TOYOTA KINTO

Urban Mobility Toolkit

URBAN MOBILITY TOOLKIT

PURPOSE AND USAGE OF THE TOOLKIT

DIALOGUE & LOBBYING

- How support the transformation of the mobility ecosystem?
- What requirements and requests towards authorities and politics?

TOYOTA KINTO POSITIONING

- What do we stand for?
- What are our sustainable product and service offerings?

Standardized content to support PR/PA & lobbying activities.

INTERNAL – ONE TEAM

- Onboarding material for new employees
- Learning material for all employees
- Knowledge sharing across all entities

EXTERNAL – ONE VOICE

- Background information for Toyota KINTO market positioning
- Standardized slide collection for presentations & speak outs

Contents.


01
EU direction urban mobility


02
Toyota mission


03
KINTO mobility


04
Selected Toyota/ KINTO statements


05
Selected Toyota/ KINTO request towards politics


06
Additional internal sources



01 EU direction urban mobility

GLOBAL MEGA TRENDS

DRIVING FORCES OF AUTOMOTIVE TRANSFORMATION

















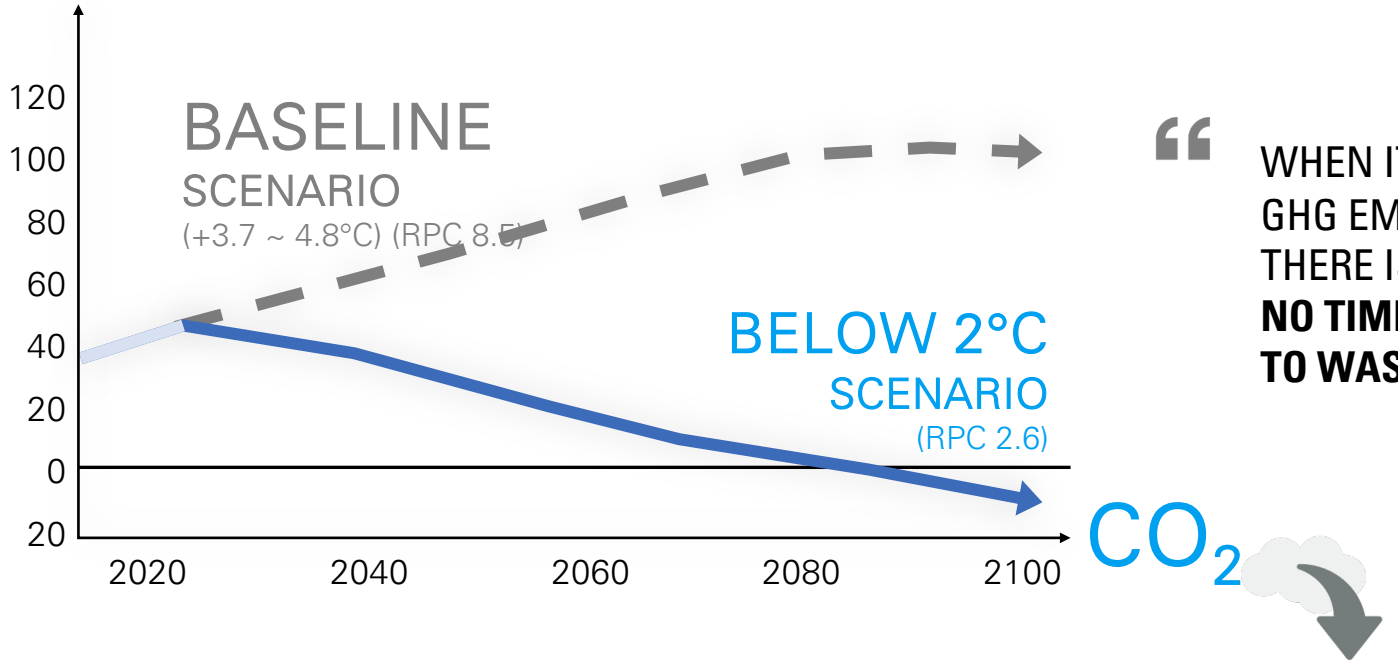




TOYOTA

FORECAST CLIMATE CHANGE

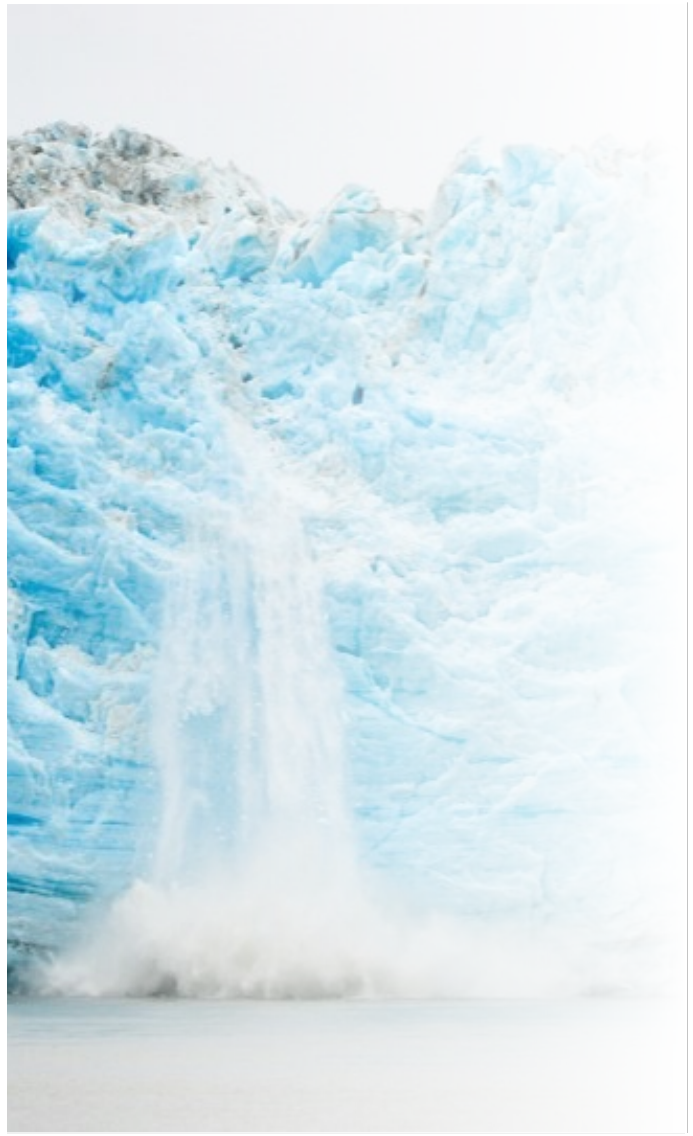
ANNUAL GREENHOUSE GAS EMISSIONS



Full-scale initiatives to reduce CO2 emissions

Zero or less

"WHEN IT COMES TO GHG EMISSIONS, THERE IS **NO TIME TO WASTE**"



Source | From the IPCC Working Group III 5th Assessment Report (2014)

TOYOTA

EUROPEAN GREEN DEAL

AIM: BECOME CLIMATE NEUTRAL BY 2050

European Commission

2020
- 20% CO2 Reduction
- 20% Ren. Energy Sources
- 20% Efficiency

2030
- 55% CO2 Reduction
- 27% Ren. Energy Sources
- 27% Efficiency

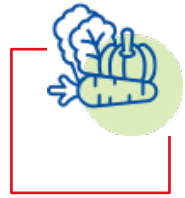
2050
- 80% – 90% CO2 Reduction
- -0% Air Pollution



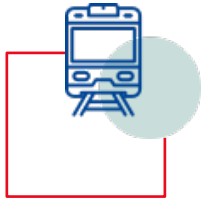
Fresh air and clean water



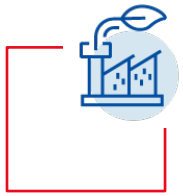
Energy-efficient buildings



Healthy and affordable food



More public transport



Cleaner energy



Longer-lasting products



Future-proof jobs



Globally competitive industry

TOYOTA

PARIS CLIMATE AGREEMENT*

APPROVED BY 196 COUNTRIES, IN EFFECT 2020

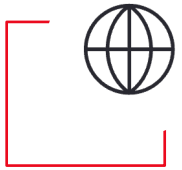
United Nations
Climate Change

EU
Climate Neutral
By 2050
Dec 19th 2019

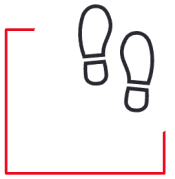
JAPAN
Carbon Neutral
By 2050
Oct 22nd 2020

CHINA
Carbon Neutral
By 2060
Sept 22nd 2020

USA
Carbon Neutral
Carbon neutral by 2050
Dec 13th 2021


Temperatures


Finance


Differentiation


Emissions


Burden sharing


Reviews


Climate change

*The Paris Agreement is a legally binding international treaty on climate change adopted by 196 parties at COP21 in Paris in 2015. Its main aim is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.

TOYOTA

EUROPEAN GREEN DEAL

EU PERSPECTIVE ON URBAN MOBILITY

Agenda

- Reduce transport-related greenhouse gas emissions by 90% by 2050
- Many city initiatives, most of them heavily funded (100 EU climate neutral cities by 2027)
- Focus on sustainable transport in cities
- Promotion of public, active, automated, connected, multimodal transport solutions

Challenges for car-based mobility solutions

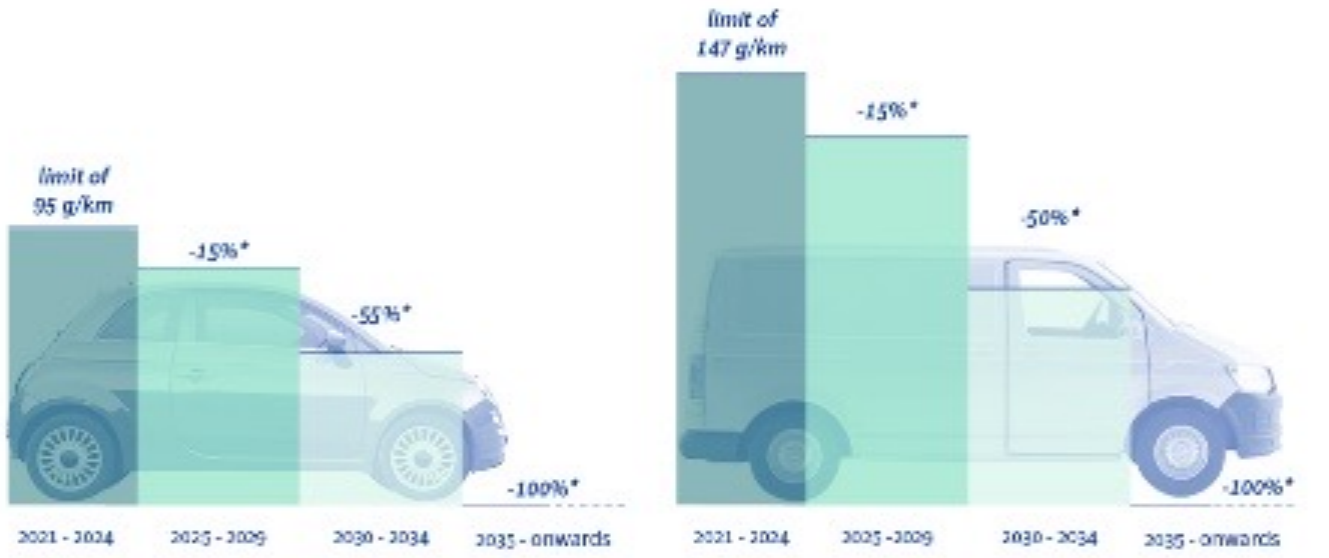
- City access / ICE ban
- Regulation not following technology & transport mode neutral approach
- Public parking space access
- Regulation of fleet size / operation area
- Street positioning
- Mandatory data provision for private mobility service operators



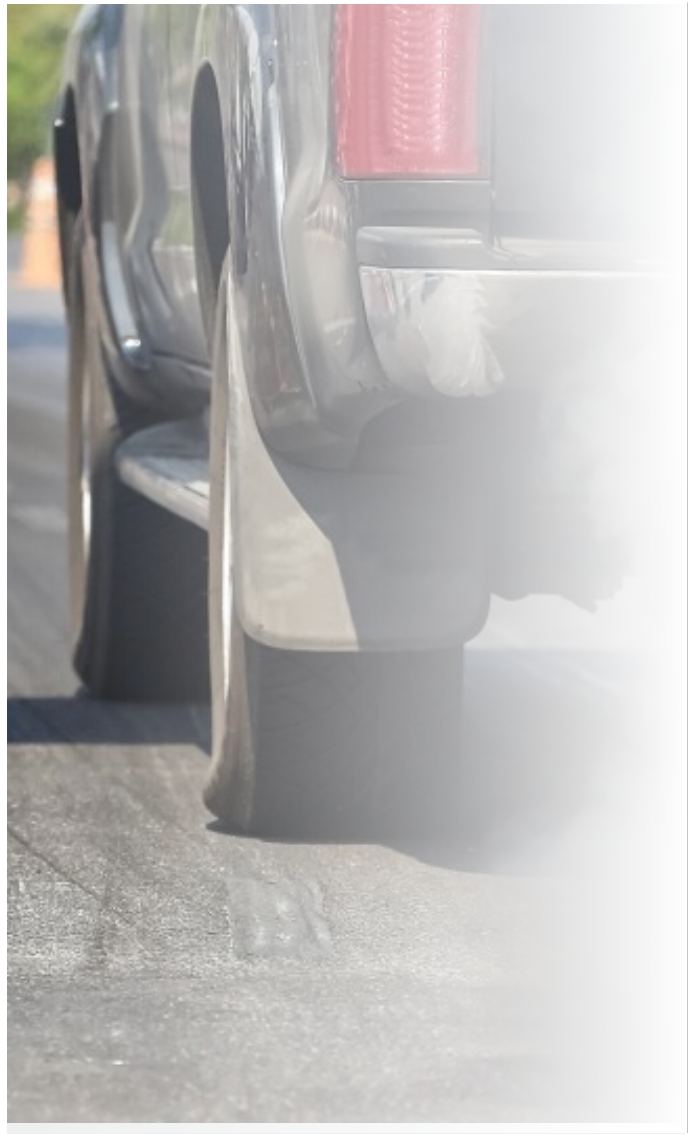
TOYOTA

EU CO2 EMISSION REGULATIONS

BECOMING VERY STRINGENT



*compared to the 2021 targets



Source: Fit for 55: why the EU is toughening CO2 emission standards for cars and vans - Consilium (europa.eu)

TOYOTA

URBAN AIR QUALITY

REGULATIONS ARE INCREASING

- Low Emission Zones
- Urban Road Tolls
- Key Access Regulation
- Pollution Emergency



TOYOTA

URBAN MOBILITY ECOSYSTEM

NEW ECOSYSTEM OF INTERMODAL MOBILITY IS EMERGING

Interests of many different actors must be taken into account.

Turnaround in transportation poses major challenges for new mobility services, such as:

- Many stakeholders to deal with
- High number of competitors
- Resources to operate services
- Availability of vehicles
- Issue of scalability
- Issues of profitability (high operational costs, lower margin)
- (Fragmented) regulation/legislation

There is no ONE solution or ecosystem. Every country and city has its own ecosystem with differerent requirements, actors and stakeholders.



TOYOTA



02 Toyota Mission

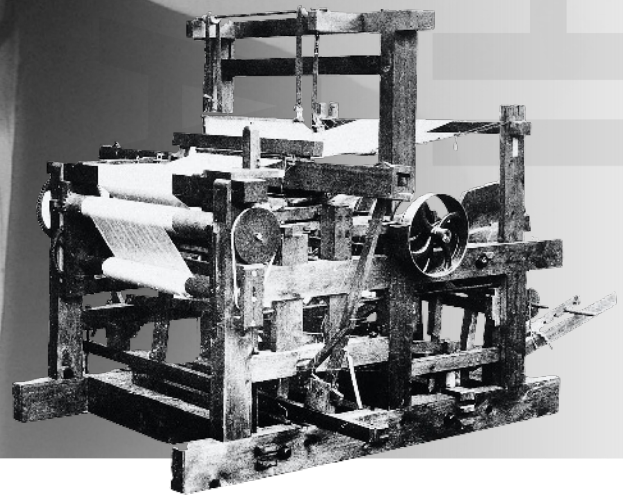
OUR MISSION



TOYOTA



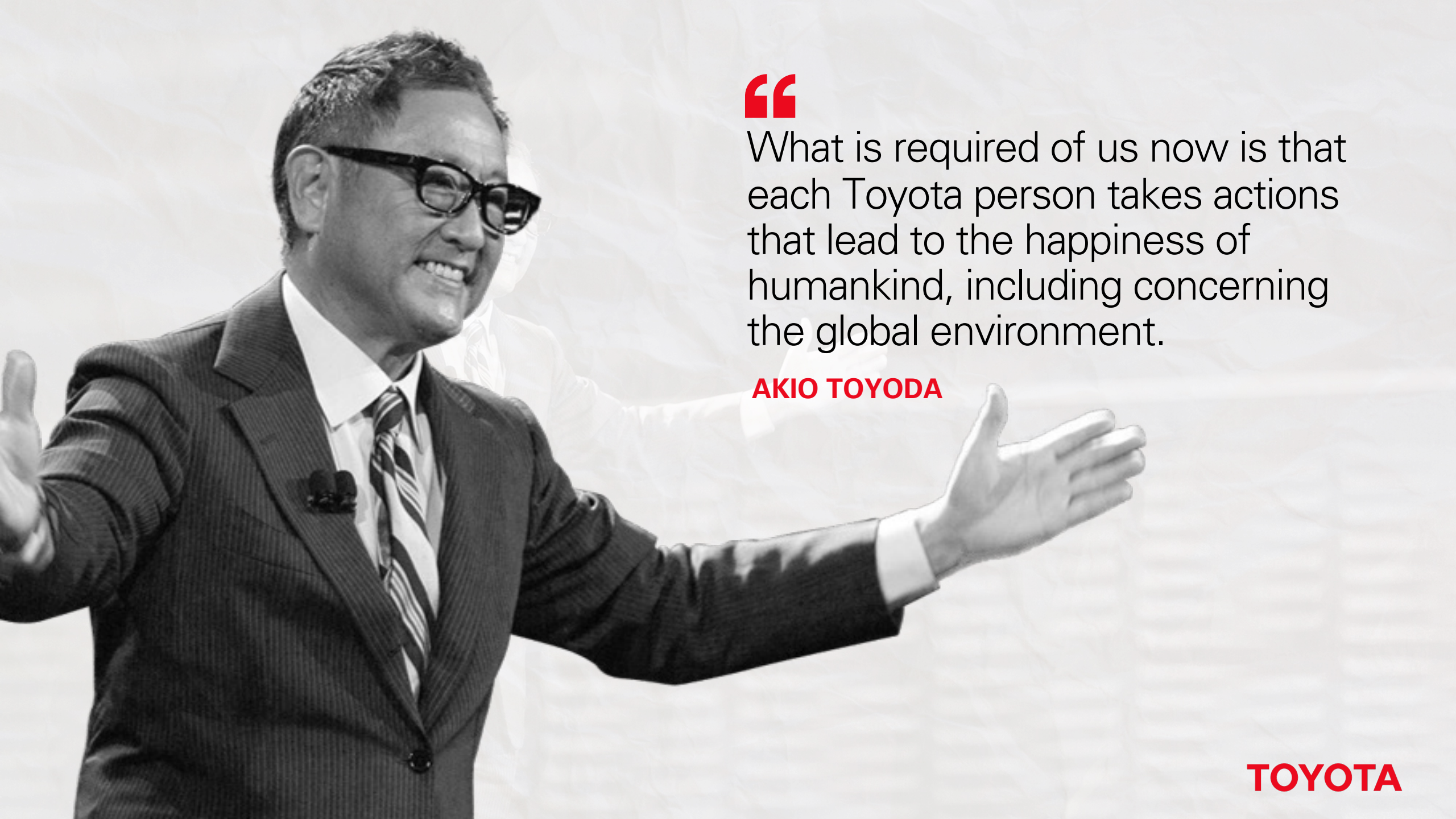
SAKICHI TOYODA



KIICHIRO TOYODA



TOYOTA



“What is required of us now is that each Toyota person takes actions that lead to the happiness of humankind, including concerning the global environment.

AKIO TOYODA

TOYOTA

OUR MISSION



SUSTAINABLE DEVELOPMENT GOALS

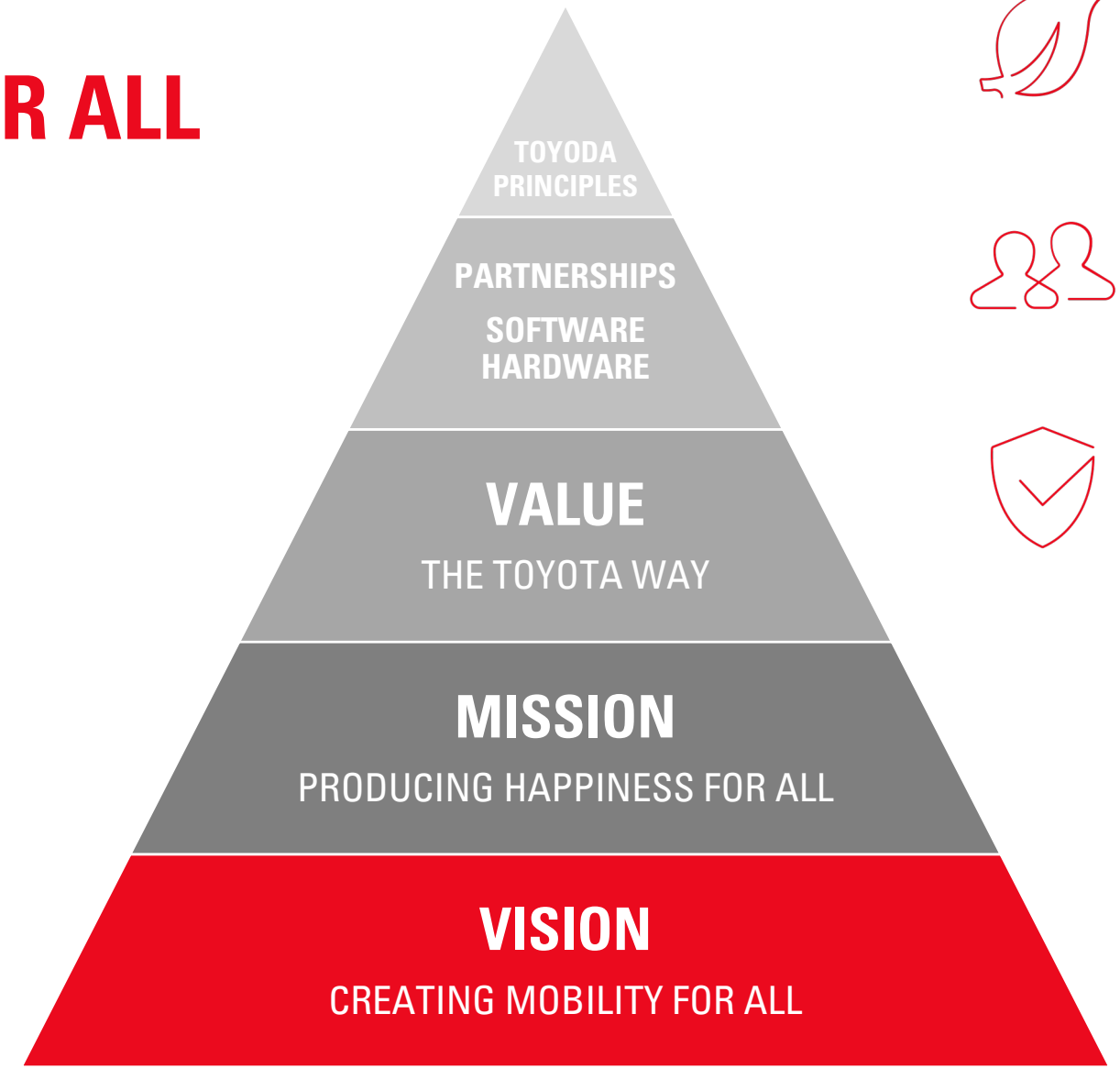




A CLIMATE NEUTRAL CONTINENT BY 2050
EU GREEN DEAL

TOYOTA

CREATING
MOBILITY FOR ALL



CLEAN

ACCESSIBLE TO ALL

SAFE

TOYOTA

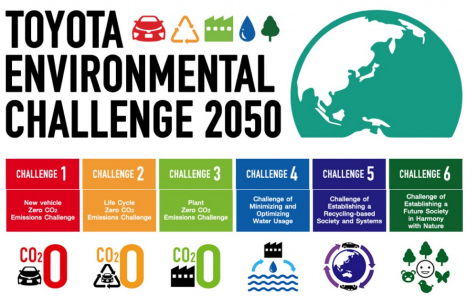
CARBON NEUTRALITY



TOYOTA

CARBON NEUTRALITY

CREATE A BETTER SOCIETY FOR EVERYBODY









Achieving carbon neutrality means realizing a world in which all people living on this planet continue to live happily.

This has been and will continue to be Toyota's wish and our mission as a global company. For that challenge, we need to reduce CO2 emissions as much as possible, as soon as possible.

TOYOTA

TOYOTA'S ENVIRONMENTAL CHALLENGE 2050

AND 2030 MILESTONE

TOYOTA ENVIRONMENTAL CHALLENGE 2050

2050 2030 MILESTONE

CHALLENGE 1	CHALLENGE 2	CHALLENGE 3	CHALLENGE 4	CHALLENGE 5	CHALLENGE 6
New vehicle Zero CO_2 Emissions Challenge	Life Cycle Zero CO_2 Emissions Challenge	Plant Zero CO_2 Emissions Challenge	Challenge of Minimizing and Optimizing Water Usage	Challenge of Establishing a Recycling-based Society and Systems	Challenge of Establishing a Future Society in Harmony with Nature

TOYOTA

CHALLENGE 1: NEW VEHICLE ZERO EMISSIONS

REDUCE GLOBAL AVERAGE CO2 EMISSIONS BY 90% FROM TOYOTA'S 2010 LEVEL

CO2 0 **Challenge 1** New vehicle zero emissions

Contribution to SDGs

CHALLENGE 1

New vehicle Zero CO2 Emissions Challenge



CO2 0

CHALLENGE 4

CHALLENGE 5

Challenge of Establishing a Recycling-based Society and Systems

CHALLENGE 6

Challenge of Establishing a Future Society in Harmony with Nature

TOYOTA

CHALLENGE 2: LIFECYCLE ZERO CO2 EMISSIONS

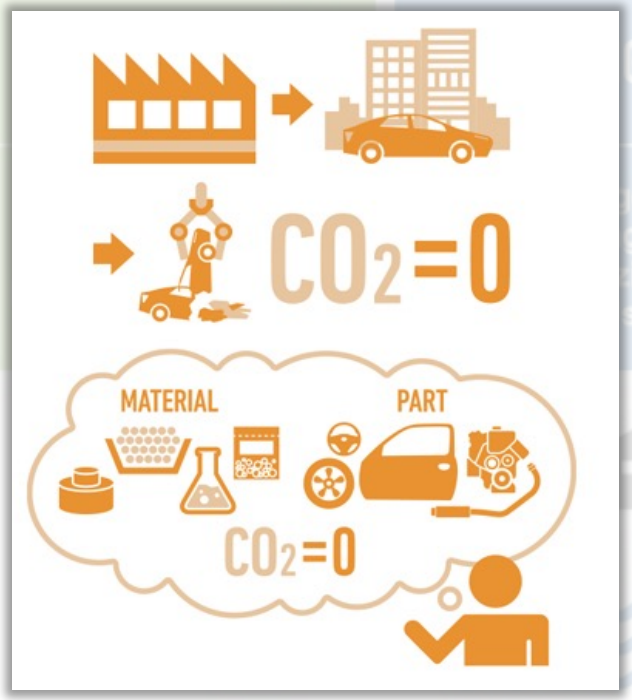
ELIMINATE ALL CO2 EMISSIONS THROUGHOUT THE ENTIRE VEHICLE LIFE CYCLE

Challenge 2 Lifecycle zero CO2 emissions

Contribution to SDGs

CHALLENGE 1 — New vehicle Zero CO_2 Emissions Challenge

CHALLENGE 2 — Life Cycle Zero CO_2 Emissions Challenge



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

CHALLENGE 6 — Challenge of Establishing a Future Society in Harmony with Nature

TOYOTA

CHALLENGE 3: PLANT ZERO EMISSIONS

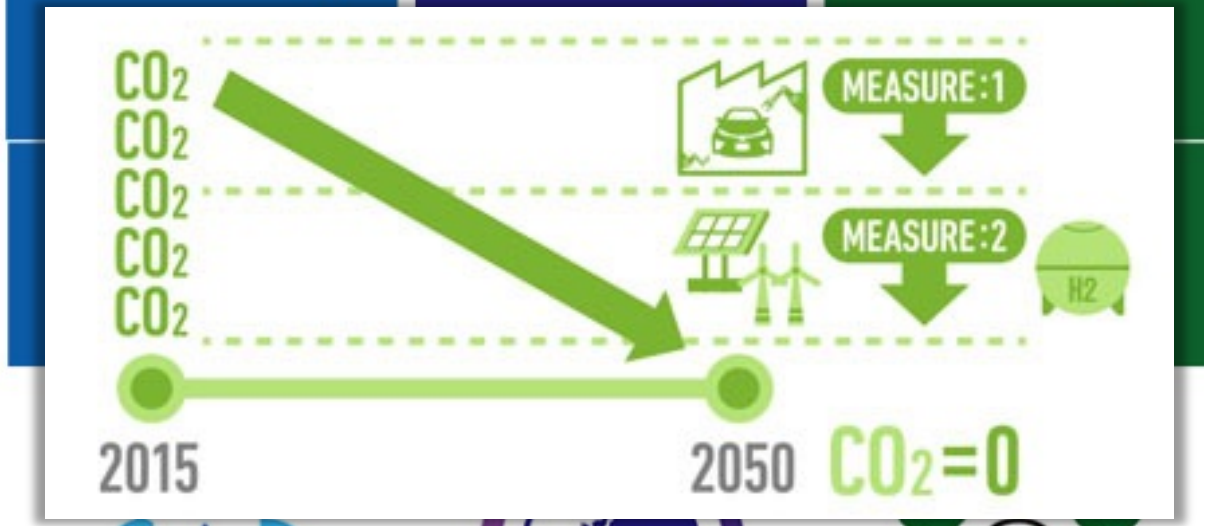
ACHIEVE ZERO CO2 EMISSIONS AT GLOBAL PLANTS BY 2050

Challenge 3 | Achieve zero CO2 emissions at global plants by 2050 | Contribution to SDGs

CHALLENGE 1 — New vehicle Zero CO_2 Emissions Challenge

CHALLENGE 2 — Life Cycle Zero CO_2 Emissions Challenge

CHALLENGE 3 — Plant Zero CO_2 Emissions Challenge



TOYOTA

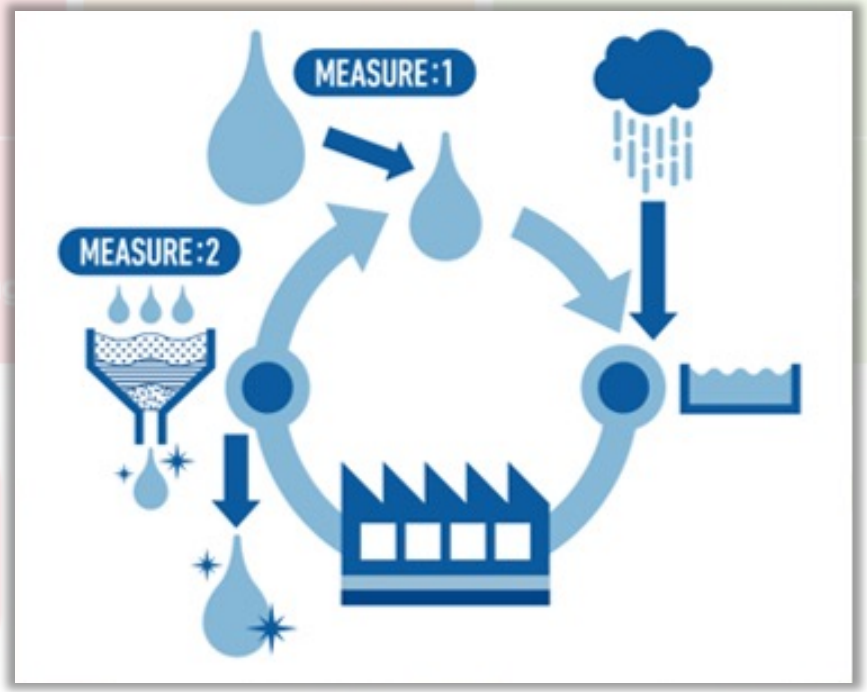
CHALLENGE 4: MINIMISING AND OPTIMISING WATER USAGE

MINIMISE WATER USAGE AND IMPLEMENT WATER DISCHARGE MANAGEMENT ACCORDING TO INDIVIDUAL LOCAL CONDITIONS

Challenge 4

Minimising and optimising water usage

Contribution to SDGs



CHALLENGE 4

Challenge of Minimizing and Optimizing Water Usage

CHALLENGE 5: ESTABLISHING RECYCLING-BASED SOCIETY

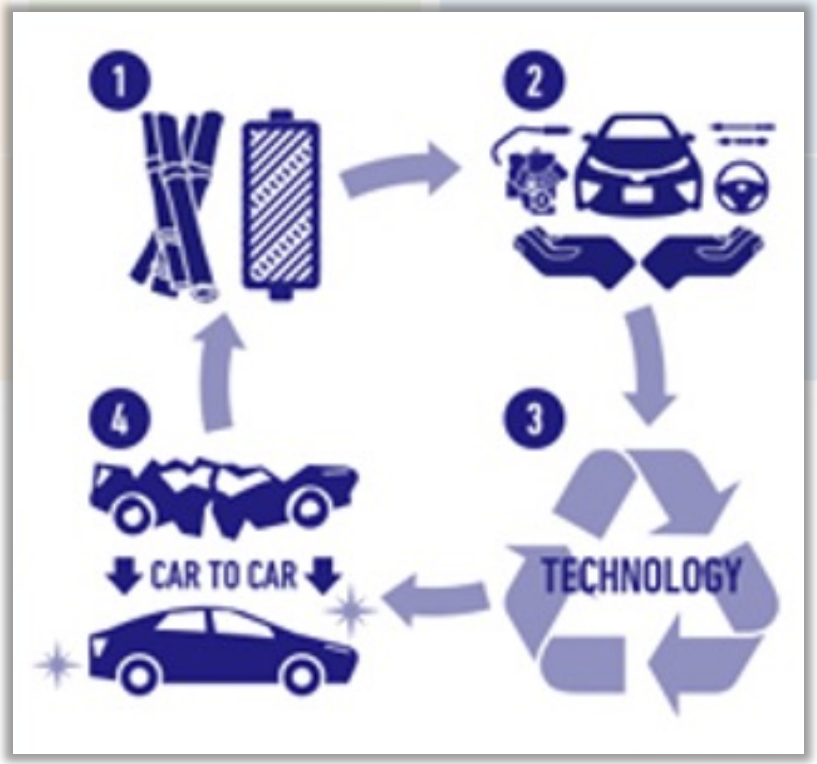
PROMOTE GLOBAL DEPLOYMENT OF END-OF-LIFE VEHICLE TREATMENT AND RECYCLING TECHNOLOGIES AND SYSTEMS

Challenge 5 Establishing recycling-based society & systems

Contribution to SDGs

CHALLENGE 1
New vehicle Zero CO_2 Emissions Challenge

CHALLENGE 2
Life Cycle Zero CO_2 Emissions Challenge



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

CHALLENGE 6
Challenge of Establishing a Future Society in Harmony with Nature

TOYOTA

CHALLENGE 6: ESTABLISHING A FUTURE SOCIETY IN HARMONY WITH NATURE

PROMOTE GLOBAL DEPLOYMENT OF END-OF-LIFE VEHICLE TREATMENT AND RECYCLING TECHNOLOGIES AND SYSTEMS

Challenge 6 Establishing a future society in harmony with nature

Contribution to SDGs



CHALLENGE 6

Challenge of Establishing a Future Society in Harmony with Nature

TOYOTA

TOYOTA'S EUROPEAN APPROACH TOWARDS CARBON NEUTRALITY

EUROPE OPERATIONS CARBON-NEUTRAL BY 2040

"Here in Europe, we are going faster towards carbon neutrality than the global Toyota organisation. Toyota Motor Europe (TME) expects to be fully carbon neutral here by 2040 – 10 years earlier than global Toyota. While TME's commitment reflects European societal expectations for a cleaner environment which are ahead of many other global regions we anticipate that our progress will contribute to Toyota's global challenge."

JOURNEY TO

CARBON NEUTRALITY

2030

50% ZEV
100% Electrified vehicles
EU/EFTA/UK

All plants & facilities
SCOPE 1 & 2

2035

100% ZEV
EU/EFTA/UK

2040

Toyota Motor Europe

All goods, services & logistics
SCOPE 3

2050

Toyota Motor Corporation



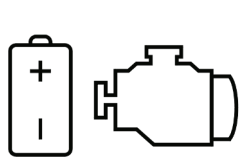
ELECTRIFICATION

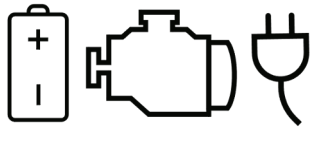


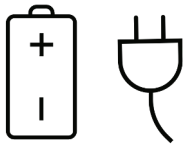
TOYOTA

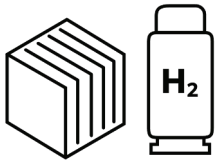
TOYOTA'S MULTI-PATH APPROACH

TECHNOLOGIES TO HELP EVERYONE REDUCE THEIR CARBON FOOTPRINT

















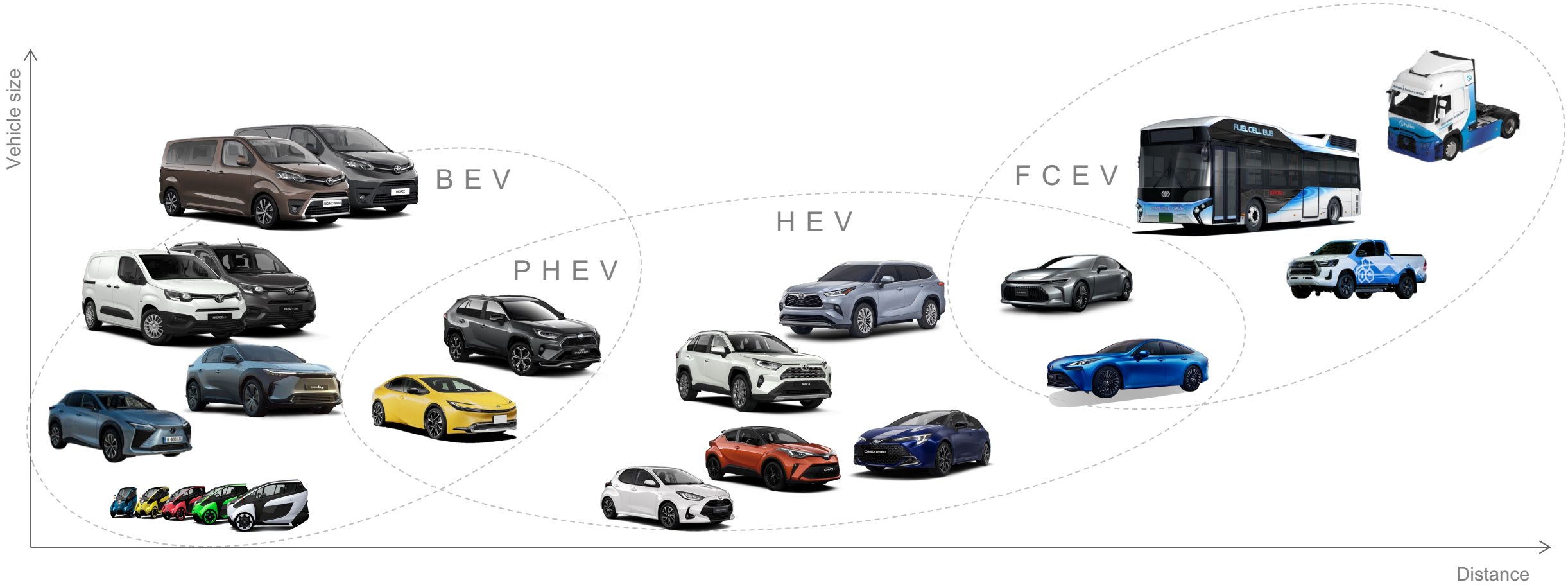
Toyota is committed to achieving carbon neutrality globally by 2050 and in Europe by 2040. Toyota firmly believes that multiple technology solutions are necessary to get there faster.

Toyota believes it is better to maintain an open regulatory framework towards carbon-neutrality and not limit possible technology solutions too early.

TOYOTA

TOYOTA'S SUSTAINABLE MOBILITY STRATEGY

TECHNOLOGY DIVERSIFICATION INCLUDING HEVS, PHEVS, FCEVS AND BEVS



TOYOTA

REASONS FOR MULTI-PATH APPROACH

TOYOTA BELIEVES IN DIVERSE DRIVETRAINS TO SUIT ALL NEEDS



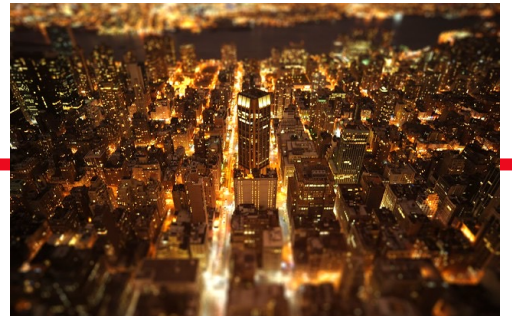
CUSTOMER CHOICE

BASED ON NEED



ENABLERS

INFRASTRUCTURE AND
CLEAN ENERGY



AFFORDABILITY

ACCESS

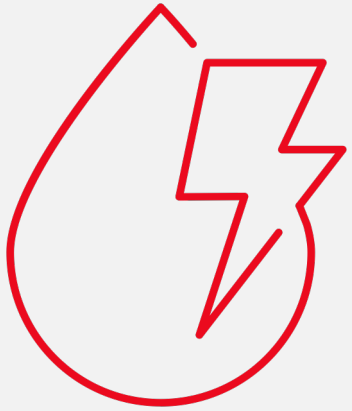


Recycling

AND

REUSE

TOYOTA



FULL HYBRID TECHNOLOGY

WITH SIGNIFICANT ZERO-EMISSIONS DRIVING CAPABILITY

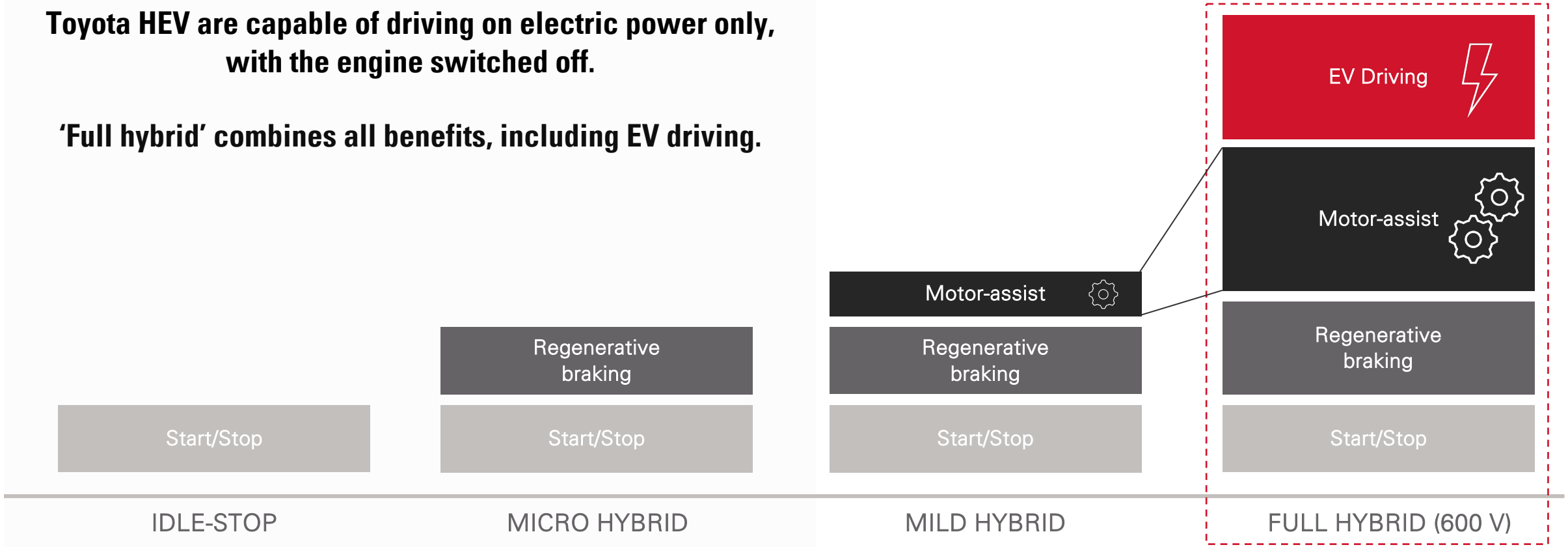
TOYOTA

WHAT IS A FULL HYBRID?

NOT ALL HYBRIDS ARE THE SAME

Toyota HEV are capable of driving on electric power only, with the engine switched off.

'Full hybrid' combines all benefits, including EV driving.



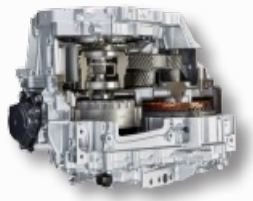
TOYOTA

TOYOTA HYBRID
TECHNOLOGY

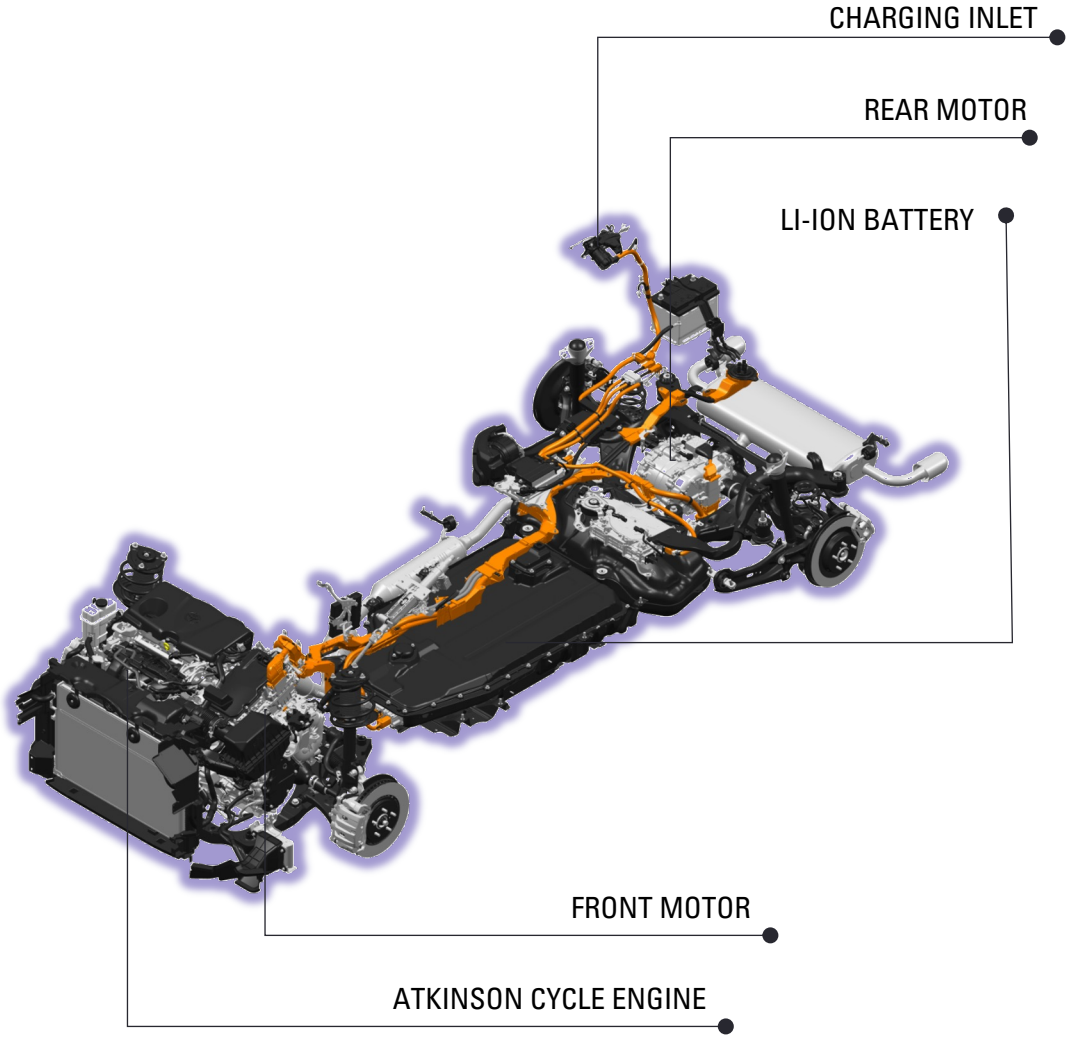
Toyota Hybrid system seamlessly controls the flow of electricity and determines the most efficient mode in every driving situation.

ATKINSON CYCLE ENGINE	ELECTRIC MOTOR (S)	BATTERY
World's highest efficiency Used for cruising and high- speed driving	Can power the vehicle without running the engine (at least 2 motors, sometimes 3)	Recharges itself during driving and store power for electric driving and assisting acceleration





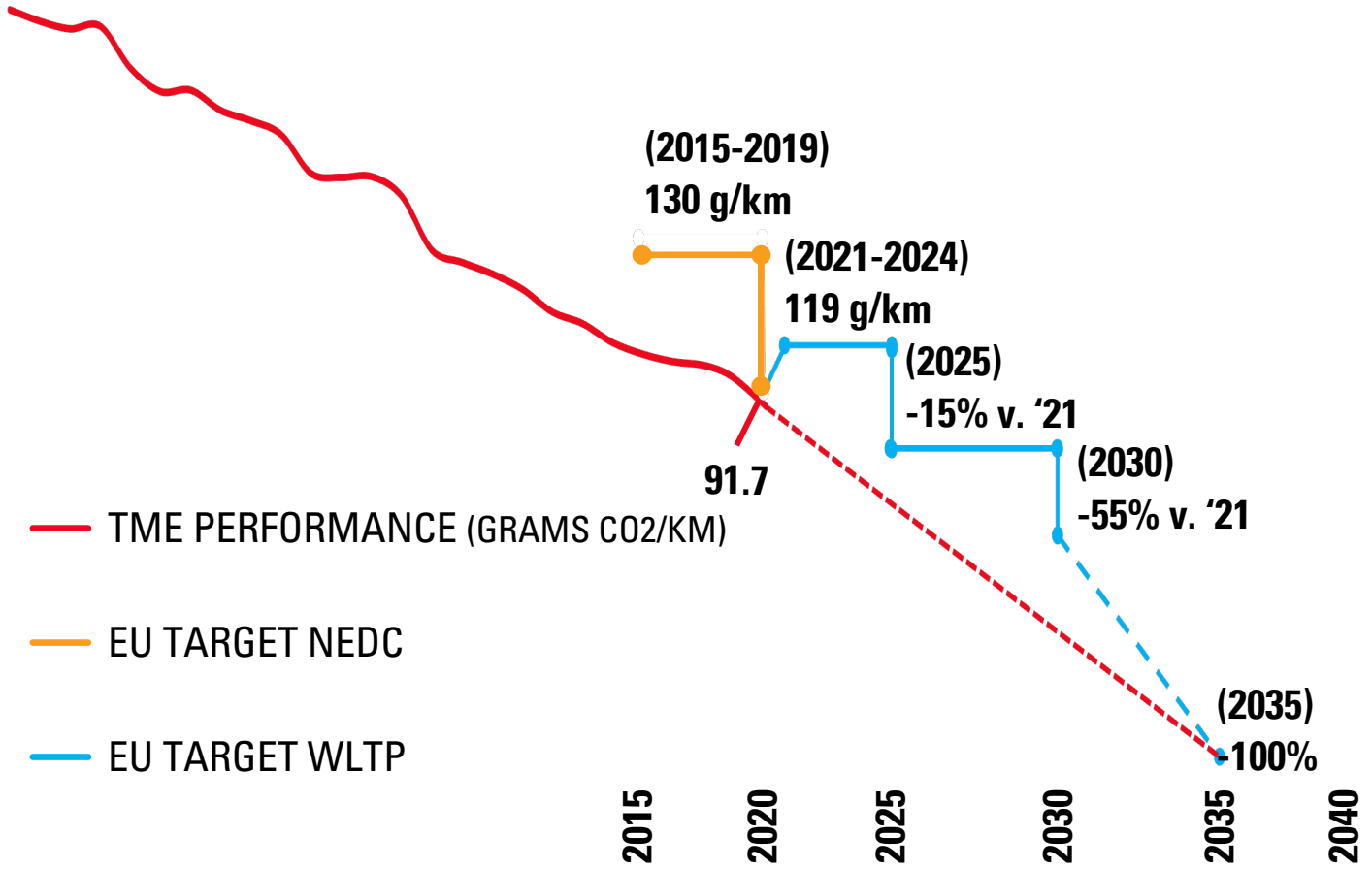




TOYOTA

CO2 EMISSIONS – NEW CARS

TOYOTA'S CONTINUOUS REDUCTION IN CO2 EMISSIONS (EU)

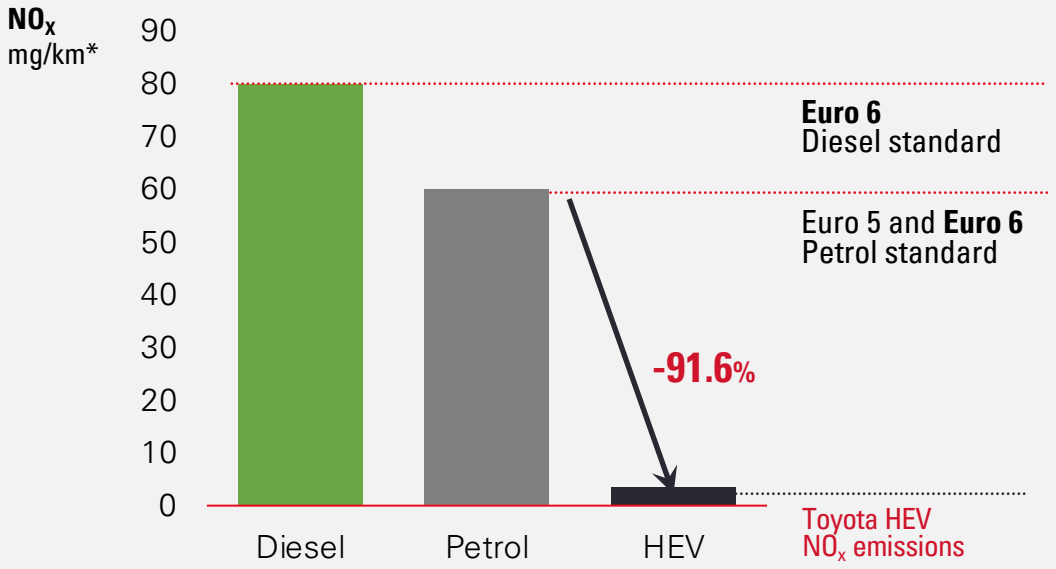


Toyota's corporate environmental strategy has already delivered valuable results and established leading standards for vehicle CO2 performance in Europe

TOYOTA

HEV HELPS AIR QUALITY

VERY LOW NOx EMISSIONS



*NEDC values for comparison purposes

TOYOTA HYBRID NOx EMISSIONS

3.3 mg/km



Prius
1.8 Active Hybrid Auto

3.0 mg/km



Corolla Touring Sports
1.8 Icon Hybrid Auto

9.5 mg/km



Yaris
1.5 Hybrid Auto

4.0 mg/km



Corolla
2.0 Petrol Hybrid Auto

Data from Toyota GB website

TOYOTA



TOYOTA HYBRID

THE OPTIMAL SOLUTION

FOR CUSTOMERS:

CUSTOMERS REMAIN LOYAL TO HYBRID

LOWER MAINTENANCE COSTS
Fewer moving parts and brakes wear less thanks to electric motor

FUN TO DRIVE
Quiet, smooth and easy; no need to plug-in

RELIABILITY
10 years Extended Battery cover

VALUE
Higher residual values than conventional vehicles

TOYOTA



TOYOTA HYBRID

THE OPTIMAL SOLUTION

FOR GOVERNMENTS & LOCAL AUTHORITIES

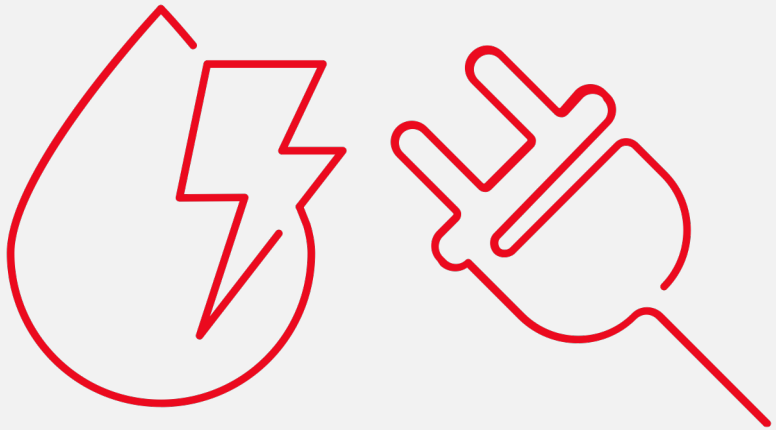
AIR QUALITY
Very low NOx emissions

RELEVANCE
No need for new infrastructure

EASE OF USE
No change in driver behaviour needed

ELECTRIFICATION
Capable of driving on electric power only

TOYOTA



PLUG-IN HYBRID

THE BEST OF BOTH WORLDS: EV FOR DAILY TRIPS AND HEV FOR LONG JOURNEYS

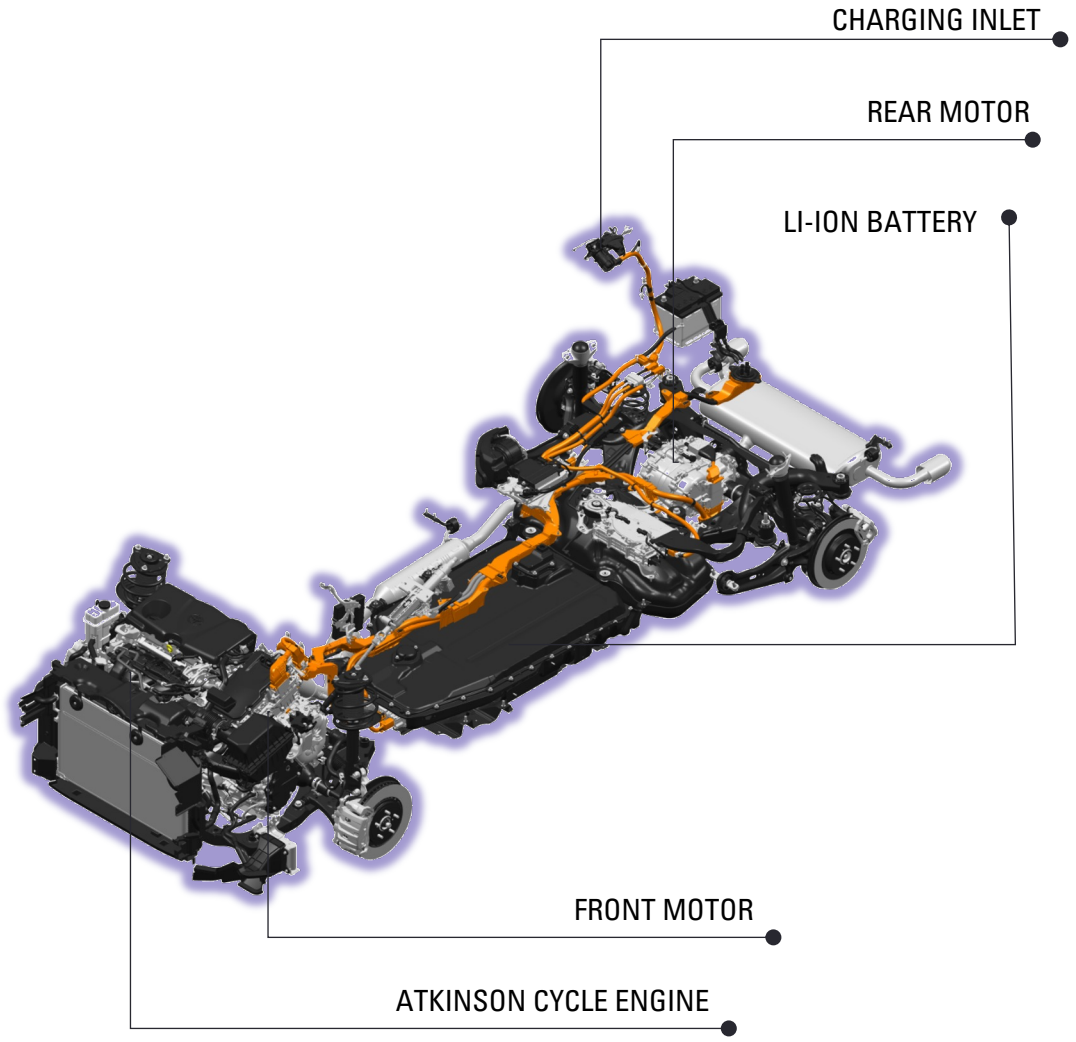
TOYOTA

TOYOTA PLUG-IN HYBRID
TECHNOLOGY

Our Plug-in Hybrids offer the benefits of our hybrid-electric line-up but with greater performance and the ability to travel further on pure electric drive.

ATKINSON CYCLE ENGINE	ELECTRIC MOTOR (S)	BATTERY
World's highest efficiency	Provide stronger acceleration than Hybrid and enable sustained electric driving at high speed	Increased battery capacity boosts system power output and performance compared to Hybrid

CHARGING UNIT
Enables charging of the traction battery form an external power source



TOYOTA

PHEV KEY ADVANTAGES

EV DRIVING FOR DAILY TRIPS & HYBRID FOR LONGER JOURNEYS



Up to 75 km of EV driving



No range anxiety



Can be recharged at home

Highly efficient full hybrid car even when battery is depleted

TOYOTA

TOYOTA'S MULTI-TECH APPROACH

TECHNOLOGIES TO HELP EVERYONE REDUCE THEIR CARBON FOOTPRINT



RAV4
Plug-in Hybrid

306 hp
75 km EV

2h 30m from 32A Wallbox
7h 30m from home socket



Prius
Plug-in Hybrid

223 hp
86 km EV

4h from 32A Wallbox
6h 30m from home socket



Lexus NX 450h+
Plug-in Hybrid

309 hp
74 km EV

2h 30m from 32A Wallbox
7h 30m from home socket



Lexus RX 450h+
Plug-in Hybrid

309 hp
69 km EV

2h 30m from 32A Wallbox
7h 30m from home socket

Charging times may vary due to factors such as the charge level and temperature of the battery, the outside air temperature, power supply voltage, and the AC or DC charger specifications.

TOYOTA



BATTERY ELECTRIC

100% ELECTRIC

ZERO-EMISSIONS DRIVING

TOYOTA

WE PLAN TO ROLL OUT 30 BEV MODELS GLOBALLY BY 2030



TOYOTA





TOYOTA AND LEXUS BEV

UNIQUE DRIVING EXPERIENCE

- Zero emissions
- AC & DC Fast charging
- Reliable range
- Low running costs
- Silent drive
- Battery QDR

TOYOTA

TOYOTA'S GLOBAL ELECTRIFICATION PLAN - SUMMARY

KEY GLOBAL MESSAGES

10
New BEV models
by 2026

1.5 M
BEV sales / year
by 2026

3.5 M
BEVs
by 2030

>¥5 trillion
Investment in BEVs
between 2023 to 2030.

100%
Manufacturing plants carbon neutral
by 2035

100%
Lexus BEV in EU, North America, China
by 2030; globally by 2035

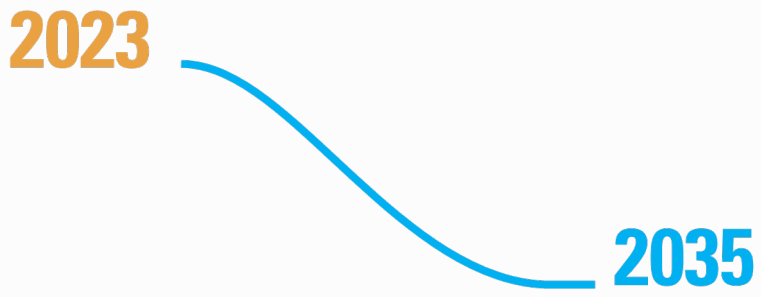
TOYOTA

TOYOTA'S EUROPEAN ELECTRIFICATION PLAN

KEY MESSAGES

BY 2035

LINE-UP:
100% CO_2
REDUCTION



"Moving beyond 2030, we expect to see further ZEV demand acceleration and **Toyota will be ready to achieve 100% CO_2 reduction in all new vehicles by 2035 in Western Europe,** assuming that sufficient electric charging and hydrogen refuelling infrastructures are in place by then, together with the renewable energy capacity increases that will be required."

50%

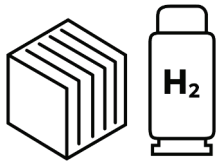
ZEV sales mix (minimum) in Western Europe by 2030

100%

CO_2 reduction in all new vehicles by 2035 in Western Europe

TOYOTA





FUEL CELL ELECTRIC

PURE ELECTRIC DRIVE POWERED BY HYDROGEN, WITH ZERO TAILPIPE EMISSIONS

TOYOTA

HYDROGEN SOCIETY

COOPERATION

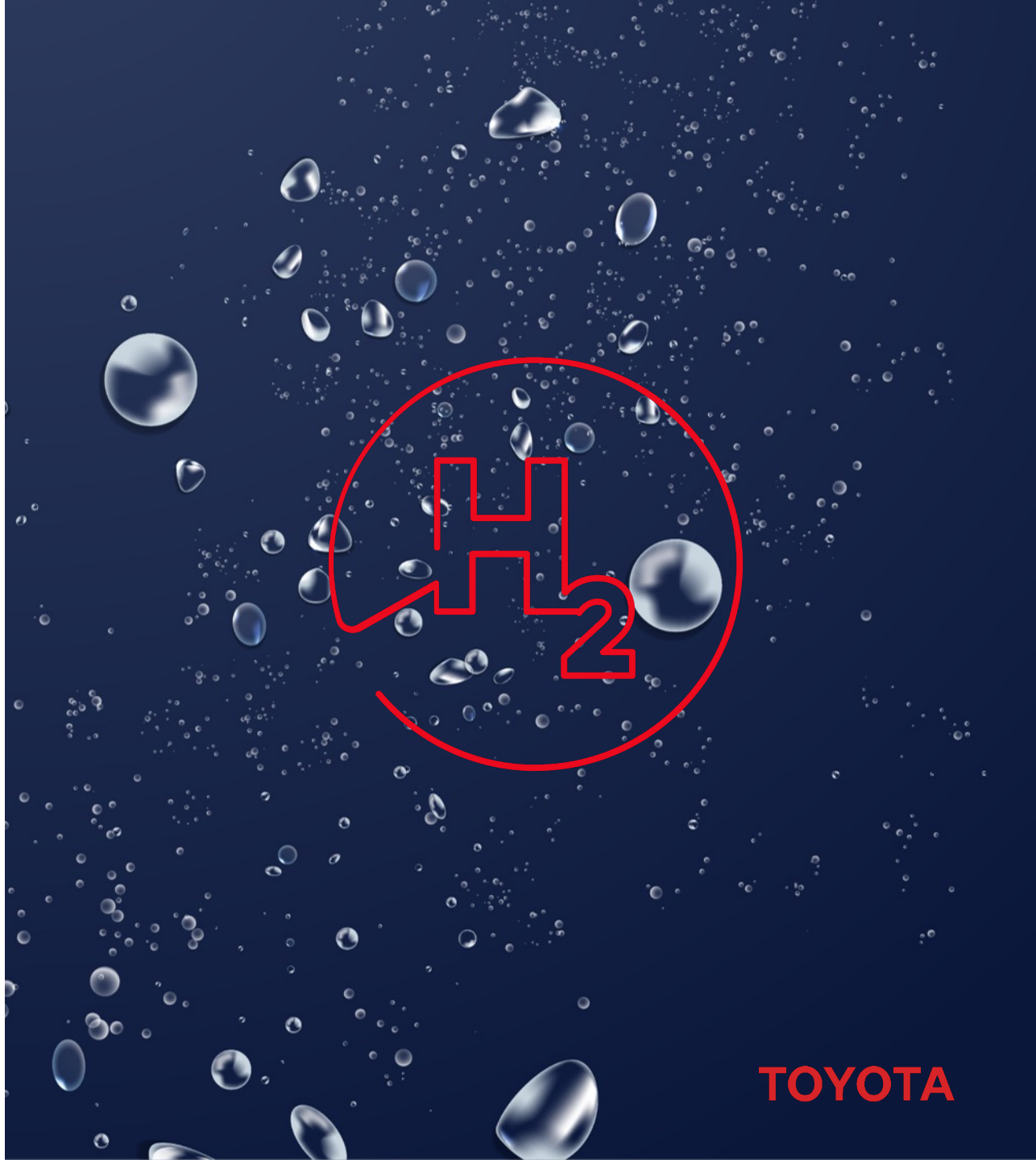
Industry

Governments

Customers

Investors

Energy suppliers



WHAT IS HYDROGEN

POTENTIAL FUEL OF THE FUTURE



- Naturally occurring gas
- Odourless, colourless, non-toxic
- High energy density
- Carbon capture storage
- Produces clean power
- 100+ years safety record

CAN BE PRODUCED FROM CLEAN ENERGY SOURCES

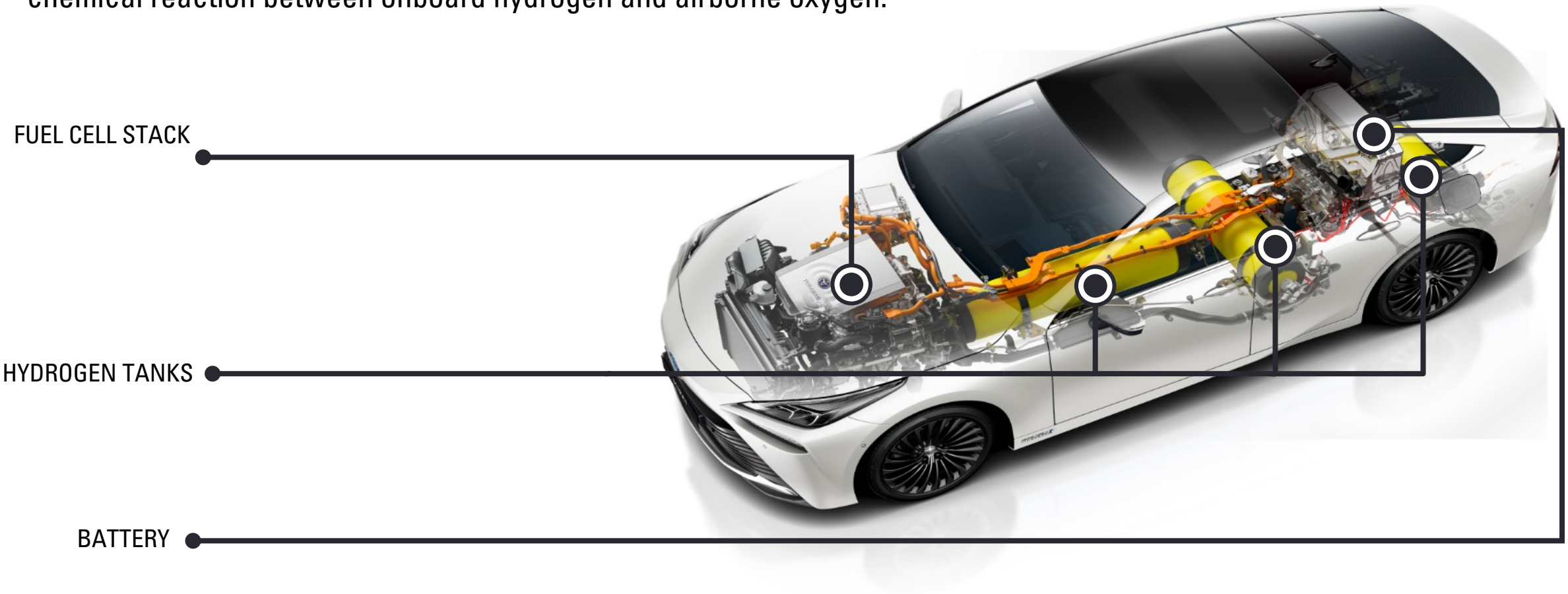
- Renewables Inc Windmills
- Electrolysis
- Industry by-products
- Biomass

TOYOTA

FUEL CELL ELECTRIC VEHICLE

TECHNOLOGY

Vehicle driven by an electric motor powered by the electricity generated by the chemical reaction between onboard hydrogen and airborne oxygen.



TOYOTA

TOYOTA FCEV

AS EASY AS A ‘NORMAL’ CAR

MIRAI



Zero
emissions

Reliable range

3-5 min
TO REFUEL

TOYOTA

TOYOTA MIRAI

IN OPERATION ACROSS EUROPE

01
MOBILITY SERVICES



02
INDUSTRY PARTNERS



03
LOCAL GOVERNMENT



04
AUTHORITIES



05
PRIVATE CUSTOMERS



06
INSTITUTIONS EDUCATION



TOYOTA

TOYOTA FUEL CELL APPLICATIONS

GLOBAL PROJECTS

TRAINS

PARTNERSHIP
WITH
FCH2RAIL
CONSORTIUM



TRUCKS

PARTNERSHIP
WITH
HINO, VDL & HYLIKO



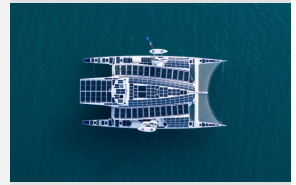
FERRIES

PARTNERSHIP
WITH
CORVUS



BOATS

PARTNERSHIP
WITH
EODEV
HYNOVA
FC YACHT



BUSES

PARTNERSHIP
WITH
CAETANOBUS
H2 CITY GOLD BUS



LUNAR

DEVELOPED
WITH
JAXA



FORKLIFT

TOYOTA
MATERIAL
HANDLING



GENERATOR

TOYOTA
MATERIAL
HANDLING



TOYOTA



HYDROGEN FACTORY EUROPE

MOBILITY FOR ALL



TOYOTA

MOBILITY FOR ALL

NO CUSTOMER LEFT BEHIND









TOYOTA

Worldwide Olympic Partner

Worldwide Paralympic Partner

"We as Toyota and KINTO believe in "Mobility For All" and "Leaving no-one Behind" - offering mobility products and solutions to suit all needs and circumstances.

Mobility should be inclusive in all its form aiming to serve all possible customers, included people with reduced mobility

We will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people."

TOYOTA

MOBILITY FOR ALL

LET'S GO BEYOND - FOUR AGREED PILLARS

LET'S GO BEYOND

MULTI-PATHWAY

"Every 'progressive idea' counts toward meaningfully enriching people's lives"

CONTRIBUTING TO
OUR WORLD'S FUTURE



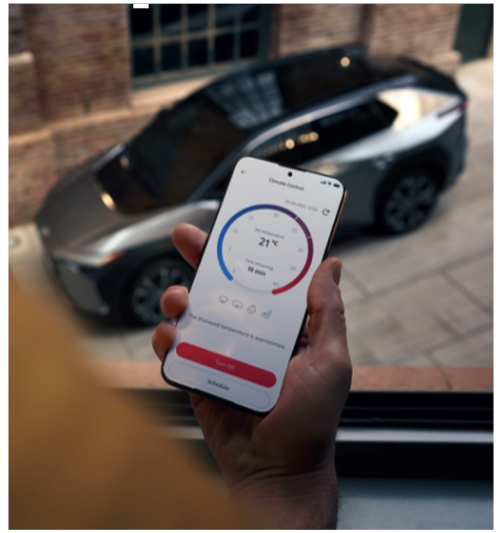
LEADING THE WAY TO THE
FUTURE OF CARS



CHAMPIONING THE
FUTURE OF MOBILITY



CREATING A MEMORABLE
CUSTOMER EXPERIENCE



TOYOTA

ONE STOP SHOP
MOBILITY SOLUTIONS



TOYOTA


TOYOTA
WOVEN CITY
TOYOTA

OLYMPIC & PARALYMPIC GAMES MOBILITY PARTNER

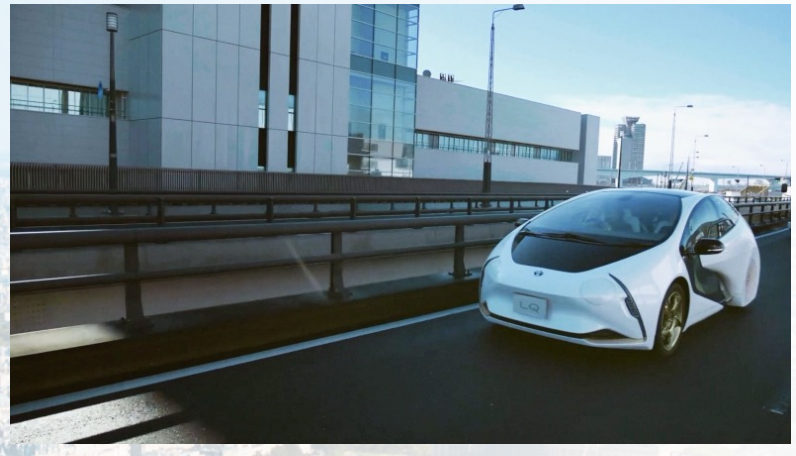


TOYOTA

PARIS 2024







TOYOTA



03 KINTO mobility

KINTO



VISION



VALUES



APPROACH


VISION

Turnaround in transportation poses major challenges

- Air quality, climate protection (CO2 Emission)
- Increasing urbanization & shortage of available space
- Increasing traffic volume & parking pressure
- Post-pandemic changes & cities restructurings
- Changing mobility behavior (from ownership to usership)







Cities & Corporates need to rethink urban mobility in a sustainable manner.
KINTO is the facilitator

KINTO

Changing society & business environment



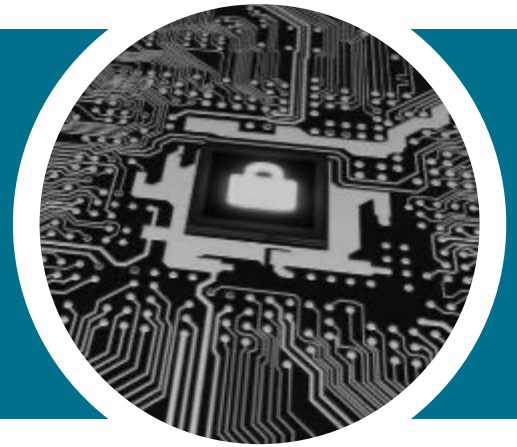
Customers

with
ever-changing,
expanding needs



Cities

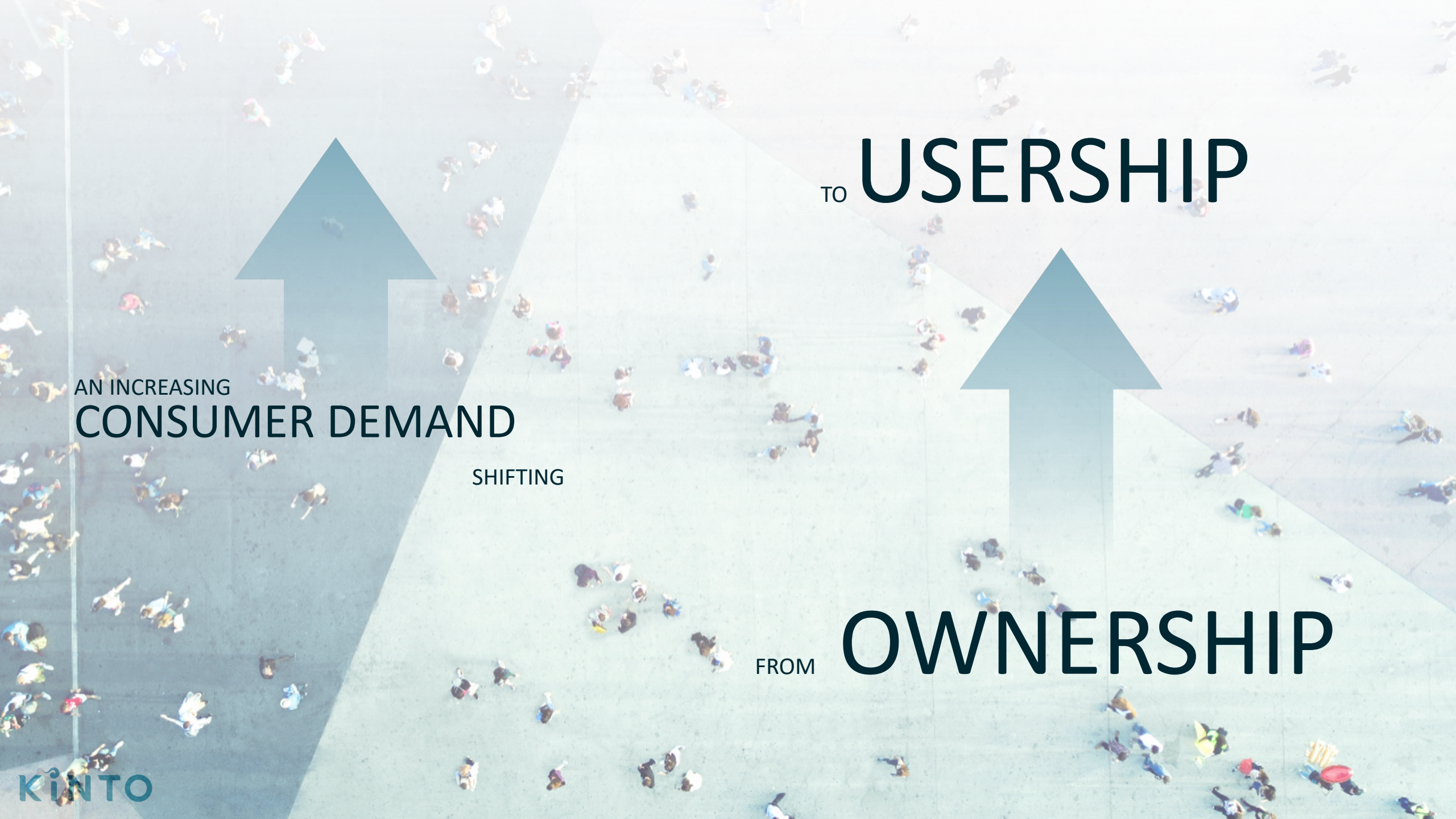
Reinventing traffic
in urban areas



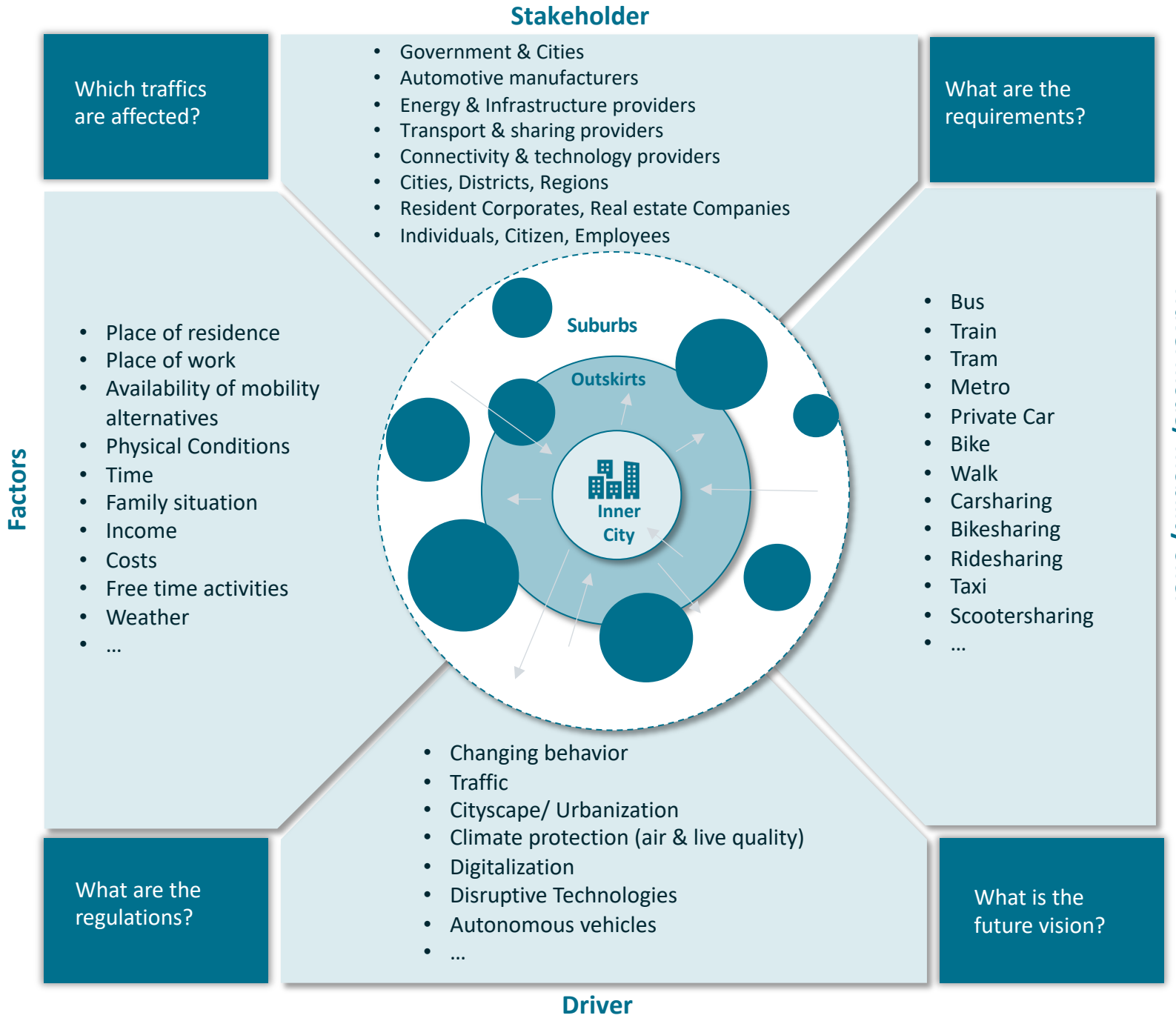
Technology

changing
with scientific advancements

KINTO

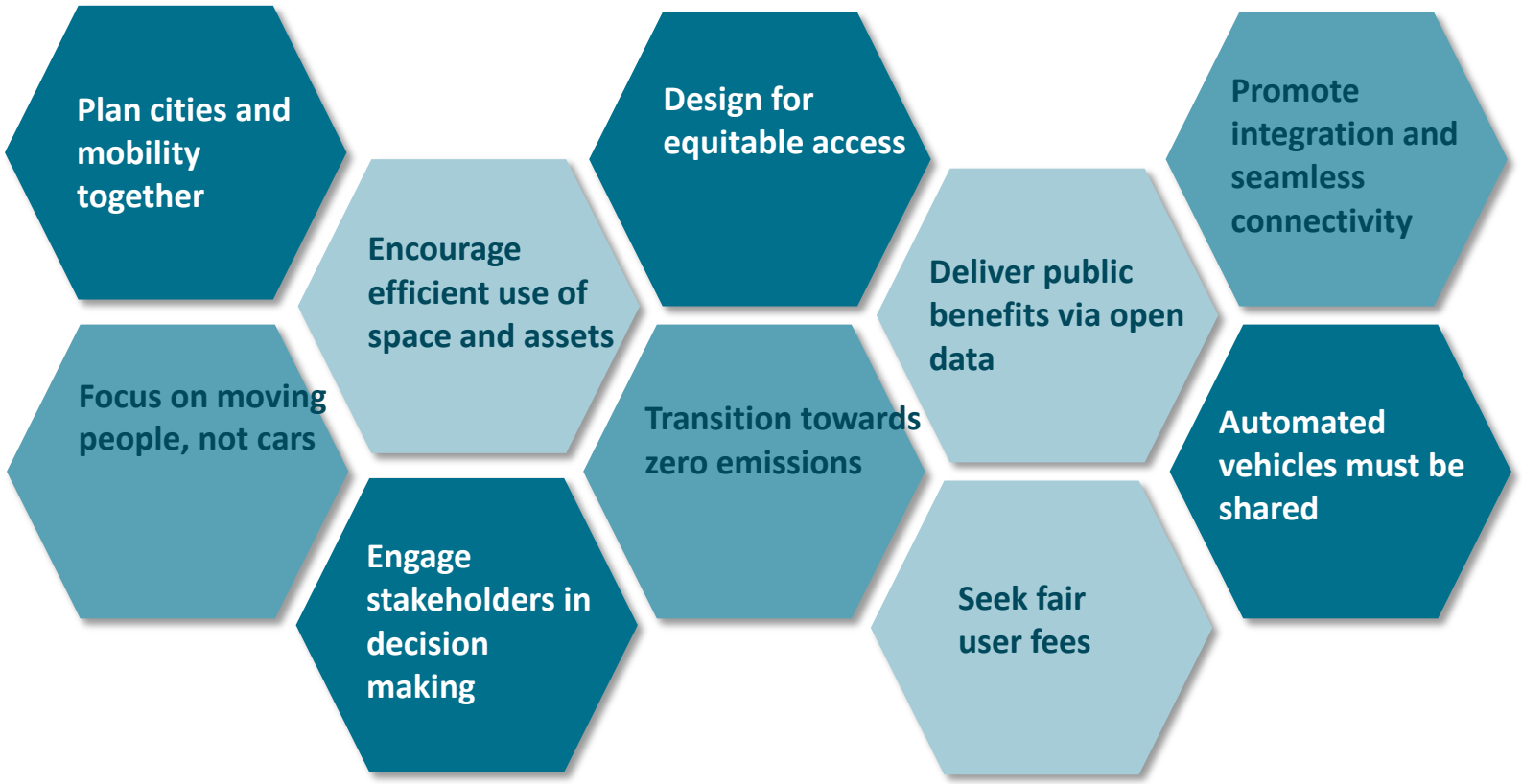

AN INCREASING
CONSUMER DEMAND
SHIFTING
FROM OWNERSHIP
TO USERSHIP
KINTO

When dealing with urban mobility, it is necessary to understand the urban landscape…



KINTO

10 golden rules for planning a future city



...how the mobility ecosystem will change and what the requirements of future customers will be!

KINTO

KINTO

Cities are facing increasing pressure to act to rethink their urban mobility…

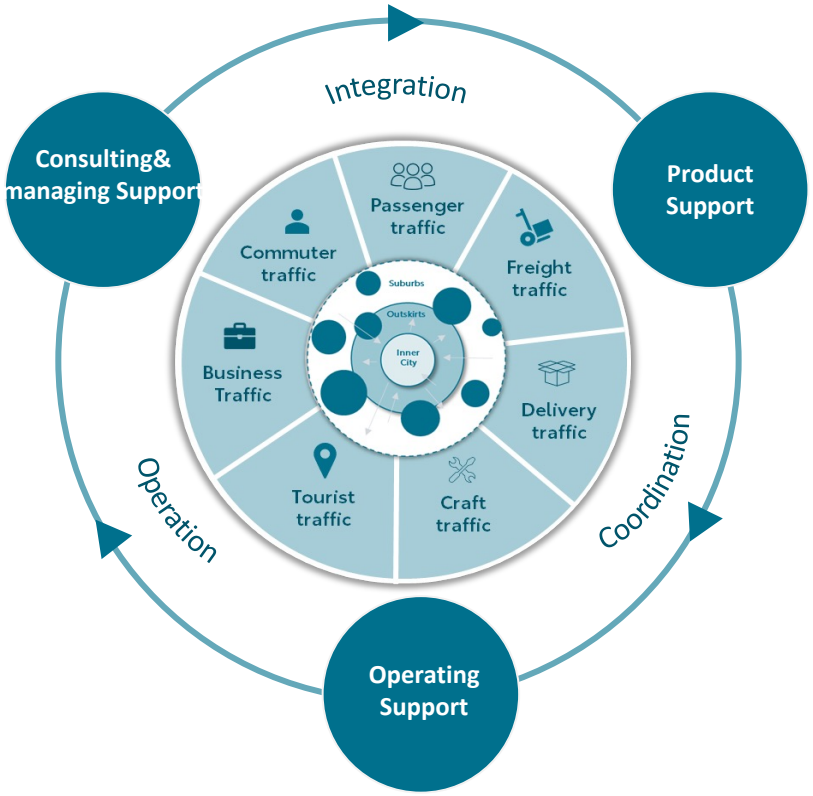
Influencing factors

- Air quality, climate protection (CO2 Emission)
- Increasing urbanization and shortage of available space
- Increasing traffic volume and parking pressure
- Changing mobility behaviour (from ownership to usership)
- COVID Pandemic

Affected traffics



Cities looking for partners, technologies and services to help to reposition their urban mobility in a sustainable manner



KINTO

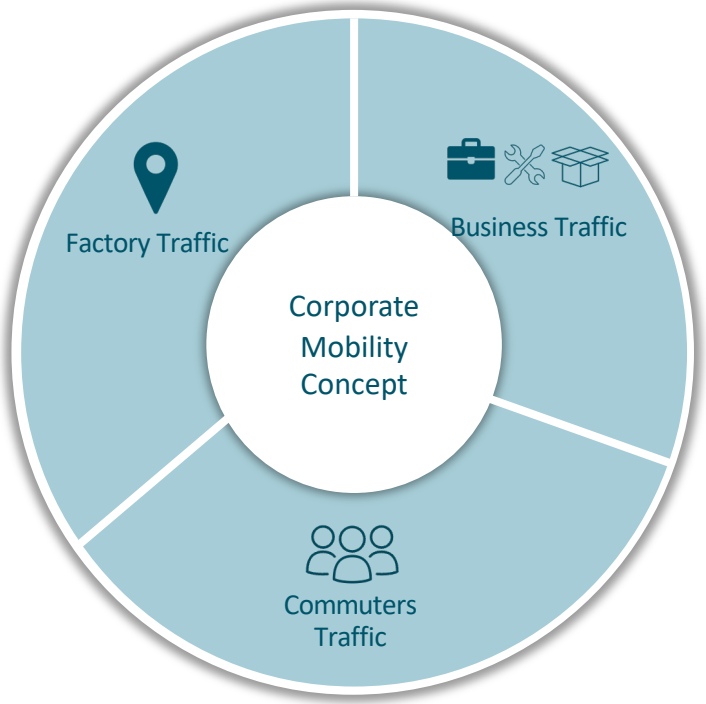
… and corporations need to rethink their transport & traffic structure in a sustainable manner

Influencing factors

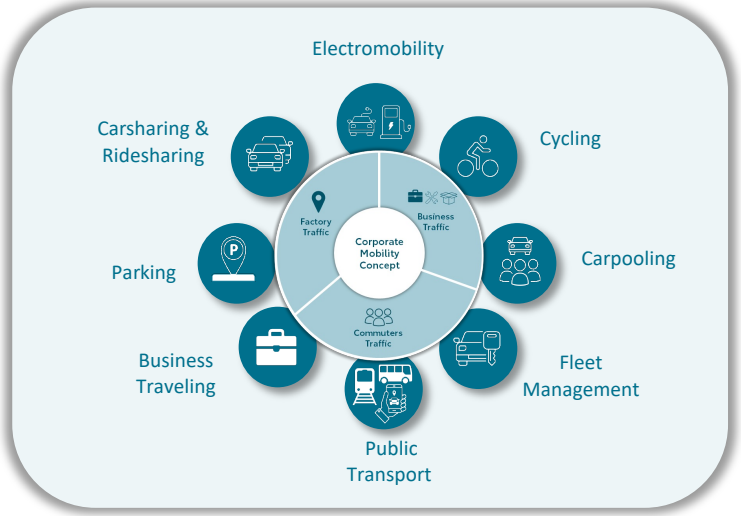
Cities pushing resident corporates to reduce environmental footprint, to work towards attaining sustainable mobility and to help solve congestion and air pollution problems

Mobility is becoming a competitve factor in e.g. attracting and retaining skilled workforce. Time, health and efficiency aspects are increasingly coming into focus.

Affected traffics



Corporates looking for alternative corporate mobility concepts…



…and how to integrate them into existing corporate processes

HR/Finance
- Benefits-in-kind policies & management
- Business trips policies & management
- Reporting & Compliance

Fleet Management
- Mobility cost optimisations
- Workplaces & Infrastructure management

KINTO

Cities & Corporates are key stakeholder and driver

Our growth strategy is to become the preferred mobility partner for cities & corporates



KINTO

OUR VISION - Become a mobility company for ALL



KINTO

KINTO is the mobility brand of the TOYOTA Group

1937



Grand public

1989



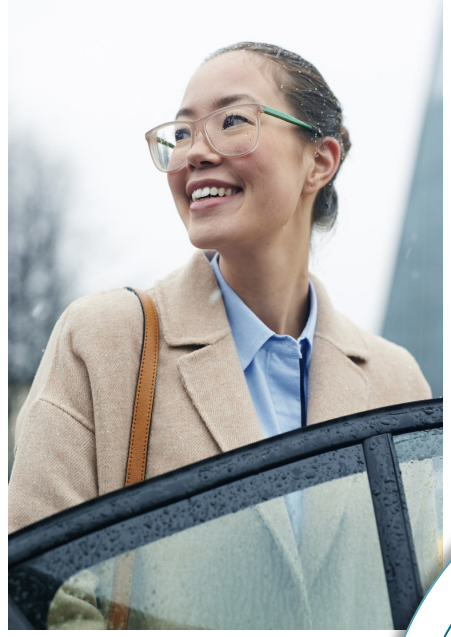
Premium

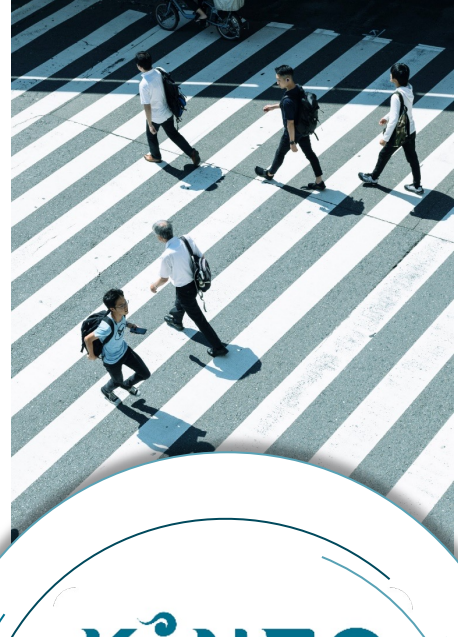
2019



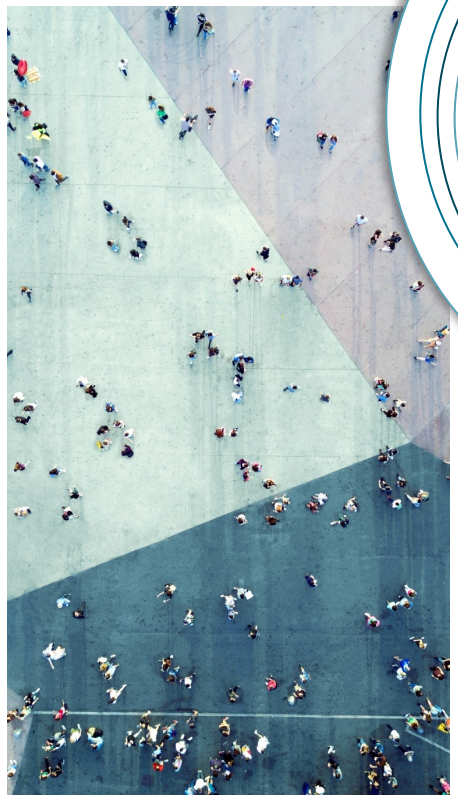
Mobility

We accompany cities & corporations in designing and maintaining sustainable & efficient mobility solutions!









KINTO

One stop shop
Mobility services





KINTO

We are building strong partnerships for our mobility ecosystem



Strong retailer network

City collaboration



Partnerships and investments

KINTO

KINTO represents our way to mobility and will serve the different economic, political and social needs

Climate change

EU emission directives: CO2 reduction through toward a more responsible consumer behavior

KINTO

Our services are nudging user behavior towards sustainable ways of moving from A to B



Environmentally friendly vehicles

Fossil Fuel Car: ban in EU Cities

KINTO

We exclusively promote hybrid, hydrogen and e-vehicles in our services



Sustainable & integrated mobility solutions

Cities and Corporates looking for partners, technologies and services to help to reposition their urban mobility in a sustainable manner

KINTO

We combine sustainable, inclusive and effortless KINTO mobility solutions with partner offerings



New urban mobility ecosystem

Secure, clean, accessible and convenient (digital) services

KINTO

Jointly with cities and resident corporates we work on better solutions for everyday mobility needs



KINTO

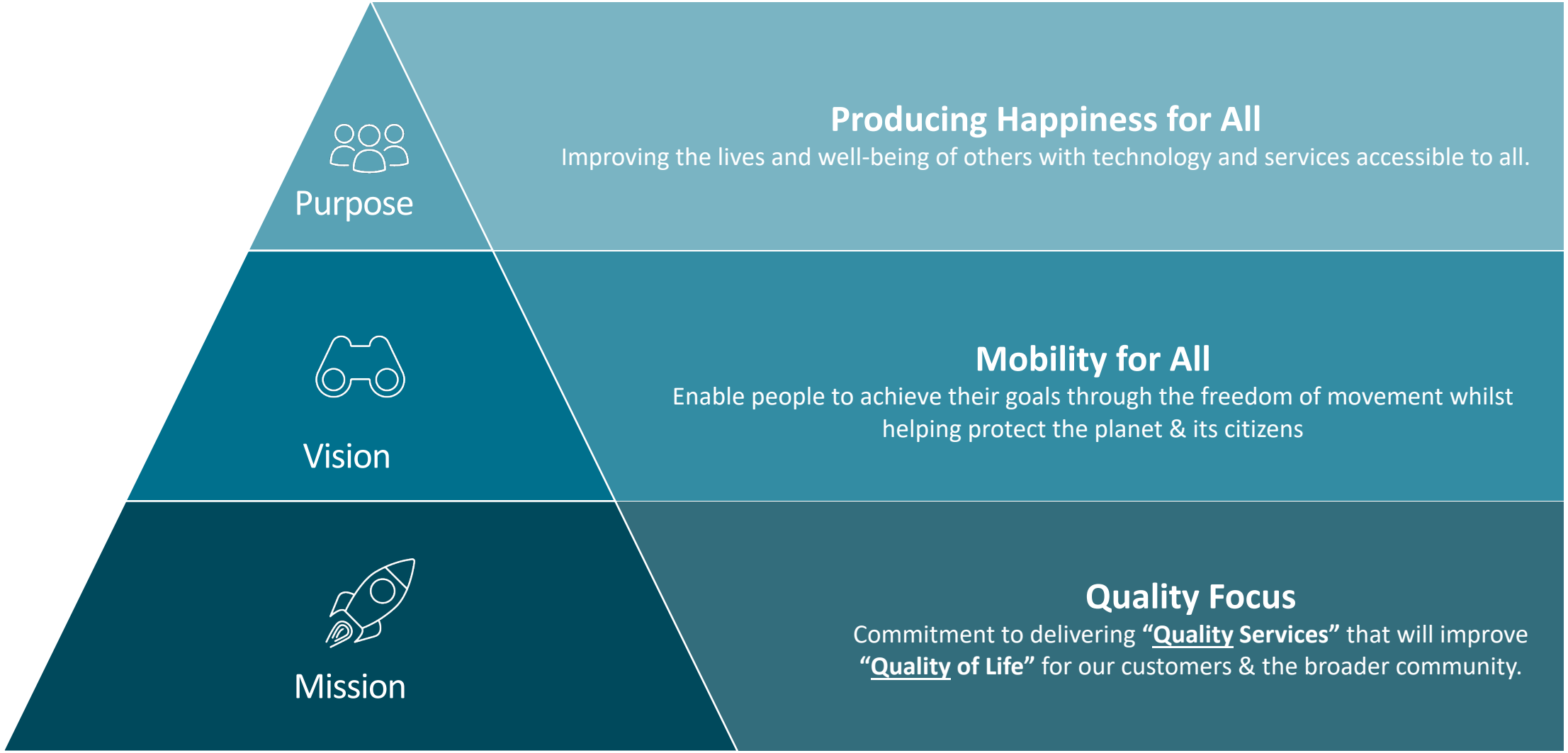
We offer integrated, on demand mobility services to Cities, Corporates & Individuals, serve the different needs and become the preferred mobility partner for all

OUR VISION



Most trusted and admired mobility provider in Europe.

KINTO Purpose, Vision and Mission



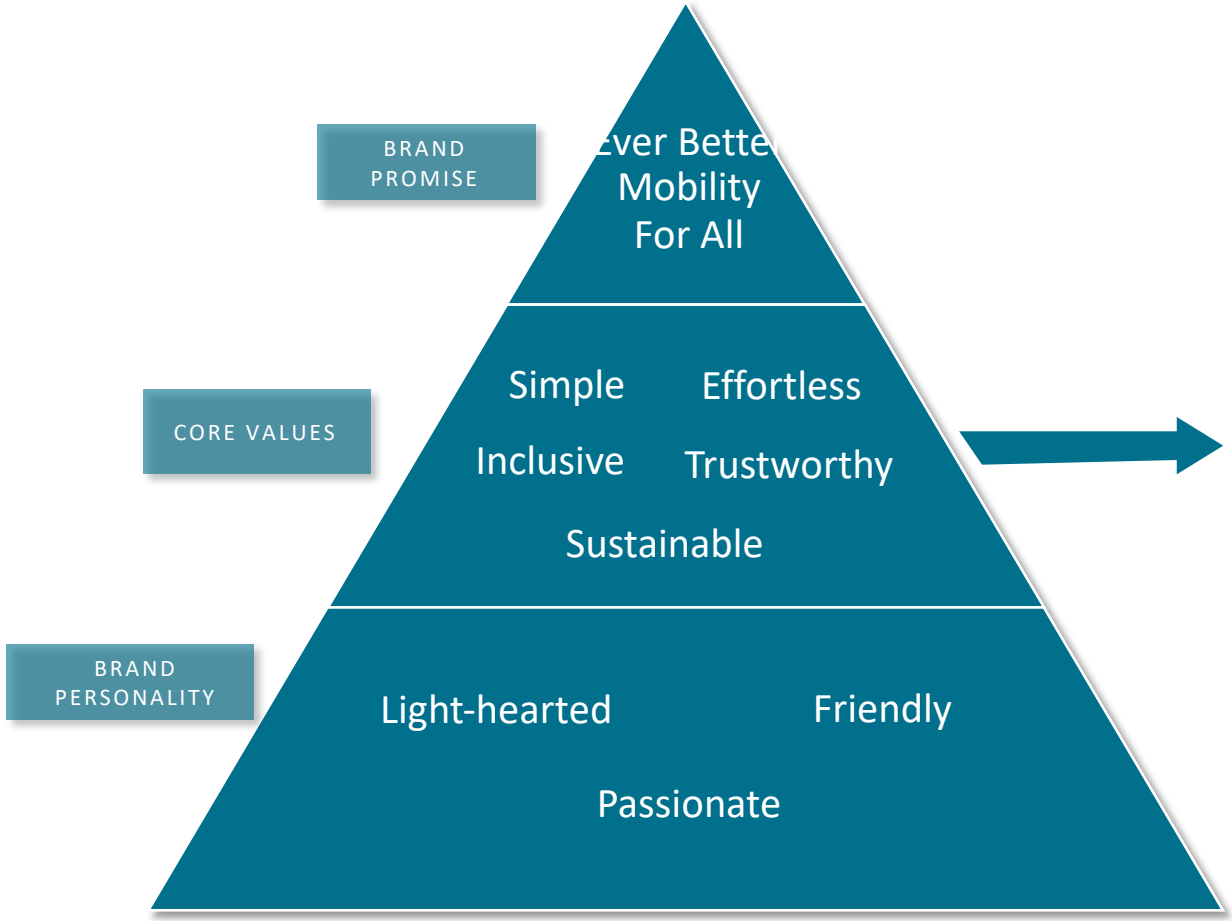
KINTO



VALUES

KINTO

DNA



UNIQUE OPPORTUNITY TO BUILD STRONG BRAND

KINTO

Core Values



KINTO

KINTO® BRAND

POSITIONING STATEMENT:

KINTO OFFERS FLEXIBLE MOBILITY SOLUTIONS PROVIDING THE CUSTOMER WITH THE OPPORTUNITY TO ACCESS QUALITY VEHICLES, WITHOUT THE HASSLE.

CONVENIENCE & FLEXIBILITY

Freedom of driving a car, whenever and wherever, without the hassle of owning one, all on your terms.

QUALITY, TRUST & PEACE OF MIND

Count on us to provide you with a high-quality service with the support of a trusted wide network of experienced Toyota dealers.

ENRICHING PEOPLE`S LIVES

SUSTAINABILITY

We aim to minimizing our impact on the environment and contribute to a better society.

CONTRIBUTION TO SOCIETY

Different Stakeholder – Different Needs – VALUE for all

- Lower pollutant emissions
- Less traffic jams
- Less noice
- Better air quality
- Improve live quality



- Improve environmental footprint
- Optimize costs
- Improve Employer attractiveness
- Increase efficiency and employee productivity
- Increasing Employee health & loyalty

- Benefiting from flexible mobility solutions and incentives for usage
- Reduction in travel time, stress and costs
- Increase in health and fitness (e.g. company bikes)

KINTO



APPROACH

KINTO

Sustainable, inclusive & effortless mobility solutions for all

Current focus KINTO services in Europe



KINTO ONE

12–72 MONTH

FULL SERVICE CAR-LEASING



KINTO FLEX

1 MONTH 1 YEAR

FLEXIBLE CAR SUBSCRIPTION



KINTO SHARE

1 HOUR 3 MONTH

CARSHARING SERVICE



KINTO JOIN

ANNUAL LICENSE

CORPORATE CARPOOLING



KINTO RIDE

ANNUAL LICENSE

CORPORATE RIDE HAILING



KINTO GO

PER TICKET

MULTIMODALE MOBILITY APP

Current focus KINTO services

	KINTO One	KINTO Flex	KINTO Share	KINTO Join
	Full-service leasing	Flexible car subscription	Dealer based car sharing & Corporate car sharing	Corporate carpooling
Positioning	KINTO One offers a simple and complete full-service leasing experience with all the services already included.	KINTO Flex is a flexible vehicle subscription with short-term contracts which allows the customer to exchange vehicles according to their needs. All in a transparent, fixed monthly fee.	KINTO Share is a seamless, station-based car-sharing solution. From one hour or up to a month, find, book, unlock and drive a Hybrid car 24/7 via the KINTO Share app.	KINTO Join is a corporate carpooling for sustainable commute, benefiting both employees and companies who want to reduce their CO2 footprint.
USP	All- inclusive service packages One fixed monthly payment Backed by a truster retailer Network	Flexible contract All-in service Trusted support	Seamless & Digital Fit for your needs Available nearby	Reduce CO2 footprint Optimized parking Employee satisfaction

KINTO

Full-service leasing

KINTO ONE

Value Proposition

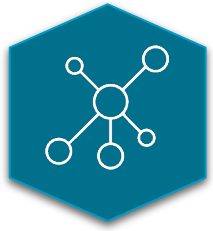
- It is a full-service vehicle leasing product, offered
- The product offers you all the benefits of driving a new car, without having to own one



Assets management



All-inclusive



Flexible contract

KINTO

Car subscription service

KINTO FLEX

Value Proposition

- The car you need when you need it
- Maximum flexibility, fit for needs, all inclusive pricing, digital UX
- For corporations, subscription service can be offered as employee benefit instead of permanent corporate car (e.g. to expats, executives)



All-inclusive flexible subscription



Fully digital & seamless UX

KINTO

Car sharing service

KINTO SHARE

Service description

- Dealer locations as stations
- Roundtrip: Station based car sharing from a few hours to one month
- 100% digital experience
- Specific models inventory, New & Used cars
- B2C & B2B[2C]

Value proposition

- Decrease CO2 emissions and meet new standards
- Solve and optimize parking constraints
- Around the clock availability
- *Manage fleet ageing with new HV and after that EV*

User journey



Users download app and open account

User select and book vehicles

Enjoy driving Toyota HV and green line-up.

Park the vehicle on a dedicated parking space.

[For Corporates]

Tools to monitor and improve fleet utilization & TCO

KINTO

Corporate carpooling

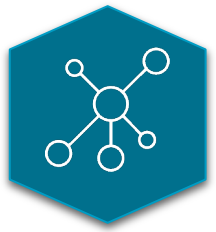
KINTO JOIN

Value Proposition

- Platform connecting users & drivers working in the same company
- Unique carpooling technology proves that co-workers are carpooling
- Incentivize commuting together by offering e.g. free parking
- Improve corporate CO2 footprint



Software as a service



Advanced corporate mobility solutions



Unique verification technology allowing built-in incentives

KINTO



04 Selected Toyota/KINTO statements

Urban mobility prioritized topics

- Social aspect
- System Efficiency & Accessibility
- Environment & Health
- Safety
- Corporate Mobility
- ITS/Data

Selected KINTO/ Toyota statements

- "Transport poverty" has multiple causes, such as unaffordable transport, insufficient coverage, poor quality and frequency of public transport, unsafe and inaccessible infrastructure, lack of information, and physical, social, and psychological barriers..
- Social benefits of mobility are an important aspect of analysing the costs and benefits of mobility systems, as they can help alleviate "transport poverty.“
- Mobility should be inclusive and serve all customers, including those with reduced mobility (PRM).
- Toyota/KINTO provides mobility solutions for everyone with a multi-tech approach that offers a range of options while prioritizing safety and responsibility..
- Our product and mobility solutions are designed to assist societies worldwide in achieving carbon neutrality faster while also promoting inclusive, affordable mobility for all

Social aspect

- **Request towards politics**

Selected KINTO/ Toyota statements

- Limited access to transportation solutions can be a barrier to employment, reduce access to education and training, and limit access to healthcare, leading to social isolation.
- Mobility needs are diverse and depend on individual needs and geographical context. Citizens should be able to meet their mobility needs in any situation.
- In sprawling urban and suburban areas, collective, active, and public transport modes may not always be the most efficient option. Different use cases require different solutions.
- Public transport cannot cover all needs, it must be is complemented with different mobility services, adapted to different citizen profiles and needs, to deliver accessibility for all at a fair price.
- New mobility services such as KINTO mobility services are an opportunity for sustainable transport and to address equity in transportation as they can complement existing public transport, provide citizens with multimodal and on-demand mobility solutions

System Efficiency & Accessibility

- **Request towards politics**

Selected KINTO/ Toyota statements

- Human health and well-being are intimately linked to the state of the environment. There are many issues impacting us such as air quality and energy efficiency, as well as urbanisation, congestion, energy security, automation and changes in customer needs and demands.
- We are building products & mobility solutions suitable for each country's citizens to help societies around the world achieve carbon neutrality faster and to enable inclusive, affordable mobility for everybody.
- New types of shared mobility services such as KINTO services are based on a wide range of electrified Toyota vehicles provide clear benefits such as improved accessibility to mobility services with reduced emissions, significantly reduced traffic volumes and lower parking spaces requirements.

Environment & Health

- **Request towards politics**

Selected KINTO/ Toyota statements

- ITS, connected vehicles and IOT powered infrastructure can make a positive contribution to delivering clean, safe, accessible, affordable, and efficient mobility.
- The main goal is to foster, accelerate and optimise current and future ITS deployments on the main road network in EU by harmonising the legal framework and employing uniform technical standards.
- Interoperability must be discussed, designed, tested and finally deployed according to the need of the society at large by guiding the evolution of technology, standards, specifications and fostering open-source interfaces.
- Mobility as a Service (MaaS) platform solutions include multiple mobility solutions by creating an eco-system in which the integration and interoperability of information, ticketing, and payment optimising the use of vehicles & the overall transport infrastructure

ITS/Data

- **Request towards politics**

Selected KINTO/ Toyota statements

- An ageing population means that safety should be prioritized across all mobility services and be inclusive to the needs of those with restricted mobility, such as the elderly and disabled people.
- As older vehicles are phased out innovation in vehicle safety increases. Shared car fleets are newer and better maintained than the average private car fleet & can offer the latest safety measures to more people.
- Integrated mobility offers (e.g. at Mobility Hubs) help to ensure everyone secure and safe access to urban mobility solutions (e.g. public transport, carsharing, micro-mobility)
- For Toyota & KINTO the journey towards a safe road never ends. Our research drives improvements in our safety systems to help prevent crashes and enhance the experience in Toyota vehicles and KINTO services.

Safety

- **Request towards politics**

Selected KINTO/ Toyota statements

- With the EU taxonomy established in 2020, the term “sustainability” was clearly defined. Within it, a great emphasis was placed on corporate mobility, which is now becoming a focus of entrepreneurs & LME.

- The EU's new CSRD requires 50.000 companies to report & reduce Scope 3 emissions) indirect CO2 emissions, e.g. real estate, vehicles, business trips, commuting). Corporate mobility is a top contributor for all service-based organizations.

- Cities are investing in infrastructure, updating regulations and ‘nudging’ corporates to work towards achieving sustainable mobility practices. Mobility is becoming a competitive factor in e.g. attracting and retaining skilled workforce. Time, health and efficiency aspects are increasingly coming into focus.

- The daily commute has a great influence on the well-being of the workforce. Actively involving employees in mobility planning is therefore essential for the acceptance and success of the measures implemented, particular attention should be given to the culture and management of corporate mobility.

Corporate Mobility

- **Request towards politics**



05 Selected Toyota/ KINTO request towards politics

Urban mobility prioritized topics

- Social aspect
- System Efficiency & Accessibility
- Environment & Health
- Safety
- Corporate Mobility
- ITS/Data

Selected Toyota/ KINTO request towards politics

- Social benefits of mobility services should be considered as a decisional element in the internalization of external costs of transport and new mobility services.
- Positive benefits of mobility systems must be shared between the providers and the territories in order to make these·shared mobility systems profitable.
- Policies regarding mobility should accommodate fringe benefits or reduced VAT for providers, granting subsidies for low-income persons when they results in the creation of positive externalities.
- Incentive and subsidy schemes should be provided in any case for shared mobility services serving certain groups of society, such as for kids, elderly and disabled people or people living in rural and peri-urban areas where public transport cannot be operated on an efficient and profitable level.
- Preferential access to infrastructure (bus lanes, pick-up / drop-off points etc.) for shared services such as carpooling, ridesharing and carsharing should be promoted as it will result in better accessibility to shared transport solutions for all citizens and promote its usage.

Social aspect

- **Urban Mobility Statements**

Selected Toyota/ KINTO request towards politics

- New mobility solutions, private cars and Public Transport as well as active modes such as biking and walking are complementary to each other. Therefore, policy makers should promote the coexistence of these modes.
- Policies should reconsider the ‘modal shift’ approach and aim for a more updated, balanced, realistic, holistic, and sustainable approach.
- Future transport policies should follow a holistic approach to improve both the efficiency of singular mode of transport and that of the transport system as whole to match the evolving needs of citizens and businesses.
- It should be ensured that all proposed policy initiatives are mode neutral, cost-effective, and coherent with other targets.
- Multimodality should be promoted further. New mobility services such as KINTO mobility services should become an integral part of urban mobility planning as they improve car usage efficiency & give access to inclusive mobility for all.

System Efficiency & Accessibility

- **Urban Mobility Statements**

Selected Toyota/ KINTO request towards politics

- Policies should support the uptake of electrified vehicles (HEV, PHEV, BEV, FCEV) in new mobility and public transport services.
- EU, Member States as well as cities and local authorities should choose to offer direct incentives for mobility operators for purchasing electrified vehicles.
- A sufficiently dense charging and refuelling infrastructure is a pre-requisite for rolling out zero-emission vehicles across Europe.
- Technology openness supporting mutli-path drive train approach should remain a core principle for the future policy framework to help mobility service operators to reduce their carbon footprint as soon as possible.
- Cities should consider shared mobility service providers using electrified vehicles (HEV, PHEV, BEV, FCEV) when deciding on prioritized access to public parking spaces since they are an important pillar to increase the efficiency of a sustainable urban transport system

Environment & Health

- **Urban Mobility Statements**

Selected Toyota/ KINTO request towards politics

- Publicly accessible data from traffic management systems are invaluable for vehicle manufacturers and its service providers.
- Access to data and product offerings within a platform-based app run by a publicly funded authority or public undertaking should be equally open to any interested mobility service & platform provider and at non-discriminatory terms and conditions.
- Mobility service providers are contributing to traffic and asset management on a one-to-one basis through contracts/public procurement. This market segment is a highly competitive one and does not require mandated approaches.
- Transparency on the procurement and tendering process for the selection of platform solutions as well as for the integration of specific services and data should be guaranteed.

ITS/Data

- **Urban Mobility Statements**

Selected Toyota/ KINTO request towards politics

- Safe use of the proliferating free-floating sharing schemes for micro-mobility (bicycles, e-scooters and mopeds) needs to be seriously considered by proposing effective frameworks ensuring the highest level of safety for pedestrian and drivers.
- Europe's approach to infrastructure investment policy should not be based on individual modes of transport but rather on making the system safer and more efficient.
- To complement public transport efficiently and safely, secure access to public space for mobility services is needed e.g. at multimodal hubs to make it easy to change between different modes of transport and to enhance the usage of multimodal transport solutions.
- Transparent, fair and equal access to mobility hubs for all mobility service providers

Safety

- **Urban Mobility Statements**

Selected Toyota/ KINTO request towards politics

- Uniform EU regulations should be developed for the implementation/introduction of a mobility budget.
- Fair taxation policies are needed to incentivize the uptake of corporate mobility plans.
- Incentives for companies to reduce CO2 footprint should be formalized.
- Policies should support the uptake of electrified vehicles (HEV, PHEV, BEV, FCEV) corporate car fleets.
- A sufficiently dense charging and refuelling infrastructure is a pre-requisite for rolling out zero-emission vehicles across Europe. Policies should support companies in building-up sufficient charging and refueling infrastructure for electrified vehicles.

Corporate Mobility

- **Urban Mobility Statements**

Selected Toyota/ KINTO request towards politics

- A fair playing field offering same competitive conditions to established and new multimodal providers should be established to offer clear visibility on long-term city regulations.
- A fair taxation with an equal treatment of publicly and privately operated mobility services is required to foster an open and dynamic MaaS market.
- Policies should promote innovation and collaboration between all mobility stakeholders at a city-wide level. Close cooperation is vital for all relevant actors to develop tailored solutions that best fit the specific requirements of different geographical areas.
- Cities and suburban areas should support the testing of new mobility services through a local policy framework and private-public partnerships that enable companies to launch innovative business models with new urban mobility technologies.
- Policies should support local, regional, and national initiatives aiming at harmonizing rules that provide private companies a level playing field where they can launch innovative business models accompanied by a minimum level of standardization

Governance

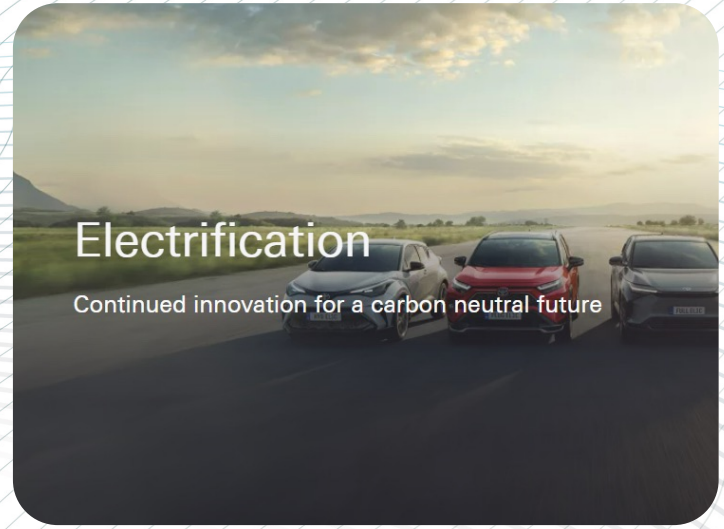
- **Urban Mobility Statements**



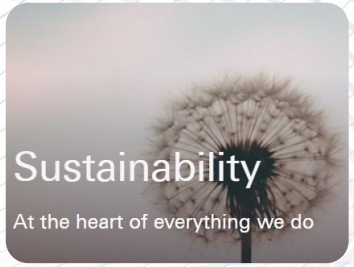
06 Additional internal sources

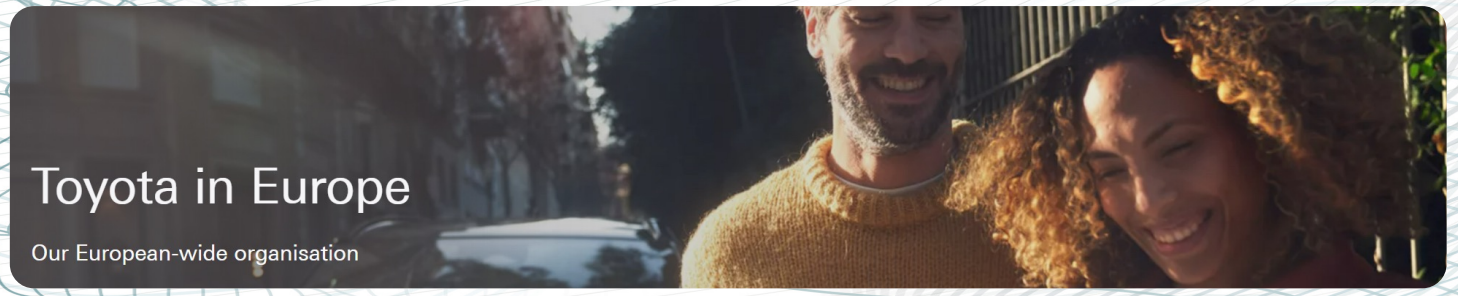
Additional internal sources (1/4)





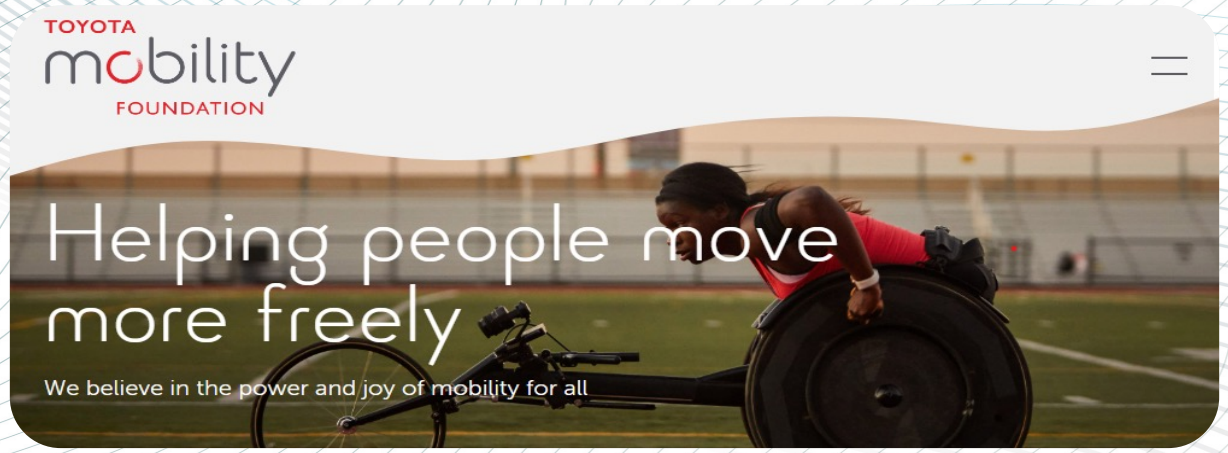








Additional internal sources (2/4)



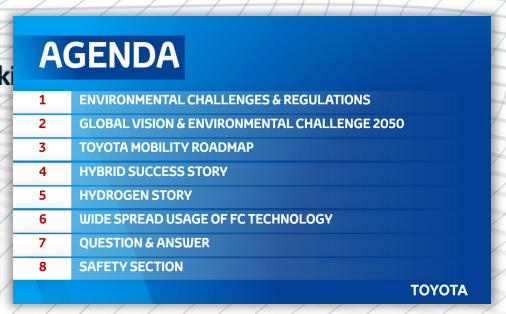




Additional internal sources (3/4)

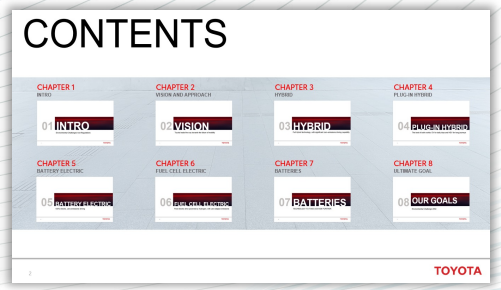
Further toolkits





Toyota Electrification Toolkit





Contact person

Stefanie Beck
Senior Specialist Corporate Affairs – TME Berlin Office
Toyota Motor Europe
Email: stefanie.beck@toyota-europe.com

Sophie Ogunbiyi
Manager London Office
Toyota Motor Europe
Email: sophie.ogunbiyi@toyota-europe.com

Additional internal sources (4/4)

Q&As

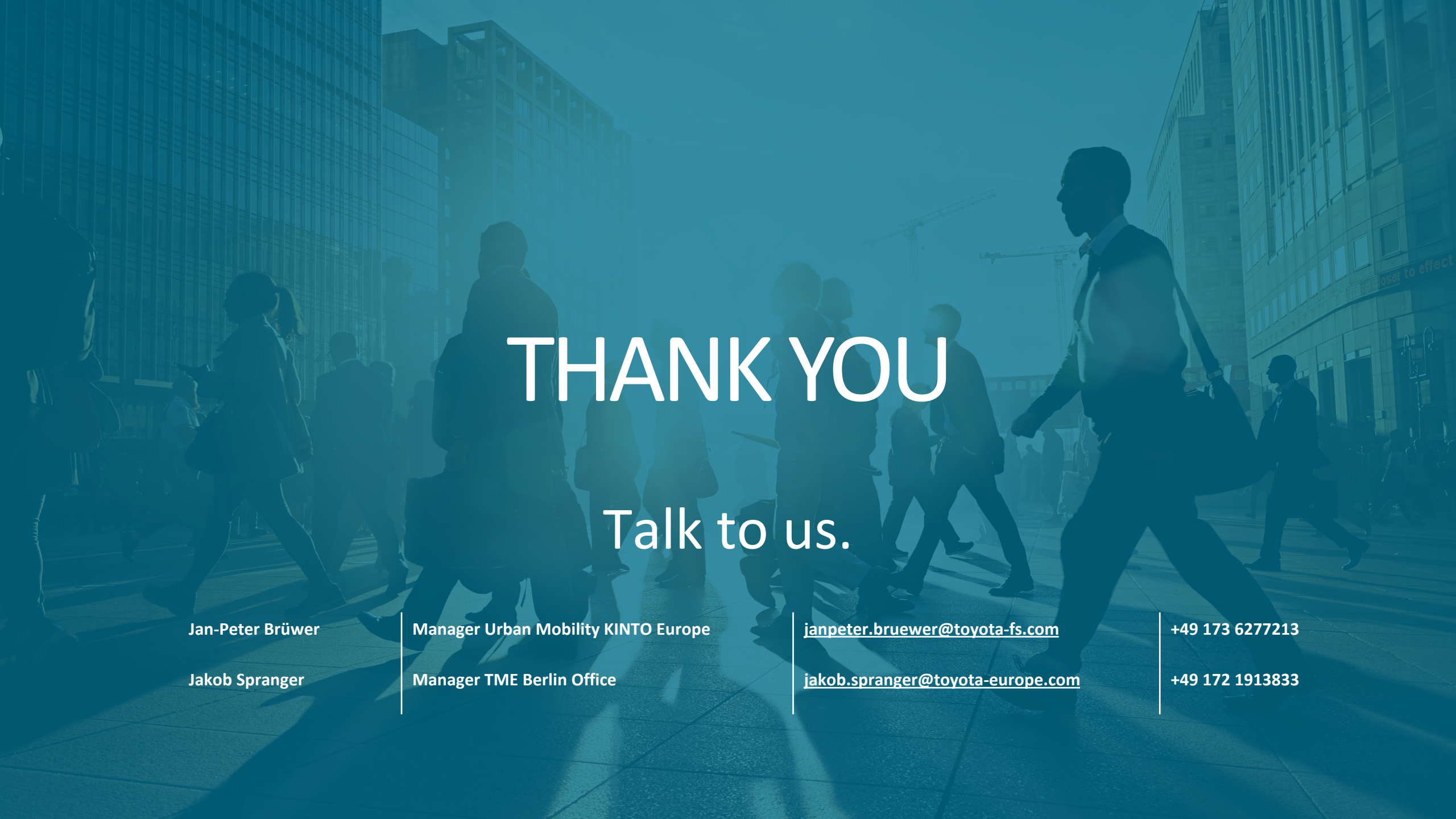
Kenshiki #5 Toyota & KINTO



Contact person

Paul Greaves
Toyota Motor Europe
Senior Manager Corporate Communication
Email: paul.greaves@toyota-europe.com

Wayne Gabriel
KINTO Europe
Digital & Customer Expérience Officer
Email: wayne.gabriel@kinto-mobility.eu



THANK YOU

Talk to us.

Jan-Peter Brüwer	**Manager Urban Mobility KINTO Europe**	**janpeter.bruewer@toyota-fs.com**	**+49 173 6277213**
Jakob Spranger	**Manager TME Berlin Office**	**jakob.spranger@toyota-europe.com**	**+49 172 1913833**