

Hamburg → Riga

The MIRAI advantage.

When thinking about the future of cars, discussing the environment and energy is inevitable. The team took the Autobahn to travel from Hamburg to Berlin, the capital of Germany. The distance was 303 km. A large number of wind turbines spinning to generate electricity could be seen along the way. TME's Jean-Christophe Mathot, who was driving a Mirai, maintained a speed of 130 kph as he drove. Calculating the cost of the trip showed that it came to 10 euro/km, a figure basically unchanged from today's gasoline-powered vehicles. *"However, the Mirai's body weighs approximately two tons due to the*

battery. If we can lighten this weight in future development, I think the car will be both economical and environmentally friendly for customers," he commented. He thinks that Toyota takes a longer view of people, society, and the environment than other European carmakers. *"When the Prius was announced twenty years ago, it got a cool reception in Europe. I am confident that making cars like this Mirai now is quite an advantage."*

C-HR creates updated image.

On the day the team was driving

through Germany on the way to Poland, TMPL's Arthur Przewoźniczuk, who is Polish, had a few things to say. To borrow his words, Poland is a developing country. A major construction project was underway on the highway the team was driving.

"Toyota has a higher share here than in other parts of Europe, and has earned a good reputation in terms of quality and fuel economy. Polish people have complicated feelings about Germany both historically and economically, which may be one reason why Japanese brands are loved here. My father drives a Corolla and is very satisfied."

The Drive Project team visited





Toyota Bońcowscy retailer in Poznań for an opportunity to hear directly from customers. The dealer had posted impressive sales that were 27% higher than the year before. There was a presentation on how Toyota cars' have good reputation for durability and after-sales service, while also being viewed as a little boring, although was getting an update with the release of the C-HR. Oyabu-san of the Toyota Channel Operations Division, who travels around Japan selling Toyota-made cars, was visibly pleased.

"I think this is an important time to increase the number of Toyota fans. That's why it moves my heart to hear how people are excited that we put out a 'better car.' And hearing about how they don't just sell cars but offer after-sales support from repairs to trade-in embodies the philosophy of putting customers first. I am truly impressed. Until I became a part of this Drive Project, I 'just' assumed

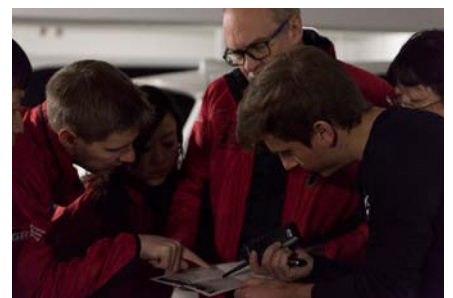
that how they sell cars overseas was completely different than how we do it in Japan."

On the day the team headed from Poznań to Białystok in the northeast of Poland, TMPL's Arthur and Kondo-san of the MS Stamping Production Engineering Division were in a Corolla. They ended up having an impassioned discussion sparked by driving. One topic was the unstable handling when the Corolla went over 130 kph. The car can maintain performance up to 100 kph, the speed limit on Japan's highways, but on Germany's Autobahn without a speed limit or Poland's highways with a 140-kph speed limit, the handling became less stable. Kondo had this to say.

"I've found many things that competitors' cars deliver that Toyota cars don't, and it's frustrating. We have to balance out the cost, but I want to search for ways to build ever-better cars."

Creating the new standard!

The road conditions got worse when the team crossed over the border on their way to Kaunas in Lithuania. For one thing, there were more potholes on the road. Used cars became a more frequent sight. Arterial roads connecting cities had only one lane in each direction. The European leg of the Drive Project was designed to take the teams



across many borders and have them glimpse Europe's diversity of cultures. Things that were done one way in a country the day before were governed by different rules the next day. At times the highways became a monotonous ribbon that stretched on and on. Each day the team members explored what the "fun" in Fun to Drive really meant. At a meeting after the drive, one topic that came up was how European users may not fully appreciate the benefits of automatic transmissions. The members concluded that while manual transmissions have their advantages, automatic transmissions may be more fun when driving for a long time on monotonous roads. There were many instances where having the TMC and EU members share the same cars prompted deeper insights.

Through this interactive process, Honda-san of Design Division, who was one team member returning home this week after completing the first half of the drive, made this comment.

"I engage with a very limited

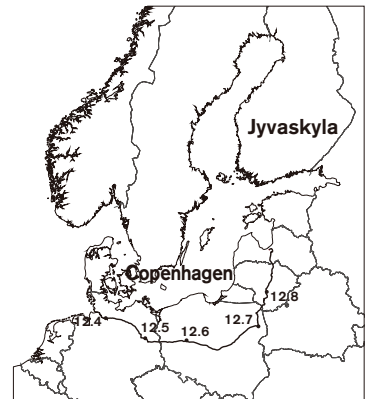
number of divisions in my usual work. Being able to connect with people from many different divisions across countries has given me a renewed sense that we are all 'one team' at Toyota, not just individual divisions meeting our own criteria. I think we need to work on 'making ever-better cars' as one team."

The team visited the dealer WESS Motors Toyota in Riga, Latvia to hear feedback from local customers. This marked the end of the first half of Team 3's drive. Jean-Christophe of TME, who served as assistant captain, concluded the last meeting for the first half of the drive with these words.

"Our starting line is right here. We cannot yield today's standard to our competitors in the future. We must take back what we have learned here and create the new standard."

With bittersweet farewells, the team members set out to make their next advances.

Reporter○Toshiya Muraoka



Distance: 1,657km
 Duration: December.4-
 December.8,2017
 Days: 5days
 Vehicles: C-HR HV,Yaris HV,Prius PHV,
 Land Cruiser 200,PROACE,
 Corolla,RAV4 HV,MIRAI

