

Toyota's Efforts to Create Ever-better Cars

-To continue creating “*aisha* (beloved cars)” -

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Both "TNGA" and the "in-house company system" are fundamental in the creation of ever-better cars

In-house company system

Focus on
each car
type



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TNGA

Complete
optimization on
basic areas



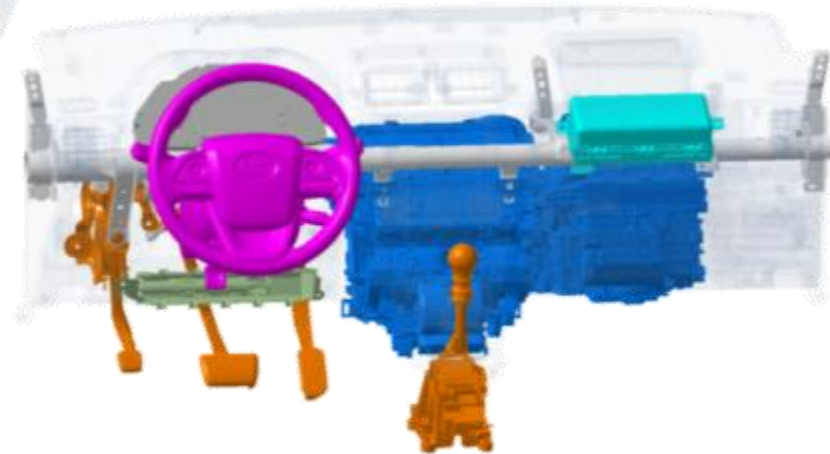
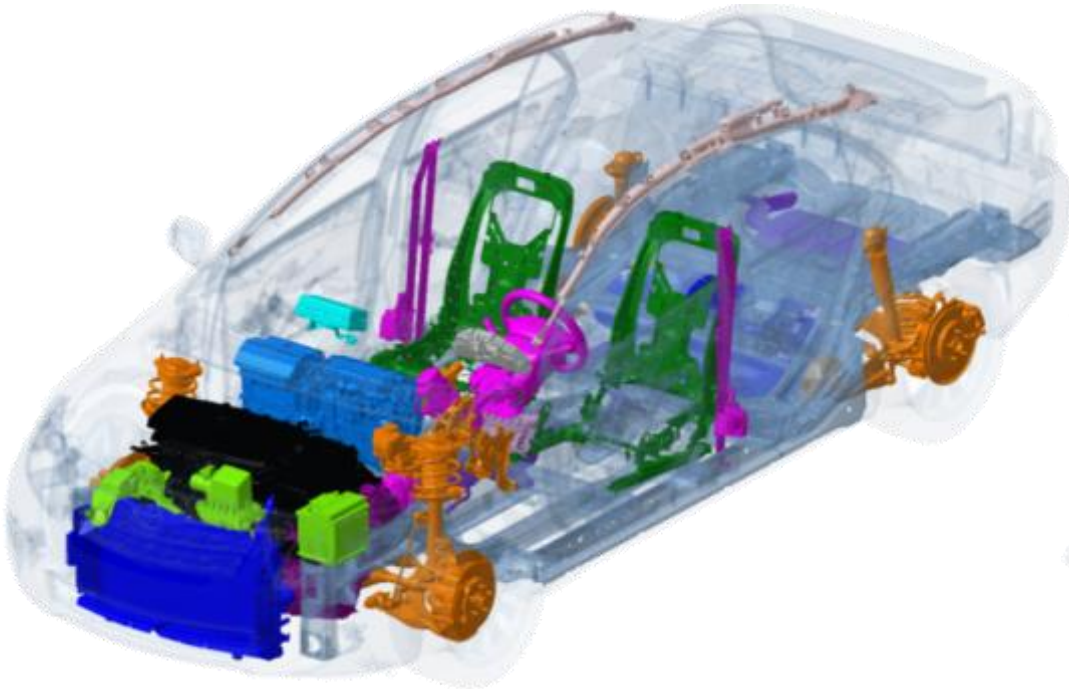
TNGA

Toyota New Global Architecture

Increasing the potential of cars

- Appealing design
- Great driving performance
- Fuel consumption, safety

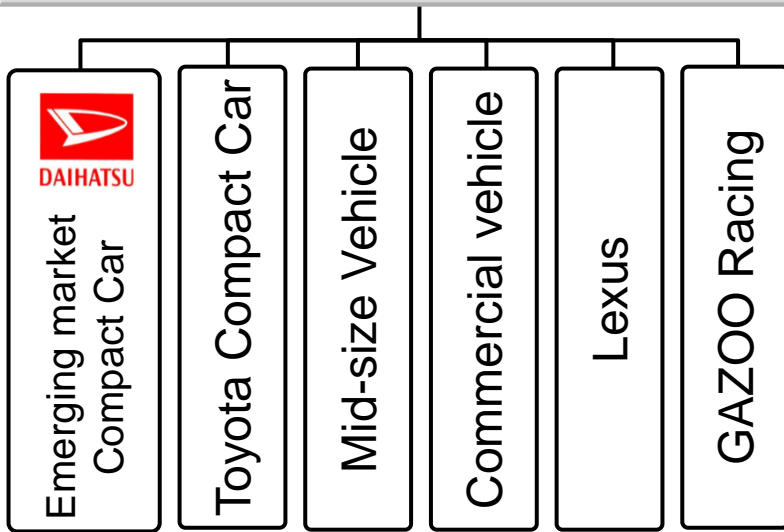
Complete optimization/
shared components



In-house company system

System

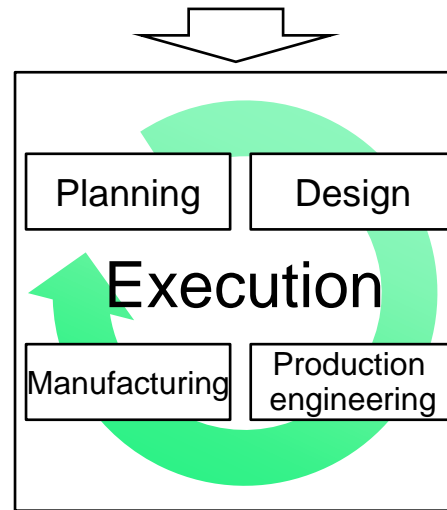
Car-creation focusing on each car type



To create aisha that meet customer expectations

Work process

Decision-making by presidents of in-house companies



One team uniting four functions

- Faster decision making
- Streamlined operations in planning/development
- Reduced need to re-do work

Period from development to production start can be reduced

Products introduced by benefitting from TNGA

Mid-size class



Prius/PHV



C-HR



Corolla Sport

Full-size class



Camry



Crown

Lexus (Premium class)



LC



LS

Offering "aisha" with completely unique characteristics

Customer comment

Although cars have improved, pricing has also increased

We are still not adequately thinking from the perspective of customers

Market environment Change

Once-in-a-century transformational period

- Further tightening of regulations in all countries
- Shift to informatization, intelligence, and electrification
- Business structural change in wider society

Speed, flexibility, and strengthening management foundations are necessary

Future efforts

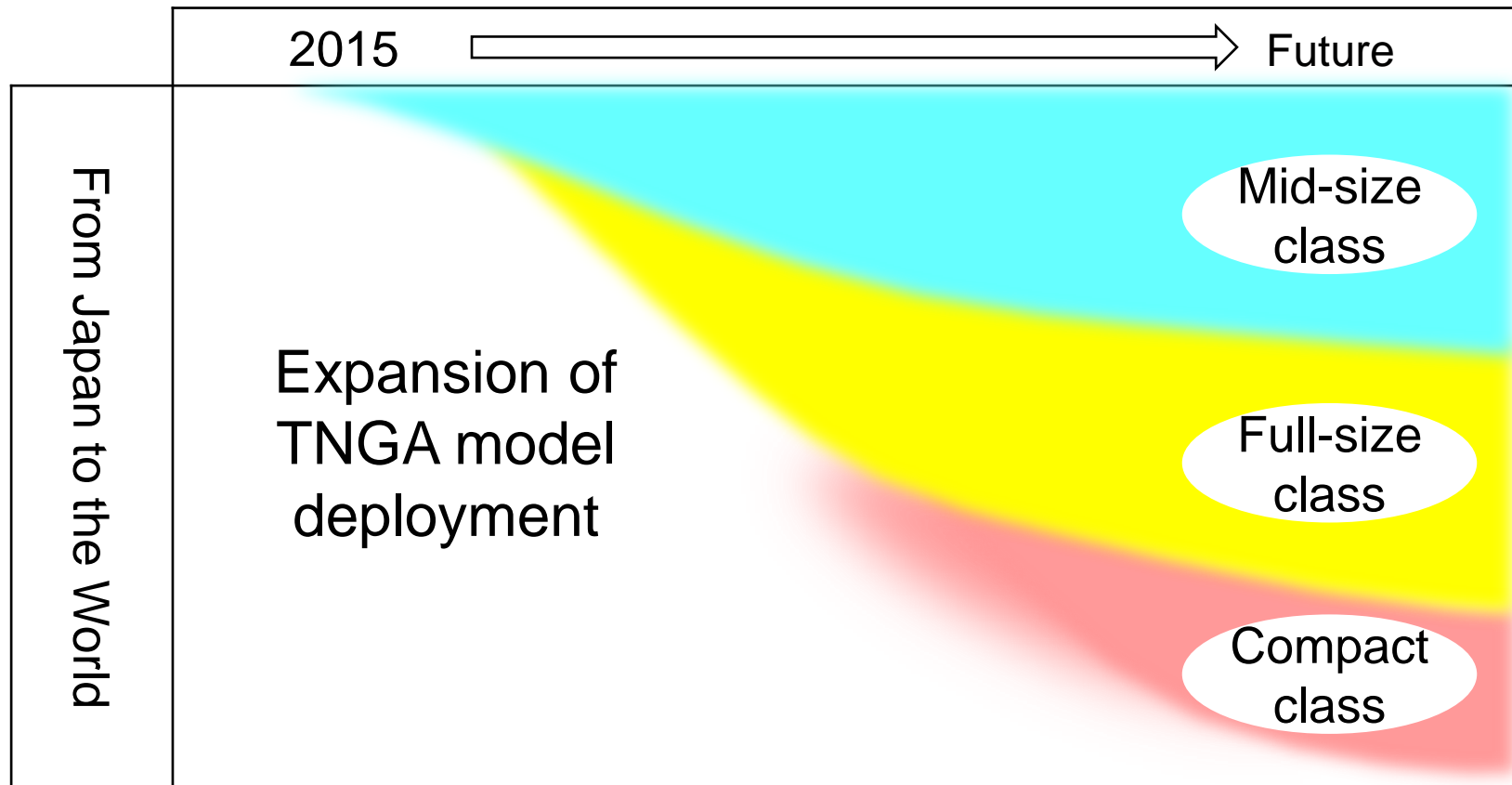
Continuing to offer **invaluable aisha** for customers

Evolution of TNGA

- Enhancing advanced technology development and product planning
- Conscientious cost reduction
- Introduction of Toyota Production System (TPS) in development sites

HR Development

- Customer perspective/ car-centered thinking
- Dreaming big and stable vision
- Confronting difficulties



- Half of cars to be sold will be TNGA models by 2020
- Make our cars more appealing and strengthen our competitiveness by adding more of Toyota's unique values



Continue to stand by “aisha” even in the times of change

Past



Corolla



Crown

Present



Corolla



Crown

Future



Concept-i



e-Palette

Stable focus of “aisha”

What customers and society ask for in automobiles

Once-in-a-century transformational period for Cars

=

Opportunity to expand the business by offering new values

Ever-better cars (aisha)

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