

## LBX WORLD PREMIERE SPEECHES

### **SIMON HUMPHRIES, OPERATING OFFICER & CHIEF BRANDING OFFICER**

Good afternoon everyone - it's a great pleasure to be here with you today.

To understand the significance of the LBX, I would like to take you on a journey back to the origins of the Lexus brand, what we stand for, and where I see us going in the future.

Right from the start, Lexus was born with the desire to push the boundaries of automotive luxury.

When the first Lexus, the LS, debuted back in 1989, it shook the automotive world with a fresh way of thinking. It was truly pioneering - not only as a product that challenged the status quo, but also as a total ownership experience.

In 1998, Lexus pushed the boundaries again, creating an entirely new category - the luxury crossover. It is easy to forget that this segment did not exist before the Lexus RX.

The RX also showed that electrification could exist in the premium segment. Again, something we take for granted today.

But as Akio Toyoda took the reins as President, it was clear that the synergy of performance and luxury would become the next big challenge.

The legendary LFA inspired the Lexus Driving Signature, which became the development philosophy for all Lexus models.

Koji Sato's LC built on this, proving that performance and beauty could live hand-in-hand - I think the result speaks for itself.

Earlier this year with RZ, we showed that BEVs could usher in a new era of dynamic refinement and precision.

And in April, we did something else unexpected. We pushed the boundaries of chauffeur-driven vehicles with the LM, a flagship that creates a new experience based on the luxury of space.

As we look to the future, and the "mobility era", Lexus will lead in defining new experiences built around carbon neutral technology, information management, and an understanding that the customer is increasingly looking for new solutions to enhance their chosen lifestyle.

Hopefully I'll have the chance to share a couple of examples with you at the Japan Mobility Show in October, both based on a completely new BEV architecture.

So, what ties all these products together?

Lexus is founded on a uniquely Japanese way of thinking, where heritage is a philosophy, a mindset.  
It compels us to strive for continual reinvention, in anticipation of changing customer lifestyles around the world.

We believe that..

Sophistication is not defined by tradition  
Success is not achieved by looking backwards

And most relevant to today...  
Luxury itself is not constrained by size or formality.

So where does the LBX fit into all this?

Well, it all started with Akio's sneakers...

He questioned why couldn't we create a car that broke down the luxury hierarchy in the way you see in the fashion world. If the LM is a tailored business suit, and the LFA is a high-quality racing suit, where is Lexus's answer to the casual attire for the run to the shops at the weekend?

He pointed out that the more opportunities you have to dress up, the more liberating it can feel to dress down without sacrificing quality and attention to detail.

The idea of "essential luxury" may sound like a contradiction in terms, but this feeling of simple fulfilment is what luxury stands for in one of its purest forms.

Not everybody has to get it. That's okay. But those who do, will fully understand.

So, with LBX we set out to push the boundaries once again, delivering uncompromised Lexus values in our smallest-ever, most casual vehicle.

Ladies and gentlemen, please welcome the new Lexus LBX!

<REVEAL>

Well what do you think?

The vehicle you see today is the result of two key approaches:

Firstly, to create a small car, with a big stance.

Ultimately, it's all about securing the right proportions that convey the car's dynamic character - that's crucial when it comes to a breakthrough design.

The big tyres, the broad shoulders, the ratio between the body and cabin...all are calculated to give the car an air of confidence and strength well above its dimensions.

But it doesn't end with the exterior. In the interior, the layout, the simplicity, is all to enhance the driving experience and provide customers with a canvas to tailor to their taste - a mirror to their own true sense of style.

Explaining it all today makes it sound easy. It wasn't.

I don't mind telling you, we failed miserably on the first run. When we made the first full size LBX design proposal - we gathered to look at it, and it dawned on us...

We had fallen into the trap of making a small car with small car proportions. We realised we were trying to operate within conventional, self-imposed constraints.

So, we said let's forget about existing platform limitations, and we imagined a new version - the design we'd wanted to create from the start.

We invited Sato-san - then President of Lexus - to have a look at the revised sketches. Thankfully, he gave his full support - to make fundamental engineering changes, to push the boundaries...

The second new way of thinking was to transcend the typical grading approach, creating the opportunity for customers to make a personal decision - even down to the stitching.

Traditional luxury is typically a hierarchical, downward choice - from "top-of-the-range" to "entry".  
At Lexus, by contrast, we view the brand as side-by-side with customers.

Irrespective of the size or type of vehicle you choose, you will still get the full Lexus philosophy and experience.

Our brand tag line is Experience Amazing, but perhaps what we should really say is Experience YOUR Amazing.

I'll now hand over to Watanabe-san to explain how his team turned this concept into reality.

He did a great job: I test drove a prototype recently and it is just what we set out to achieve - a fun, straight-talking Lexus that has attitude.

It truly is a Lexus to make every day extraordinary.

## **TAKASHI WATANABE, PRESIDENT, LEXUS INTERNATIONAL**

Good afternoon everyone.

In March this year, it was my honour to take over as President of Lexus. Like Koji Sato, I am passionate about car-making - at heart, I will always be an engineer.

Simon explained how LBX condenses an amazing experience into a compact package.  
This involved long debates between design and engineering.

Let me explain how we achieved this design for LBX, and how we delivered the driving experience it expresses.

We started with a B-segment GA-B platform. To make LBX a true Lexus, and deliver the Lexus Driving Signature, we made many refinements.

The Lexus Driving Signature aims for a natural driving feel that is engaging and refined.

This begins with strong foundations. The wide, large diameter tyres and wide track give the car its strong stance. We increased body rigidity, reinforced the steering column, added under-floor braces, and much more. We also did a lot of work on the front suspension geometry, and tuned the powertrain for linear response.

This all ensures a direct driving feel, as well as stability at high speeds and during cornering.

To ensure we were being sensitive to even small details, we involved professional racing drivers in development. They tested LBX over and over again at our Shimoyama development facility.

We wanted to create a car that even a racing driver could enjoy on the weekends!

Bit by bit, we refined the engineering. In the interior, we started with the driving position.

We moved the seating position as low as we could go. We also looked in detail at the steering wheel position and the pedal angles, so that everything felt natural.

I remember discussing this with Akio Toyoda. As Master Driver for Lexus, he drove the car at key points during development.

The result is a car you can drive with confidence. On winding roads, LBX feels more like a nimble hatchback than a crossover.

We aimed for a fun driving experience that makes you want to drive it forever. It is like the way you feel about your favourite pair of shoes.

And because it is a Lexus, we of course spent a lot of time on comfort, quietness, and refinement.

This focus on the Lexus Driving Signature applies to all Lexus models, from hybrids like the LBX to fully electric models like the RZ.

Lexus is on track to becoming a fully electric brand. It will be a smooth, natural transition.

We have shown you a glimpse of our future BEV architecture. This will revolutionise not only the product, but the production process.

I look forward to sharing more in the Autumn.

In parallel to electrification, we will continue to innovate when it comes to the luxury experience as a whole.

The new GX, for example, will push the limits of how “far” you can take luxury...  
For us, the answer is “anywhere”.

Every Lexus has its own personality, and every Lexus is intended to make luxury personal. The LBX is a perfect example.

I am often asked what I see as most important for the future of Lexus. It is simple: whatever the product, whatever the drivetrain, it must make customers smile!

Thank you.