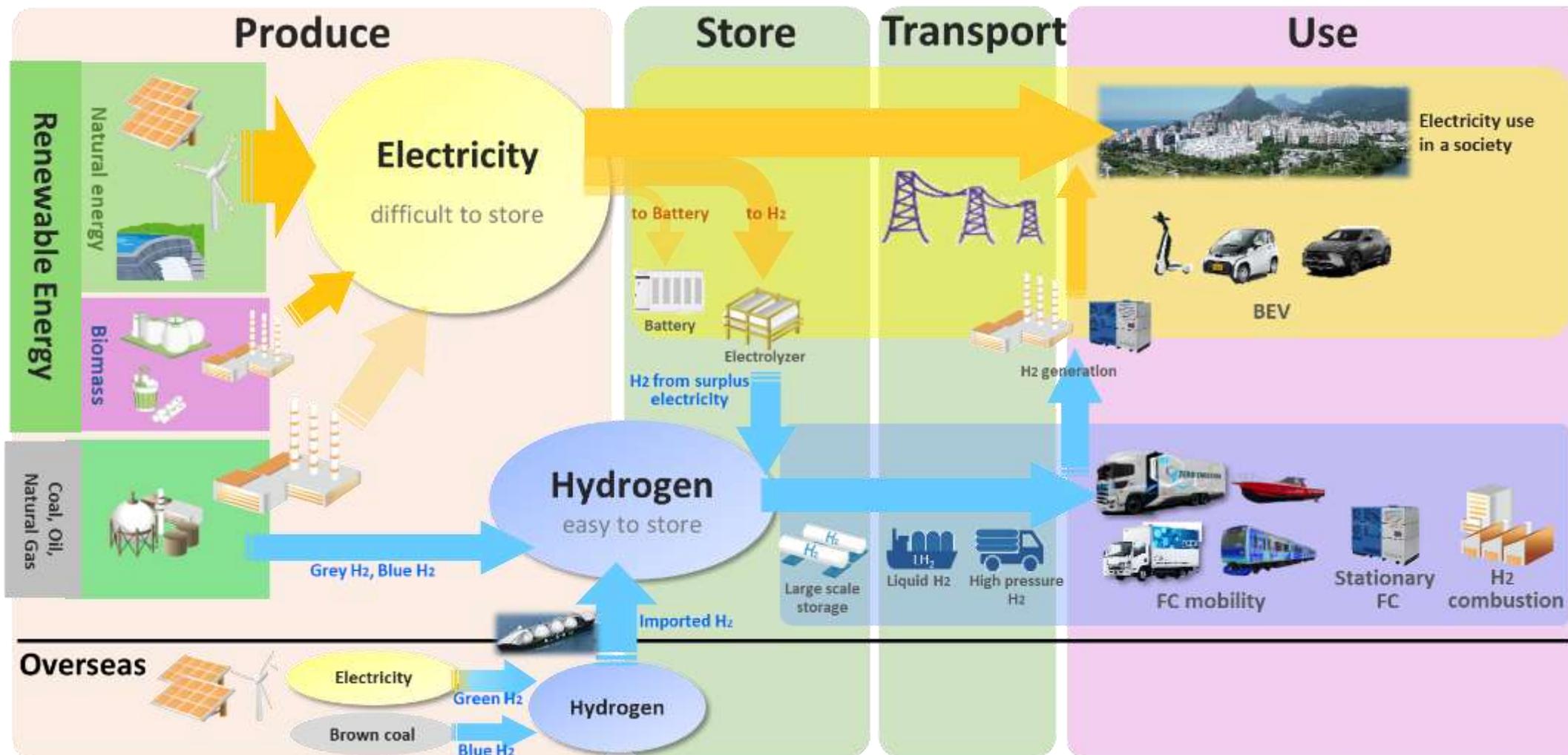




Toward the Realization of Hydrogen Society

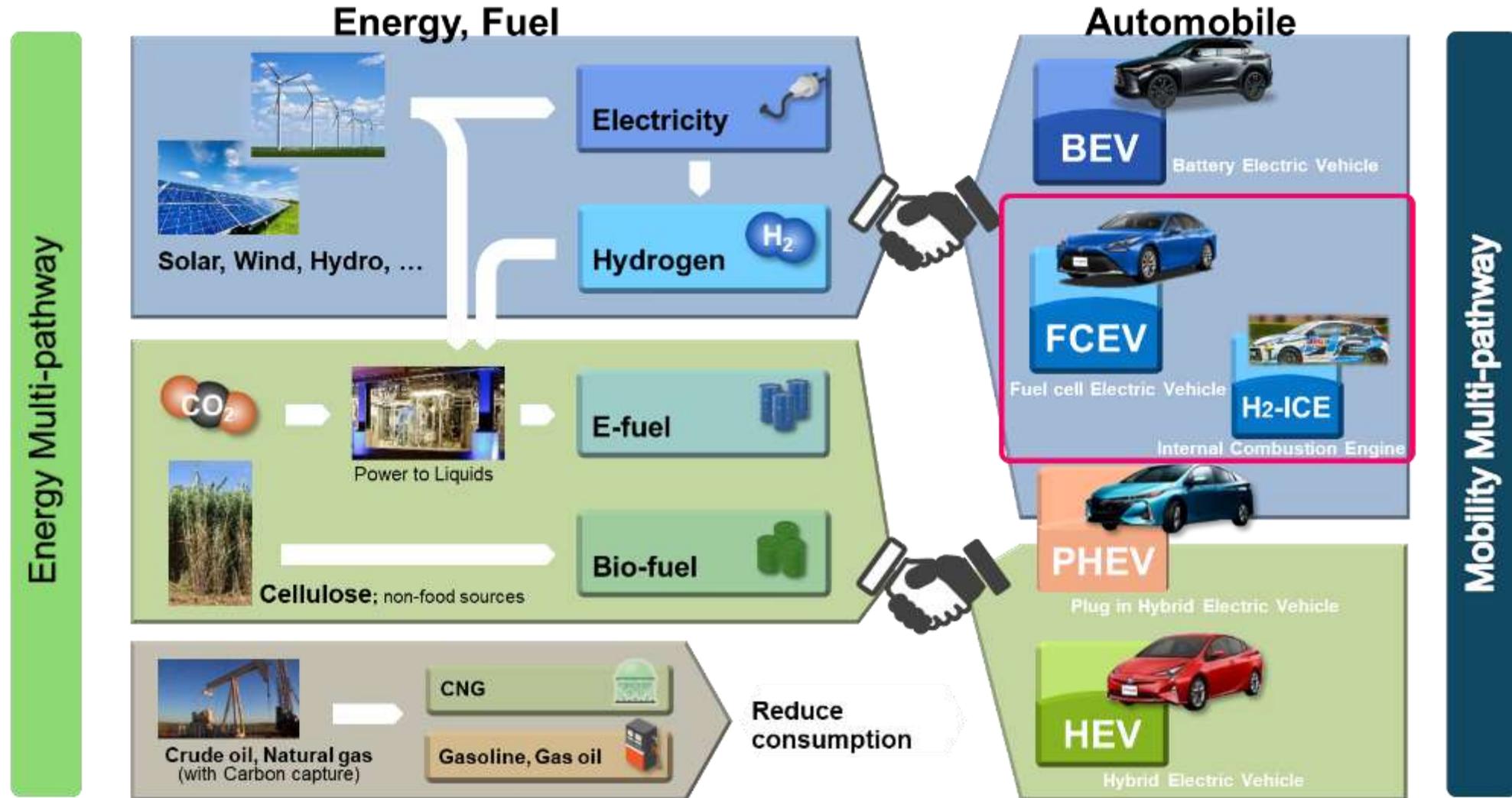
Ryohei Ueda, Project General Manager
Hydrogen Factory, Toyota Motor Corporation
13th Feb. 2026

Why Hydrogen? Harmony of electricity and hydrogen



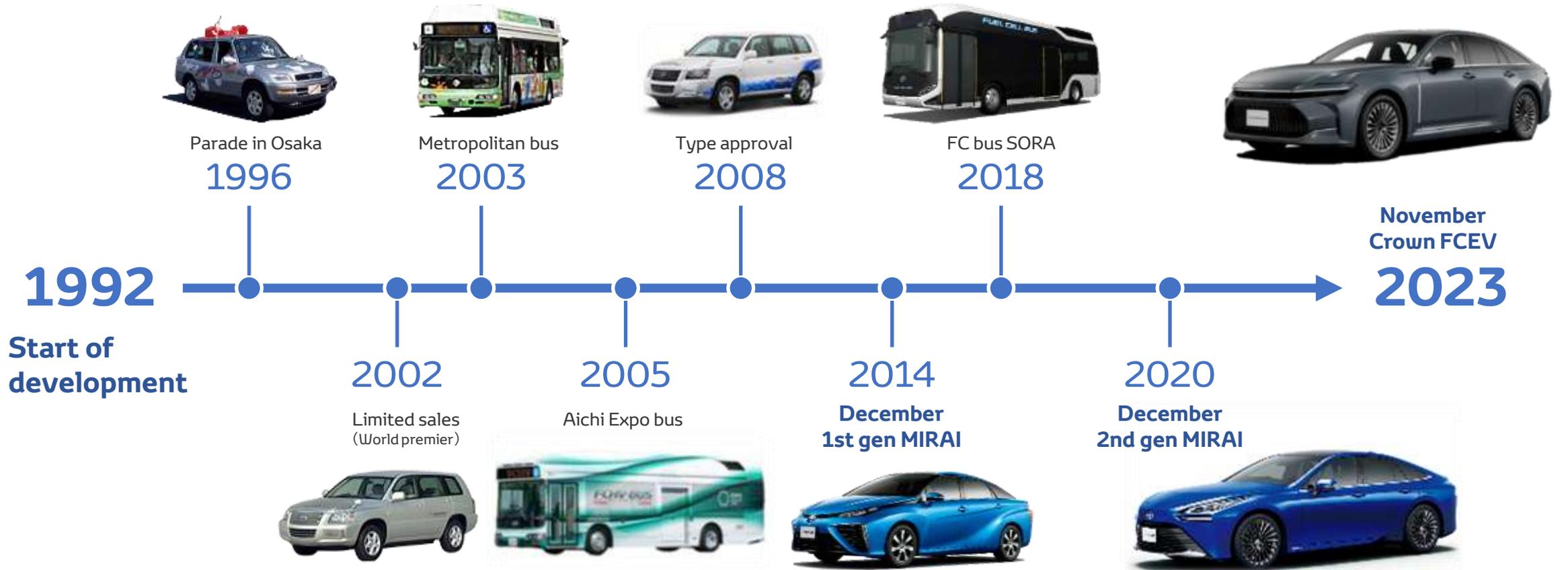
Hydrogen is a “interface of energy” Cooperating with renewable energy

Multi-pathway Strategy for CN Society

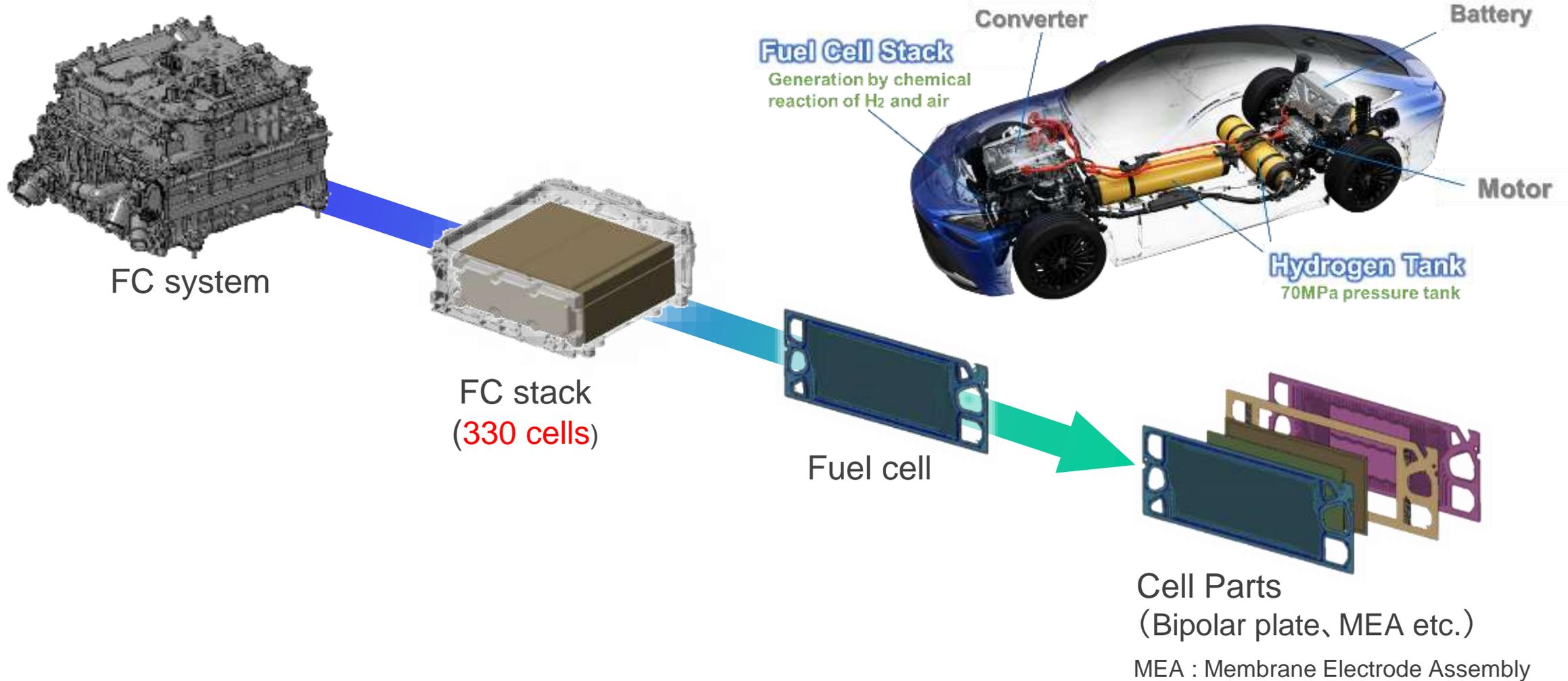


Hydrogen is one of important pillar for Mobility **Multi-pathway approach** by Toyota

FC System Development Journey



Over 30 years history in FC system development



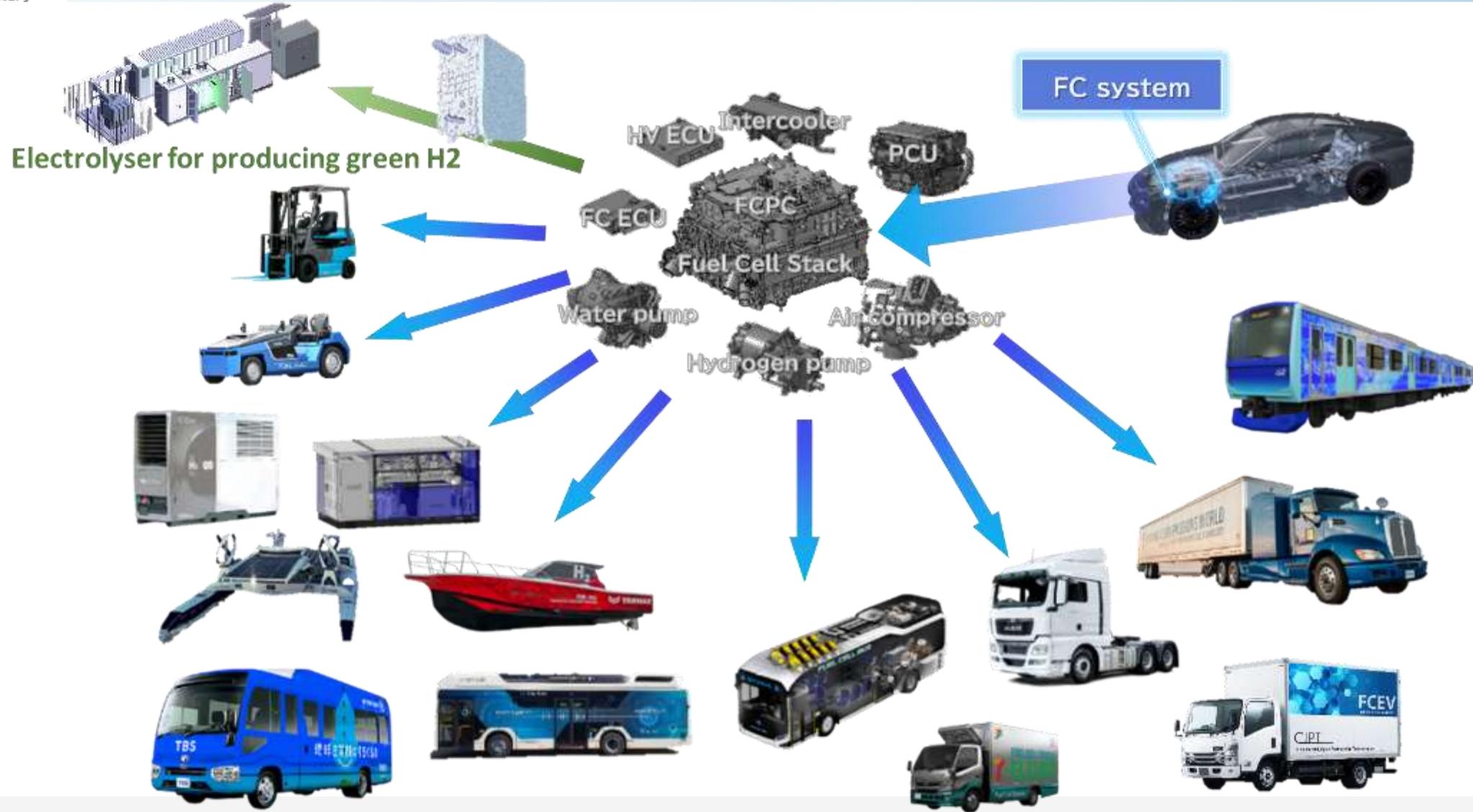
FC System for MIRAI consists of 330 Fuel Cells

Hydrogen demand and supply at the same time



Demand of FC heavy-duty trucks is essential for the sustainable operation of HRS

Wide application through modularity of FC system



Toyota will **replace applications** currently powered by diesel **with hydrogen**

Toyota-Chiyoda Electrolyser starts testing operation in 2026

5 MW

~100 kg-H₂/hour

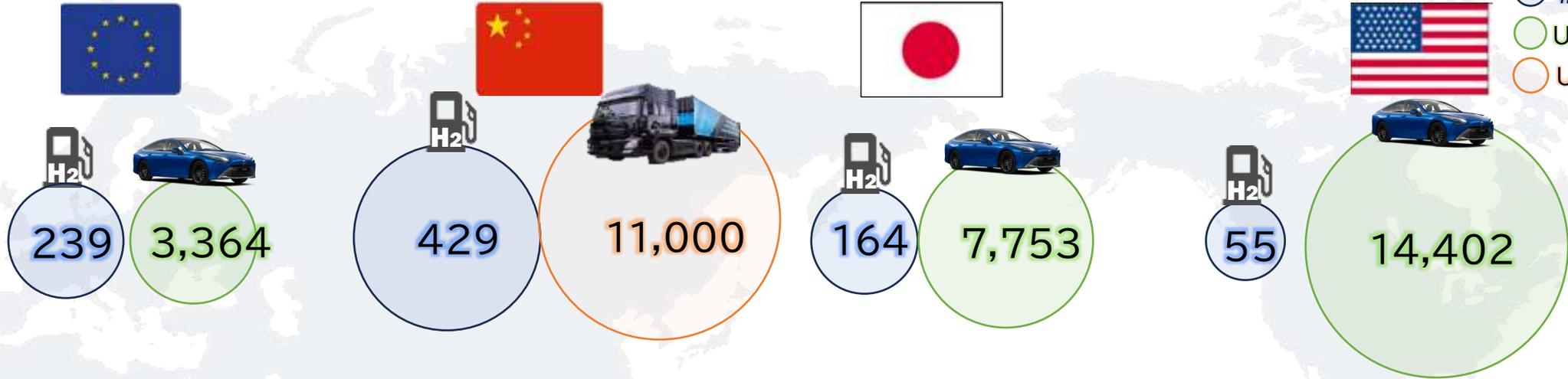


Start of Mass Production by 2029

Overview of Hydrogen Society as of today

○ # of HRS
○ UIO of MIRAI
○ UIO of FC HDT

Leading Area



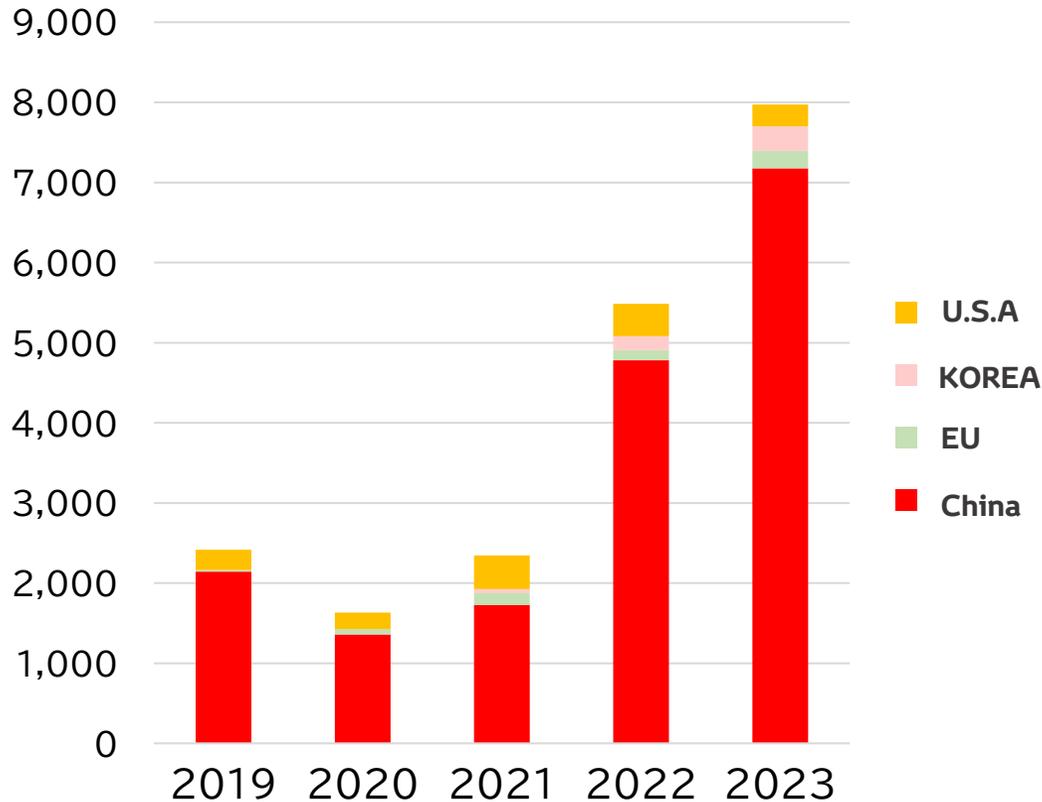
Potential Countries



Asian countries has strong potential to build Hydrogen Society in coming future



Sales for FC commercial Vehicles



Government's Hydrogen Mobility Strategy

Hydrogen Highway Concept [2 vertical, 4 horizontal]
 Establishing main truck routes and focusing on long-distance truck logistics



China leads the FC Commercial Vehicles market expansion,
Hydrogen Highway Concept is progressing rapidly

Building Partnership



BMW



Daimler Truck

Developing the Ecosystem:



Operation of FC heavy-duty trucks in parts logistics by Toyota Motor Europe



H2 Council

MIRAI TAXI in Paris



Advancing product deployment and ecosystem development for both passenger cars and commercial vehicles with key partners

Decarbonization for Main Logistic Route



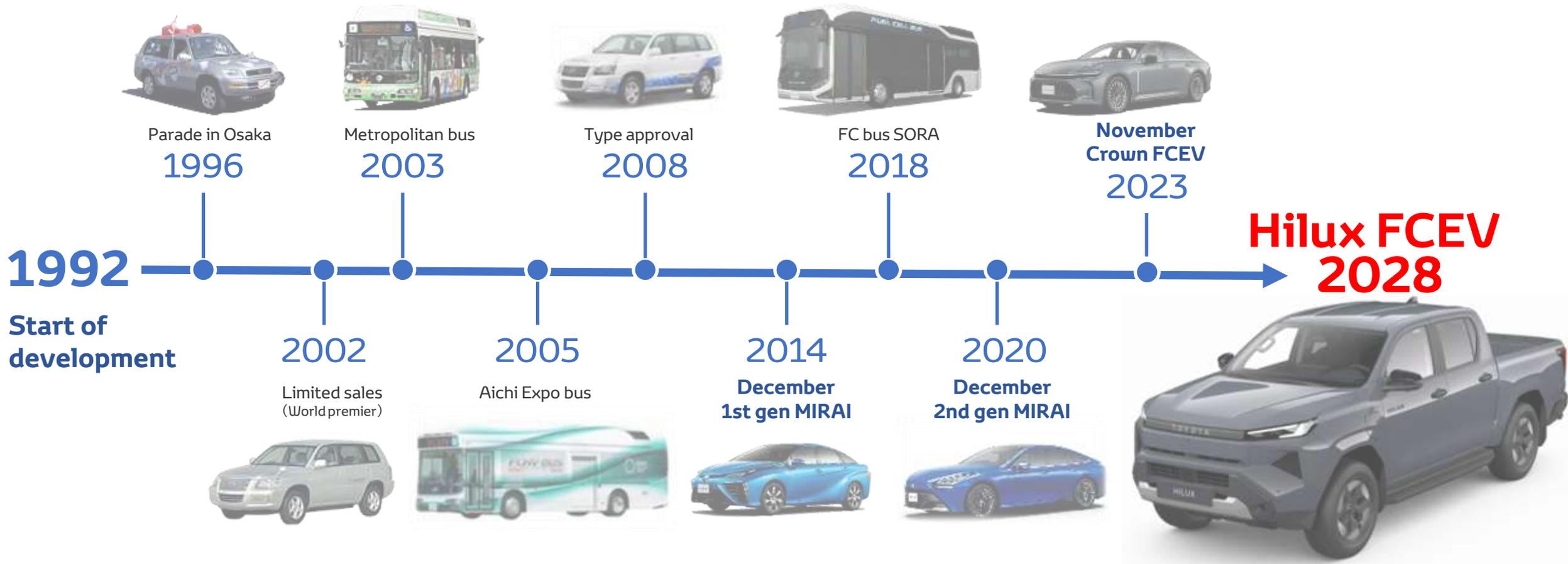
Decarbonization for Urban Mobility



Tokyo Metropolitan Govt launch Tokyo H2 Program.
Toyota will supply 600 Crown FCEV to be use as taxis

Japan is also promoting ecosystem development aligned with
national policies on logistics and designated priority areas

World Premiere of the New Hilux in Bangkok < Nov. 2025 >



Diverse powertrains, including BEVs and FCEVs, to be deployed globally under the multi-pathway approach

Hydrogen is powering our future



Thank you for your attention

