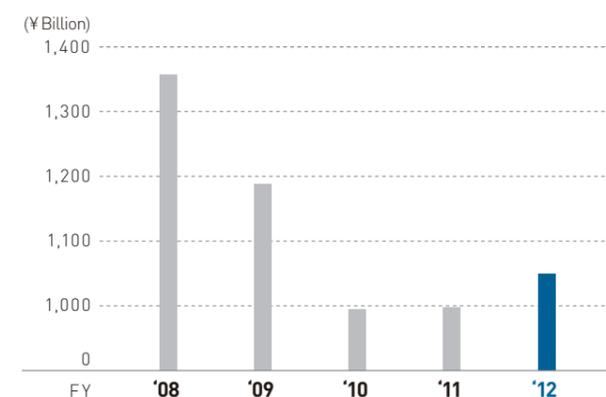


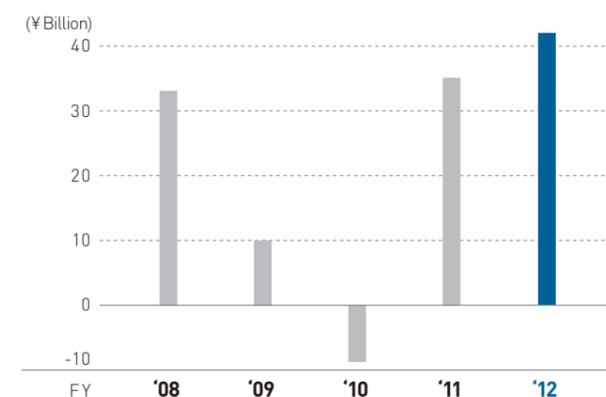
Non-automotive Business Operations

Toyota uses technologies and expertise gained from automotive operations to operate a variety of business that help people lead more fulfilling and enjoyable lives.

Net Revenues



Operating Income



Note: Fiscal years ended March 31

Market Environment and Performance Summary

Net revenues for non-automotive business operations rose ¥76.6 billion, or 7.9% year on year, to ¥1,489 billion, whereas operating income improved to ¥42 billion, an increase of ¥6.8 billion, or 19.4%, compared with the previous fiscal year.

Non-automotive business operations include Intelligent Transport Systems (ITS), information technology and telecommunications, e-TOYOTA, housing, marine, and biotechnology and afforestation businesses. In each of these operations we are fostering a workplace culture that encourages creativity and entrepreneurship. Also, we are seeking ideas for new businesses outside the Toyota group of companies as another key aspect in the creation of future core businesses.

Intelligent Transport Systems



Toyota is involved in the planning and development of products and services for Intelligent Transport Systems (ITS). We view this technology as a valuable way to link motor vehicles and transportation infrastructures, thereby contributing to sustainable economic development.

In 2009, we helped create a practical vehicle-infrastructure cooperative system for safe driving that prevents traffic accidents more effectively than current safety technologies. In conjunction with this, Toyota developed an onboard communications device, mainly for expressway use, compatible with the ITS Spot Service. Also, in 2011 Toyota commercialized the Driving Safety Support System (DSSS), an onboard navigation system for public highways. We will continue to increase the number of models equipped with this device.

Toyota is also engaging in R&D for vehicle-infrastructure cooperative systems, such as actively participating in public and private sector field trials, so as to bring them into use as soon as possible.

▶ Additional details available at [Click HERE](#)

Information Technology and Telecommunications



Toyota dealers also serve as sales points for mobile phones and point-to-point telecommunications services provided by KDDI Corporation at more than 7,000 sales outlets (vehicle dealers, parts dealers, rental offices,

and L&F offices) throughout Japan.

Toyota is has also been engaged in the promotion of functions and services that link cars and mobile phones, such as hands-free telephones and G-BOOK services, and in 2012 we launched the eCONNECT for the new Prius PHV and the Toyota Friend service.

Toyota's information technology and telecommunications business will come to play an even more important role as we develop smart grids that link people, cars and homes.

e-TOYOTA



Toyota is developing e-TOYOTA business operations to facilitate the integration of IT services and automobiles. We designed and developed the GAZOO members-only automobile portal site, a three-dimensional virtual city called METAPOLIS and other services. In the field of telematics, we are developing G-BOOK/G-Link, an information service for onboard terminals, with other telematics services planned for China and other countries.

▶ Additional details available at [Click HERE](#)

Non-automotive Business Operations

TOPICS “Linked” Cars



eConnect

Toyota Friend

Toyota is developing a proprietary telematics service for linking people, vehicles and the information/telecommunications infrastructure, and we are also launching a “linking service” that works through social networks and the latest in portable handsets. In January 2012, we began offering two new smartphone connection services to owners of the new Prius PHV. Toyota Friend is a social networking service that provides charging and service reminders via “tweet”-like alerts, and also enables sharing of environment-friendly driving data among Prius PHV users. The other service, eConnect, allows users to check vehicle status (battery power and EV range) and locations of nearby charging stations. Toyota will continue to offer communications services that link people and cars, so as to bring about a new “mobility society.”

Housing



Since Toyota entered the housing business in 1975, Toyota Housing Corporation has expanded to provide homes under the name Toyota Home, offering high durability and earthquake resistance, as well as excellent security, health and environmental features. Toyota Housing Corporation offers environment-friendly homes that conserve and create energy while having the durability to last for many years, and in November 2011, we began selling “smart houses,” comfortable and economical homes that combine Toyota technologies to link homes and cars. At the same time, Toyota is engaging in leading-edge development in a variety of fields, such as the operational testing of smart grids.

Note: Effective October 1, 2010, all housing operation production and technical development functions were transferred from Toyota Motor Corporation to Toyota Housing Corporation.

▶ Additional details available at [Click HERE](#)

Marine



Toyota manufactures and sells pleasure boats, marine engines and a variety of marine components. All products take full advantage of our engine technologies and other advanced technologies cultivated during years of automotive manufacturing. The PONAM-35, which was launched in September 2011, was voted Japan’s 2011 Boat of the Year, and won the 2011 Good Design Award.

▶ Additional details available at [Click HERE](#)

Biotechnology and Afforestation



Toyota is making every effort to contribute to the creation of a resource recycling society

through our afforestation activities, as well as our horticultural, environmental greening and agricultural biomass operations.

Following previous afforestation and forestry development projects in Australia and the Philippines, we are engaging in a forest restoration model project in the town of Odaicho, located in Japan’s Mie Prefecture. In our Greenification Business, to counteract the urban heat-island phenomenon we offer Smart Green Parking, which provides greening in parking areas, and Smart Green Wall for wall greening. We have established a sales subsidiary in China for this business. In our agricultural biomass operations, we added to our lineup of ResQ Series manure composting facility deodorizers.

▶ Additional details available at [Click HERE](#)

For more information on Philippine and Mie Prefecture afforestation projects,

[Click HERE](#)

Non-automotive Business Operations

TOPICS Promoting the Fun of Automobiles

Toyota is developing a range of activities to make cars more fun, for serious motorsports fans as well as for an even broader range of car enthusiasts.

Activities for serious motorsports fans

Toyota promotes motorsports in countries and regions around the globe to bring excitement to people and to help make their dreams come true.

Our motorsports programs in 2011 revolved around the SUPER GT and Formula Nippon events in Japan and our participation in NASCAR in the US. We added hybrid endurance championships to our racing lineup in 2012, so that even more people would have an opportunity to enjoy motorsports.



SUPER GT



Formula Nippon



NASCAR

▶ Additional details available at [Click HERE](#)

Activities for a broad range of car enthusiasts

Aimed at broadening the appeal of car racing and fostering more car enthusiasts, Toyota is striving through GAZOO Racing* to make ever-better cars that satisfy drivers and promote the joy of cars in ways that transcend the role of a typical car manufacturer.

As part of initiatives to develop ever-better cars, the GAZOO Racing team has been competing in the 24 Hours Nürburgring Endurance Race in Germany every year. The participation of Toyota drivers and mechanics helps cultivate personnel who can make better cars. Also, GAZOO Racing enables those with no racing experience to comfortably and safely experience the thrills of circuit driving firsthand. It also provides more opportunities for car enthusiasts to get together.



24 Hours Nürburgring Endurance Race

* A vehicle-development and motor-sports support program created by GAZOO for people to experience the fun of cars. GAZOO gives Toyota test drivers chances to race, and helps in our goal of making ever-better cars through vehicle development, while promoting the allure of cars through grass-roots motor sports.

GAZOO operates GAZOO.com, a user-participation automobile portal site created in 1998, as well as the GAZOO Mura driving experience and the virtual community GAZOO Metapolis.

▶ Additional details available at [Click HERE](#)