Toyota’s Efforts to Create Ever-better Cars
-To continue creating “aisha (beloved cars)” -

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Toyota’s efforts to create ever-better cars

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

TNGA

Complete optimization on basic areas
Most recent efforts - TNGA -

**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
- Emerging market Compact Car
- Toyota Compact Car
- Mid-size Vehicle
- Commercial vehicle
- Lexus
- GAZOO Racing

**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
- Planning
- Design
- Manufacturing
- Production engineering

**Execution**

**To create aisha that meet customer expectations**

**Period from development to production start can be reduced**
Most recent efforts - Benefits from TNGA and the in-house company system

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
Changing environment and future efforts

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
Future development plan

- Expansion of TNGA model deployment

- 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
DNA of “aisha” creation
Standing by “aisha”

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) + Strategic Shift (Informatization, Electrification, Intelligence)