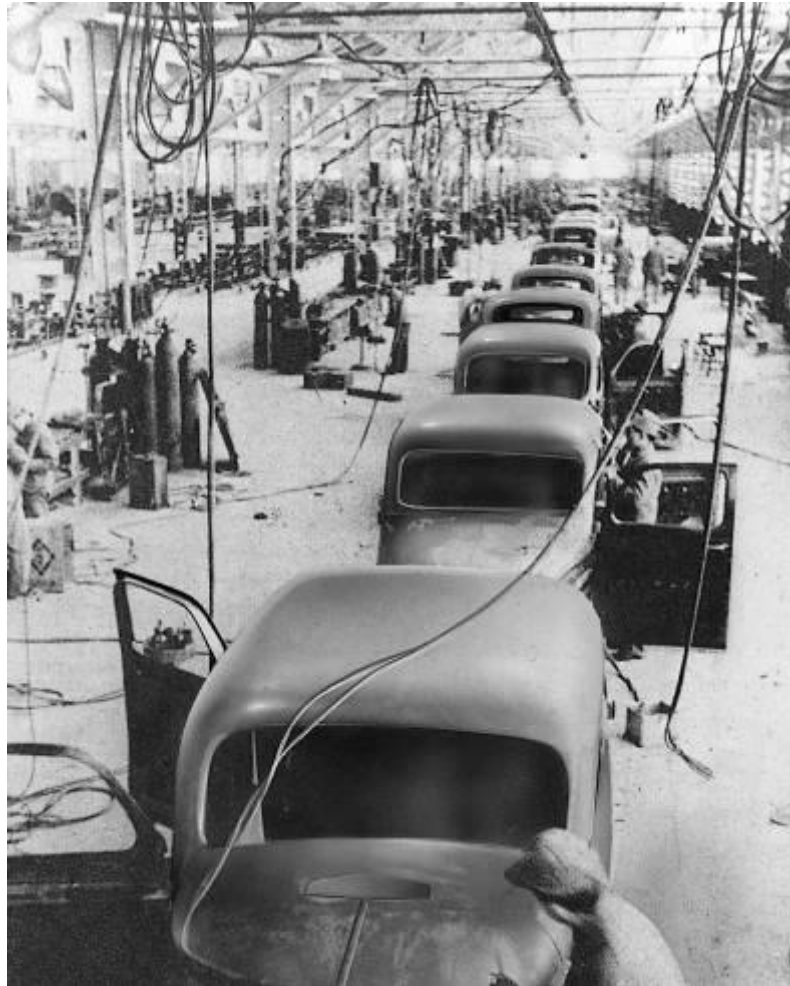


Didier Leroy

President and CEO, Toyota Motor Europe

Senior Managing Officer, Toyota Motor Corporation



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Exhibit F: The Most Innovative Companies

Apple retained the top spot in 2011, as ranked by the executives we surveyed, and Amazon entered the top 10 for the first time — edging out Facebook.

	Company	R&D Spending		
		2011, \$US Bil.	Rank	As % of Sales [Intensity]
1	Apple	\$2.4	53	2.2%
2	Google	\$5.2	26	13.6%
3	3M	\$1.6	86	5.3%
4	Samsung	\$9.0	6	6.0%
5	GE	\$4.6	30	3.2%
6	Microsoft	\$9.0	5	12.9%
7	Toyota	\$9.9	1	4.2%
8 TIE	P&G	\$2.0	72	2.4%
8	IBM	\$6.3	17	5.9%
10	Amazon	\$2.9	48	6.1%

Source: Bloomberg data, Booz & Company

booz&co.

THE GLOBAL INNOVATION 1000

Rank	2011	2010	Company	R&D Spending			Headquarters Location
				2011, \$US Billions	Change from 2010	As a % of Sales	
1	6		Toyota	\$9.9	16.5%	4.2%	Japan
2	3		Novartis	\$9.6	5.5%	16.4%	Europe
3	1		Roche Holding	\$9.4	-2.1%	19.6%	Europe
4	2		Pfizer	\$9.1	-3.2%	13.5%	North America
5	4		Microsoft	\$9.0	3.4%	12.9%	North America
6	7		Samsung	\$9.0	13.9%	6.0%	Asia
7	5		Merck	\$8.5	-1.2%	17.6%	North America
8	11		Intel	\$8.4	27.3%	15.5%	North America
9	9		General Motors	\$8.1	15.7%	5.4%	North America
10	8		Nokia	\$7.8	0%	14.5%	Europe

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2012 BEST GLOBAL GREEN BRAND

Interbrand

STRATEGY FIRST
COLLABORATION
Deloitte.

2012 RANKINGS

Click the [+] sign to view the full brand profile.

[Print](#)

[+]	Ranking	Brand Name	Country of Origin	Sector	Gap
[+]	1		Japan	Automotive	-2.56
[+]	2	<i>Johnson & Johnson</i>	United States	FMCG	3.89
[+]	3	HONDA	Japan	Automotive	-0.38
[+]	4		Germany	Automotive	4.20
[+]	5		United States	Electronics	11.72
[+]	6	Panasonic	Japan	Electronics	16.66
[+]	7		United States	Electronics	8.12
[+]	8	SIEMENS	Germany	Diversified	16.95
[+]	9		France	FMCG	-2.58
[+]	10		Germany	Automotive	4.67

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YARIS Hybrid



AURIS Hybrid



PRIUS Plug-in Hybrid



GS450h



CT200h



PRIUS



LS600h



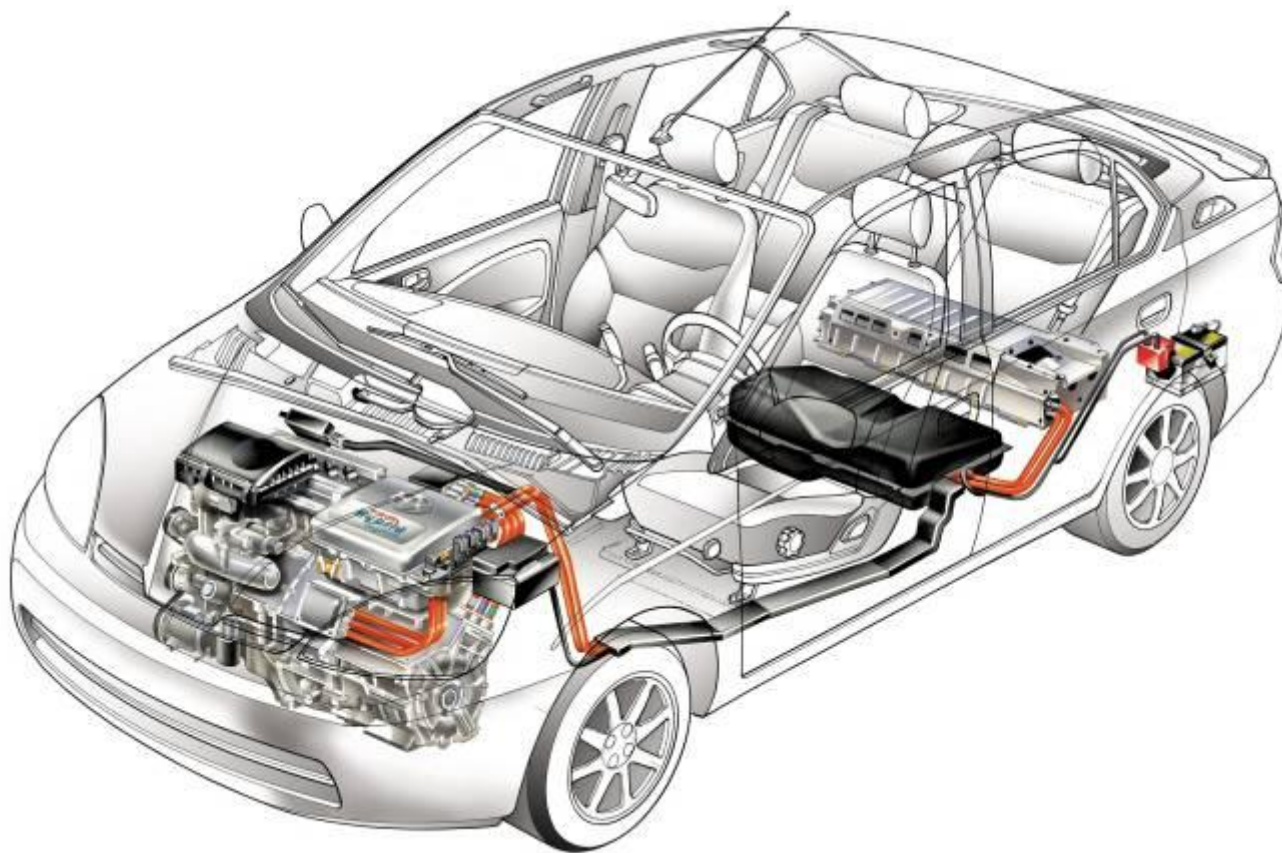
PRIUS +



RX450h



- 9 Hybrid Models in Europe
- 21 Hybrid Models in the world



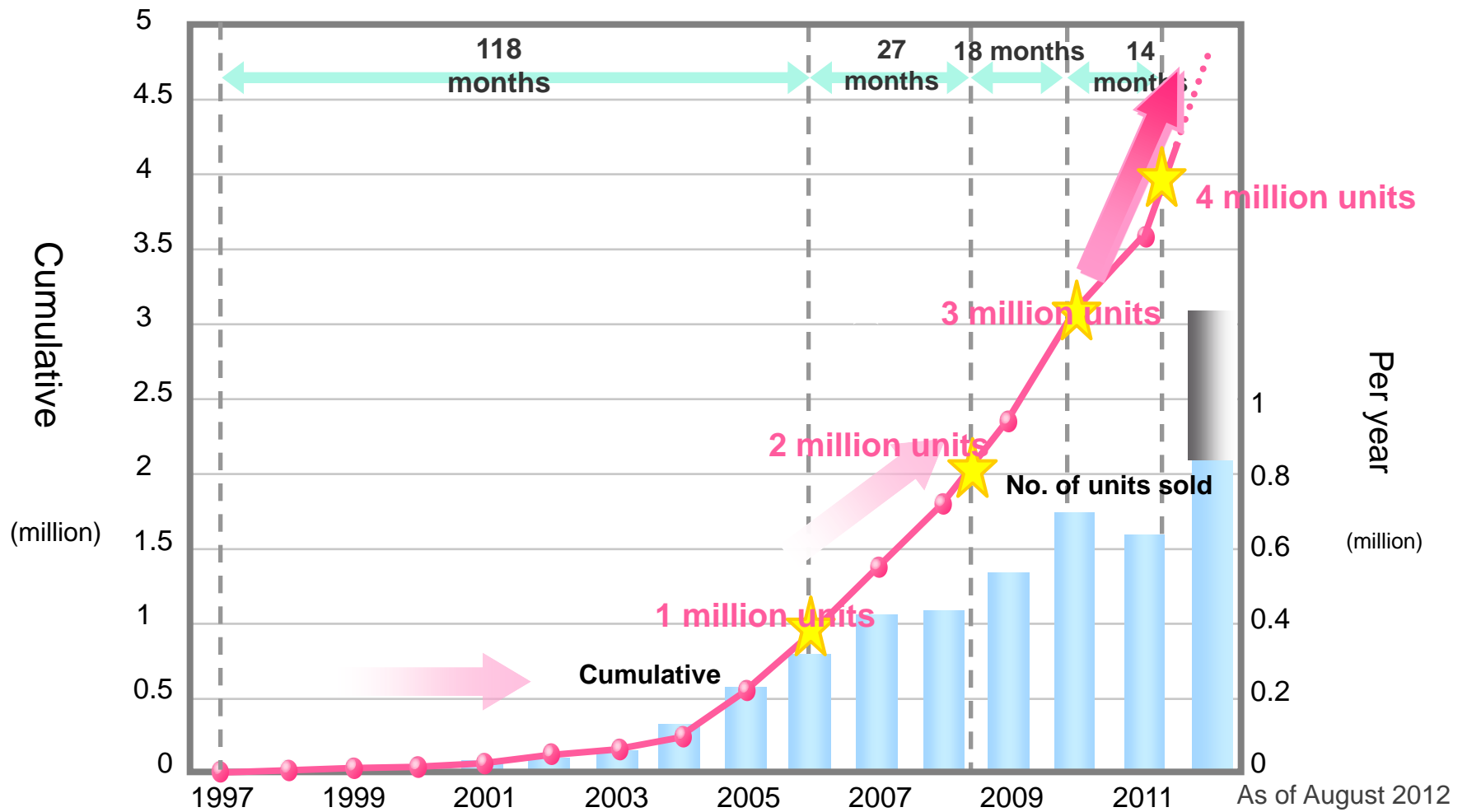
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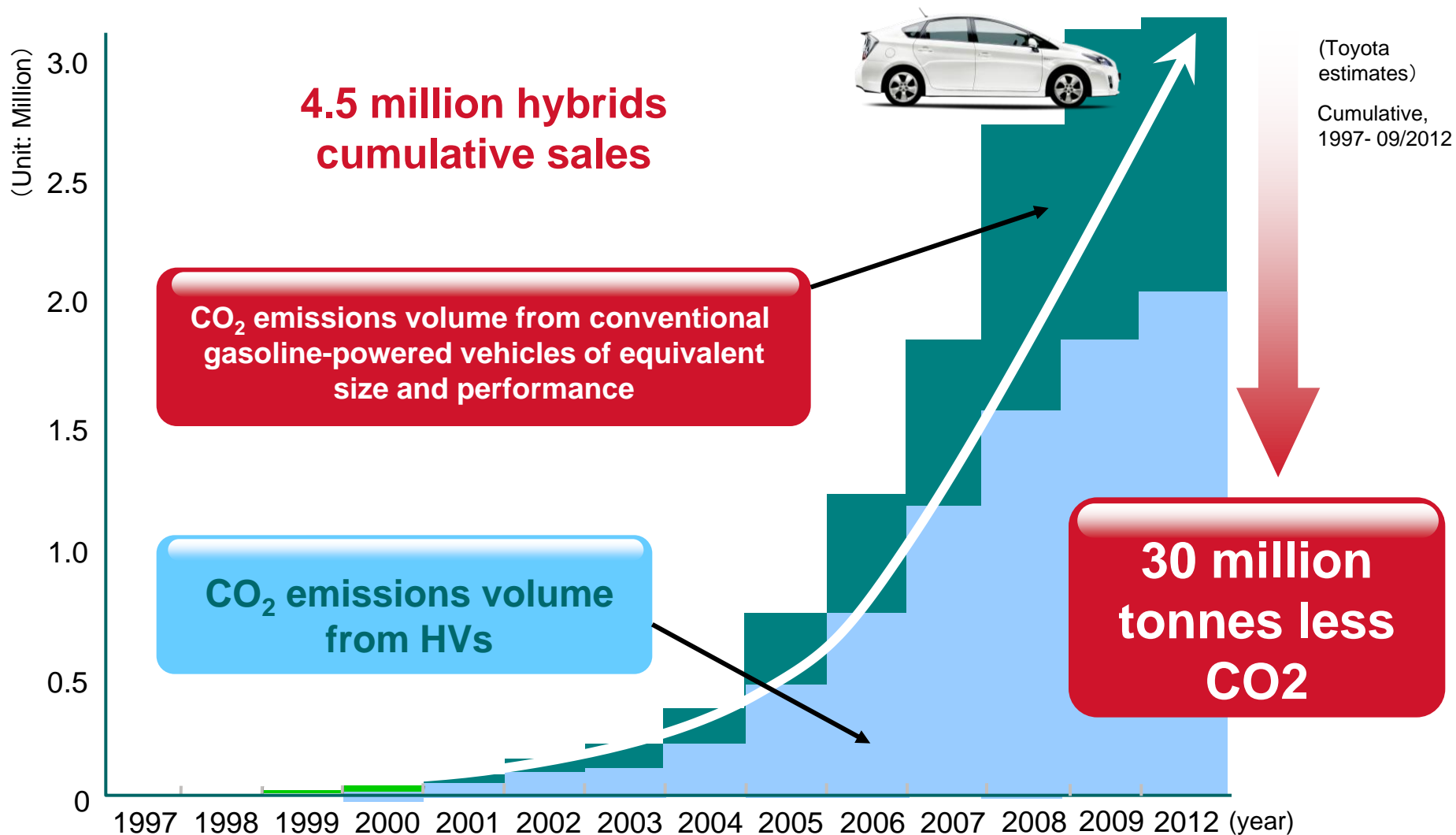
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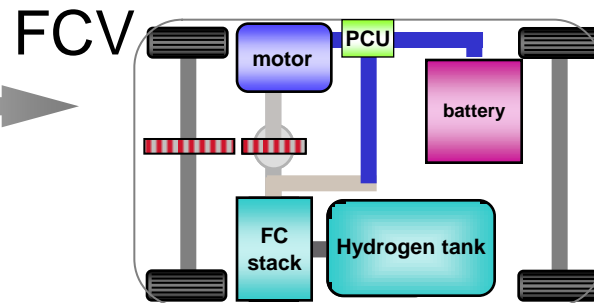
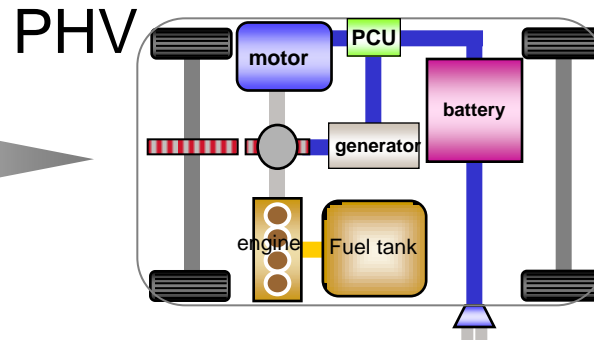
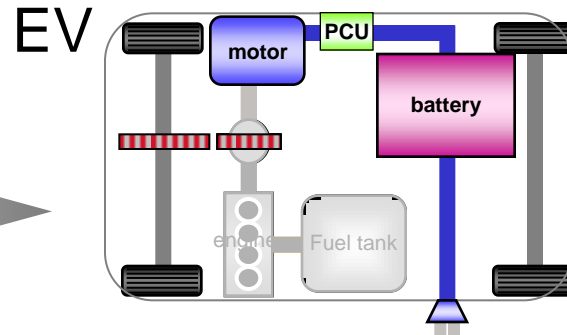
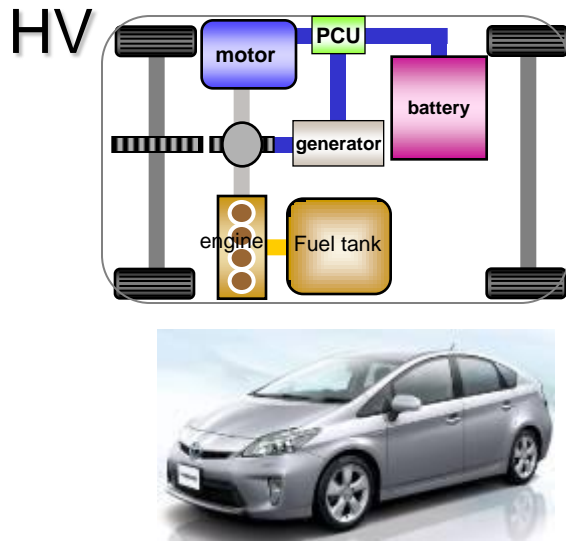


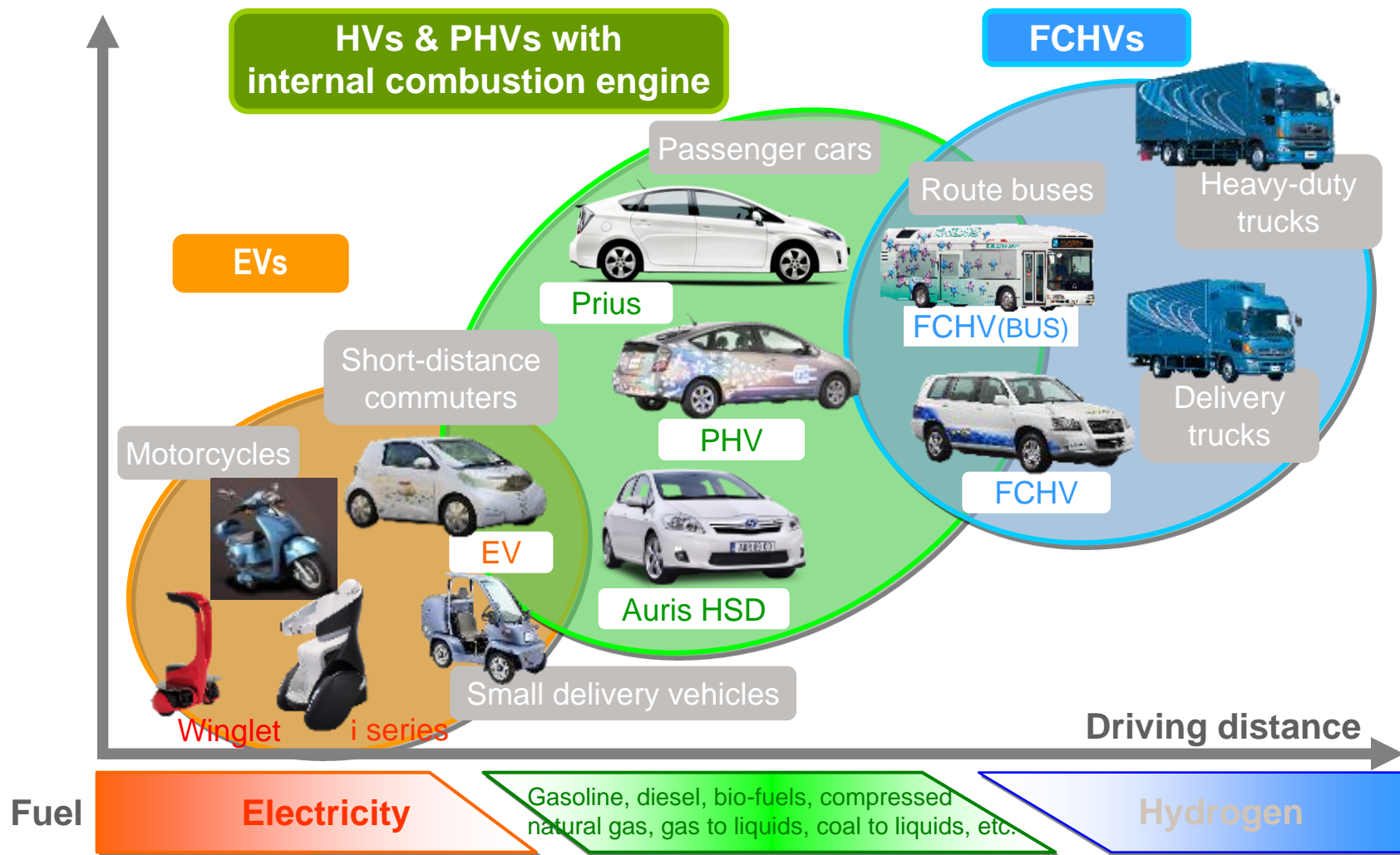
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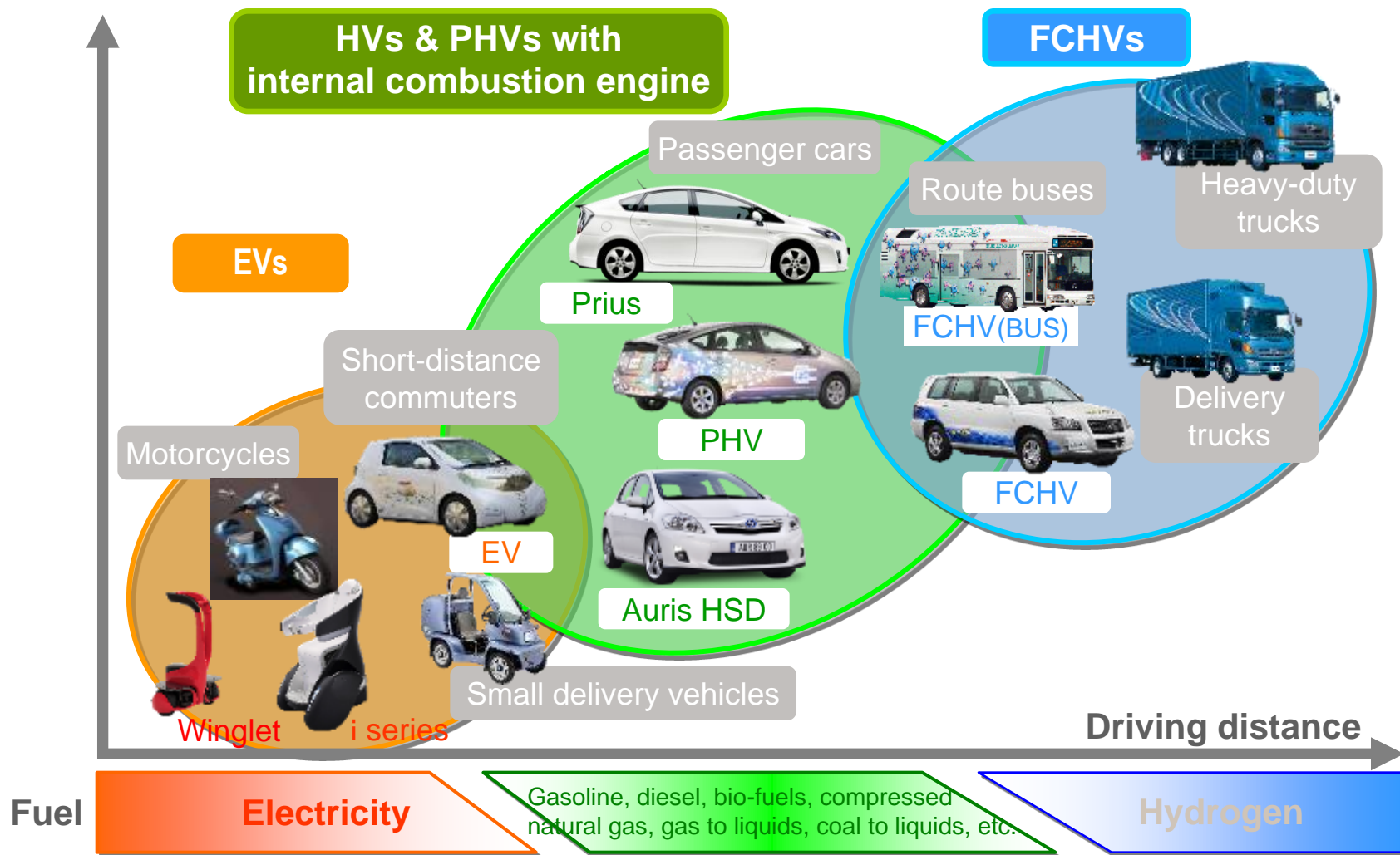








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Tweets Top / All / People you follow

3 new Tweets



Connie Handscomb @Peepsqueak

13h

#Sandy victim runs house lights, TV, laptop, modem by plugging into **Prius** car newser.com/story/157303/s... @ProfShakespeare RT @manx_maid

Retweeted 6 times

Expand



Adib @adibmuhammad

6h

Hurricane **Sandy**: This American Hero Used His #Prius To Light His House After Hurricane #Sandy - @Jalopnik bit.ly/TDGKDA

[View summary](#) [Reply](#) [Retweet](#) [Favorite](#)



The Switch Report @TheSwitchReport

7h

Using a **Prius** to power a home after hurricane **Sandy**. Not the cheapest generator, but great thinking in an emergency. ow.ly/fcDbT

Expand



John Pratt @Jackthelad1947

8h

Sandy victim lights house with Toyota **Prius**. #climate #auspol **Prius** can be a backup generator.

reneweconomy.com.au/2012/sandy-vic...

Expand



BlazePhoenix_ @BlazePhoenix_

8h

[Welcome to the Future] Hurricane **Sandy** Victim Without Electricity Powers His Home ... With His **Prius** shar.es/GGZe3 #p21 #p2 #topprog

Expand



David Fogarty @Reutersclimate

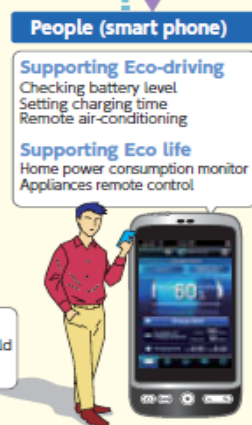
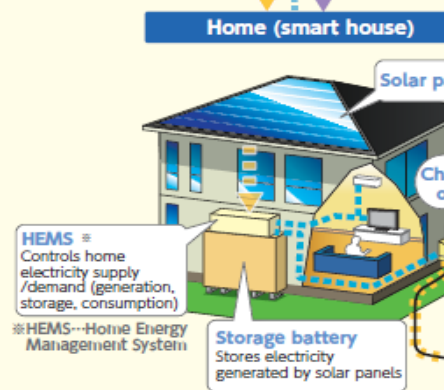
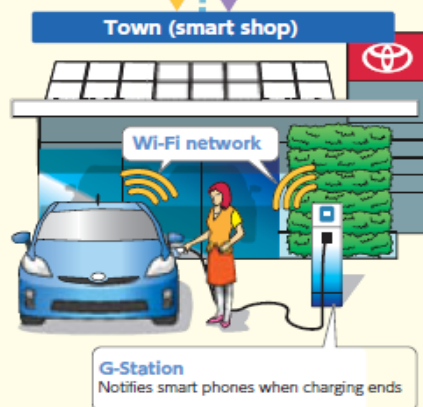
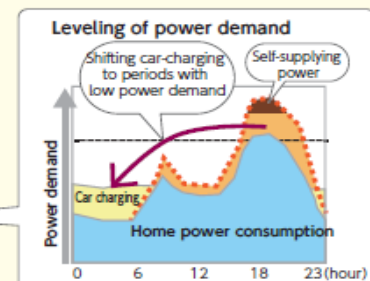
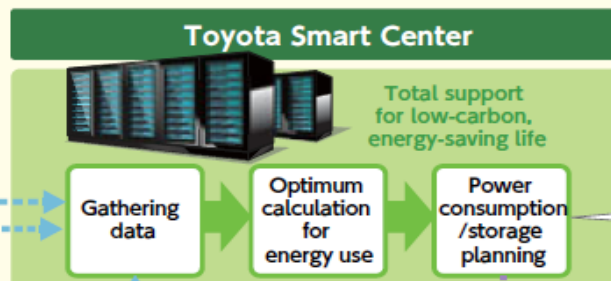
9h

New Jersey man powers house for a week with his Toyota **Prius** after recent outages caused by **Sandy**

cleantechnica.com/2012/11/10/man...

Expand

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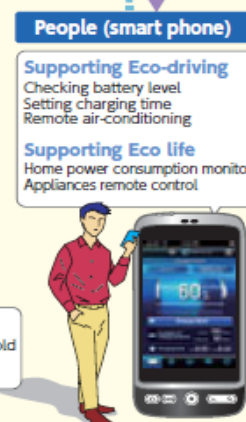
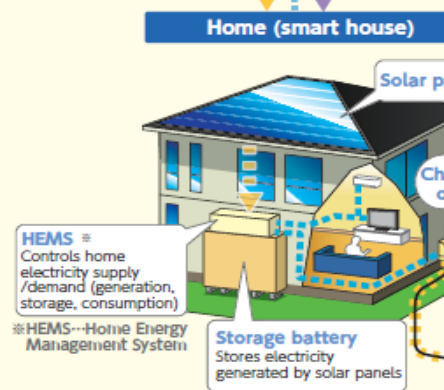
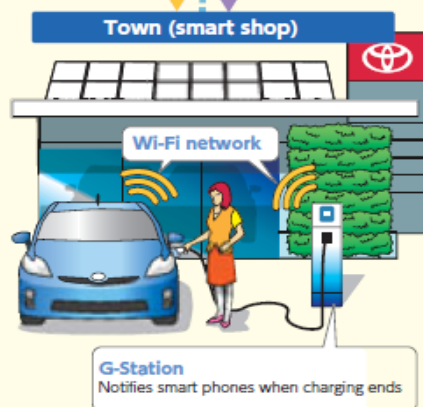
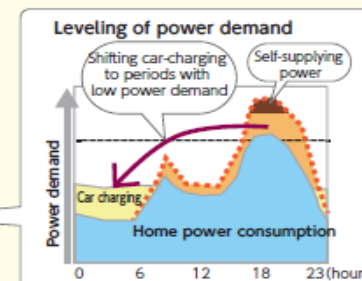
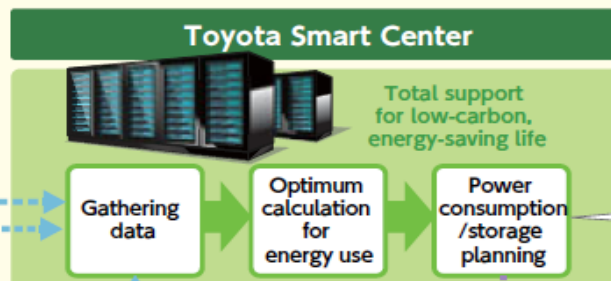
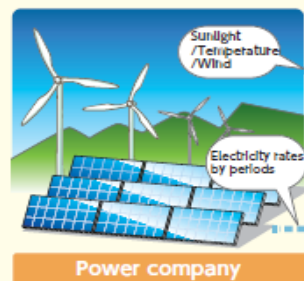




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Real time traffic /replan



Remote control (door unlock..)



Road train / platoon



Wider entertainment choice



Remote diagnostics / repair



Collision avoidance





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F-Grid Concept Themes

Flexible energy interchange
with nearby plants

Provide power to region
in emergencies

Distribute information in
emergencies
Self-sufficient power supply

Plant

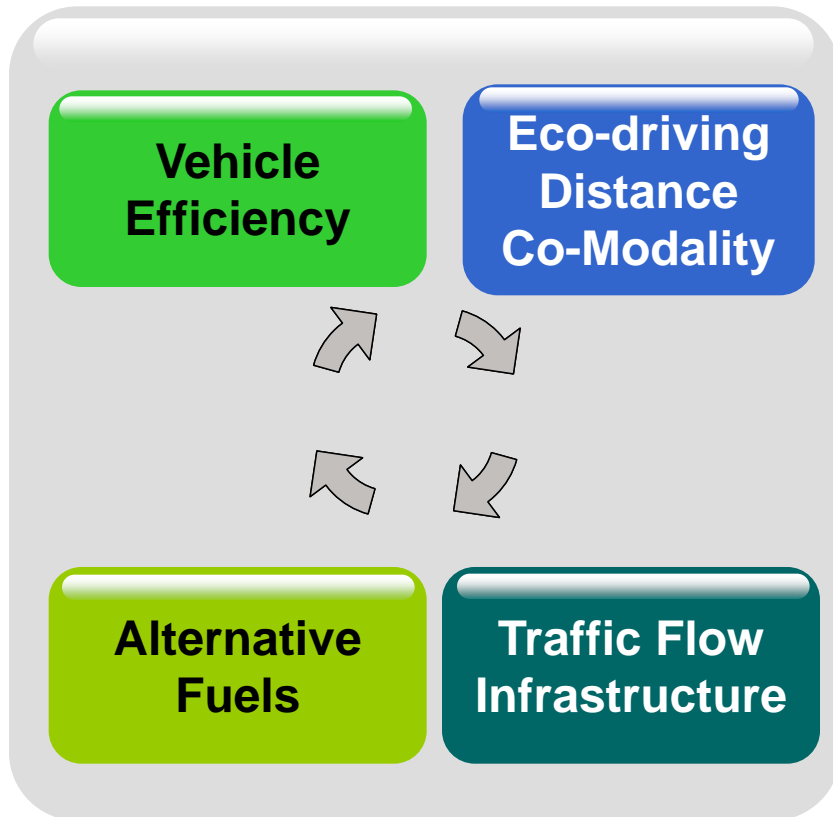
Install private power generators
Increase plant energy self-
sufficiency

F-Grid Center
Nucleus of regional energy
management

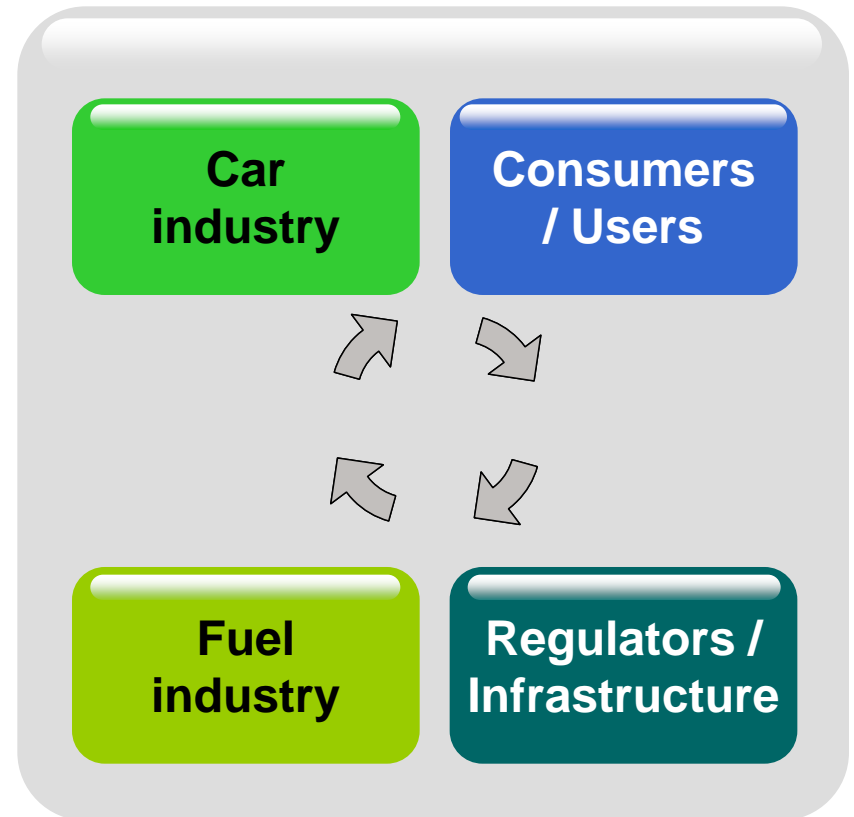
Effective use of exhaust heat
Provide heat to greenhouses

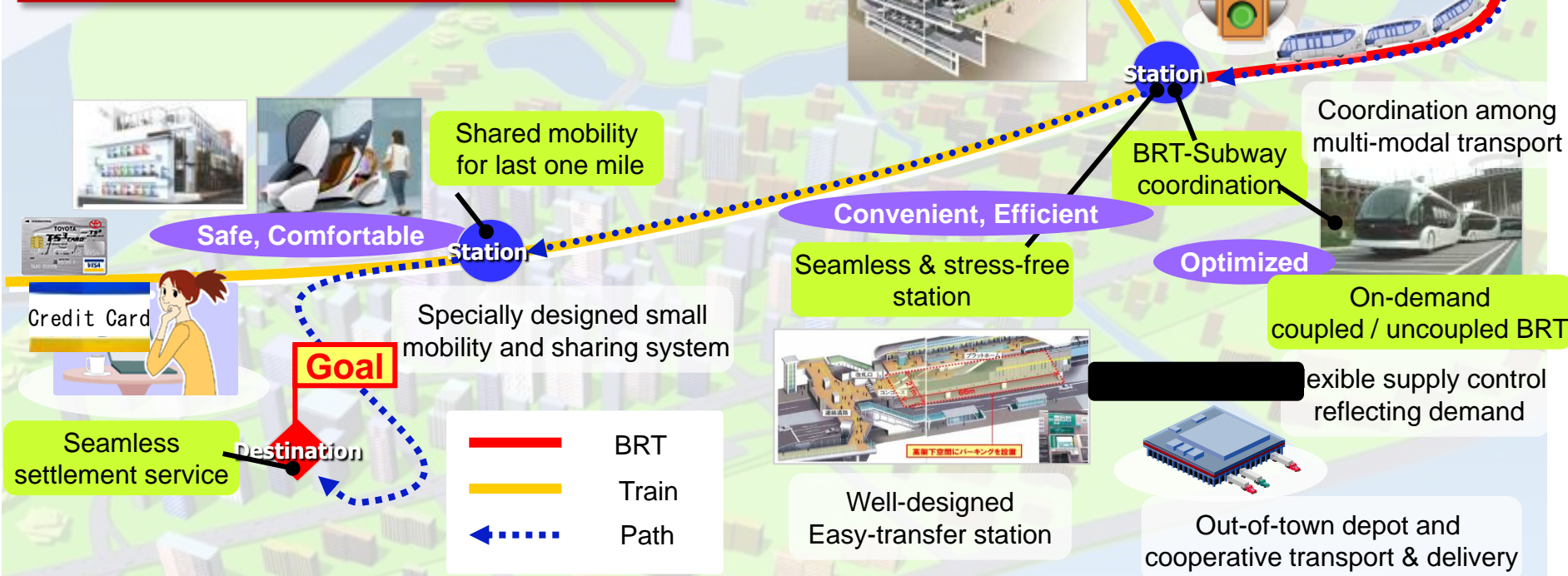
Integrated Approach

What ?



Who ?







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Thank you