

Global changes affecting the operational environment





Create a safety culture!

*My Safety Commitment
"I commit to continuously
improve the safety
environment of Sagunto
hub"*

“My objective as a hub manager is to ensure the safe supply of the right quality, customised vehicles on time through an integrated TPS logistics network & operational excellence of members and partners for today and in the future by exceeding customer and stakeholder expectations.”

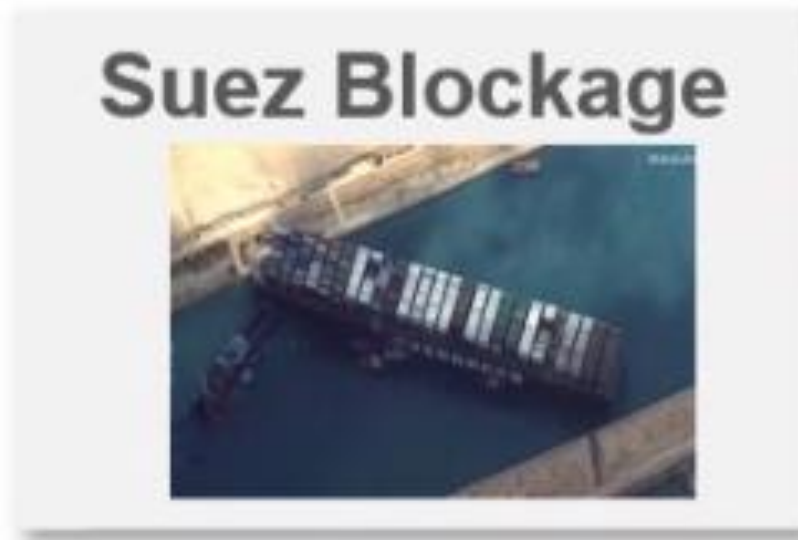
Manage operations in a continuously changing global environment

Unplanned / Crisis

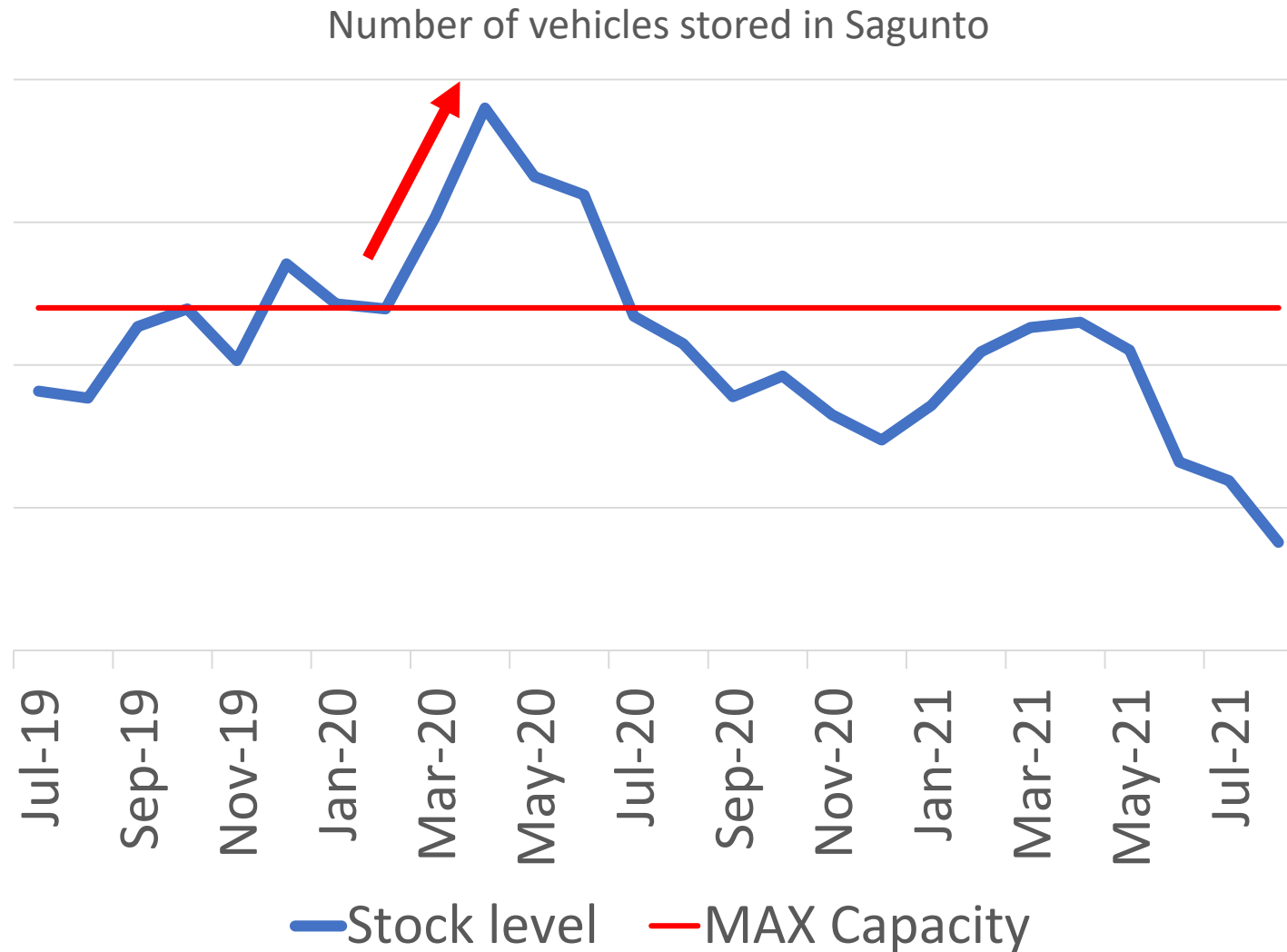
2020



2021



Example 1: COVID impact on vehicle stock increase

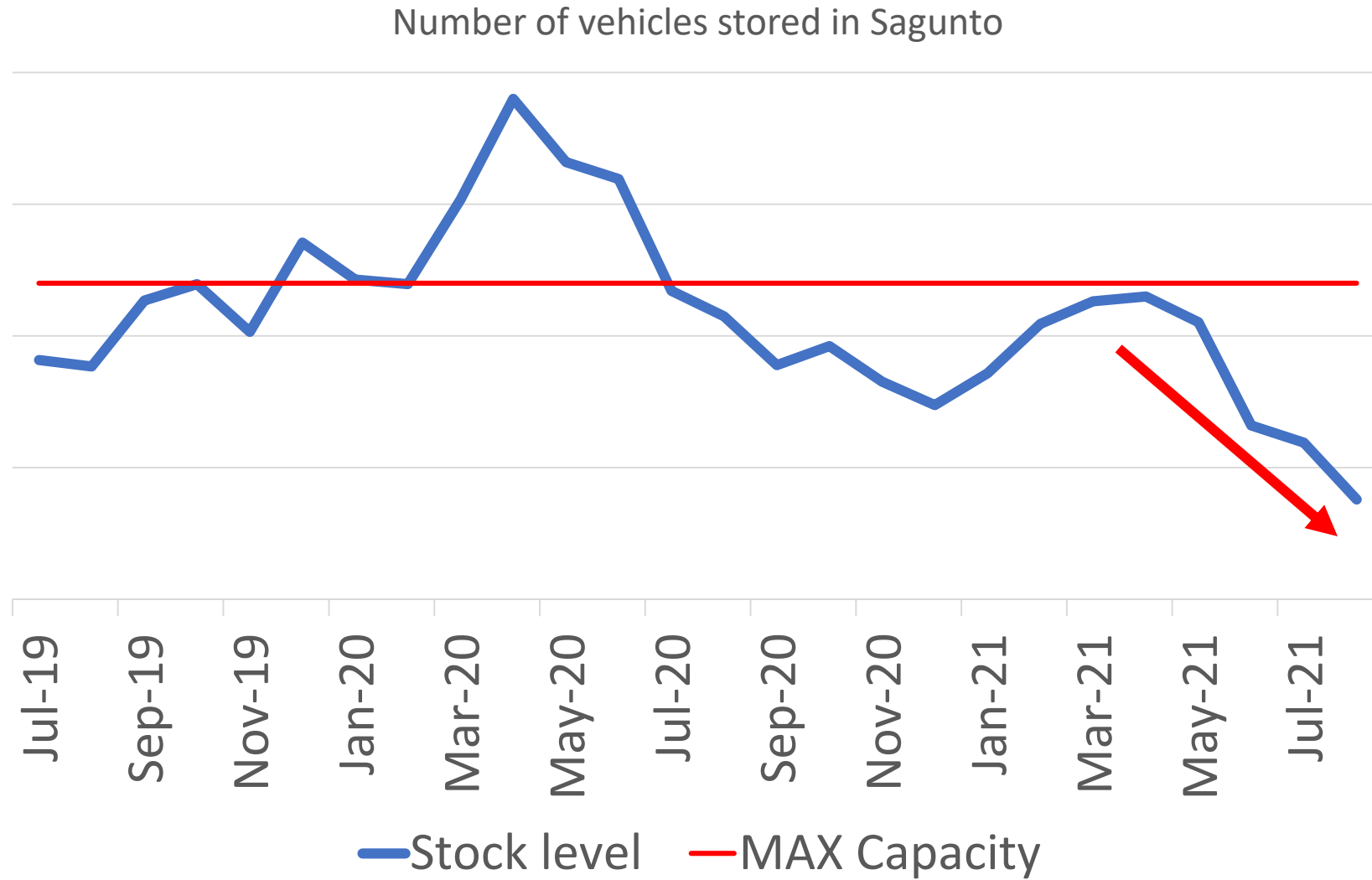


How did we cope with stock increase?

Many people involved

- Safety experts
- Port Authority
- Customs authorities
- Police authorities
- Dockworkers
- Neighbour companies
- Sales organizations
- Retailer network
- Shipping lines, agents
- Hub logistic partners
- Factories

Example 2: next challenge vehicle stock decrease



New supply disruption not a surprise but biggest so far.

SHIFT FOCUS TO LEAD MANAGEMENT....

JUN'20

SEP'21

JAN'22

DEC'22

SELL FROM STOCK

Leverage good availability & free stock
Exploit higher demand through stock
optimization

SHARP ORDERING / STOCK PROFILE
CC MATCHING



PRODUCE WHAT IS SOLD ALREADY

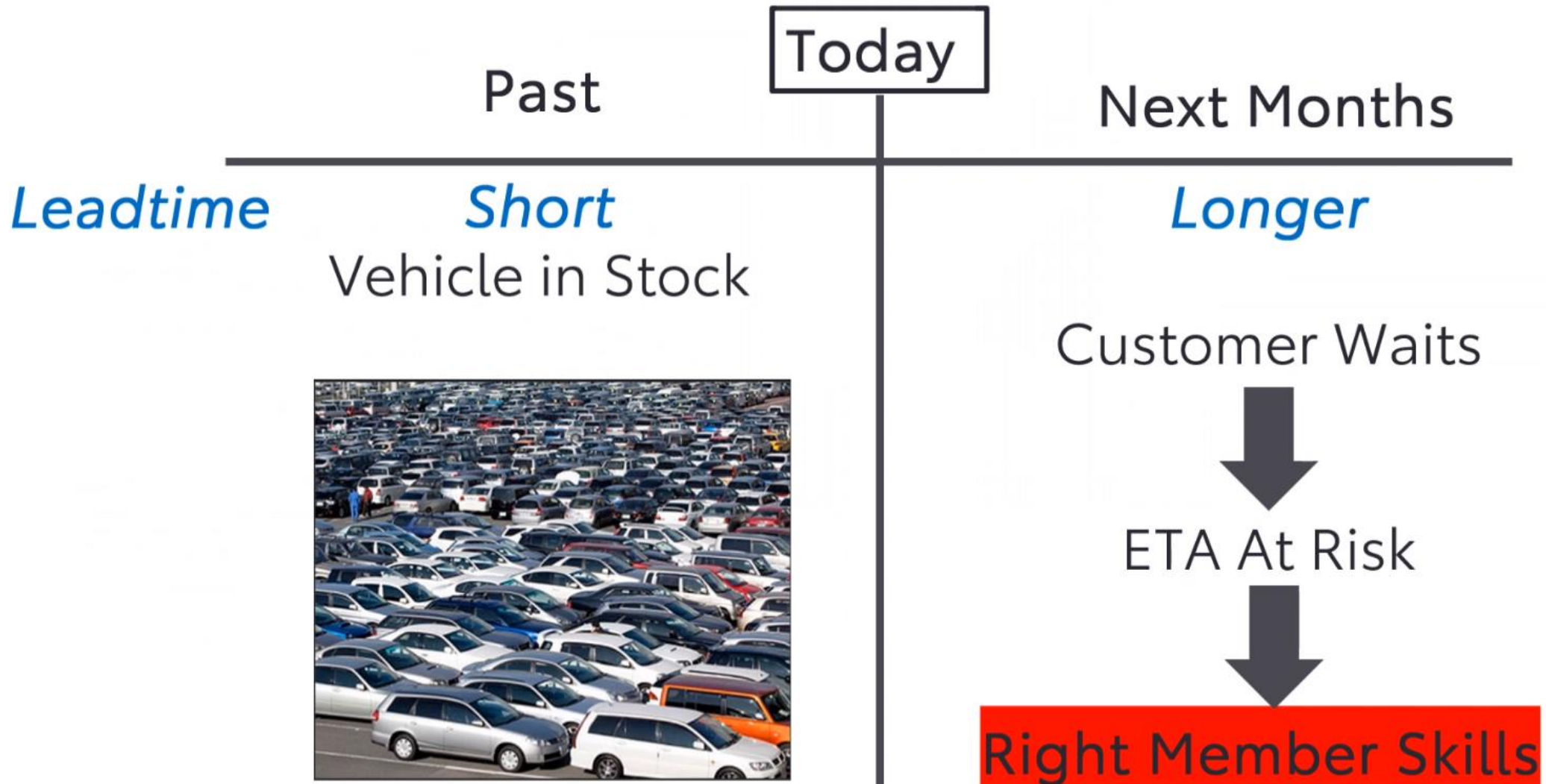
PRODUCTION FLEXIBILITY

PRODUCTION
UNCERTAINTY

ALMOST ZERO
FLEXIBILITY

LEAD TIME
MANAGEMENT

ETA ACCURACY PRIORITIES



Many more changes coming up

Smart mobility solutions

KiNTO










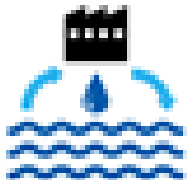

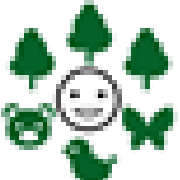
TOYOTA     
ENVIRONMENTAL
CHALLENGE 2050



Autonomous driving



TOYOTA 2050 ENVIRONMENTAL TARGET

<p>TOYOTA     </p> <p>ENVIRONMENTAL CHALLENGE 2050</p>	<p>CO₂ </p> <p></p>	<p>CO₂ </p> <p></p>	<p>CO₂ </p> <p></p>
			



TOYOTA 2050 challenge explained

Source: Toyota Website

Toyota global achievements so far

100M+ **FEASIBLE** 39 **HYBRID** models
More than **1.5M** **EV** models

Green Month: June 2019
Promoting awareness - Portbury UK hub

Challenge 1

New Vehicle Zero CO2 Emissions Challenge

Our goal is to reduce global average CO2 emissions from new vehicles by 90% per unit by 2050, compared to Toyota's 2010 level.

90% DOWN!

2010 CO2 emissions vs 2050 CO2 emissions

NEXT GENERATION CAR

Challenge 2

Life Cycle Zero CO2 Emissions Challenge

Our goal is to eliminate CO2 emissions from the entire vehicle life cycle by 2050.

CO2 = 0

Challenge 3

Plant Zero CO2 Emissions Challenge

Our goal is to achieve zero CO2 emissions at all manufacturing plants worldwide by 2050.

MEASURE-1 **MEASURE-2**

2050 **CO2 = 0**

Challenge 4

Challenge of Minimizing and Optimizing Water Usage

Our goal is to minimize water usage and implement water discharge management based on local conditions.

MEASURE-1 **MEASURE-2**

REDUCE WATER

Challenge 5

Challenge of Establishing a Recycling-based Society and Systems

Our goal is to promote global deployment of end-of-life vehicle treatment and recycling technologies and systems.

TECHNOLOGY

Challenge 6

Challenge of Establishing a Future Society in Harmony with Nature

Our goal is to create a sustainable society in harmony with nature.

Our bold electrification strategy for the years ahead

The core of our electrified vehicle strategy involves moving away from conventional powertrains, and significantly accelerating the development and launch plans of hybrid electric (HEV), plug-in hybrid electric (PHEV), battery electric (BEV) and fuel cell electric vehicles (FCEV).

In practice this means that by 2030 we aim to have sales of more than 5.5 million electrified vehicles, including more than 1 million zero-emission vehicles (BEV, FCEV). Additionally, by around 2025, every model in the Toyota and Lexus line-up around the world will be available as a dedicated electrified model or have an electrified option.

TOYOTA ELECTRIFIED VEHICLES STRATEGY

Sell >5.5 million electrified vehicles incl. 1 million zero emission vehicles per year by 2030

Yaris Life-Cycle Assessment Results

Category	CO2 Index
Pre-production (Gasoline)	~0.8
New Yaris (Gasoline)	~0.65 (-25.3%)
New Yaris (Hybrid)	~0.55 (-35.4%)

CO2 emissions from the new Yaris Hybrid were 38.4% lower compared to the previous Yaris

More than 19% reduction in plant CO2 emissions in 2017, compared to 2015 levels

More than 13% reduction in water usage in 2017, compared to 2014 levels

Improving water management at Toyota's European Head Office in regard to water use at Toyota's European Head Office, our target is 3.5 m³ per FTE full-time equivalent. In FY17 we were using more than 8 m³ of water per FTE.

96.9% REUSE & RECOVERY

Our shoulder trial run on a PHEV plug-in hybrid electric vehicle achieved 96.9% reuse and recovery.

85% recycling rate

5 years partnership

\$1.2 million of annual grants

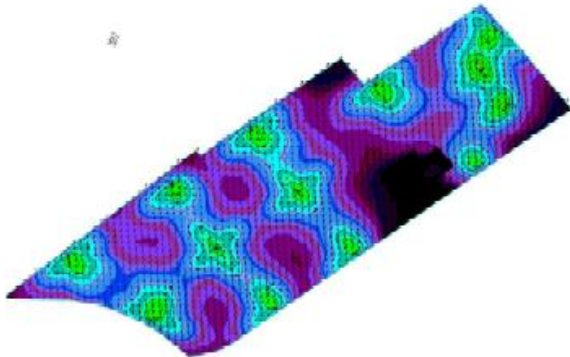
77,000 pupils in 14 countries

Some of Toyota Europe achievements so far

Within our Terminal

100% LED light

Current	Proposal
1000W	500W
13.000 Lumens/lamp	61.000-68.400 Lumen/lights head
Unknown average lux	Average Lux 22,5



100% green energy

Certificación Garantías de Origen

Gas Natural Comercializadora S.A., a través del sistema de Garantías de Origen, y según se recoge en la ITC/2914/2011, certifica la solicitud de redención de los CUPS del cliente AUTORIDAD PORTUARIA DE VALENCIA (100% energía suministrada)

Nº de Garantías de Origen: 80.120 MWh

Año: 2020

La Comisión Nacional de los Mercados y la Competencia CERTIFICA la redención de la energía con Garantía de Origen 100% renovable a cada uno de los consumos de los CUPS solicitados del cliente, a través del portal gdo.cnmc.es

1. /

Within the Port of Sagunto



Future rail access in Sagunto can lead to significant CO2 reduction in our inbound logistic flows.

Many challenges to overcome

Some are known, some will come unexpected

And we need everybody's involvement!

Thank you