

Note: The analysis in this document was completed with gas prices ~\$3.00/gallon.



Fuel Efficient Taxis in NYC and Nationwide: Overcoming Constraints, Unlocking the Potential

*Discussion document based on work initiated and conducted
by Stax Inc.*



*“Hybrid kar chalane se mein har mahine che sau dollar
bacha leta hoon.”*

Originally Presented October 2007

For more information, please contact:

*Rafi Musher
info@stax.com*

www.stax.com

Stax

BOSTON | CHICAGO | COLOMBO | NEW YORK

Contents

• About Stax and Introduction to This Study	3
• Real Consumption, Simultaneously Large Economic and Environmental Benefits	5
• Despite Total Cost/Benefits, Many Have Disincentives to Change	7
• Cost/Benefits for Some, Revenue Potential for Many, As the System Stands	8
• Opportunity for Everyone to Be a Winner, Including Auto Companies	10
• Critical Success Factors for Auto Companies to Capitalize	14
• Impact on NYC Revisited	15
• Broad Ideas for NYC	16
• Getting the Word Out	17
• What the Drivers Say	18
• Appendices	19

About Stax

Strategic, actionable, data-driven:

- **Stax helps clients improve their businesses by giving them hard data and analysis to make well-informed decisions:**
 - For our corporate clients, this involves a deep understanding of markets, competition, operating costs, and customers.
 - For our private equity clients, this often means understanding markets, customers, competition, risks, and developing company forecasts under the tight time constraints of the deal environment.

Our work:

- **Answers broad strategic questions: How are the dynamics of my business changing, and what are my options to remain successful? What are the market opportunities? Where and how can I best grow?**
- **Addresses critical unknowns: I need to better understand and segment my customers, who they are, how profitable they are, how they behave, and what they want. Can I increase their spend and reduce churn, or would I be better served acquiring new customers?**
- **Is exploratory, mining for ways to improve performance: I know there is a better way to drive ROI from our sales, marketing and servicing. Help us identify, quantify and prioritize specific actions we can take to improve profitability.**

info@stax.com

*Rafi Musher, CEO
New York, NY 10016*

www.stax.com

Starting in March 2007, Stax independently launched a study of the NYC taxi business and market

Our goal was to better gauge the potential for NYC taxis to reduce their overall pollution of the city, gasoline consumption, and reliance on foreign oil.

- **Over the course of our study—from March to September, we sought to understand:**
 - Dynamics of the NYC taxi business and incentives of all of the players, including medallion owners, owner-drivers, independent drivers, auto manufacturers, auto retailers, and the NYC government/TLC.
 - Potential economic benefit of reducing consumption by going hybrid, and what would motivate every player in this system to accelerate the rate of change.
 - Gain an understanding of the national taxi and limousine market and the broader potential within the United States.
- **We sought to provide assistance to NYC’s government/TLC, with whom we have shared information. Initial analysis presented on May 7, 2007, an updated set of analyses including recommendations and market size on September 21, 2007. Stax has no contractual arrangements with NYC or any other government agency.**
- **Our intent is to educate various constituencies about the benefits, increase competition in providing high-quality fuel-efficient vehicles, and speed the trajectory of change over to hybrids. We see opportunity to improve our environment and U.S. economics, and reduce our dependence on foreign oil.**

Stax funded and undertook this work independently. At date of final presentation to NYC’s TLC, Stax had no clients or ongoing discussions with major auto companies, auto retailers, or taxi companies. We have studied niche segments of the limousine business but have no ongoing client work in this sector. We see our analysis of the taxi market as using our expertise to give back to the community—facilitating and increasing the speed of improvement. This work is, by definition, a contribution from all of the people at Stax Inc.

Stax identified and quantified opportunities for all participants, excluding the oil companies, by aligning incentives

Potentially more money for:

- **Taxi drivers:** Give at least 26,000 drivers more take-home pay, without raising fares.
- **Owner/Drivers:** Save money when they drive, make more money by raising their lease-out rates.
- **Fleet owners:** Assuming incentives are aligned, would increase profit with increased shift rates that Stax had determined drivers are willing to pay.
- **Auto companies and dealers:** Able to sell higher-priced cars because of savings from gas.
- **NYC:** Reducing NYC's trade deficit by \$150M (savings from reduced gas consumption) means more money spent locally.

Potential to dramatically increase speed in reaching Mayor's PlaNYC environmental goals:

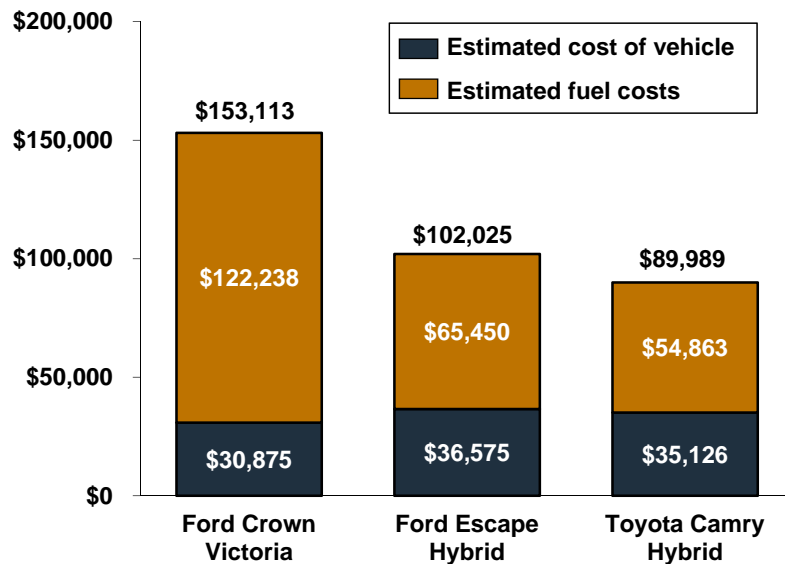
- **Shifting NYC taxis to be entirely hybrid will effectively remove the equivalent of 85,000 cars' emissions.**
- **Reduce our demand on foreign oil by 50M gallons of gasoline per year or roughly 2.5M barrels of oil annually.**

Add livery and limousine and all of these numbers could more than triple in Stax's estimation.

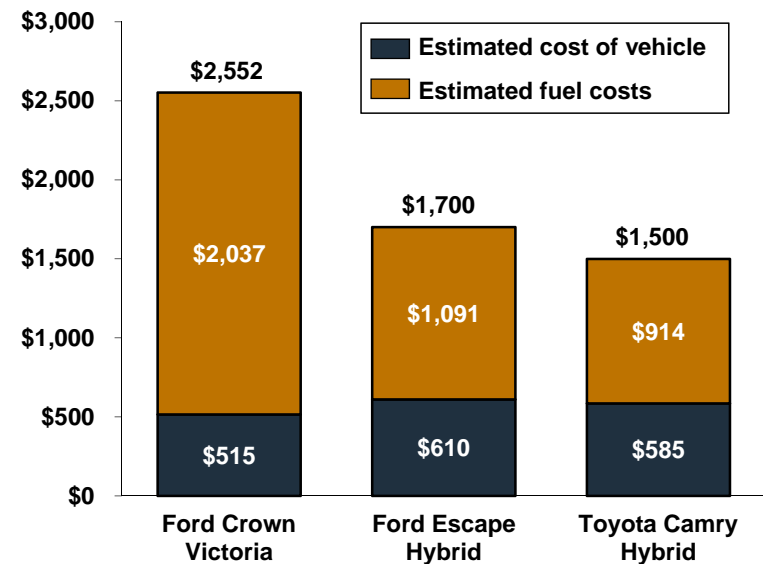
Note: The analysis in this document was completed with gas prices ~\$3.00/gallon.

Over five years, one hybrid taxi saves \$57,000–\$67,000 in fuel consumption—almost enough to buy two more hybrids

Total 5-Year Cost of Vehicle and Fuel for a NYC Taxi



Total Monthly Cost of Vehicle and Fuel for a NYC Taxi



This analysis is based on original research Stax conducted on fuel consumption of NYC hybrid taxis and NYC standard taxis. We used fuel consumption because MPG data does not take into account typical driving conditions of NYC taxis—24/7, 120 miles per day over a 12-hour shift, all start-and-stop.

Source: Stax interviews with New York City taxi drivers, May–July 2007. Vehicle prices are based on five-year fully depreciated leases.

Given massive savings on gas, why aren't medallion owners switching to hybrids more quickly?

Incentives of industry participants are not always financially aligned to encourage a changeover. New hybrid taxis are \$3,000+ more expensive than Crown Victorias, the current mainstream NYC Taxi.

- **Owner-drivers of taxis have financial incentive to purchase hybrids, as the owner-driver pays for gas during the 6+ shifts per week that he typically drives, and the savings on those 6 shifts more than offset the additional cost of car. The same would hold true for many limousine and livery drivers:**
 - Why haven't owner-operators and livery drivers switched? Most taxi drivers have limited knowledge of the advantages. Try asking the driver of a black sedan in the Bronx if he knows what kind of fuel savings a hybrid provides, and 9/10 times he'll ask you what a hybrid is, and how it works.
 - Ford has owned the market for years with no incentive to change, and no other car companies have recognized the potential or made an effort to win dramatic share.
 - Simply put, no one is educating this audience, or marketing to this audience.
- **Owners of multiple-medallions rent taxis to drivers in 12-hour shifts at prices fixed by NYC, currently \$108 per shift—regardless of fuel consumption. Drivers pay for gas. Therefore, fleet owners have no incentive to spend more on a more expensive car until forced (which NYC has mandated with an end-date, but no publicized schedule):**
 - Medallion owners get no share of what their drivers would save on gas if the medallion owner spent the extra \$3,000 on a hybrid taxi and reduced consumption.
 - Large fleet owners have stocks of cheap spare parts for Crown Victorias, trained mechanics, and no way to recoup switching costs—and many therefore will only switch when forced.^a
 - Because the number of medallions in NYC is fixed, fleet owners do not need to have better product for drivers: Less supply than demand—no need to compete for drivers. We see opportunity for a more market-based, free competition approach, to benefit all and hasten reaching environmental goals.
- **Why haven't the car companies done a better job? So far, Ford owns the market and has little incentive to change (and no fully appropriate hybrid sedan). The other companies and dealers do not realize the revenue potential, and hence have not challenged Ford with any serious or obvious maneuvers.**

a. Note some have switched without much incentive, "right thing to do for environment," and to "reduce dependence on foreign oil."

Without changing the price at which fleet owners can charge drivers per shift, only owner-operators will have incentive to change

Owner-operators—who own a large percentage of taxis—will have the incentive, but fleet owners will wait until regulation forces change.^a

Group	How Many?	Benefits	What Has to Happen?	Value with No Changes to System Incentives
Independent owner-operators	4,800 ^b	Save money when they drive their own taxi	Education, and sedan hybrids	\$370–\$480 per month ^c
Long-term lessors	3,600 ^b	Save money when they drive their own taxi	Education, and sedan hybrids	\$370–\$480 per month ^c Long-term lessors act like independent owner-operators—they lease medallions from agents, but own and operate their own vehicles.
Fleet owners	4,600+ vehicles ^b		Regulation—they’ll wait until last possible moment	Fleet owners must purchase higher-priced vehicles—they have a disincentive to buy a hybrid until forced by regulation, or unless financial incentive comes along.
Drivers	26,000+	Save money every shift	Fleet owners need to buy in, and buy cars	\$17–\$21 per shift ^c \$440–\$530 per month

a. The exception has been when NYC offered significantly reduced price medallions for those who would buy hybrids, though with the mandate for all to change, it would be difficult to offer this again, fairly.

b. Medallion agent and driver figures are based on publicly available medallion data. Long-term lessor and fleet owner estimates are based on Stax Interviews with 90+% of New York City agent-owned medallions.

c. Stax interviews with New York City taxi drivers, May–July 2007.

Auto companies and dealerships should engage this market because NYC represents 39% of a \$1.14B market

For the taxi and limousine business, it makes sense for customers to spend more on a vehicle than they have in the past.

- Finding a customer base with an economic incentive to pay a significant premium on a vehicle is a rare and wonderful thing to anyone in the automotive business.

	Taxi Market			Limousine Market			Total Market
	Vehicles	Parts	Total Taxi	Vehicles	Parts	Total Limousine	
U.S. Total	\$325M	\$190M	\$514M	\$426M	\$199M	\$626M	\$1,140M
NYC Market	\$71M	\$72M	\$142M	\$208M	\$97M	\$305M	\$448M
Rest of U.S.	\$254M	\$118M	\$372M	\$218M	\$102M	\$320M	\$692M
NYC Percentage of Market Spend	22%	38%	28%	49%	49%	49%	39%

Additional benefits to serving this market:

- **Strategic advantage:** In 2006, roughly 250,000 new hybrids sold in the U.S. Approximately 24,000 taxis and limos/black cars bought. To the winner of this business will go significantly improved unit economics, meaning lower costs per car, and heightened strategic advantage in the hybrid space.
- **NYC is a focal point for sales:** NYC Taxi + Livery = approximately 9,400 vehicles per year and 28% of the total taxi market. Many NYC vehicles are sold to other cities after mandatory retirement. NYC has the strictest mandatory taxi retirement age in the country.
- **As a point of reference, Ford's 2006 U.S. sales were in the \$70B range—and this market would equal almost 2% of sales.**

Source: Stax estimates based on primary and secondary research March–Sept. 2007.

Stax determined there is sufficient opportunity to align incentives across drivers, operators, fleet owners, and other interested parties

Price-Sensitivity Analysis

- By conducting a price-sensitivity study, Stax found taxi drivers willing to share in the savings from fuel-efficient vehicles by paying more money per shift for a vehicle that consumes less gas.

Additional Earnings and Savings Potential for Owners and Drivers

- Stax quantified the potential profit improvement for investing in lower fuel-consumption vehicles, and a profit-sharing plan NYC might use to speed adoption by medallion owners and owner-operators.

Quantifying the Economic and Environmental Impact for Other Interested Parties

- Stax quantified the revenue and nonrevenue opportunities for other constituents in the system—auto companies and auto dealers, revealing opportunity to gain their interest and assistance in rapidly driving change.

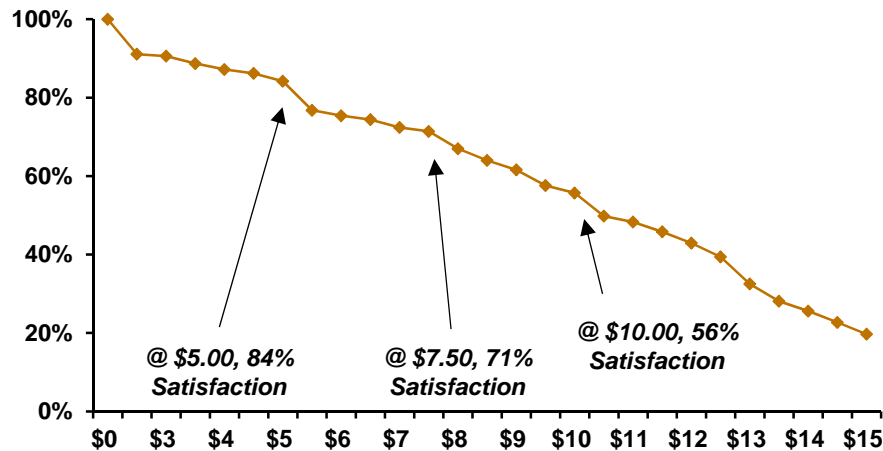
Stax recommends the creation of a market economy between medallion owners and drivers, to share economic benefits of going hybrid. Results would be:

- Faster achievement of environmental goals and reduced demand on foreign oil.
- Faster monetary raise for the vast majority of taxi drivers.
- A raise for limousine drivers.
- A raise for large fleet owners, most of whom are planning only to foot the expense of changeover when mandated.

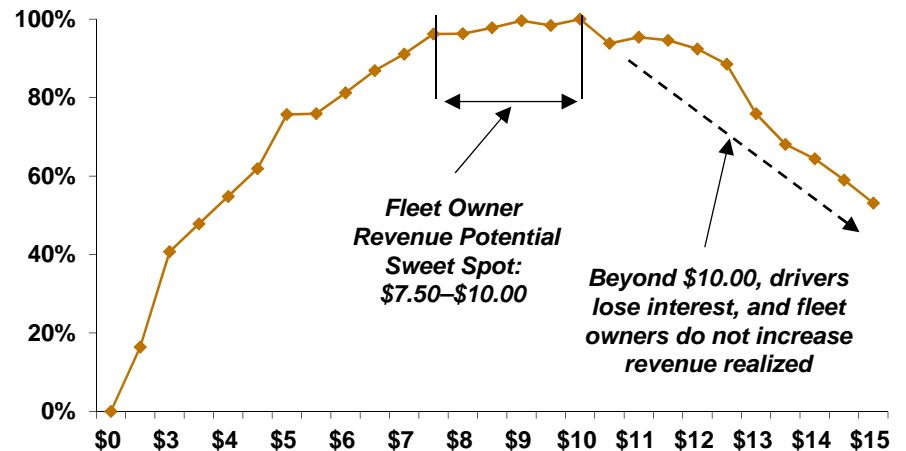
Yes, Stax understands that this could be a politically hot topic, given the recent strikes over GPS. We're suggesting that everyone will have a choice—before the mandate—to invest and gain returns.

Our price-sensitivity analysis found that drivers are willing to spend more per shift on a hybrid over a Crown Victoria

Willingness for Hybrid Price Increase



Driver Interest vs. Dealer Revenue (Willingness x Price)



- With a \$7.50 per shift lease cap increase, gas has to fall to \$1.28/gal. before a driver would lose money over his current mid-2007 economics in a Crown Victoria. With a \$5.00 per shift lease cap increase, gas has to fall to \$0.85/gal.
- Stax suggests starting with a \$7.50 per shift increase, moving to a \$5.00 increase in two years, to provide additional incentive for owners to switch sooner than later.
- Anecdotally, Stax found some fleet owners charging full lease rate for an older hybrid as a new hybrid compared to a slight decrease in the lease rate for an older Crown Vic over the vehicle's lifetime, evidence of drivers' willingness to pay more per shift, to save so much on gasoline.

Source: Stax 200+ quantitative interviews with taxi drivers for price-sensitivity analysis, August 2007.

Note: Consumer pricing analysis always carries a caveat: people do not always do what they say they will.

Increasing the shift leasing cap for hybrids by \$5.00–\$7.50 would provide significant financial incentive for everyone to switch to hybrids

Independent Owner/Operators will be able to charge more per shift when renting and save on gas while driving.

	Difference in Outright Purchase Cost (Hybrid vs. CV)	Difference in Mo. Lease Payment (Hybrid vs. CV ^a)	Monthly Add'l Revenue from Leasing to Other Drivers ^b	Monthly Savings (Gas + Maintenance)	Monthly Bottom Line	Annual ROI on Increased Cost for Financed Hybrid vs. CV	5-Year ROI on Increased Cost of Outright Purchased Hybrid vs. CV
\$5.00 Cap Increase	(\$3,600–\$4,800)	(\$70–\$95)	\$150	\$470–\$550	\$520–\$620	650%–980%	770%–1160%
\$7.50 Cap Increase	(\$3,600–\$4,800)	(\$70–\$95)	\$220	\$470–\$550	\$590–\$700	720%–1180%	860%–1290%

Fleet Owners will have a strong incentive to move toward hybrid vehicles as soon as possible.

	Difference in Outright Purchase Cost (Hybrid vs. CV)	Difference in Mo. Lease Payment (Hybrid vs. CV ^a)	Monthly Add'l Revenue from Leasing to Drivers + Monthly Maintenance Savings ^c	Annual Bottom Line per Vehicle	Annual ROI on Increased Cost for Financed Hybrid vs. CV	5-Year ROI on Increased Cost of Outright Purchased Hybrid vs. CV
\$5.00 Cap Increase	(\$3,600–\$4,800)	(\$70–\$95)	\$315	\$3,800	230%–350%	300%–430%
\$7.50 Cap Increase	(\$3,600–\$4,800)	(\$70–\$95)	\$450	\$5,400	380%–540%	470%–660%

Drivers will still see substantial gas savings while driving hybrid vehicles.

	Savings per Shift	Savings per Month ^d	Savings per Year
\$5.00 Cap Increase	\$12–\$15	\$300–\$400	\$3,800–\$4,800
\$7.50 Cap Increase	\$10–\$13	\$250–\$350	\$3,000–\$4,000

Owners with better product that makes drivers more money should be able to reap the rewards—having more, and better, drivers. Those with standard gas vehicles perhaps will have them idle.

- a. Crown Victoria—5-year fully depreciated lease.
- b. Assumes owner-operator leases vehicle 29 shifts per month and drives 26 shifts per month.
- c. Assumes 90% vehicle utilization.
- d. Assumes driver leases vehicle 6 shifts per week (26 shifts per month).

Again, the NYC taxi market could be real money for auto companies and dealers, with added benefits of NYC bragging rights, and gateway to U.S.

In addition to the auto companies that logically will want to compete, the local non-Ford dealerships will be chasing this business and its dramatic market potential. Ford dealerships will be chasing this business as well if only for reasonable fear of losing massive share.

Group	How Many?	Benefits	What Has to Happen?	Value
Regional auto dealers Avg. size of Top-500 Dealer in NY/NJ is \$90M	Ford, Toyota, Honda, GM, Nissan, Chrysler, Saturn, etc. 55–155 dealers (10–20 mile radius).	Significant revenue opportunity	Education	Entry into and potential massive share gain of Ford-dominated \$142M–\$448M NYC market. Stax estimates an average dealer entering the market and gaining new share could see a 13% increase in sales.
Auto companies	Ford, Toyota, Honda, GM, Nissan, Chrysler, Saturn, etc.	New market opportunities	Education—promotion	Entry into and potential massive share gain of Ford-dominated \$142M–\$448M market. For Ford: Risk of losing massive percentage of its 90% owned \$142M–\$448M NYC taxi and livery markets. Ford's share erosion: 87% of new standard gas vehicles in 2006–2007 versus 71% of new hybrid vehicles. Proving ground and scale for hybrids, leading to an advantage in unit economics. Potential national expansion.

NYC is a gateway to a \$1.14B national market.

Automotive companies must meet several critical success factors to serve and profit from this market

In Stax's estimation, the potential revenue and profit opportunity is more than enough for an auto company and its dealers to rapidly make changes to product and deploy new services to gain share:

- **The system needs sedans; many passengers have difficulty entering/departing SUV-style vehicles:**
 - A substantial number of NYC Ford Escape drivers mention customers have an issue getting into the vehicle due to its height—42% of hybrid drivers, according to our statistics.
- **Drivers are uneducated about batteries and battery life. Realistically, batteries could be “insured” similar to almost all consumer electronic devices (those businesses are very profitable).**
- **Fast-turnaround repair from accidents is important and will need to be addressed:**
 - The hybrids do not have “proven” or “well-known” fast-turnaround repair.
 - Non-Ford dealers and auto retailers who have not focused on the taxi market have not set up fast repair shops.
 - Owner/drivers we've spoken to prefer Toyota hybrids because they say “independents need the car to be dependable, so they buy Japanese cars, while fleet owners want cheap parts and can afford for them to be down because utilization is never 100%, so they buy Fords.”

The impact on NYC: Eliminating emissions from the equivalent of 85,000 cars while giving 26,000 New Yorkers a \$150M raise

Environmental

- According to EPA calculations, saving 50M gallons of gas in NYC per year is equivalent to taking over 85,000 typical American passenger vehicles off the road.^a
- 13,000 taxis reducing oil changes from 12 per year to 6 of 1.25 gallons each time means 97,500 fewer gallons of oil—and that waste oil needed to be disposed of somewhere.
- Reducing gas imports by 144,000 gallons per day means roughly 16 fewer tanker trucks in the city per day or 5,800 fewer trips per year.
- “Taxi emission reduction is in line with the citywide environmental agenda.” —*PlaNYC*

Economic

- Give 26,000 taxi drivers a raise without raising taxi fares:
 - Cab operator savings of \$7,500 per year.
- \$150M–\$200M in disposable income to New Yorkers. Reduce NYC trade deficit by about \$150M per year.
- NYC takes a major step to reduce demand for foreign oil.
- The “Green Wave” of hybrid taxis in NYC will provide new PR/advertising options.
- Prominent, environmentally conscious leaders will take notice.
- Auto and fleet execs come to visit and use NYC as a best practices case.

Again, add livery and limousines, and these numbers could triple.

a. EPA; Stax interviews with New York City taxi drivers, May–July 2007.

Broad ideas for NYC

Change the myth that traditional MPG = consumption, and educate the constituents on how much money they can make. Use the free resources. Get everyone who makes money in the system working on making change.

- Educate the cost/benefit to NYC fleet owners, owner-drivers, and drivers. Stax has found that they get it.
- Invite the U.S. car companies and local auto dealers to see the revenue potential (risk for Ford).
- Use the press.

Take the lead. Change the NYC-stated per shift lease cap for vehicles that meet new fuel consumption per shift standards. From a political standpoint, this may be difficult to implement, but Stax still views this as the best solution to create incentive for fleet owners:

- It so happens that hybrids are the best technology now—yet another, better technology may follow.
- This means having a different measurement system than the rest of the world—but the rest of the world doesn't drive 120–150 miles in a 12-hour period. Manufacturers have already set the precedent that MPG is flawed by introducing new standards for 2008.
- NYC already has the toughest taxi rules in the U.S., with mandatory retirement. This testing could well be done within the system:
 - To test a vehicle, automakers must select some random sample in conjunction with TLC for reporting—probably similar to current NYC testing.

NYC leads the way; This will be a myth-buster for those in the fleet business. Traditional MPG can be substantially different than real-world results, particularly for urban fleet vehicles:

- Illustrating this could open new doors for fleet owners and manufacturers to make more appropriate city versions of fleet and delivery vehicles (i.e., half the trucks in NYC could probably have smaller motors—because they certainly don't go very fast, and many of smaller delivery vehicles could be hybrid if a good product were available).

Market the hell out of this: Show thousands of small businesses how they can put more \$ in their pockets every year, and they'll change.

Ideas for getting the word out to fleet owners and owner operators

Owners and owner-operators will all be inclined to listen to any messaging around potential to increase shift-lease pricing.

- In a short time period, Stax spoke with close to 400 drivers, driver/owners, and several fleet owners with tremendous reach. We expect the TLC has relationships with many fleet owners and could call on them directly. Ideas below, some of which we expect the TLC has used in the past.

The audience is focused: Est. 10,000 owners/operators, less than 26,000 drivers, 7+ auto companies and 55+ auto dealers in the metro market.

The campaign can be of relatively low cost:

- **Direct mail:**
 - Stax found success using the publicly available database of owners/leasing companies. Direct mail of 10,000 would cover the whole system. Similar information should be available for livery drivers. Boston University's College of Communications Ad Lab is a free advertising service for these kinds of programs. A letter or short informational brochure should suffice.
- **Intercepts:**
 - Drivers congregate at airport parking lots at several hotel cab stands. We found that a few people could hand out fliers to hundreds in a short amount of time. Volunteers might be available to help the TLC—for instance, NYU's environmental club might be willing to volunteer time.
 - As Port Authority owns the airport lots, perhaps the TLC could deploy its own electronic billboards at these sites, giving the Commissioner another vehicle with which to regularly communicate with the owner operator and driver community.
- **Get those who will make money working for their profits:**
 - TLC could advertise to auto companies and auto retailers the revenue potential, and let them do their jobs by developing good products, advertising, and selling.
- **Add a few languages:**
 - Our analysis showed that producing documents in Hindi (24% of drivers), Bengali (24%), French (22%), and Urdu (17%) should cover 72% of drivers.
- **Use the press—they'll be all over it.**

What the drivers say ...



Our drivers told us:

- “Ahorro seiscientos dolares cada mes con mi hibrido.”
- “Hybrid kar chalane se mein har mahine che sau dollar bacha leta hoon.”
- “Je sauve six cents dollars par mois avec mon hybride.”
- “Mere cheso rupiye bachai hai har mayne mere hybrid se.”
- “Hybrid kar chaliye ami chosho dollars bachate pari.”
- “I save six hundred dollars per month with my hybrid.”

Source: Various photos taken from online sources. This does not constitute rights to reproduce photos.

APPENDIX

Stax conclusions are based on extensive original field research and business analysis, and an understanding of the dynamics between industry participants

<i>Information</i>	<i>Source</i>	<i>Notes</i>
NYC taxi fuel consumption by vehicle type	380 direct interviews with NYC taxi drivers from May–July 2007. Stax chose to collect consumption data from drivers over traditional MPG statistic, as MPG does not take into account NYC taxi driving conditions: 120 miles in 12 hours, constant stop, start and idle.	266 Ford Crown Victoria 35 Toyota Sienna 53 Ford Escape Hybrid 7 Toyota Highlander Hybrid 5 Toyota Camry Hybrid
Price sensitivity by drivers—for paying increased shift prices	Analysis of 200+ quantitative interviews with NYC taxi drivers. Interviews conducted by Stax.	176 Ford Crown Victoria 22 Ford Escape Hybrid 3 Toyota Camry Hybrid
Cost of vehicles	Auto companies, and fleet owners.	–
Spare parts and maintenance	Direct interviews with independent owner operators and fleet managers.	Stax estimates include oil changes and brake pad replacements. Estimates do not include major vehicle repair, due to lack of repair data history for standard gas versus hybrid vehicles.
NYC Taxi statistics, registrations by make, and shift rental fees	Taxi and limousine commission.	Still waiting on independent owners/versus fleet owners.

APPENDIX

A guide to hybrids—statistics for current and future hybrid vehicles

Company	Model	Car Type	Passengers	Availability	Front Passenger Leg Room (in.)	2nd Row Passenger Leg Room (in.)	3rd Row Passenger Leg Room (in.)	Luggage Space (cu. ft.)	Passenger Volume (cu.ft.)	City Fuel Economy (MPG)	Highway Fuel Economy (MPG)	Combined Fuel Economy (MPG)	Drive	MSRP
Toyota	Prius	Sedan	5	Available	41.9	38.6	N/A	14.4	96.2	51	60	55	FWD	\$22,175
Toyota	Camry	Sedan	5	Available	41.6	38.3	N/A	10.6	101.4	40	38	39	FWD	\$18,570
Toyota	Highlander	SUV	5	Available	43.2	38.4	39.9	148	145.4	32	27	29	FWD/4WD	\$27,300
Toyota	Sienna	Minivan	7–8	Expected 2008	42.9	39.6	39.5	287					FWD/AWD	
Honda	Civic	Sedan	5	Available	42.2	34.6	N/A	10.4	90.9	49	51	50	FWD	\$22,600
Honda	Accord	Sedan	5	Available	42.6	36.8	N/A	11.2	97.7	38	35	31		\$31,090
Honda	Fit	Sub-compact	5	Expected 2009	41.9	33.7	N/A	63.2	90	Similar to Prius	Similar to Prius	Similar to Prius	FWD	Est. \$16,500
Ford	Escape	SUV	5	Available	41.6	35.6	N/A	93.8		34	30	32	4WD	\$25,265
Ford	Five-Hundred	Sedan	5	Unknown release			N/A							
Ford	Fusion	Sedan	5	Unknown release			N/A	15.8	100.1				FWD/4WD	
Ford	Edge	Mid-size Crossover	5	Unknown release	40.7	39.6	N/A	101.7					Fw/AWD	
Lexus	GS 450h	Sedan	5	Available	43.5	36.8	N/A	8	98	25	28	26	4WD	\$54,900
Lexus	LS 600H L	Sedan	5	Available			N/A	11.65		20	22		AWD	\$104,000
Lexus	RX400h	SUV	5	Available	42.5	36.4	N/A	38.3–84.7		32	27	29	4WD/AWD	\$41,180
Nissan	Altima	Sedan	5	Available	42.2	34.5	N/A	10.1	100.7	41	36		FWD	\$24,990
Mercury	Mariner	SUV	5	Available	41.6	35.6	N/A	93.8		34	30	32	FWD/4WD	\$25,955
Mercury	Milan	Sedan		2008–2009			N/A			35–40				
Saturn	Vue Green Line	SUV	5	Available	41.2	36.8	N/A	30.8–63.4	100.3	27	32	29	FWD	\$22,870
Saturn	Aura Green Line	Sedan	5	Available	42.2	37.6	N/A			28	35			\$22,695