

Continuing to Hone Competitiveness in Ever-Better Car-Making

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-Be mindful of what must not change-

**Continuing to hone competitiveness
in the “real world” of car-making**

Features:

- Produce/Sell 10 million vehicles globally
- Full lineup (Passenger - Commercial - Electrified - Sport)

⇒ “Customer first” policy, continuing to hone competitiveness

TNGA

Smart sharing

(utilize volume of 10 million vehicles)



Overall optimization
for base structure

In-house company system

Car-making based on
customer's perspective



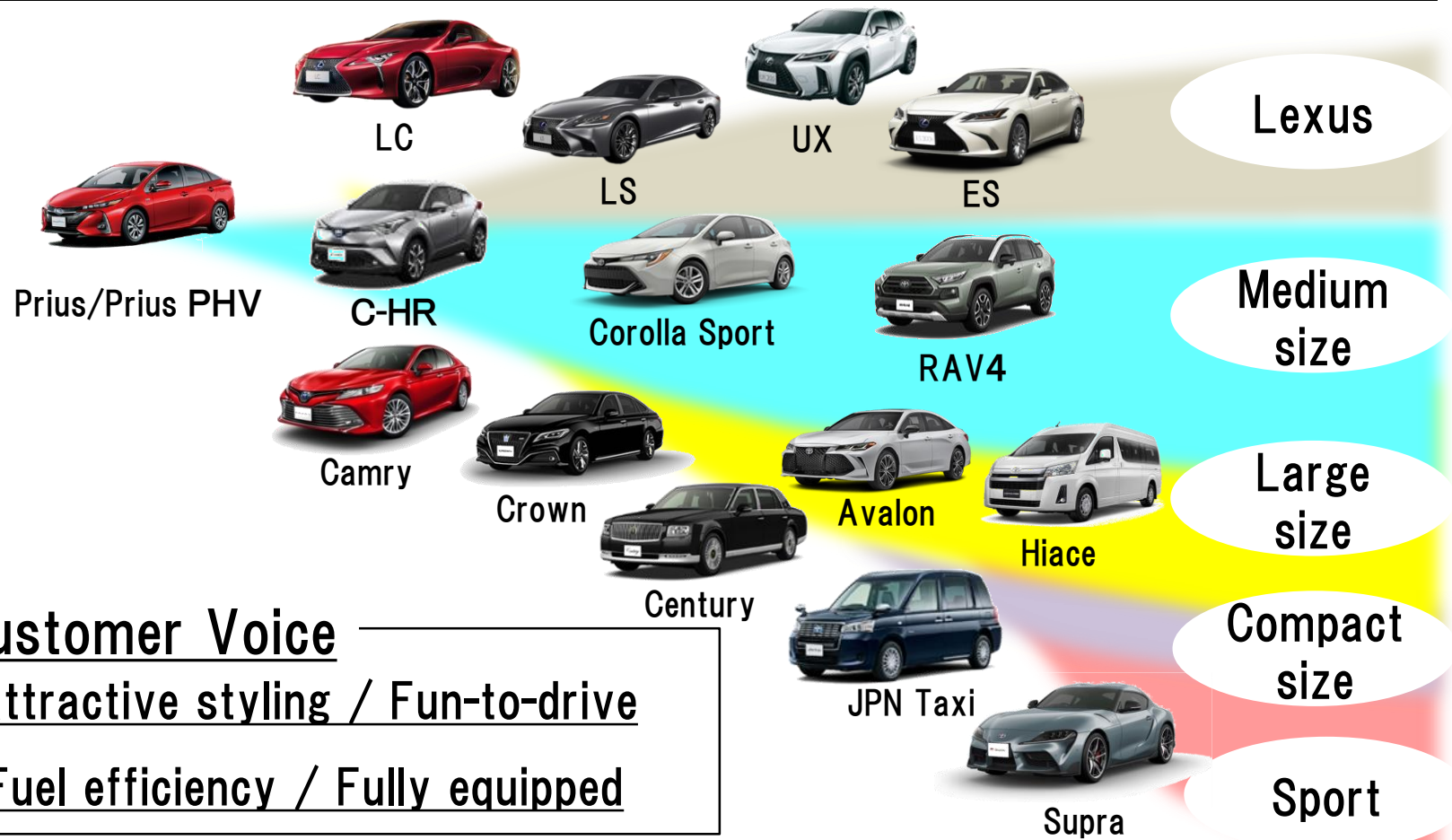
Vehicle Development Center

Results of TNGA & In-house Company System ^(4/9)

Launch of 15 Models/About 3 million units (30% of total)

2015

2020



The New RAV4

(5/9)

RAV4
好きにまみれろ!



Results of Introducing TNGA

Improvements in competitiveness and product,
but sales price still high \Rightarrow Promote TPS, cost reduction

Development Human Resources

Investment

Vehicle Cost

↓ **25%**

↓ **25%**

↓ **10%**

Environmental,
Safety, etc.

Grouping
Development

Equipment
Commonization
for Different Vehicles

Design Quality
Improvement

Former

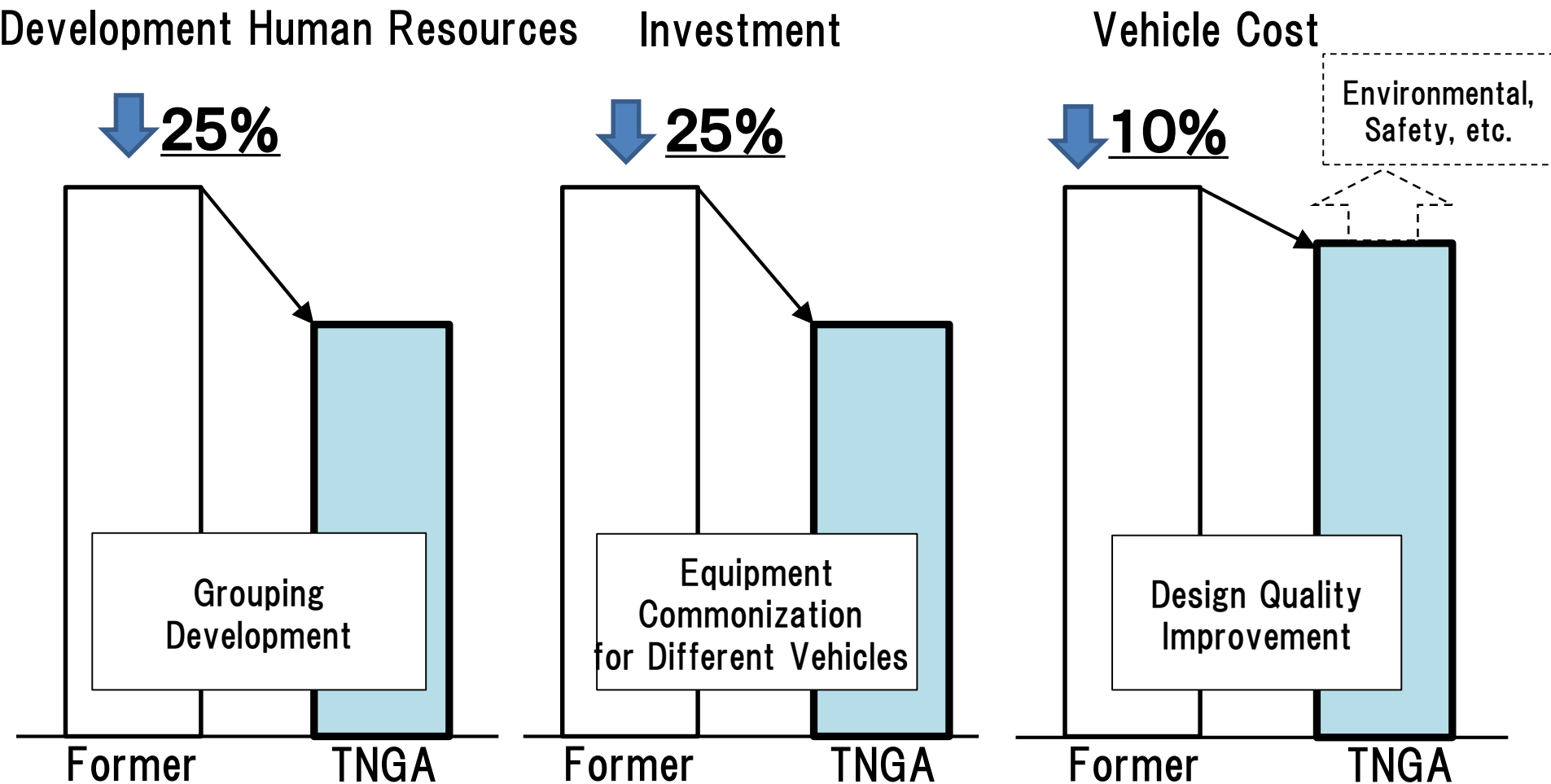
TNGA

Former

TNGA

Former

TNGA



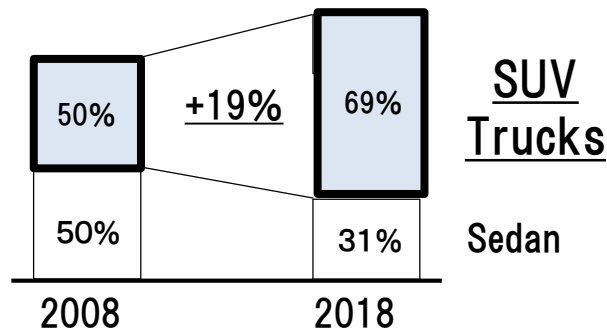
Changing Environmental Aspects in Vehicle Development

In recent years, environmental changes are rapidly picking up pace

⇒ Need to accelerate more to hone competitiveness

Changing trends in customer demands

Comparison of vehicle models in U.S. market



Evolution of Multimedia



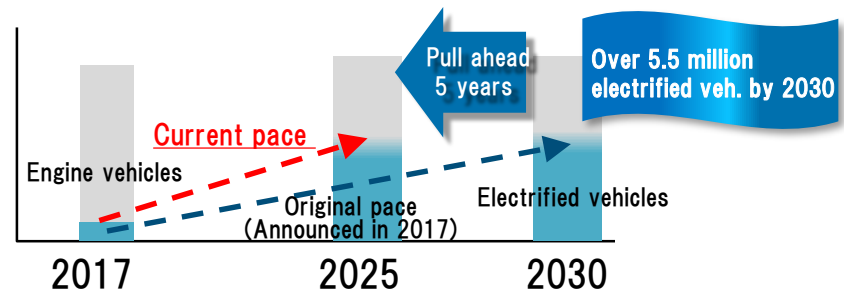
Large display



Smartphone linkage

Environmental regulations

Toyota's pace of introducing electrified vehicles

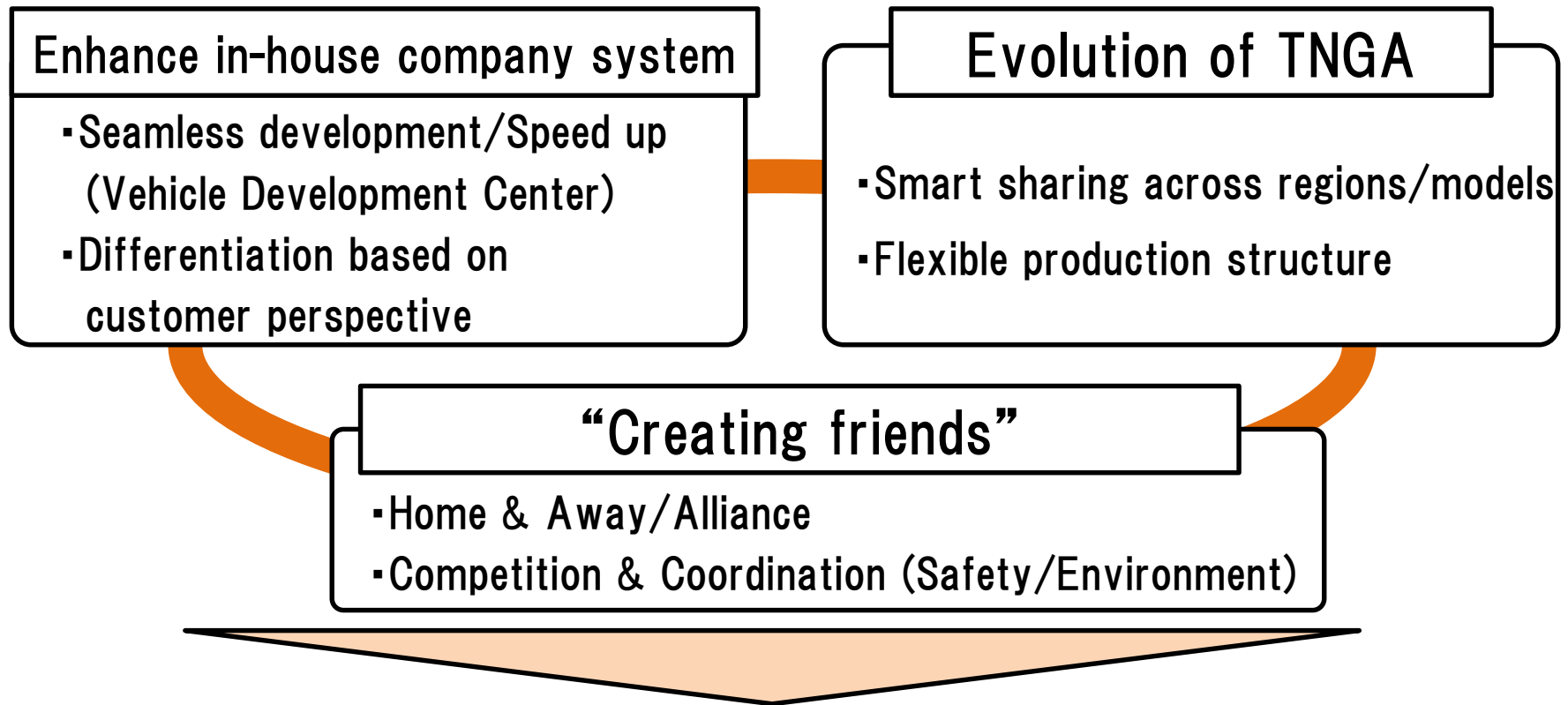


Evolution of CASE



Future Activities (Further enhancement of competitiveness) ^(8/9)

- Accelerate attractive “best fit” car-making across regions
- Support transformation into a mobility company



Conclusion

Providing Attractive and Affordable Cars Through Ever-Better Car-Making

The 12th Generation Corolla Sedan & Wagon will be launched this Sep.



18 new models will be launched by the end of 2021

We hope you look forward to our future activities.