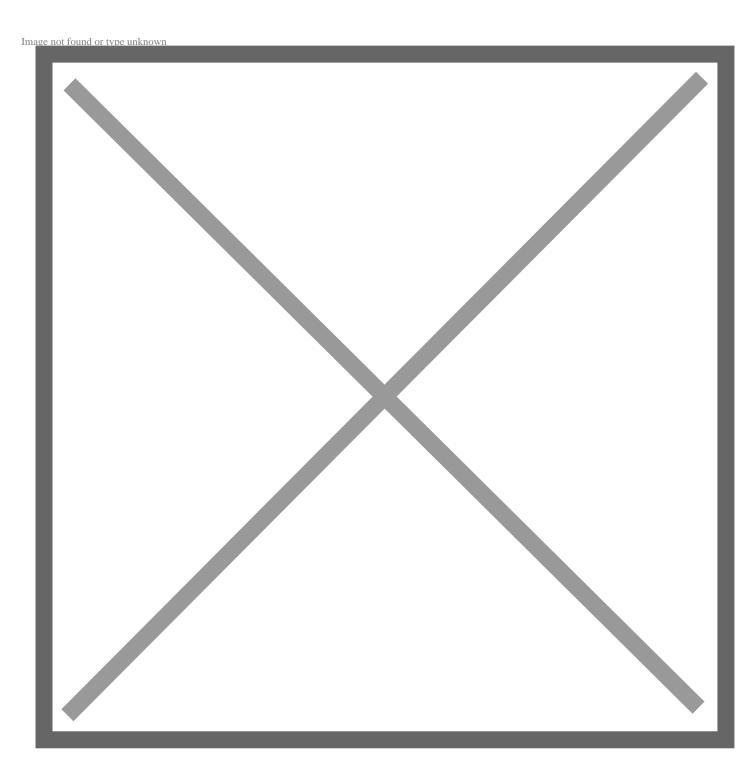
2018 New York International Auto Show - Toyota - Jack Hollis

April 02, 2018



As prepared for:

Jack Hollis

Group Vice President and General Manager, Toyota Division

2018 New York International Auto Show RAV4 Global Reveal & Corolla Hatchback U.S. Reveal Jacob K. Javits Convention Center, River Pavilion New York City Wednesday, March 28, 2018, 9:10 a.m. EST

(Jack Hollis)

Good morning!

And hello to everyone joining us on our social channels!

We made it!

Yup, we're at the last major show of the season.

Go Big or go home, right?! Well, we are not going home. We're going big, right here in the Big Apple.

(pause)

Now, before we get started, did you all get a chance to check out the recent Olympic and Paralympic Winter Games? Man, those athletes are amazing! We are very proud of everyone who represented U.S.A, but we're *especially* proud of our Team Toyota athletes.

You see, they exemplify everything that we mean when we say, "Start Your Impossible." They work *hard* and *never* give up, and we are so proud to have them on Team Toyota! (*lead applause*)

Now, in just a few moments, you'll be seeing two vehicles that we consider pillars for our Toyota brand.

Our RAV4 and Corolla, as many would say, are iconic.

We wouldn't be who we are today without each of them, so let's take a quick look back. Waaaaaay back.

Because for *over* 50 years Corolla has touched the lives of millions of guests around the world.

In fact, it's the number-one-selling vehicle of all time!

It's synonymous with dependability, fuel efficiency. Safety. and immense value. Corolla has always been the go to for guests like budding families, or bright freshmen. And as a hatchback, it offers extra versatility, technology, and style.

And then there's the element that I like. It's got the footwork to impress! It's a true athlete! (*pause*) So, by now you've probably seen Corolla Hatchback in all of its splendor. Looks amazing, right?

And hopefully, as part of our *egg*-cellent adventure, you've seen some social media on the team's cross-country road trip. The aim of that experience was simple, show how cool hatchbacks are and introduce the Corolla family's hottest hatchling to America.

Why? Because, as you'll see, fun and functionality are not mutually exclusive.

Have a look for yourselves!

(roll Corolla Hatchback video - Reveal)

Definitely a hot hatch, right?! Our designers went all out. They took its new TNGA platform and shaped one striking physique. The word agility stayed top-of-mind when they fashioned its stunning lines. The side profile is sleek. and it's highly athletic in both its looks *and* performance.

And on either side of that profile are muscular flanks and available 18-inch wheels. Up at the nose there's a trapezoidal grille and standard LED headlamps.

While our designers made it look amazing, our engineers made it feel amazing. Its center of gravity is lower. Torsional rigidity is up a massive 60 percent.

And suspension friction has been cut 40 percent.

Corolla Hatchback is now lower, wider, and longer, which means together with its all-new 2-liter, 4-cylinder dynamic Shift CVT and updated suspension, this Corolla has more than a pinch of sports car soul.

Sporty Corollas? Yeah, we know a thing or two about them. And we also know about feel.

That's why Hatchback still has a 6-speed manual transmission.

And it's only fitting that a car as emotive as this has an expressive interior to match its simplified craftsmanship inside. Our teams focused on the feel, the character of all surfaces and materials and how they all interact and play off each other.

In either SE or XSE, front passengers have easy access to the standard 8-inch touchscreen, automatic climate control and Entune Audio. Everyone inside has phenomenal visibility too, and not to mention are treated to the most comfort in the segment.

Take a look at these standard features:

We have Entune 3.0, with Apple CarPlay, Amazon Alexa-connectivity, SmartKey system and an available premium JBL audio system. They all make the driving experience an even more pleasurable one.

And then there's safety.

When it hits dealers this Summer, it will be the first Toyota in the US to offer the latest generation of Toyota Safety Sense: TSS 2.0. It's the only vehicle in its class to offer such a thorough system as standard equipment.

So, what's the "2.0" all about?

We've added low light pedestrian and daytime bicyclist detection, and Lane Tracing Assist that helps keep the car centered in its lane.

We've also added Road Sign Assist, a technology that identifies road sign information. (pause)

Yup, Corolla Hatchback is stacked. But hang on, we've got one more thing to share.

Check this out!!

(roll Corolla Drift video – Corolla drives off stage)

Crazy, right?!

Yes, our Corolla Hatchback went to the gym, got some Formula Drift muscle, and this season, with Fredric Aasbø behind the wheel, we'll be fighting for another championship. You've gotta go to the Toyota booth and check that car out and wish Fredric good luck while you're there! (pause)

Speaking of gaining some muscle, let's shift gears and talk about the all-new 2019 RAV4.

You guys ready to see this one?!?!

Simply put, RAV4 is huge for us. It's our number-one-selling vehicle and the best-selling non-pick-up truck in the country!

Just last year we sold more than 400,000 in the U.S., and globally, RAV4 is dominant.

Back in 1994, when it first came on the scene, RAV4 literally *charted the course*. With its four-wheel drive, higher ground clearance, and a compact body with large tires, it started the small SUV segment, which is now the largest in the industry.

It was the ideal set of wheels for those living an active lifestyle, who wanted to live life to the fullest.

Yes. that funky little thing right there created this segment! Over its life, we've listened to our guests and to our dealers, and we focused on what we do best.

We honed. We improved.

And it's worked.

Listen, in just five years, RAV4's volume has doubled. Yes, doubled. That speaks profoundly to the segment's attractiveness and growth and ultimately, to RAV4's popularity.

What can we say? RAV4 is genetically gifted.

But, hey, don't take my word for it. Take a look at this.

(roll RAV4 Portals video - 3 RAV4 vehicles drive out)

I told you we were going BIG!!

We've got a RAV4 for whatever lifestyle you're living. Out in the wilderness, or within city limits, you do it, and RAV4 empowers it.

For its fifth-generation, RAV4 is once again at the forefront, both for our brand, and for the segment.

For instance, the all-new Dynamic Torque Vectoring all-wheel drive with rear driveline disconnect is a first for the segment and Toyota. It doesn't get any better than that!

Available on Limited, and standard on Adventure grades, it can send 50 percent of the torque to the rear and distribute it left or right for improved handling.

And get this: when All-Wheel Drive isn't required, like, say, on long stretches of highway, RAV4 achieves its best fuel economy thanks to the rear driveline disconnect.

Under the hood, an all-new 2.5-liter inline-4 that's paired to an 8-speed Direct-Shift automatic transmission motivates our five gas models and offers more power and better fuel efficiency than ever before.

We're expecting more than a 15 percent increase in horsepower on RAV4 gas grades and get this: an even *BIGGER* increase for hybrid grades.

Talk about giving our guests an unparalleled driving experience! On our four HV grades the new THS 2 system is smoother and more efficient. And not sure if you noticed, but we actually have an all-new HV grade making its debut on RAV4.

Complementing its standard black roof and wheels and sport suspension, RAV4 XSE HV is now the quickest across all RAV4 models. Yes, the quickest RAV4 is a hybrid.

It's sporty, has more power, and, by the way, as you'd expect, anticipated class-leading mpg. It's the no-compromise maximum blend of Sport and Utility. Awesome, right?

Well, it keeps getting better, because we're excited to let you know that RAV4 will also get TSS 2.0! And it's standard on every grade.

You ever wonder why our competitors don't take safety as serious as we do? (pause)

And for the first time in RAV4 history, guests will have access to Multi-Terrain Select, giving drivers the ability to maximize traction, when driving through

- snow,
- mud,
- sand,
- or rocks

(pause)

Man, RAV4 is comin' in hot. You guys keeping up?! Remember back in LA when I said we were going to change the SUV game?

(pause)

Yeah, we did it again.

RAV4 now rides on our TNGA platform with multi-link rear suspension. That means it has shorter overhangs, a longer wheelbase, and a sleeker silhouette.

On top of that solid base is a 57 percent more rigid unibody. RAV4 is wider and has a lower center of gravity and still manages to have MORE ground clearance.

Each body panel has a sophisticated twist to it. There's a stronger nose that leads into the cleaner profile, robust shoulders, and available 19-inch wheels. It's more aerodynamic, and thanks to relocated side mirrors, there's stellar forward visibility.

Although it's evolved into something grand, we're proud to say that it maintains its compactness, unlike some competitors in the segment.

(pause)

For Adventure grade, guests will get large over-fenders, roof rails, and an aggressive grille, inspired by our off-road heritage.

Looks-wise, it's got the meaner demeanor. Inside, its refined theme comes to life, thanks to an open cabin filled with high-quality materials and impressive arrangements.

It's so good, and so well-equipped, that guests will want to keep on driving.

They'll love their multiple storage solutions, the in-dash tray within arm's reach, and the generous legroom out back. Rear cargo volume is the same on HV *and* gas grades, thanks to the HV battery that's now tucked under the backseat.

Naturally, the leveled-up atmosphere includes goodies like panoramic moonroof, ventilated front seats, and heated rear seats, all of which are available on the top RAV4 Limited.

But, there's also tech galore.

Check out this Digital Rearview Mirror that gives drivers a clear view at the flip of a switch.

RAV4 also has available Qi wireless charging, up to 5 USB ports, a newly-designed 7-inch multi-information display, and to top it all off, there's standard Entune 3.0, Amazon Alexa, Apple CarPlay, and a Wi-Fi hotspot.

It's evident that RAV4 will continue to exceed expectations, not only for our guests, but for the segment *and* the industry.

(pause)

RAV4 has *changed the game* since Day 1, and it will continue to do so.

Gold Standard?

Well, a few of our competitors try to claim that.

But paradigms, mindsets, now that's what RAV4 shifts. And we're just getting started.

(pause)

We are honored to have Chief Engineer Saeki-san from RAV4, and Chief Engineer Konishi-san from Corolla Hatchback here with us today.

(pause)

Now, before we invite you all on stage to get a closer look, please allow some time for photos of both vehicles with their respective Chief Engineers.

Enjoy the rest of the show, and thanks for joining us!