TOYOTA IN THE WORLD **2008**

Introduction

Toyota Motor Corporation is pleased to present its annual data handbook, Toyota in the World.

Toyota marked the milestone of its 70th anniversary in 2007 with a wide range of projects aimed at building a stronger foundation toward great advances in the future.

On the product front, the Lexus LS Hybrid went on sale in Japan in May and was steadily introduced in other countries around the world. The new Corolla was launched in Japan in 2006 and introduced in China and other overseas markets in 2007. In addition, in Japan, Toyota endeavored to carefully respond to the varied needs of its customers and to contribute to market expansion and economic stimulation by actively launching more new models than in 2006.

In manufacturing, Camry production began in April 2007 at Subaru of Indiana Automotive, Inc. (SIA), the North American production base of Fuji Heavy Industries Ltd. And in December, a new plant began operation in Russia. Also, plans are underway to begin production at new plants in Thailand and China. Toyota is continuing to promote further localization, based on the principle of producing vehicles in those countries or regions where demand exists. In Japan, Toyota equipped Takaoka Plant with a completely upgraded production line, positioning it as a model of innovative manufacturing that employs the company's most-advanced technologies. Furthermore, in line with the expansion of its business worldwide, Toyota is carrying out human resources development from a global perspective and strengthening its localization efforts with greater autonomy for its local subsidiaries.

In R&D, Toyota is continuing to focus its efforts in the three key areas of the environment, safety and energy. In particular, Toyota has positioned hybrid technologies as core technologies that can contribute to resolving environmental issues and it continues to undertake development with a commitment to leading the advancement of such technologies. Toyota is enhancing its hybrid vehicle lineup and also engaging in research and development for plug-in hybrids. Also, in May, as part of its response to energy diversification, Toyota launched in Brazil a flex fuel vehicle (a vehicle capable of running on fuel that consists of any percentage of ethanol mixed with gasoline, or on ethanol alone) that can run on 100% bio-ethanol fuel.

In July of this year the G8 summit will be held at Lake Toya in Japan, and it is expected that greater attention will be focused both within Japan and overseas on environmental issues. Environmental initiatives are a priority issue for the automotive industry, and, as a part of its efforts to contribute to the sustainable development of society and the earth in the future, Toyota announced last year its commitment to pursuing sustainability in three specific areas: research and development, manufacturing and social contribution. Toyota will continue this year to tackle measures addressing environmental issues with a focus on these three areas of sustainability.

In many ways the automobile industry is nearing a major turning point. For example, automobile manufacturers must adapt to the expansion in the automobile markets of emerging and resource-rich countries such as BRICs; they must adapt to increasingly stricter regulations, such as the U.S. Corporate Average Fuel Economy (CAFE) regulations and Europe's CO_2 regulations; and they must adapt to all of this amid greater competition in the global market. At the same time, Toyota recognizes that to preserve its position within society it must achieve growth that maintains a balance between its corporate activities and environmental preservation, as well as between volume and quality. In light of all of this, Toyota sought to establish a qualitative, future vision of itself, based on its fundamental principles, through the creation last year of the "Toyota Global Vision 2020".

This handbook is intended to provide an overview of Toyota, including a look at its latest activities relating to R&D, manufacturing, sales, exports, environmental and safety efforts and social contribution. It is hoped that this handbook will be useful to those seeking to gain a better understanding of Toyota's corporate activities.

May 2008

Public Affairs Division

Toyota Motor Corporation

This report is also available in PDF format on the Toyota Motor Corporation global website. Pages can be downloaded at:

URL : http://www.toyota.co.jp/en/about_toyota/

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TOYOTA IN THE WORLD 2008

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Corporate Philosophy

Seeking Harmony between People, Society and the Environment Worldwide, while Pursuing Sustainable Development of Society through "Making Things"

Since its foundation, Toyota has continuously strived to contribute to the sustainable development of society through the manufacturing and provision of products and services that lead the times. The foundations of these endeavors are the Guiding Principles at Toyota and an explanation paper titled "Contribution toward Sustainable Development" that interprets the Guiding Principles at Toyota. In 2007, Toyota adopted the Global Vision 2020, which proposes the ideal stance to be adopted for the benefit of people, society and the global environment. Toyota will continue its efforts to contribute to the realization of a sustainable society through "making things".

Guiding Principles at Toyota

The Guiding Principles at Toyota (adopted in 1992 and revised in 1997) reflect the kind of company that Toyota seeks to be in light of the unique management philosophy, values and methods that it has embraced since its foundation. Toyota hopes to contribute to society through its corporate activities based on understanding and sharing of the Guiding Principles at Toyota.

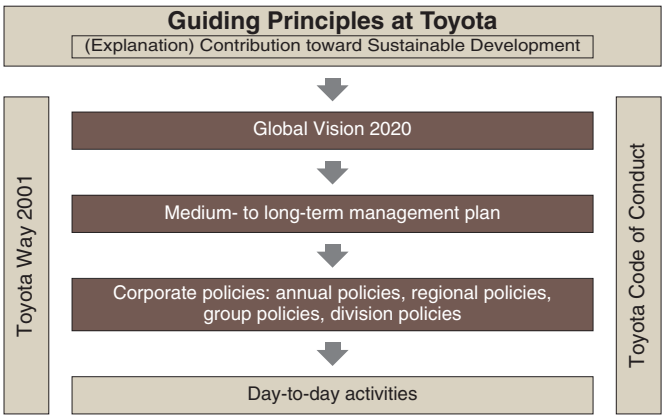
Guiding Principles at Toyota

(Adopted January 1992, revised April 1997)

1. Honor the language and spirit of the law of every nation and undertake open and fair corporate activities to be a good corporate citizen of the world
2. Respect the culture and customs of every nation and contribute to economic and social development through corporate activities in the communities
3. Dedicate ourselves to providing clean and safe products and to enhancing the quality of life everywhere through all our activities
4. Create and develop advanced technologies and provide outstanding products and services that fulfill the needs of customers worldwide
5. Foster a corporate culture that enhances individual creativity and teamwork value, while honoring mutual trust and respect between labor and management
6. Pursue growth in harmony with the global community through innovative management
7. Work with business partners in research and creation to achieve stable, long-term growth and mutual benefits, while keeping ourselves open to new partnerships

Relationship between the Guiding Principles at Toyota and Various Regulations

In 2007, Toyota adopted the Global Vision 2020, which is based on the Guiding Principles at Toyota. In order to achieve this vision, a medium- to long-term management plan was drafted and Toyota is working toward achieving the goals specified in the plan. In addition, the Toyota Way 2001 and Toyota Code of Conduct contain the values and methods that employees should adopt in putting the Guiding Principles at Toyota into practice and serve as guides for day-to-day activities.



Contribution toward Sustainable Development

In January 2005, Toyota prepared the explanation paper "Contribution toward Sustainable Development" to explain in greater detail the Guiding Principles at Toyota and convey Toyota's commitment to contributing to sustainable development in harmony with society and the global environment, with an emphasis on all stakeholders. Toyota established the dedicated CSR Department within the CSR & Environmental Affairs Division (reorganized from the Environmental Affairs Division) in January 2007 as an organization to reinforce CSR activities and expand and improve the external dissemination of related information.

Customers

- Based on our philosophy of Customer First, we develop and provide innovative, safe and outstanding high quality products and services that meet a wide variety of customers' demands to enrich the lives of people around the world. (Guiding Principles 3 and 4)
- We will endeavor to protect the personal information of customers in accordance with the letter and spirit of each country's privacy laws. (Guiding Principle 1)

Employees

- We respect our employees and believe that the success of our business is led by each individual's creativity and good teamwork. We stimulate personal growth for our employees. (Guiding Principle 5)
- We support equal employment opportunities, diversity and inclusion for our employees and do not discriminate against them. (Guiding Principle 5)
- We strive to provide fair working conditions and to maintain a safe and healthy working environment for all our employees. (Guiding Principle 5)
- We respect and honor the human rights of people involved in our business and, in particular, do not use or tolerate any form of forced or child labor. (Guiding Principle 5)
- Through communication and dialogue with our employees, we build and share the value "Mutual Trust and Mutual Responsibility" and work together for the success of our employees and the company. (Guiding Principle 5)
- Management of each company takes leadership in fostering a corporate culture and implementing policies that promote ethical behavior. (Guiding Principles 1 and 5)

Business Partners

- We respect our business partners such as suppliers and dealers and work with them through long-term relationships to realize mutual growth based on mutual trust. (Guiding Principle 7)
- Whenever we seek a new business partner, we are open to any and all candidates, regardless of nationality or size, and evaluate them based on their overall strengths. (Guiding Principle 7)
- We maintain fair and free competition in accordance with the letter and spirit of each country's competition laws. (Guiding Principles 1 and 7)

Shareholders

- We strive to enhance corporate value while achieving a stable and long-term growth for the benefit of our shareholders. (Guiding Principle 6)
- We provide our shareholders and investors with timely and fair disclosure of our operating results and financial condition. (Guiding Principles 1 and 6)

Global Society/Local Communities

Environment

- We aim for growth that is in harmony with the environment throughout all areas of business activities. We strive to develop, establish and promote technologies enabling the environment and economy to coexist harmoniously and to build close and cooperative relationships with a wide spectrum of individuals and organizations involved in environmental preservation. (Guiding Principle 3)

Community

- We implement our philosophy of "respect for people" by honoring the culture, customs, history and laws of each country. (Guiding Principle 2)
- We constantly search for safer, cleaner and superior technology to develop products that satisfy the evolving needs of society for sustainable mobility. (Guiding Principles 3 and 4)
- We do not tolerate bribery of or by any business partner, government agency or public authority and maintain honest and fair relationships with government agencies and public authorities. (Guiding Principle 1)

Philanthropy

- Wherever we do business, we actively promote and engage in, both individually and with partners, philanthropic activities that help strengthen communities and contribute to the enrichment of society. (Guiding Principle 2)

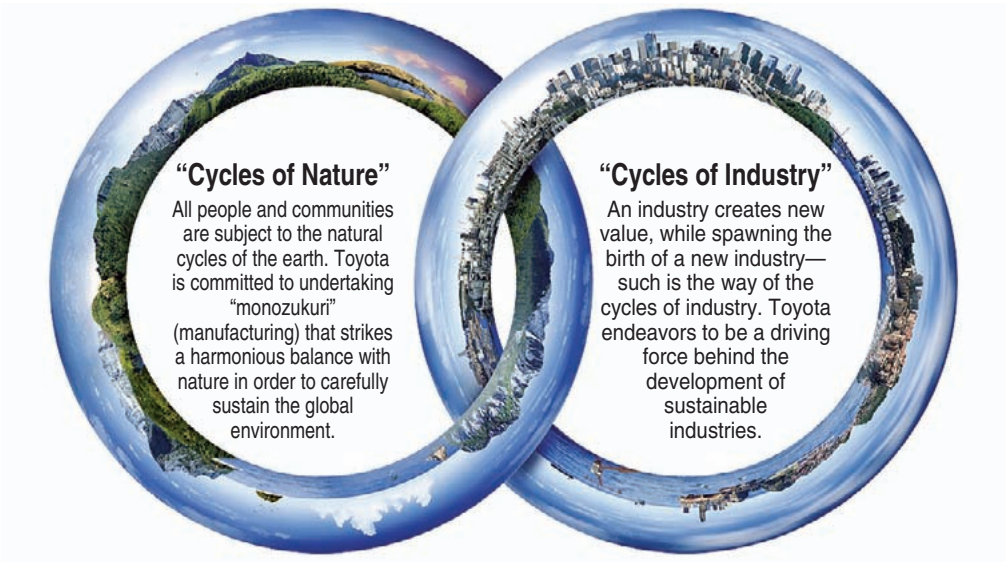
Toyota Global Vision 2020

The environment surrounding the automotive industry is undergoing drastic changes, with economic development accelerating in a number of regions throughout the world and environmental and energy-related issues having an impact on a global scale. Amid these changes Toyota endeavors to remain a useful member of the global and local communities and toward this end has formulated its "Global Vision 2020", which provides a vision for Toyota's place in the world 10 to 20 years in the future.

Open the Frontiers of Tomorrow
through the energy of people and technology

The slogan "Open the Frontiers of Tomorrow" is an expression of the desire by Toyota and each of its employees to help create a path to a new world and to work steadily toward the realization of society's dreams. And this progress is to be achieved "through the energy of people and technology".

"Monozukuri" and the Cycle of Nature … Toyota's World View and Our Mission



Toyota's mission as it heads toward the year 2020 is to reexamine the relationship between nature and industry and to help promote efforts toward finding a harmonious balance between the cycles of nature and the cycles of industry.

Now is the time to return to the spirit of our foundation

For Toyota to carry out its mission to help build the world of tomorrow and create a place for itself in this future, a number of hurdles and major challenges comparable to those Toyota faced at its founding must be overcome. Toyota's history is one of individual challenges. The invention of the automatic loom. Automobile manufacturing—a field once unknown to Japan. And the commercialization of hybrid vehicles. This repeated process of overcoming challenges has strengthened Toyota's manufacturing and enabled it to produce new value ahead of the times. Now Toyota is embarking on new challenges that will strengthen and develop the company as it moves toward the year 2020.

Challenge takes Toyota higher

Toyota: In pursuit of higher ideas

Since its founding, Toyota has endeavored to seek out challenges, to always value each individual customer, to maintain consistently high quality and to give tangible shape to its ideas. These sound practices have been passed down and improved over the years, evolving into the three "pursuits" that are Toyota's strengths.

More advanced: In endless pursuit of technology and technical skills
Toyota seeks to find a harmonious balance between nature and industry; to continually develop a broad range of innovations in technology and skill; and to ask itself what is best for people and the world.

More dedicated: In pursuit of our human resource development and reinforcement of teamwork
Toyota endeavors to create greater opportunities for its employees to put their skills and abilities to use; to develop those skills and abilities to their highest potential; and to foster organizational strength that both produces and interlinks expertise.

More inquiring: In pursuit of new markets and new value creation
Toyota constantly focuses its attention throughout the world on pursuing new value and quality in terms of its products. It strives to achieve practical application of its new technologies and ideas to provide optimized products for each region and offer Toyota value to society overall.

Work on new frontiers to face the challenge of shaping the future

Opening the door to unexplored areas

Toyota continues to open doors to unexplored areas to build the world of tomorrow.

Starting new cycles of industry

The scope of solutions that Toyota offers is expanding from cars to people's living spaces, and the projects and operations to which this expansion gives birth are helping to start new cycles of industry.

Expanding research into a variety of areas

Toyota is involved in a wide range of technological research — including physics, chemistry, biology and medicine — to explore the different possibilities of the world of tomorrow.

Building up human resources and organizational strength as the foundations of manufacturing

Toyota endeavors to accept the various points of view that each of its employees offers and to help them reach their full potential by implementing human-resource and organizational development that fosters a sense of personal growth.

Joining the energy of people and technology to achieve "Monozukuri in harmony with the earth"

Toyota is working to further develop and improve automobiles as well as expand from automobiles into new areas. It is also working to produce far-reaching, new value that will help it take the lead in starting cycles of industry harmoniously balanced with cycles of nature.

The car and its evolution create new market values
- Hybrid technology: Enhancing all Toyota models
- Implementing advanced driving assist systems
- Realizing next-generation mobility, proposing a Mobility City

Evolution in new areas derived from the car
- Live-in partner robot as a core business
- Commercializing next-generation batteries
- Establishing biotechnology and fostering bio-resource distribution

Aiming to be "the most-admired in town"

Toyota's vision for the future is to be the "leading company in town", that is "to care about the local community and be a welcome part of it and to share a common future together".

From development to production, sales and after-sales service, every aspect of what Toyota does on a day-to-day basis is tied to its customers and the local communities in which it operates.

All those employed by Toyota should endeavor to see themselves as both part of the global community as well as their respective local community, and they should work hard toward the goal of making Toyota No.1. This thinking is what will help make Toyota the company communities are proud to call the "leading company in town".

And when Toyota plants and offices throughout the world work to be the leading company in their respective locales, eventually this will make Toyota the "leading company in the world".

Becoming "the most admired in the world" by first becoming "the most admired in town"

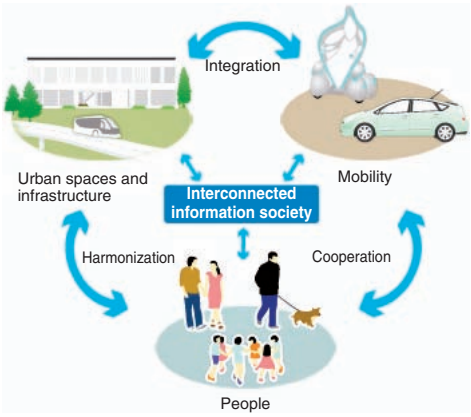
"Sustainability in Three Areas" Concept

Vision

Since its founding, Toyota has engaged in business activities under the guiding principle of "contributing to the development of a prosperous society through the manufacture of automobiles". Last year marked the 70th anniversary of the establishment of Toyota Motor Corporation. On that occasion we looked back on where we started and asked ourselves what we could do now for our customers and society. The answer was the "sustainability in three areas" concept, which draws on research and development, manufacturing and social contribution. In 2008, we named a group of initiatives aimed at achieving sustainability in three areas the "Toyota Tomorrow Project" and as such intend to intensify relevant activities and increase related communication with our various stakeholders.

1. Research and Development

Technological Innovation Aimed at Creating a Sustainable Society



The first step that Toyota can take toward a sustainable society for the future is to conduct research and development related to its primary business: mobility technology. Toyota aims to achieve sustainable mobility, an automotive society where people and the earth exist in harmony. To do so, Toyota is moving ahead with research and development that at all times takes into consideration the integrated whole of urban spaces and infrastructure, people and mobility (see diagram at left).

Toyota's fundamental stance with regard to technological development is embodied by the terms "Zeronize" and "Maximize". "Zeronize" symbolizes the vision and philosophy of our persistent efforts in minimizing the negative aspects of vehicles, such as environmental impact, traffic congestion and traffic accidents, while "Maximize" symbolizes efforts to maximize the positive aspects of vehicles, such as fun, comfort and convenience.

Toyota is striving to advance technological development by addressing the two concepts of "Zeronize" and "Maximize" simultaneously. Everyday we at Toyota are pushing ahead with our mobility-related research and development to get closer to achieving our aim of creating the ultimate eco-car and vehicles that do not cause accidents.

Moreover, to realize sustainable mobility, innovation is necessary in the infrastructure that makes up everything from our home environment to our cities, transportation and society. Technologies such as alternative energies that sustain the earth, environment and resources are indispensable as well. Toyota is progressing with research and development in various fields, namely "mobility", "city, transportation and society", "living environment" and "the earth, environment and resources", to fulfill its aim of helping to create a sustainable society.

2. Manufacturing

Pursuing Sustainable Manufacturing

Sustainable plant

Toyota considers the necessity of sustainability not only in the products Toyota makes (vehicles), but also at its production sites (plants) and in the manufacturing processes. We are moving ahead with the challenge of making the entire manufacturing process sustainable.

The first step is expanding the number of sustainable plants. Under the concept of creating plants that make use of nature, while existing in harmony with the natural environment, production plants are being made sustainable by employing natural energy sources, such as solar and wind power, and through environmental preservation, by planting greenery around the production sites. Energy conservation and resource saving activities are also being implemented, so that the plants can continue sustainable operation for at least 100 years. Furthermore, our logistics system and resource-recycling practices have an environmental focus.

3. Social Contribution

Social Contribution Activities for Building a Sustainable Society

Desertification-prevention project in China

Toyota is, of course, contributing to society through its products (vehicles). But we are also further engaging in social contribution activities regarding the globally important issue of the environment, as well as through improving traffic safety—which is inseparable from Toyota's main business—and in the areas of education, arts, culture and community care, which are the basis of a future sustainable society.

Toyota is helping create a healthy and comfortable society for the future and contributing to the sustainable development of that society. We are implementing numerous activities around the world as we strive to become a good and trusted corporate citizen in such a sustainable society.

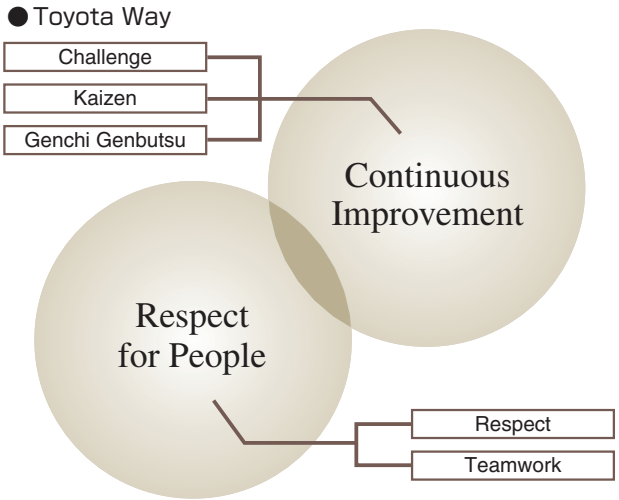
The Toyota Way

Sharing the Toyota Way Values

The Guiding Principles at Toyota reflect the kind of company that Toyota seeks to be. The Toyota Way 2001 clarifies the values and business methods that all employees should embrace in order to carry out the Guiding Principles at Toyota throughout the company's global activities.

With the rapid growth, diversification and globalization of Toyota in the past decade, the values and business methods that had been passed on as implicit knowledge were identified and defined in 2001. Toyota is preparing to operate as a truly global company, guided by a common corporate culture.

In order to continue fulfilling its role as the backbone of all Toyota operations, the Toyota Way must evolve amid an ever-changing business environment. Toyota will continue to update it in the future to reflect changes in the times.
The Toyota Way is supported by two main pillars: “Continuous Improvement” and “Respect for People”. We are never satisfied with where we are and always work to improve our business by putting forward new ideas and working to the best of our abilities. We respect all Toyota stakeholders, and believe the success of our business is created by individual effort and good teamwork.



Human Resources Development by the Toyota Institute

To promote sharing of the Toyota Way, the Toyota Institute was established in January 2002 as an internal human resources development organization. Since 2003, overseas affiliates in North America (U.S.), Europe (Belgium), Asia (Thailand and China), Africa (South Africa) and Oceania (Australia) have established their own human resources training organizations modeled after the Toyota Institute.

The Toyota Code of Conduct

The Toyota Code of Conduct

The Toyota Code of Conduct is aimed at helping Toyota fulfill its social responsibilities through the application of the Guiding Principles at Toyota. Adopted in 1998 and formerly known as the Code of Conduct for Toyota Employees, the code sets out the basic mind-set desired of people working at Toyota and highlights specific principles for employees to keep in mind.

Reflecting changes in society and the establishment of new laws, the code was revised in March 2006 in a way that would allow all people working at Toyota worldwide to share a globally valid essence. The new Toyota Code of Conduct consists of voluntary declarations by people working at Toyota, rather than orders and instructions from the company. The two-tier system consists of the Code of Conduct section applicable globally and the Handbook section for TMC personnel, which indicates specific points to keep in mind when conducting business. The Code of Conduct section was distributed to the management of subsidiaries in Japan and overseas to develop a shared awareness.

Outline

Company Outline

Company name	Toyota Motor Corporation
Date founded	August 28, 1937

Number of employees	67,650 (Total in affiliated companies: 299,394)
Capital	397 billion yen

Note: The number of employees includes those dispatched from other companies as of March 31, 2007

Consolidated basis (U.S. GAAP)

Business results

(Figures rounded down to the nearest 100 million yen)

	FY 2006 (April 2005 to March 2006)	FY 2007 (April 2006 to March 2007)	Half-year ending September 2007 (April 2007 to September 2007)
Sales	21,036.9	23,948.0	13,012.2
Operating income	1,878.3	2,238.6	1,272.1
Net income	1,372.1	1,644.0	942.4
Capital investment*	1,528.8	1,482.6	625.6
R&D	812.6	890.7	446.3
Number of consolidated subsidiaries	523	522	525
Companies under equity method	56	56	56

*Not including assets for lease

Production results

(unit = 1 vehicle)

		FY 2006 (April 2005 to March 2006)	FY 2007 (April 2006 to March 2007)	Half-year ending September 2007 (April 2007 to September 2007)
Vehicles	Japan	4,684,000	5,100,000	2,429,000
	Overseas	3,027,000	3,080,000	1,665,000
	Total	7,711,000	8,180,000	4,094,000
Homes		5,269	5,621	2,175

Sales results

(unit = 1 vehicle)

		FY 2006 (April 2005 to March 2006)	FY 2007 (April 2006 to March 2007)	Half-year ending September 2007 (April 2007 to September 2007)
Vehicles	Japan	2,364,000	2,273,000	1,006,000
	Overseas	5,610,000	6,251,000	3,295,000
	Total	7,974,000	8,524,000	4,301,000
Homes		5,525	5,807	2,265

Non-consolidated basis (Japanese accounting standards)

Operating results

(Figures rounded down to the nearest 100 million yen)

	FY 2006 (April 2005 to March 2006)	FY 2007 (April 2006 to March 2007)	Half-year ending September 2007 (April 2007 to September 2007)
Sales	10,191.8	11,571.8	5,737.1
Operating income	1,104.7	1,555.1	852.4
Net income	765.9	1,060.1	601.9

Production results

(unit = 1 vehicle)

	FY 2006 (April 2005 to March 2006)	FY 2007 (April 2006 to March 2007)	Half-year ending September 2007 (April 2007 to September 2007)
Vehicles produced in Japan	3,863,000	4,185,000	2,000,000
Vehicles produced overseas	3,731,000	3,939,000	2,154,000

Sales results

(unit = 1 vehicle)

	FY 2006 (April 2005 to March 2006)	FY 2007 (April 2006 to March 2007)	Half-year ending September 2007 (April 2007 to September 2007)
Vehicles produced in Japan (shipped)	1,769,000	1,659,000	729,000
Vehicles produced overseas	2,126,000	2,597,000	1,279,000
Homes sold	4,693	5,001	1,892

Vehicle production, sales and exports (results for CY 2007)

(unit = 1,000 vehicles)

		Toyota	Daihatsu	Hino	Total
Global production		8,535	856	107	9,498
	Japanese production	4,226	787	107	5,120
	Overseas production	4,309	70	—	4,378
Global sales		8,429	831	106	9,366
	Sales in Japan	1,587	627	47	2,262
	Overseas sales	6,842	204	59	7,105
Exports		2,666	155	59	2,880

(Figures rounded to the nearest 1,000)

Notes: Japanese production: Line-off basis, CBU + KD (including OEM production for Japan)
Overseas production: Local line-off basis, including vehicles for Japan (excluding OEM production and KD production for overseas)
Sales in Japan: Registered and reported, including vehicles produced overseas
Overseas sales: As surveyed by Toyota, Daihatsu, Hino (excluding OEM production)
Exports: Ship-loaded basis, CBU + KD (including OEM production for overseas)

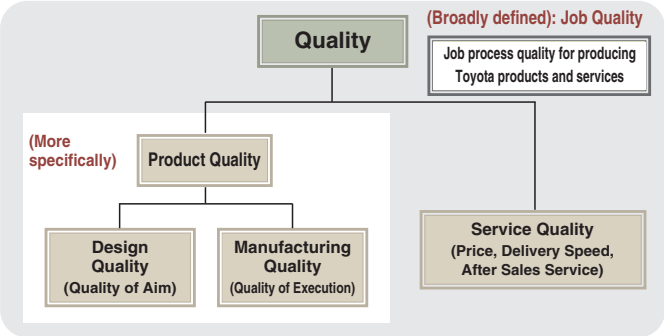
CF Activities & *Jikotei-kanketsu* Activities

Since its founding, Toyota has maintained a commitment to putting customers and quality first, and this has meant ensuring customer satisfaction through the products and services it offers. In FY2005 Toyota established the CF (Customer First) Activity Promotion Committee, chaired by the company president, with the aim of promoting CF activities throughout the entire Toyota Group, including suppliers. In recent years in particular, advances in automobile technologies, increases in complexity of functions from the use of electronic controls and heightening customer expectations have led to ever-tighter quality requirements in the market.

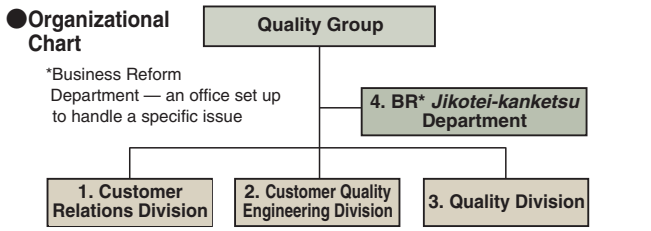
Based on this recognition, Toyota, as a company committed to quality, is renewing all employees' awareness in this area. Toyota strives to anticipate the situation 10 years into the future, and is sincerely, steadfastly and earnestly taking the necessary steps to keep making improvements and enhancements.

Stance on Quality

What is 'Quality'?



Toyota Quality Assurance System

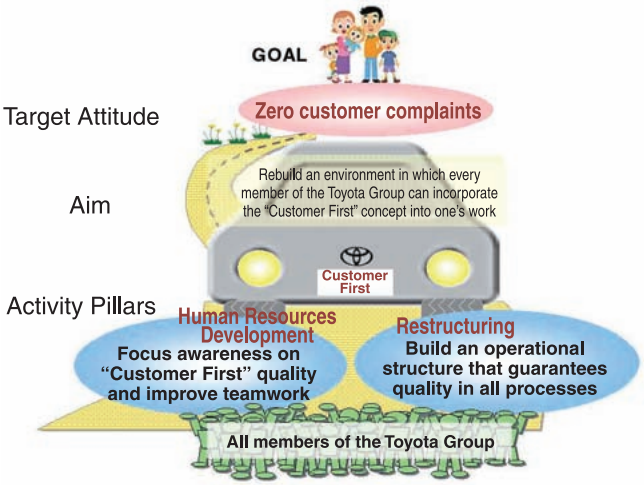


Role of each Department/Division

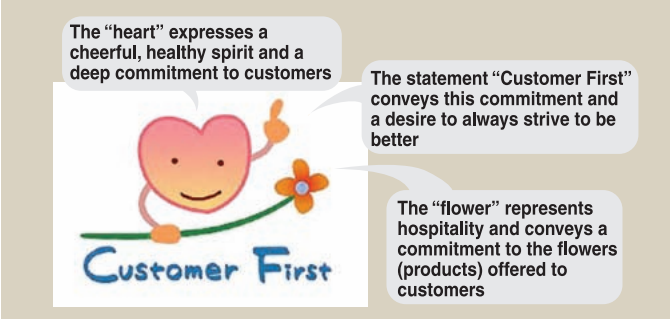
1: Communicate customer feedback in-house in order to enhance products and services
2: Conduct early detection and early resolution (EDER) of quality-related issues
3: Improve audit system for products, organizations and frameworks
4: Promote *jikotei-kanketsu* concept in-house and establish *jikotei-kanketsu* activities

CF Activities by the Toyota Group

CF (Customer First) Activities



CF Activities Logo



Jikotei-kanketsu Activities

Since January 2007, there has been a concerted effort made to instill, in all Toyota personnel, a renewed awareness that "quality must be built-in within each process." All employees at all stages from development, purchasing and production, to sales and after-sales service have begun taking action to ensure that no defects occur in their area and that defective items are never passed on to the next process. *Jikotei-kanketsu* activities are currently being implemented companywide, not only at production sites but also among management-related divisions as well.

Jikotei-kanketsu promotion logo for "Quality Month (Nov. 2007)"

Course of Quality Assurance

Founding Principles

"The Starting Point of Toyota Quality"

Founder Sakichi Toyoda (from the Toyota Precepts)

1. Be at the vanguard of the times through endless creativity, inquisitiveness and pursuit of improvement.
2. Thoroughly test products and provide true value to the public.

Toyota Production System (TPS)	Provide customers with high quality, affordable products in a timely fashion

◆ **Just-in-Time**
No excess or waste
⇨ What is needed, when it is needed and in the amount needed

◆ ***Jidoka***
Make nothing substandard (essential quality throughout the entire process)
⇨ The production line stops when there is defective equipment or work

↓

Toyota DNA = "Quality must be built-in within each process"

Domestic and Overseas R&D Sites

Toyota Motor Europe R&D/Manufacturing
Establishment: 1987
Location: Brussels, Belgium; Derby, U.K.
Activities: Vehicle development & evaluation, certification, collection of technical information

Toyota Motorsport GmbH
Establishment: 1993
Location: Cologne, Germany
Activities: Development of Formula One race cars; participation in F1 races

Toyota Europe Design Development
Establishment: 2000
Location: Nice, France
Activities: Exterior/interior/color design

Head Office

Toyota Motor Asia Pacific Engineering and Manufacturing Co., Ltd.
Establishment: 2003
Location: Samutprakarn Province, Thailand
Activities: Vehicle development, software development and evaluation, collection of technical information

Note: TMAP-EM integrated TTCAP-TH with TMAP Thailand in April 2007.

Toyota Motor Engineering and Manufacturing North America, Inc.

Establishment: 1977
Locations: Ann Arbor, Michigan, U.S.A.
Torrance, California, U.S.A.
Wittman, Arizona, U.S.A.
Washington, D.C., U.S.A.
Activities: Vehicle development & evaluation, certification, collection of technical information

Head Office Technical Center

Calty Design Research, Inc.

Establishment: 1973
Location: Newport Beach, California, U.S.A.
Activities: Exterior/interior/color design

Toyota Technical Center Asia Pacific Australia Pty. Ltd.

Establishment: 2003
Location: Melbourne, Australia
Activities: Vehicle development, software development and evaluation, collection of technical information

History of Technological Development

Toyota is striving to develop automobiles that meet the needs of our customers while at the same time achieving an optimal balance between consideration for the environment, safety, drivability, comfort and reliability.

History of Toyota's technological development from 1990

(▲: Technology related to environmental measures; ●: Technology related to safety measures; ・: Other)

Year	1990 to 1999
Engine	▲Smokeless diesel engine ・Electronically controlled throttle ▲Diesel Smoke Control System (DSCS) ▲Variable Valve Timing & Lift-intelligent (VVTL-i) ・Aluminium crankshaft damper pulley ・Cylinder head with laser cladding ▲Variable Valve Timing-intelligent (VVT-i) ▲Common-rail direct-injection diesel turbo engine (D-4D) ▲4-valve direct-injection diesel engine ▲ Direct-injection engine (D-4) ・5 Valve Engine ・Titanium nitride coating ▲Next-generation lean-burn engine ▲Fuel Cell Electric Vehicle (FCEV) ▲Toyota Hybrid System (THS)
Driving/Braking Suspension	・6-speed manual transmission ▲Flex Rock-up System ・Navigation shift control ●Active Four-Wheel Steering System ●Vehicle Stability Control system (VSC) ●ABS for EBD ・Super-Strut Suspension ●Brake assist ・Rotary Tri-blade Coupling ▲Super CVT ・5-speed automatic transmission ●Comprehensive vehicle control system (i-Four) ●ARS
Body	・UV-reducing door glass ●Water-repellent door glass ●GOA Collision-safety body ●SRS curtain shield airbags ▲Bumper made with Toyota Super Olefin Polymer (TSOP) ●SRS side airbags ●Front-passenger seat airbags ●Seatbelts with force-limiter ▲Bumper recycling technology
Electronics	・Multi-zone automatic air conditioning ●Tire pressure warning system ・GPS car navigation ●Blind corner monitor ●Head Up Display ・Radar cruise control system ●Back guide monitor with CCD camera ・GPS voice navigation ▲Combustion pressure sensor ▲Electric power steering system
Materials	▲Diesel oxidation catalyst ▲TSOP-5 for interior parts ・Plastic fuel tank ・Magnesium cylinder head cover ▲Three-way palladium catalyst ▲Air conditioner with new refrigerant ・Fabric with deodorizing function ▲Three-way catalyst for a lean-burn engine ▲Diesel oxidation catalyst

Chief technology unveiled in 2007

Valvematic, a next-generation variable valve lift mechanism (June 2007)

From 2000

▲Variable Valve Timing-intelligent Electric (VVT-iE)
▲Valvematic, a next-generation variable valve lift mechanism
▲Dual VVT-i
▲Stoichiometric D-4
▲Piezoelectric Common-rail Type Direct-injection Diesel Turbo Engine (D-4D Clean Power)
▲D-4S
▲TOYOTA STOP AND GO SYSTEM
▲Fuel Cell Hybrid Vehicle (FCHV-4 and FCHV-5)
▲Fuel Cell Hybrid Vehicle (Toyota FCHV)
▲Toyota Hybrid System (THS-C, THS-M and THS Ⅱ)
▲THS Ⅱ with motor speed reduction device
▲THS Ⅱ with two-stage motor speed reduction device
▲Toyota Intelligent Idling Stop System
▲THS Ⅱ with two-stage motor speed reduction device + full-time all-wheel-drive system
▲Diesel Hybrid System

・Run-flat tires
・New tire-production method
●VDIM
●VDIM with active steering control
●S-VSC + Active Control 4WD Integrated Control
・"Crawl control" system
・Kinetic dynamic suspension system (KDSS)
●Electronically Controlled Brake system (ECB)
▲6 Super ECT (6-speed automatic transmission)
▲8 Super ECT (8-speed automatic transmission)
・8-Speed Sport Direct Shift transmission
●Active stabilizer suspension system
●Emergency brake signal
●Pre-crash Safety System
●Pre-crash Safety System with driver-monitoring system (Millimeter-wave radar type)
●Navigation-linked brake assist
▲Electric 4-wheel drive system (E-Four)
●Pre-crash Safety System with millimeter-wave radar and stereo camera fusion system (Pedestrian detection, steering and obstacle-avoidance assist system)
●Improved Pre-crash Safety System with eye-monitoring system
●Rear-end Pre-crash Safety System (Warning of approaching rear vehicle, Pre-crash Intelligent Headrests)

・Power back door system
●Active Headrest
●Dual-stage SRS airbags for the front-passenger seat
●Dual-stage SRS airbags for the driver's seat
●SRS twin-chamber airbags
●Pre-crash seatbelt
●SRS seat cushion airbags
・Retractable Metal Top System
●SRS knee airbags for driver
●Pedestrian-injury-lessening body

・Wide-view front monitor
●LED headlight
・Smart Key System
●Night View system
・Comfortable, heated seats
・Steering-guided clearance sonar
・"Map on Demand" technology to automatically deliver differential map data to car navigation systems
●Intelligent AFS
・G-BOOK ALPHA
・Back guide monitor with voice recognition
●HELPNET
・Rader cruise control with tracking function
・Anti-mite allergen seat fabric
・G-BOOK
・Lane-monitoring system
・Lane-keeping assist system
・Radar cruise control with low-speed tracking mode
・G-BOOK mX
●Night View system with pedestrian detection function
・Front and side monitoring
・Intelligent Parking Assist (IPA) system with ultrasonic sensors
・Intelligent Parking Assist system
・Negative ion generator
・Smart Entry and Start System
・Oxygen-level conditioner
・Plasmacluster Ions
・AC100V power outlet
▲Eco Drive Indicator
・Pollen-removal filters

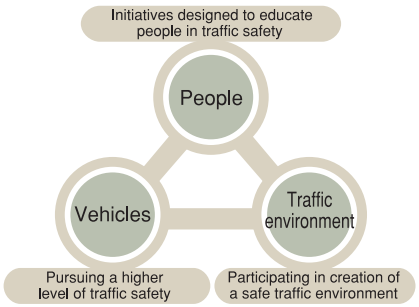
▲Diesel Particulate Nox Reduction system (DPNR)
▲Toyota Eco-Plastic
▲Package tray and door trim made out of the kenaf plant
▲Bio-plastics
▲Air conditioner with electric heat pump system using CO_2 refrigerant

Our Efforts

Striving toward the Complete Elimination of Traffic Deaths and Injuries

In order for automobiles to develop as a means of transportation that continues to provide the convenience of mobility in the future, it is important to minimize the negative effects of environmental impact, traffic accidents and traffic congestion. With the aim of achieving an affluent mobile society, Toyota has for some time positioned this social task as an extremely important issue, on par with measures to improve vehicle performance and initiatives to reduce environmental impact, and has been actively involved in addressing it.
In terms of safety, Toyota is aiming for the complete elimination of traffic deaths and injuries and is advancing initiatives for traffic safety by viewing people, vehicles and the traffic environment as an integrated whole. In addition to making safe vehicles, Toyota is taking a comprehensive approach with initiatives such as educating people, including drivers and pedestrians, and making proposals toward the creation of a safe traffic environment.

Comprehensive measures toward the creation of a safe traffic environment



Initiatives for Enhancing Vehicle Safety

Toyota divides the development of safety-related technologies and measures into the following three areas: 1) active safety technologies that help prevent accidents; 2) pre-crash safety technologies that anticipate and prepare the vehicle for an unavoidable collision in order to help minimize damage; and 3) passive safety technologies that help reduce injury to people during an accident. By staying abreast of the latest technological trends worldwide and by carrying out vehicle development that is based on surveying and analyzing various types of actual traffic accidents, Toyota is striving to achieve solid safety performance.

*Please refer to Page 25 for further details on initiatives toward improving traffic safety.

Concrete measures to manufacture safe cars

Active Safety (Preventive Safety)

- **Ensuring vehicle movement performance**
  - ◆Basic performance
  - ◆Accident avoidance capability
  - ◆Technology to improve accident avoidance capability
  - VDIM
  - ABS for EBD
  - Brake assist
  - VSC
  - TRC
  - ARS
  - Tire pressure warning system
- **Ensuring utility**
  - Ergonomic driving position
  - Well-placed operating system
  - Car navigation systems
- **Ensuring driver field of vision and visibility**
  - Direct field of vision
  - Indirect field of vision
  - Instrument visibility
  - Easy-to-understand car size
  - Improved visibility
  - Consideration for elderly

Passive Safety (Collision Safety)

- **Securing passenger cabin**
  - Crash-absorbing body
  - Strong body
- **Constraining passengers (protection)**
  - Seatbelts
  - SRS air bags
  - Seat
  - Internal collision-absorbing structure
- **Eliminating protuberances or making them collapsible**
  - Internal protuberances
  - External protuberances
- **Making escape and rescue easier**
  - Doors
  - Seatbelt release
  - Fire prevention
- **Ensuring a variety of capabilities**
  - Collision experiments and performance checks
  - Understanding injury mechanisms (Dummies, human FEM models)

Pre-crash Safety

- **Determining unavoidable collisions**
  - Millimeter-wave radar
  - Pre-crash Safety computer
  - Driver monitor camera
- **Constraining passengers**
  - Pre-crash Seatbelt
- **Reducing collision speed**
  - Pre-crash Brake Assist
  - Pre-crash Brakes

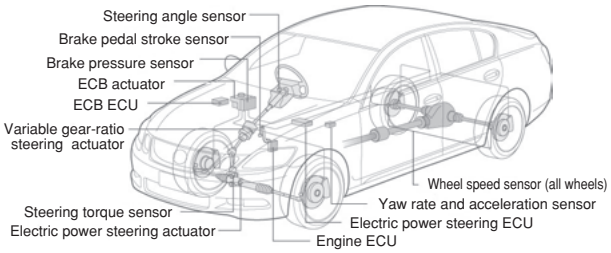
Advanced ITS Safety Technology

- **Making cars intelligent**
  - Lane-keeping assist
  - Radar cruise control
  - AHS (Advanced Cruise-Assist Highway System)
  - Back Guide Monitor
  - Blind-corner Monitor
  - Navigation shift control
  - Front and side monitoring
- **Helping cars/drivers communicate with their surroundings**
  - Car navigation system
  - Highway traffic information system
  - Emergency broadcasting system

Integrated Safety Management Concept

By linking the individual safety technologies and systems in vehicles, Toyota aims to produce a vehicle that does not cause accidents. It is planning to develop vehicles that can communicate with the road infrastructure (vehicle-to-road), use information from other vehicles (vehicle-to-vehicle), as well as provide optimum driving support by responding to driving conditions. Toyota is pursuing an even higher level of safety in driving conditions that it has classified as leading to accidents, including parking, active (preventive) safety, pre-crash safety, passive (collision) safety and emergency response. The linking of safety technologies and systems in individual vehicles allows Toyota to achieve greater synergy, road-to-vehicle harmony and vehicle-to-vehicle harmony. In the future, all systems in Toyota vehicles will be integrated, resulting in an even safer driving experience.

An example of active safety technology: VDIM (Vehicle Dynamics Integrated Management)

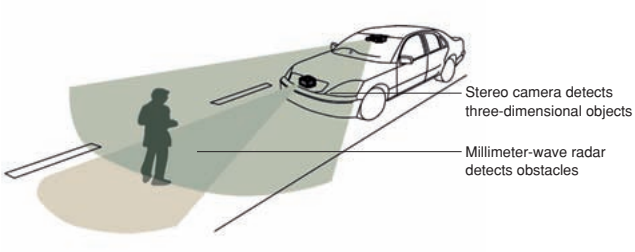


VDIM calculates the gap between how the driver wants the vehicle to behave, based on acceleration, steering and braking operations, and actual vehicular behavior, based on information from its sensors. It is the most advanced technology of its kind in the world, achieving even higher preventive safety by integrating management of systems such as ABS*1, TRC*2, VSC*3 and electric power steering to fill in that gap and seamlessly controlling movement left, right, forward and backward within the vehicle's performance limits.

*1 Anti-lock Brake System
*2 Traction Control
*3 Vehicle Stability Control

An example of Pre-crash Safety System technology: Added function for front and rear support for pedestrian detection and steering evasion support

Detection image of a pedestrian from millimeter-wave radar and stereo camera fusion



Toyota continues to make steady improvements in its Pre-crash Safety System, which it introduced in February 2003. Using millimeter-wave radar, the system — the first of its kind in the world — can reduce damage from collisions by detecting other vehicles and obstacles in the road ahead. The system can detect pedestrians by using a millimeter-wave radar and a stereo camera, to help the driver avoid a collision. Aiming to further prevent accidents as much as possible, the system now includes a rear-mounted millimeter-wave radar device that can detect a vehicle approaching too rapidly from the rear and warn it by activating the hazard lights.

An example of passive safety technology: Top-level safety performance through Global Outstanding Assessment (GOA)

Vehicle-to-vehicle frontal collision test

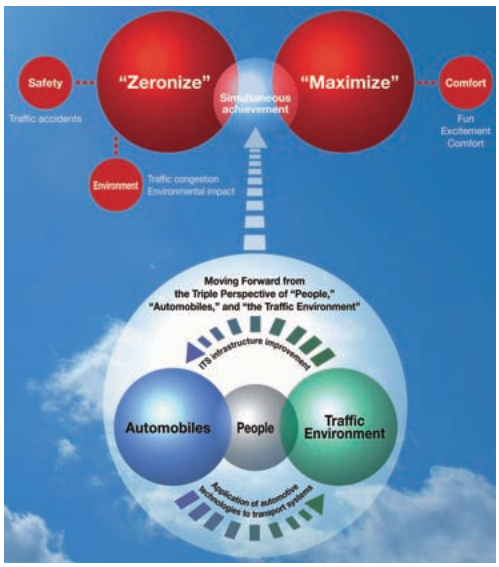
The GOA standard aims for collision safety, pursuing world-class passenger protection in same-displacement class vehicles by combining a collision absorbing body and a high-strength passenger cabin to ensure a passenger survival space. Toyota first implemented GOA in the Starlet, the smallest car in its lineup at the time, in December 1995, and it is now featured in almost all of Toyota's vehicles, including SUVs. Furthermore, in order to maintain one of the top positions in each class in the world, Toyota constantly improves test conditions and performance objectives. Currently, we are developing vehicle bodies that can withstand frontal vehicular collisions with the vehicle-to-vehicle collision speed set at 55km/hr.

ITS Vision/Safety

ITS Vision

"Zeronize" & "Maximize"

Toyota believes that the ideal scenario is to achieve sustainable mobility in the three areas of safety, the environment and comfort, while taking the twin visions of "Zeronize" (to minimize negative factors such as environmental degradation and traffic accidents) and "Maximize" (to maximize positive factors such as fun, excitement and comfort) to a higher level.

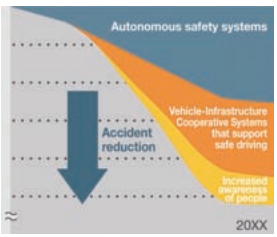


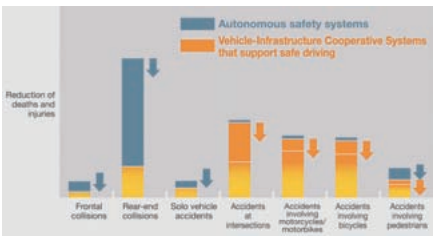
Safety

Vehicle-infrastructure cooperative systems that support safe driving

Toyota is actively working on developing vehicle-infrastructure cooperative systems that support safe driving and use ITS technologies, as well as evolving the autonomous safety devices and systems installed in the vehicles themselves.
In developing vehicle-infrastructure cooperative systems that support safe driving, Toyota's goal is to achieve a dream car that avoids traffic accidents, by grasping the types of information that cannot be captured by sensors installed on vehicles, and communicating the information between vehicles and sensors installed on the road, or among vehicles.

● Effects of vehicle-infrastructure cooperative systems that support safe driving

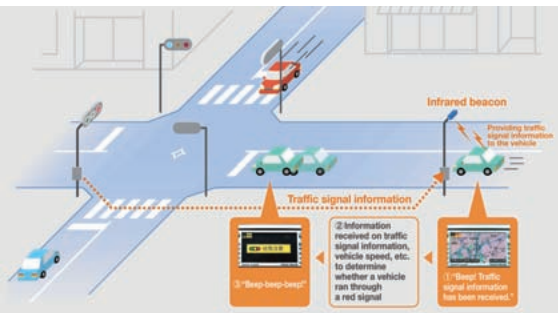




DSSS: driving safety support systems

These systems are designed to convey information on cars, motorcycles and pedestrians that are difficult for drivers to see, as well as traffic control information (traffic lights, signs, etc.) from the transport infrastructure, to vehicles, to help drivers operate vehicles safely. R&D efforts for DSSS have been led by the National Police Agency in Japan since 1997. Toyota began participating in the DSSS Subcommittee of the Universal Traffic Management Society of Japan(UTMS* Japan) in 2005. In 2006, Toyota participated in the DSSS verification test and conducted driving tests on public roads in Toyota City, Aichi Prefecture, for putting these systems into practical use.

* Universal Traffic Management Systems



AHS: Advanced cruise-assist highway systems

AHS is a system intended to reduce traffic accidents and congestion through vehicle-highway coordination using sensors, vehicle-to-infrastructure communication and other advanced ITS technologies.
R&D on AHS has been underway at the Advanced Cruise-Assist Highway System Research Association (AHSRA) since its establishment in 1996.
In addition to participating, since 2005, in the Joint Research for the Smartway Next-generation Road Service, and in the Smartway verification test on the Tokyo Metropolitan Expressway in 2007, Toyota is proceeding with development efforts that will lead to commercialization.

ASV: Advanced Safety Vehicle

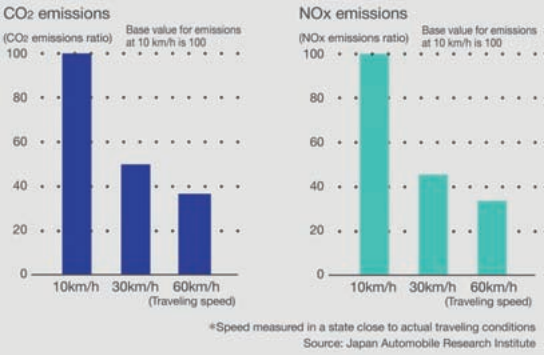
This is a project that has been promoted since 1991 by the automotive industry based on an initiative by the Ministry of Land Infrastructure and Transport, with the objective of utilizing automotive electronics technologies to vastly improve vehicle safety. Toyota has been proceeding with the commercialization of ASV technologies, and has also been participating in public ASV experiments, focusing on developing technologies for an "inter-vehicle communication type driving support system."

Environment/Comfort

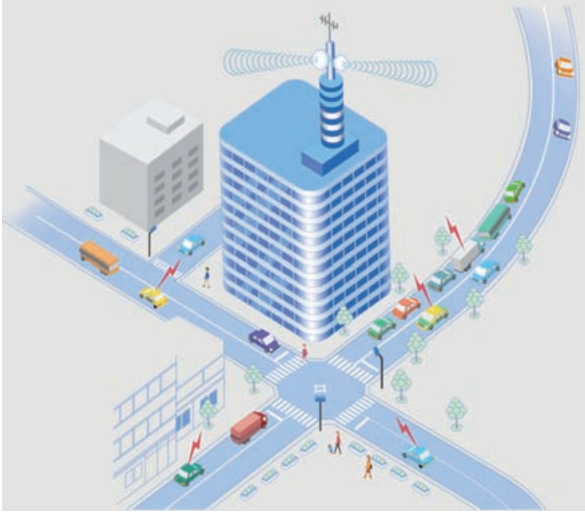
Environment

Motor vehicles cause a variety of problems, including environmental problems caused by traffic congestion and exhaust emissions. To solve these problems, it is essential to institute comprehensive steps such as fundamentally streamlining traffic infrastructure and employing advanced communication technologies, in addition to improving the vehicles themselves. Increasing the average traveling speed of vehicles, by easing traffic congestion and improving traffic flow through the construction of ITS, will reduce the amounts of CO_2 and NOx emitted in exhaust emissions, leading to a reduction in the environmental impact of motor vehicles.

●**Relationship Between Traveling Speed* and Exhaust Emissions Per Unit of Time Driving**



Probe traffic information system that utilizes private and commercial vehicles



A probe traffic information system provides drivers with the latest traffic information, such as predicted travel time and road congestion, by collecting, processing and accumulating real-time information that includes positioning data generated from a GPS receiver, wheel speed sensor data, etc.

The G-BOOK mX service, begun by Toyota in 2007, creates unique traffic information based on vehicle operation information, such as the speed and location data collected from on-board communication devices, and it provides route information for avoiding congestion. Because the service uses a dedicated on-board communication device called the DCM (Data Communication Module), its information gathering capability is superior to that of similar systems that rely solely on cell phones. In addition, the service efficiently accumulates real-time traffic congestion information at the G-BOOK Center. As a result, the G-BOOK mX service is able to make more accurate congestion predictions by taking into account road congestion information that the Vehicle Information and Communication System (VICS)*1 is unable to provide and can then suggest the optimal route for avoiding traffic congestion. In the area of commercial vehicles such as taxis, buses and delivery trucks, Toyota participated in the Ministry of Economy, Trade and Industry's COSE*2 Project for three years from 2005 to 2007, developing a framework for utilizing systems to manage vehicle dispatching and to generate traffic information based on the collected data. In 2007, a verification and evaluation test was conducted, involving the collection of probe information from approximately 8,500 commercial vehicles within a 400km² area that included most of the 23 wards in Tokyo. This test confirmed that it was possible to collect traffic information covering more than 80% of the national, prefectural and municipal roads within the test area.

*1 VICS is a system that provides information in real-time about congestion, accidents, traffic restrictions, parking, etc. from the VICS Center to car navigation systems.
*2 Consortium for Software Engineering, which consists of seven private corporations and is engaged in the research and development of probe traffic information platform software.

Comfort

If advances in ITS make it possible to connect to necessary information anytime and anywhere, riding in a car will become more enjoyable and comfortable. Linking and sharing, in real-time via a communication network, the massive volume of road- and traffic-related data accumulated at information centers, as well as the varied information possessed by individual cars, will result in stress-free, comfortable driving.

Evolving car navigation systems

In 1992, Toyota installed its first GPS voice navigation system in the Celsior and has been providing compatible on-board devices since the VICS service began in 1996. The latest model uses VICS-based traffic information as with the previous model, but now also employs information such as past statistical data and driving histories, to suggest routes that avoid traffic congestion. For highway driving, Toyota is striving to create a navigation system that reduces the stress of driving by displaying information on projected congestion using simple graphics. In the future, car navigation systems will encompass important functions that provide drivers with a diverse range of information, including such aspects as safety, smoothness, comfort and convenience. Toyota is also advancing the development and equipping of car navigation systems that suit the conditions of each particular country and region in addition to Japan, starting with Europe and North America.

Stance

Toyota established the Toyota Earth Charter, which is based on the Guiding Principles at Toyota, in January 1992, and in February 1993 it formulated the Toyota Environmental Action Plan to reflect its approach to the environment in its corporate activities in a more concrete form. The company has begun activities based on a fourth action plan, which sets objectives for 2006 through 2010, and is moving forward with initiatives with the aim of achieving these objectives.

Toyota Earth Charter

I. Basic Policy

1. Contribution toward a prosperous 21st century society
   Contribute toward a prosperous 21st century society. Aim for growth that is in harmony with the environment, and set as a challenge the achievement of zero emissions throughout all areas of business activities.
2. Pursuit of environmental technologies
   Pursue all possible environmental technologies, developing and establishing new technologies to enable the environment and economy to coexist harmoniously.
3. Voluntary actions
   Develop a voluntary improvement plan, based on thorough preventive measures and compliance with laws, that addresses environmental issues on the global, national and regional scales, and promotes continuous implementation.
4. Working in cooperation with society
   Build close and cooperative relationships with a wide spectrum of individuals and organizations involved in environmental preservation, including governments, local municipalities, related companies and industries.

II. Action Guidelines

1. Always be concerned about the environment
   Take on the challenge of achieving zero emissions at all stages, i.e., production, utilization and disposal
   1) Develop and provide products with top-level environmental performance
   2) Pursue production activities that do not generate waste
   3) Implement thorough preventive measures
   4) Promote businesses that contribute toward environmental improvement
2. Business partners are partners in creating a better environment
   Cooperate with associated companies
3. As a member of society
   Actively participate in social actions
   1) Participate in the creation of a recycling-based society
   2) Support government environmental policies
   3) Contribute also to non-profit activities
4. Toward better understanding
   Actively disclose information and promote environmental awareness

III. Organization in Charge

Promotion by the Toyota Environment Committee, which consists of top management (chaired by the president)

Fourth Toyota Environmental Action Plan (FY2006 - FY2010)

Items			Specific Actions and Goals
Energy/Global Warming	Management	1 Reduce CO_2 emissions in Toyota's global operations	• Create medium to long-term scenarios for reduction of CO_2 emissions and ensure implementation
	Development and Design	2 Promote the development of technologies to achieve the best fuel-efficiency performance in each country and region	• Japan: Steadily promote improvements to achieve fuel efficiency that surpasses the 2010 Fuel Efficiency Standards • Develop and apply related technologies that will contribute to improvements in fuel efficiency
		3 Promote the development of clean-energy vehicles, encourage their effective introduction and ensure wider market acceptance	• Further improve the performance of hybrid systems, increase the number of hybrid vehicle series and introduce them in more markets • Develop and quickly introduce next-generation fuel cell vehicles to contribute to realizing a hydrogen-based society in the future
		4 Develop technologies to respond to the diversification of energy and fuel sources	• Assess and develop corresponding technologies for various types of bio fuels and synthetic fuels that will contribute to reductions in CO_2 emissions and energy security
		5 Promote initiatives to improve traffic flows using a variety of networking technologies	• Promote initiatives to improve traffic flows in cooperation with relevant organizations, aiming to introduce to society traffic systems that use ITS from the three-fold perspective of “cars”, “traffic infrastructure” and “people”.
	Production and Logistics	6 Reduce CO_2 emissions in the production and logistics activities of each country and region	• Dramatically increase productivity through measures such as the development of innovative production technologies, thus reducing CO_2 emissions • Develop technologies that will enable the use of “new energy” and study their introduction
Recycling of Resources	Production and Logistics	7 Promote the effective use of resources to further contribute to the realization of a recycling-based society	• Production: Reduce the volume of materials discarded by taking action at the source, such as improving yields and other measures • Logistics: Reduce packaging and wrapping material usage by keeping packaging to a minimum and increasing the use of returnable containers
		8 Reduce water consumption	• Set separate goals for each country and region and continue implementing measures to reduce water consumption
	Vehicle Recycling	9 Steadily implement recycling systems in Japan and Europe	• Further strengthen initiatives to enhance ASR*1 recycling/recovery technology • Develop recycling technologies for newly developed parts (FC and HV parts, etc.) and create collection networks
		10 Further promote and expand the use of design for recycling	• Promote and expand the development of vehicles that are easy to dismantle and recycle

*1 Automobile Shredder Residue

Items			Specific Actions and Goals
Substances of Concern	Development and Design	11 Promote management and further reductions in the use of substances of concern (SOC)	• Introduce vehicles in Japan and Europe that use zero amounts of four substances of concern*2 starting in 2006 (complete elimination, with some exemptions, by 2007) • Increase the number of SOC subject to management
	Production and Logistics	12 Reduce the discharge of substances subject to the PRTR*3 law	• Reduce the discharge of substances subject to the PRTR law focusing on vehicle painting processes
Atmospheric Quality	Development and Design	13 Reduce emissions to improve air quality in urban areas in all countries and regions	• Promote the development of ultra-low-emission technologies and introduce the best-performing low-emission vehicles according to conditions in each country • Further promote the development and market penetration of high-efficiency, clean diesel vehicles
	Production and Logistics	14 Implement initiatives to reduce VOC*4 emissions	• Implement measures to further reduce the volume of purge solvents used in vehicle painting processes and expand the use of water-borne paints
Environmental Management	Management	15 Strengthen consolidated environmental management	• Implement global Eco-Factory activities that ensure the incorporation of environmental measures from the planning stages
		16 Further promote environmental management to business partners	• Further enhancement of environmental activities in cooperation with suppliers • Review Toyota Japanese Dealer Environmental Guidelines and support dealer responses to medium-term environmental issues
		17 Enhance environmental education	• In addition to raising employee environmental awareness, continue conducting environmental training that contributes to improvement in actual work activities
		18 Promote new businesses that contribute to environmental improvement	• Expand existing and establish new biotechnology and reforestation businesses
		19 Steadily reduce environmental impact over the entire lifecycle of the product through full-scale implementation and establishment of Eco-VAS*5	• Implement Eco-VAS on models that undergo redesigns and new models in Japan and expand to all vehicles, including those produced in Europe and the United States
	Cooperation with Society	20 Contribute to the development of a recycling-based society	• Promote basic environmental research, such as development of technology to reduce CO_2 emissions, and make proposals • Implement philanthropic programs that contribute to development of environmental technologies, environmental education and the preservation of biodiversity
		21 Improve disclosures of environmental information and two-way communication	• Enhance disclosures of information concerning environmental product technologies in each country and region
		22 Actively contribute to and propose environmental policies based on sustainable development	• Participate in debates concerning the creation of governmental environmental policies and frameworks both in Japan and overseas

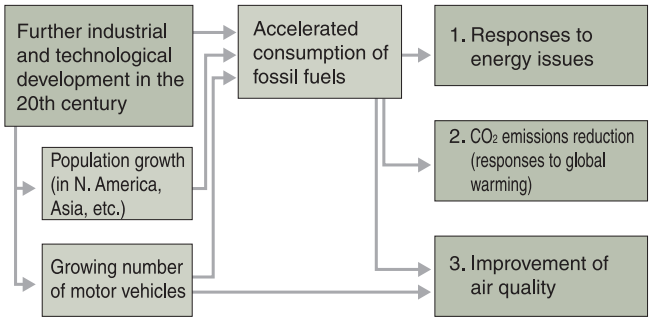
*2 Lead, mercury, cadmium and hexavalent chromium
*3 Pollutant Release and Transfer Register
*4 Volatile Organic Compound
*5 Eco-Vehicle Assessment System

Energy & Global Warming

Since approximately 20% of the world's total CO_2 emissions is generated by the transportation sector, reducing CO_2 emissions is an extremely important issue that the automobile industry must address.
Toyota considers responses to help prevent global warming to be a priority management issue and is implementing measures to reduce CO_2 emissions by restricting energy consumption in all areas of business activity and in all stages of vehicle development and design, production, logistics and sales.

Management — Further reduction of CO_2 emissions in Toyota's global operations

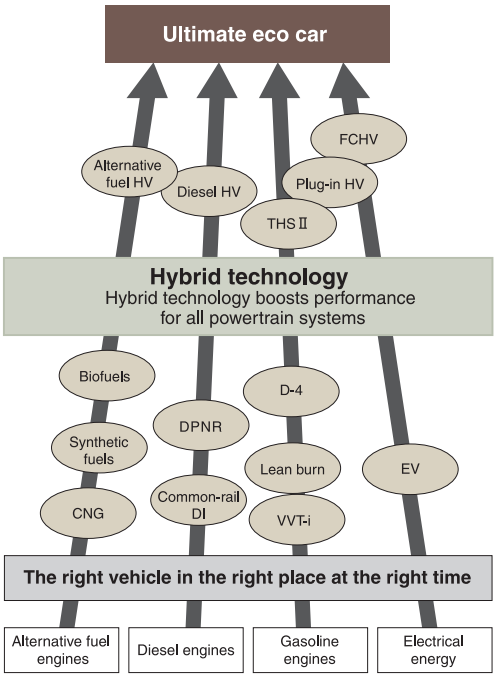
Awareness of Issues Centered on Global Warming and Energy Sources for Vehicle Powertrains



Responses to Automobile Fuel Diversification

In June 2006, Toyota held the Environmental Forum and made public its "Toyota Powertrain Technology for Sustainable Mobility" report, which describes Toyota's efforts and clarifies the tasks that lie ahead from the perspectives of reducing CO_2 emissions and improving air quality, in respect to the diversification of automobile fuels. In addition to more efficient utilization of fuels derived mainly from fossil fuels (fuel efficiency improvements), Toyota is also working on wide-ranging responses to the future diversification of fuels, focusing on clean energy sources such as biofuels, hydrogen and electricity. As part of these efforts, Toyota has re-clarified the role of hybrid technology as a future key technology for use with a variety of different fuel sources. Discerning the energy supply situation and the way cars are used in each country and region, Toyota is implementing a strategy of introducing "the right vehicle in the right place at the right time".

● Toward the Ultimate Eco Car



Development and Design — Promotion of the development of technologies to achieve the best fuel-efficiency performance in each country and region

Increasing the Number of Vehicles with Fuel-efficient Engines

Both the Voxy and Noah, which were launched in June 2007, featured a newly developed 2.0-liter 3ZR-FAE engine outfitted with a Valvematic next-generation engine valve mechanism for superior driving and environmental performance. The Valvematic is a variable valve lift mechanism created through combining VVT-i (Variable Valve Timing-intelligent), which continuously controls intake valve opening/closing timing, with a new mechanism that continuously controls the intake valve lift volume. The Valvematic adjusts the volume of air taken in by continuously controlling the intake valve lift volume and timing of valve opening and closing. This ensures optimal performance based on the engine's operational condition, thus helping vehicles achieve both high fuel efficiency and improved driving performance.
The Valvematic offers new technology contributing to the further development of the gasoline engine, and the Voxy and Noah are the first vehicles to adopt the technology.

● Toyota Plug-in Hybrid Vehicle

The Toyota Plug-in Hybrid Vehicle offers a longer electric-motor-only cruising range than conventional hybrid vehicles and a battery-charging device that allows users to replenish the vehicle's batteries using household electricity. Toyota expects that this technology will deliver greater fuel efficiency, meaning lower CO_2 emissions and less fossil fuel consumption to help abate atmospheric pollution and lower consumer fuel costs.

Development of clean-energy vehicles and their effective introduction and popularization

Cumulative Sales of Hybrid Vehicles Top One Million Units

In CY2007, Toyota sold 82,100 clean-energy vehicles in Japan, which accounted for 5.2% of all Toyota vehicles sold in the country. Since the launch of the first-generation Prius in December 1997, a cumulative total of over 1.3 million hybrid vehicles have been sold worldwide as of the end of December 2007.
According to Toyota calculations, this has resulted in approximately 5 million tons less CO_2 emissions, compared to gasoline engine vehicles of the same class (same vehicle size and driving performance).

● Fuel cell hybrid passenger vehicle TOYOTA FCHV

The in-house-developed TOYOTA FCHV is a high-efficiency, environmentally considerate vehicle that makes use of the hybrid technology developed for the Prius and of the high-performance Toyota FC Stack fuel cell. Environmental consideration has been pursued in various ways, such as by achieving lighter weight by using aluminum in the roof, fenders and other parts, employing a superior, aerodynamic design and installing a chlorofluorocarbon-free air conditioner.

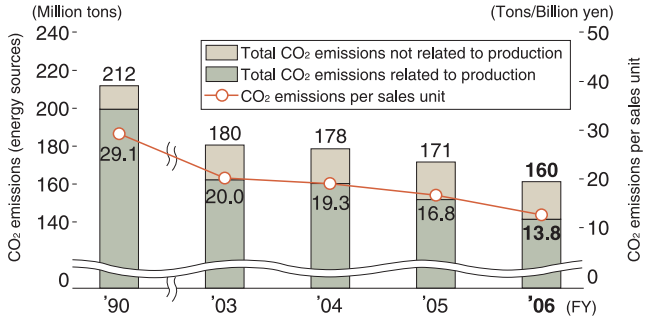
Energy & Global Warming

Production – Reduction of CO_2 emissions in production activities

CO_2 Emissions Reduction Activities by TMC

Beginning in FY2005, Toyota added its non-production sites, such as offices, to the scope of its CO_2 emissions reduction activities for stationary emission sources and carried out activities with the goal of reducing total CO_2 emissions per year in Japan to 1.7 million tons or less. Actual total CO_2 emissions in FY2006 were 1.6 million tons. Key measures included introducing gas cogeneration systems at Tsutsumi Plant and Myochi Plant, switching the fuel used at the Honsha Plant and Motomachi Plant from heavy oil to LNG, and consolidating production lines in machining processes.

● CO_2 Emissions (Energy Sources) and CO_2 Emissions per Sales Unit at TMC Production and Non-production Bases in Japan



Note: For non-production facilities for which FY1990 emissions data is not available, the oldest subsequent data available is used.

Logistics – Reduction of CO_2 emissions in the logistics activities of each country and region

CO_2 Emissions Reduction Activities in Japan

In FY2006, increases in production at outlying plants (in Kyushu and Tohoku) would have increased Toyota's total CO_2 emissions in Japan by 21% from the previous year to 501,000 tons. However, by implementing various measures, including the shift to a mode of transport with low CO_2 emissions per unit such as trains and large ships, a reduction in the total distance driven, and fuel efficiency improvements made in cooperation with transport companies, Toyota was able to restrict this increase by 38,000 tons. As a result, total CO_2 emissions from logistics activities in FY2006 were 463,000 tons, an increase of only 12% from FY2005 and below the goal of an annual 485,000 tons.

CO_2 Emissions Reduction Activities Worldwide

Since FY2004, Toyota has been promoting the creation of structures to calculate and determine CO_2 emissions volumes at overseas affiliates. Measures have almost completely been implemented in Europe and the United States, and data is currently being verified. In FY2006, creation of similar structures in South America and China was begun. In FY2007, plans call for expansion to other parts of Asia, Australia, and the Middle East. Toyota will analyze results, set goals and implement reduction initiatives on a global scale. Plans are also in place to gain a clearer understanding of CO_2 emissions from open-sea marine transport.

Recycling of Resources

The world is facing a large number of serious issues. For example, global population increase and the rapid economic growth of developing nations are leading to greater consumption of metals and other resources. In many countries, including in developing nations, water shortage is also becoming a concern. Additionally, the amount of available landfill space is shrinking and illegal dumping and trans-boundary movement of hazardous waste is increasing. To help build a recycling-based society and improve resource productivity, Toyota is promoting the effective use of resources, reducing water consumption and encouraging the development and increased use of design for recycling in vehicles.

Production – TMC initiatives to promote the effective use of resources to further contribute to the realization of a recycling-based society

Activities to Reduce the Volume of Waste not Processed within Toyota

In addition to achieving zero landfill waste, Toyota has set reducing the volume of combustible waste generated as one of its goals and has made steady progress in this area. To further promote effective resource utilization toward building a recycling based society, however, it is essential to reduce overall resource loss*1 from the perspective of improving resource productivity, including enhanced money-back recycling and reuse within the company. To achieve this, beginning in FY2006, Toyota set goals to reduce the volume of waste not processed within the company*2, (including that for money-back recycling) and implemented various measures such as improving yields and reducing material loss caused by defects, using net-shaping technologies to reduce the amount of machining necessary and carrying out merging and discontinuance of processes.*3 As a result, the volume of waste not processed within Toyota was reduced to 524,000 tons*4 in Japan in FY2006, significantly reducing the volume discharged per unit of sales.

*1 Resource loss: Volume of waste reused within the company + volume not processed within Toyota
*2 Waste not processed within Toyota: Money-back recycling, recycling for a fee and combustible waste
*3 Merging and discontinuance of processes: Consolidation of production lines to enhance operational efficiency
*4 Includes figures for non-production bases

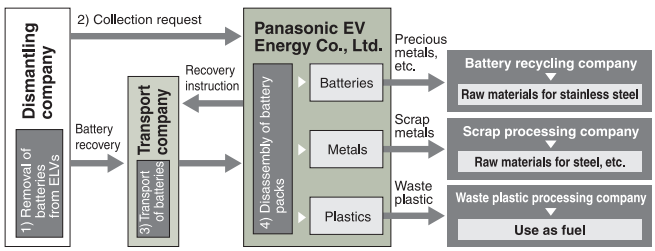
Recycling – Further promote and expand the use of designs based on design for recycling

Development of Hybrid Vehicle Recycling Technologies and Creation of a Collection Network

Since 1998, in connection with the launch of the Prius Hybrid in December 1997, Toyota and Panasonic EV Energy have worked together to create a nationwide collection and recycling system for hybrid batteries. In FY2006, 489 battery packs were collected and recycled. Although the number of hybrid end-of-life vehicles (ELVs) is currently very small, this number is expected to grow considerably in the future. To thoroughly implement the collection and recycling system, in March 2007 a revised version of the Hybrid Battery Unit Collection and Recycling Manual was distributed to approximately 6,200 dismantling companies nationwide. Relevant information was also updated on Toyota's website.

http://www.toyota.co.jp/jp/environment/recycle/law/recycle_fee/battery.html
(Japanese only)

● Hybrid Vehicle Battery Collection and Recycling Flow



Substances of Concern

Toyota is managing substances of concern in its company-wide system under a basic policy of implementing thorough measures and is taking actions globally in the areas of both products and production.

Development and Design — Promotion of management and further reductions in the use of substances of concern

Introduction of Vehicles that Completely Eliminate the Usage of the Four Substances of Concern

Based on the Toyota Global Standards, Toyota has been taking action to achieve the early elimination of the use of the four substances of concern (lead, mercury, cadmium and hexavalent chromium). In August 2006, their usage was completely eliminated at all production affiliates in Japan. Parts containing hexavalent chromium were the most numerous and eliminating this substance's use required considerable effort. In accordance with voluntary standards established by the automobile industry in Japan banning their use beginning in 2008, Toyota has completed, well in advance, the implementation of responses to eliminate use of the four substances. The Lexus LS460 launched in Japan in September 2006 and the Corolla launched the following month in October mark the first two vehicles that have completely eliminated use of the four substances of concern.

Production and Logistics — TMC's PRTR reduction activities in production

Reduction of Discharge Volume of Substances Subject to PRTR

Toyota took various steps to promote and establish measures to reduce the usage of toluene, xylene, ethylbenzene and 1,3,5-trimethylbenzene, which account for 95% of the total volume of the substances subject to PRTR*. Through measures such as converting topcoat paints to the water-borne type and enhancing the recovery rate of cleaning solvents after usage, Toyota reduced the annual released volume of substances subject to PRTR to 1,790 tons, thus achieving the FY2006 goal of an annual 1,950 tons.

*Pollutant Release and Transfer Register

Atmospheric Quality

Toyota has included "reducing emissions to improve urban air quality" and "reducing VOC emissions" as action items in the Fourth Toyota Environmental Action Plan and is developing low emissions technologies and introducing low emissions vehicles according to the local conditions in various countries. Toyota is also promoting initiatives to reduce VOC emissions during production.

Development and Design — Reducing emissions to improve air quality in urban areas in all countries and regions

Responses to the Approval System for Low-Emission Vehicles

The number of vehicle series that meet or surpass the Ultra Low-Emission Vehicle level and also meet the 2010 Fuel Efficiency Standards reached 86.1% of total production, an increase of 1.6 percentage points over FY2005.

● Percentage of Total Production that Meets Both the 2010 Fuel Efficiency Standards and the Low-Emission Vehicle Level
(Meets or surpasses the Ultra Low-Emission Vehicle level)

	Category	Percentage of total production		
		FY2004	FY2005	FY2006
2010 Fuel Efficiency Standards	☆☆☆Ultra Low-Emission Vehicles	0.1%	0.0%	0.0%
	New☆☆☆U-LEV	59.6%	25.6%	12.7%
	☆☆☆☆SU-LEV	21.7%	58.9%	73.4%

Production and Logistics — TMC's VOC emissions reduction activities

Reduction of VOC Emissions from Paints

As a measure to reduce VOC* emissions, Toyota introduced water-borne paints for the topcoat in body painting lines and strengthened measures to recover used cleaning solvents. As a result, average VOC emissions per unit of painted area on all vehicle body painting lines were reduced to 27g/m², bettering the target of 30g/m².

*VOC=volatile organic compounds

Environmental Management

Toyota strives to be a company that uses technological innovation to address environmental issues. In FY2006, Toyota began steady action in line with the Fourth Toyota Environmental Action Plan. As operations expand and become increasingly global in the future, Toyota will respond to these developments by bolstering global consolidated environmental management and strengthening collaboration with society, to further promote environmental management.

Management — Basic concepts with regard to the environment/Strengthening consolidated environmental management

Basic Concepts with Regard to the Environment

In addition to working to reduce environmental impact at all stages from vehicle development to production, use, disposal and recycling, Toyota undertakes environmental activities in all its business areas, including housing, information technology, biotechnology and afforestation. Additionally, to conduct environmental activities at the highest levels in every country and region, Toyota has established environmental management systems in all regions and areas of operation and works with related companies in Japan and overseas to implement consolidated environmental management and promote environmental management on a global scale.

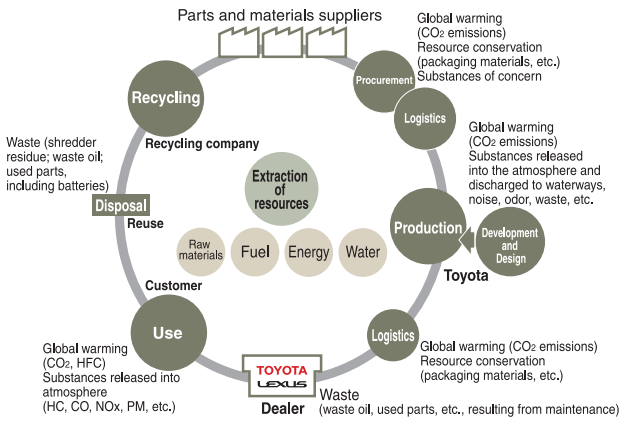
Principles and Policies

The Toyota Earth Charter (adopted in 1992, revised in 2000) is based on the Guiding Principles at Toyota adopted in 1992 (revised in 1997), and embodies Toyota's comprehensive approach to global environmental issues. The Toyota Earth Charter has been adopted by approximately 580 affiliates worldwide to date. The Toyota Environmental Action Plan is a medium- to long-term plan that summarizes specific activities and goals to promote environmental preservation activities in accordance with the Toyota Earth Charter.

Promotion of Consolidated Environmental Management

Toyota Motor Corporation (TMC) conducts business on a global level, and in addition to undertaking environmental initiatives on an unconsolidated basis, started implementation of a consolidated environmental management system in FY2000 to unite consolidated subsidiaries all over the world in concerted action. TMC presents its environmental policy and guidelines to all companies involved in the consolidated environment management system and requests that all companies adopt and implement environmental action plans, create environmental management systems and undertake environmental activities at the highest levels in their respective country or region. TMC also supports environmental management by affiliates through the sharing of best practices, exchanges of information and audits. The percentages of vehicles produced and sold by the companies involved were 99% and 95%, respectively, worldwide.

*EMS=Environmental Management System



Basic Principles

In order to contribute toward a prosperous society and its sustainable development, Toyota is engaged in various social contribution activities worldwide with the goal of becoming "a good corporate citizen". In 1989, the Corporate Citizenship Activity Committee (re-established as the CSR Committee in October 2007 with the inclusion of additional functions), chaired by the company president and made up of relevant directors, was established as the highest-level decision-making body for these activities. In January 2006, the Corporate Citizenship Division was established to centralize the company's social contribution activities and in doing so, grant them greater importance. Toyota actively promotes these activities around the world, placing particular importance on the environment, traffic safety and human resources, and is supporting volunteer activities by employees and responding to society's needs by utilizing Toyota's technology and expertise.

Basic Philosophy

Toyota's Guiding Principles

Purpose	Toyota Motor Corporation and related subsidiaries (hereafter called Toyota) will proactively engage in efforts to achieve an enriched society and to maintain it.
Stance	Toyota will effectively use its resources by aligning itself with the breadth of society and, at the same time, strive to engage in social contribution activities aimed at training people who will be responsible for the next generation and at solving social problems.
Employee participation	Toyota will support independent social contribution activities undertaken by employees as members of the community.
Information disclosure	Toyota will disclose the results of its social contribution activities and share them broadly with society with an aim toward contributing to the development of society.
Global perspective	Toyota will adopt a global perspective on philanthropic activities, while adapting its activities to needs and circumstances in each nation and region in which it operates.

Promotion Organization

CSR Committee

Corporate Citizenship Activity Subcommittee

Corporate Citizenship Division

- Coordinate global activities
- Toyota Volunteer Center
- Independent social contribution activity programs (related to the environment, arts and culture, etc.)
- Administration of Toyota Automobile Museum and Toyota Commemorative Museum of Industry and Technology
- Independent traffic safety programs

Relevant divisions

- Corporate Public Relations Division —Regional and international exchanges—
- General Administration Division —Regional liaison—
- Tokyo General Administration Division —Relations with Japan Automobile Manufacturers Association—
- CSR & Environmental Affairs Division —Preserving the global environment—

Related companies, related facilities and foundations

In Japan

Group companies | Dealers

Related facilities
- Shirakawa-Go Eco-Institute
- Forest of Toyota
- Toyota Safety Education Center "mobilitas"
- Toyota Sakichi Commemorative Hall

Foundations
- Toyota Foundation*

Overseas

TMA (USA) | TME (Europe) | TMAP (Asia) | TMCI (China)

Other related facilities

Toyota-related foundations
- Toyota USA Foundation
- Toyota Canada Foundation
- Toyota Germany Foundation
- Toyota Thailand Foundation
- Toyota Motor Philippine Foundation
- Toyota Astra Foundation
- Toyota Vietnam Foundation
- Toyota South Africa Foundation
- Toyota Kenya Foundation

*Please see Page 27 for information on the Toyota Foundation.

Environment and Human Resources Development

Environment

In order to ensure the sustainable development of society, Toyota actively promotes environmental education, environmental assistance activities and the greening of the environment.

Japan

Forest of Toyota

Toyota has been engaged in efforts to improve the environment through greening since its "Forest of Toyota" program in 1996. In the suburbs of Toyota City in Aichi Prefecture, Toyota established a model forest for research purposes, the results of which are regularly published and used to promote environmental education. The area, called Foresta Hills, gives school children an opportunity to enjoy nature and learn at the same time. By the end of fiscal 2007, approximately 58,000 people had visited the site.

Toyota Shirakawa-Go Eco-Institute

In April 2005 Toyota founded the Shirakawa-Go Eco-Institute in Gifu Prefecture, with residential training facilities for over 100 people. The facility exists to help preserve an area of outstanding natural beauty by educating adults and children about the environment in the rich cultural setting of Shirakawa village.

Overseas

China: Beating the desert

In China's Hebei Province, near Beijing, Toyota has been involved in afforestation activities since 2001 to combat the severe desertification in the area. The aim of these efforts is to create an environmental greening model that fosters the coexistence of local residents with nature.

Malaysia: Toyota Eco-youths

Since 2001, Malaysia's UMW Toyota Motor has worked together with the Malaysian Ministry of Education to implement an environmental education program targeting all high schools throughout the country. Thus far 98 schools have taken part in this program, which encourages students to use Toyota problem-solving techniques to find ways to lessen environmental impact. Praise for this program has come from various quarters, such as Malaysia's Ministry of Natural Resources and Environment, and the continued participation of schools each year helps sustain and promote environmental improvement.

Europe: Toyota schools for sustainable development

Since 2003 Toyota has implemented sustainable development programs together with local organizations and NGOs in the United Kingdom, Poland and the Czech Republic. Toyota provides funding and support for the planning and implementation of projects to improve the environment. The programs involve local NGOs as well as elementary and middle schools, and promote an understanding of local environmental issues through hands-on participation in events.

Human Resources Development

Toyota provides global support for the next generation of leaders by using its training and human resources development expertise.

Japan

"Scientific Jack-in-the-Box! The Why/What Lecture"

Toyota has been addressing the problem of youth moving away from the sciences by holding science workshop programs for young people. Members of the Toyota Engineering Society serve as instructors in science and engineering classes at science and other museums nationwide. Toyota creates the lecture curricula, including topics such as "electric power recovery vehicles" and "two-legged robots" to convey the joy of making things and the fun of science to the youngsters. Since it opened in 1996 through to the end of FY2007, an approximate total of 20,000 children have attended 247 lectures.

Toyota children meet artists program

This program—conducted in cooperation with the NPO "Artist's Studio in a School" (ASIAS) as well as other regional NPOs—aims to help foster artistic values in children through interaction with real artists. The artists have been holding workshops in schools, children's centers and hospitals since 2004 to help develop the next generation of artists. The program had been conducted 24 times in seven regions nationwide, with approximately 3,500 participants through to the end of FY2007.

Overseas

United States: Support for parent-and-child education programs

The National Center for Family Literacy (NCFL), a leader in the promotion of higher family literacy rates, works to provide educational opportunities and opportunities for future economic improvement to families with limited educational avenues. Since 1991, Toyota, with the support of the NCFL, has contributed to the national expansion of a model program that allows parents and children who are unable to read or write to study together. And thanks to the continued partnership of Toyota and the NCFL, a new program targeting Hispanic families, known as the Toyota Family Literacy Program (TFLP), has been established. The TFLP has expanded to 226 locations in 43 cities across 27 states nationwide.

United Kingdom: Toyota Technology Challenge

Every year since 2003 Toyota Motor Manufacturing (UK) Ltd. (TMUK) has held the Toyota Technology Challenge, a contest for students aged 11 to 16 designed to support science and technology education in the United Kingdom. Based on the theme of "Having Fun Building an Environmentally-Friendly Vehicle", the contest aims to raise interest among young people in science education, an extremely important field for the United Kingdom. The contest has attracted attention from middle and high schools throughout the U.K., and every year the number of schools participating increases.

Traffic Safety

Traffic Safety Training Activities

Toyota promotes the integration of the three key elements of traffic safety—people, vehicles and the traffic environment—as part of a comprehensive approach to eliminate traffic deaths and injuries. Since the 1960s, a central part of this has been Toyota's continuous involvement in a variety of traffic safety training campaigns.

Japan

Toyota safe-driving program

Since 1987, Toyota has offered a safe-driving program for general drivers. Rather than simply aim to improve driving technique, this program is based on the principle of raising the level of safe driving by having people learn the program content in a hands-on manner. The program covers basic vehicle operation, handling and safety preparation. Currently this program is offered at four specially designated facilities nationwide, i.e., Toyota Safety Education Center "mobilitas". Approximately 4,200 people took part in FY2007.

Toyota traffic safety campaign

Since 1969, in unison with Japan's periodic National Traffic Safety Campaign, Toyota has held its bi-annual traffic safety campaign in the spring and fall. In order to ensure the effectiveness of the campaign, Toyota works with automobile dealerships, logistics systems and forklift dealers, parts distributors, and rental and lease agencies nationwide.

- Presentation of traffic safety education materials for children
- Distribution of traffic safety leaflets and posters

Providing traffic safety education materials for children

Toyota has provided traffic safety education materials to kindergarten children and preschoolers, as well as libraries and other places where children gather since 1969. These materials use a cartoon chicken character to teach children about road safety in an easy-to-understand format. To date, more than 110 million traffic safety picture books have been distributed.

- Approximately 2.65 million traffic safety picture books were presented to children entering kindergartens and pre-schools nationwide in FY2007.
- Approximately 47,000 traffic safety picture story presentations were made at kindergartens, pre-schools, libraries, etc. in FY2007.

Toyota traffic safety classes for children

As part of its regional traffic safety activities, Toyota has invited kindergarten and pre-school children to its facilities for traffic safety classes since 1975, using a hands-on approach to teach them things such as the correct way to cross the street. A total of 210,000 children have participated in the program so far.

Traffic safety events

Toyota held a total of 17 traffic safety events at major commercial facilities in Aichi Prefecture in Japan in FY2007. Members of the public, while enjoying a day of shopping or other leisure activities, could experience a variety of activities from Toyota's traffic safety curriculum. The events provided opportunities in which people could ride in instructors' cars and learn about correct driving technique and the effectiveness of seatbelts. They also received instruction on proper child seat installation and were taught about fields of vision from the driver's seat, as well the dangers of drinking and driving.

Overseas

Asia: White Road traffic safety campaign

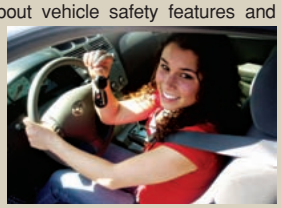
In Thailand, as part of local efforts to educate children about traffic safety, Toyota Motor Thailand, Co., Ltd. conducts the White Road traffic safety campaign. The campaign, which has been conducted since 1988, uses popular local mascots to cheerfully explain traffic safety to children. In 2004 Toyota also opened a facility in central Thailand at which local children and their parents can learn about traffic safety in an enjoyable way.

Europe: Red Cross traffic safety campaign

Toyota Motor Europe (TME) has partnered with the European Red Cross to carry out a traffic safety and first aid educational campaign aimed primarily at children in approximately 20 European countries. Since 2003, TME's support has involved more than just funding, with distributors actively involving themselves in this effort, such as by assisting with local events. As part of the larger effort by the European Commission to reduce traffic fatalities by half by 2010, the Red Cross traffic safety campaign has educated more than 1 million children about traffic safety and about first aid in the event of an accident.

United States: Toyota Driving Expectations

In 2004, Toyota Motor Sales, USA, Inc. began Toyota Driving Expectations, a four-hour driving safety educational program for newly licensed young people between the ages of 15 and 20 and their parents. Through lectures and practical skills tests, the young drivers are taught about different driving hazards, and their parents are taught about vehicle safety features and about ways to guide and instruct their just-licensed children. Currently, this program is offered in five to seven cities nationwide each year in the United States, and there have been more than 7,500 participants as of January 2008.



Arts and Culture

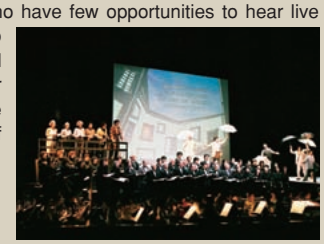
Arts and Culture

Toyota's support for the arts and culture takes the form of a number of initiatives with the following four emphases: fostering culture, broadening horizons, revitalizing local cultures and inheriting the automobile culture and the spirit of "making things".

Arts and Culture Activities

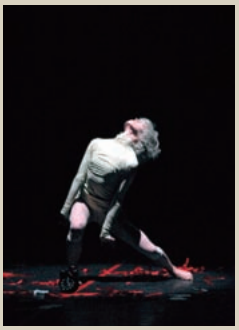
Toyota Community Concerts

The Toyota Community Concerts program began in 1981, and in cooperation with Toyota's Japanese sales companies it supports amateur orchestras throughout Japan. Toyota provides support for independent performances by orchestras, as well as citizens' concerts, offering people who have few opportunities to hear live performances the chance to attend a concert. By the end of fiscal year 2007, over 1,200 concerts will have been held, with a total of 900,000 attendees.



Toyota Choreography Award

In order to support contemporary dance—an area of arts and culture that is undervalued in Japan—Toyota has been working with the Setagaya Public Theatre in Tokyo to hold competitions designed to foster the next generation of choreographers since 2001. Initially, participants are selected from an open field, then performances for evaluation are staged at the Setagaya Public Theatre. The winner receives a financial prize and is provided with a venue for the performance of his or her choreographed work. The event has been held five times to date, with a total of 951 entrees.



Toyota Master Players Series, Vienna

In order to take classical music to a wider audience, a special chamber orchestra featuring members of the Vienna Philharmonic Orchestra is assembled to perform throughout Japan. It also engages in a musical exchange program, performing with the Nagoya Philharmonic Orchestra and young Japanese soloists. Since 2007, a special program of open rehearsals and concert visits has been held to help foster future musicians of Japan. Since 2000, there have been a total of 48 concerts over six seasons, with over 90,000 people attending.

Toyota Music Library

In 1986, Toyota established the Toyota Music Library to share the orchestral music performed in the Toyota Community Concerts with the public, school orchestras and municipal orchestras. There are a total of 250 scores, from standard numbers to classical and educational pieces, to be found on a dedicated website, where they are lent out on a reserved, no-fee basis for as long as 6 months. (http://www.toyota-music.com/) (Website in Japanese only)

Net TAM

Toyota cooperates with the Association for Corporate Support of the Arts, Japan (Mecenat) to support a comprehensive information website pertaining to art management. In addition to an archive containing the nationwide Toyota Art Management Lectures held from 1996 to 2004, the site, called "Net Tam", features a career bank with information about employment in the arts, as well as other information about art management. Net Tam also helped with an information site for Toyota's Art Management Forum in 2007. The site opened in September 2004 and has been accessed 2.6 million times since then. (http://www.nettam.jp/en/)

Inheritance of The Automobile Culture and The Spirit of "Making Things"

Toyota Automobile Museum

To mark the 50th anniversary of the founding of Toyota Motor Corporation, the Toyota Automobile Museum was established and houses approximately 140 classic cars collected from all over the world on permanent display. The vehicles all have original bodies and are maintained in running condition. Every year, in addition to regular exhibits, a variety of special events, such as an annual classic car festival, hobby seminars and "backyard" tours, are held.

Completed:	April 1989
Visitors:	257,116 (as of 2007)
Exhibits:	A display showing the progress of automobiles over the last 100 years, from the birth of gasoline-engine-powered cars at the end of the 19th century.
Location:	Nagakute-cho, Aichi Prefecture 480-1131 (tel. 0561-63-5151)
Museum hours:	From 9:30 a.m. to 5:00 p.m. (admission is until 4:30 p.m.); closed Mondays (or the day after if Monday is a national holiday) and during the New Year's holidays

Toyota Commemorative Museum of Industry and Technology

This museum occupies part of the original grounds and remaining buildings of the Toyoda Spinning and Weaving Co., Ltd., from which the Toyota Group was formed. The museum exists as a cultural facility designed to communicate to society "the spirit of research and creativity" and "the importance of making things". It introduces the history of the Toyota Group, while at the same time explaining how weaving machinery was transformed into automobile technology, using a combination of actual machinery and lectures.

Completed:	June 1994 (Established jointly by the 13 companies of the Toyota Group)
Visitors:	254,498 (as of 2007)
Location:	1-35, Noritake Shinmachi 4-chome, Nishi-ku, Nagoya 451-0051 (tel. 052-551-6115)
Museum hours:	9:30 a.m. to 5:00 p.m. (admission is until 4:30 p.m.); closed Mondays (or the day after if Monday is a national holiday) and during the New Year's holidays

Harmonious Society/Volunteer Activities

Harmonious Society

Toyota works broadly to achieve harmony with local society through support for natural disaster relief and philanthropic groups, for all kinds of projects near the company's facilities nationwide, and through communications with the regions.

Japan

Support for natural disaster relief

Toyota works with local organizations through the Japanese Red Cross Society, providing financial and material assistance, such as providing vehicles, to support relief activities for major natural disasters in Japan and abroad. In 2007, Toyota donated money to the Japanese Red Cross Society to assist with disaster relief for the victims of the cyclone that struck Bangladesh in November; it also contributed relief funds via the Japanese Red Cross Society for the victims of the Niigata-ken Chuetsu-oki Earthquake in July.

Toyota lobby concerts

Toyota invites about 400 local residents and those in nursing care facilities nearby to the 1st floor lobby of Toyota Motor Corporation's Tokyo Head Office for free concerts, which have been held every summer and winter, since 1995. These concerts have now been held 25 times with the help of Toyota employee volunteers and local residents. In addition, used stamps and post cards are gathered from visitors, and the Toyota Volunteer Center uses them too assist in support of educational expenses for people in Thailand and Laos, for training for mentally challenged people and for a fund to build nursing care facilities.

Overseas

Philippines: Medical Outreach

In an effort to improve the standard of living of local residents, Toyota Motor Philippines implements a program called Medical Outreach through the Toyota Motor Philippines Foundation, and, with the cooperation of local hospitals and pharmaceutical companies, it provides a free healthcare service twice a year to people living near the company's plant in Santa Rosa and to people living in Paranaque. This activity raises people's awareness of healthcare and has made a large contribution to improving healthcare service in the area.

Africa: Gardens for Africa

Since 2002, Toyota South Africa Motors has worked together with the nonprofit Newlands Mashu Community Development Center to promote the introduction of low-cost and sustainable methods of organic cultivation. The Gardens for Africa program combines the triple benefits of agricultural sustainability, job creation and skills training to contribute to the development and economic independence of local communities. Not only does the program generate employment, but its sustainable agriculture methods help safeguard the local environment.

Volunteering

Japan

Toyota Volunteer Center

The Toyota Volunteer Center was established in 1993 as the main office for Toyota's volunteer initiatives, where current and former employees and their families can enjoy a cheery, fun and safe environment to participate in volunteer activities. The center publishes an in-house newsletter that seeks to increase Toyota employees' awareness of volunteering and introduces a range of volunteer activities from the area as well as activities planned by the center itself. In addition, the center also operates a volunteer support desk at each vehicle and housing-related plant nationwide (a total of 20 locations) to encourage participation and deepen relations with surrounding communities. Furthermore, in order to provide timely assistance with the rehabilitation and reconstruction of areas and populations that have been affected by natural disasters, the Toyota Group Disaster V (Volunteer) Net was established in 2003. This network is made up of 15 Toyota-related companies (as of January 2008), and it holds regular training seminars and other events.

Overseas

China: Tree-planting volunteers

In 2006 the Corporate Citizenship Division, the Biotechnology & Afforestation Business Division and Toyota Motor (China) Investment Co., Ltd. cooperated to plan a visit by tree-planting volunteers to participate in a joint group of employees from Toyota in Japan and China. 20 employees volunteered to help revive even a little green in an area where desertification is advancing due to cutting down forests and environmental pollution. Volunteers from local Toyota affiliates joined them in planting the trees. Toyota plans to continue this effort in the future.

Related Organizations

Toyota Foundation

Toyota Motor Corporation founded the Toyota Foundation as a grant-making organization dedicated to the goals of realizing greater human fulfillment and contributing to the development of a people-oriented society. The foundation has an international perspective and conducts research and supports projects that span many fields, such as the living and natural environments, social welfare, education and culture, to make long-term and broad-ranging contributions to social activities.

Note: Please see Page 49 for an outline of the Toyota Foundation.

Toyota Group & Supplier Organizations

The Toyota Group

Company name	Establishment	Main products/activities	Capital	Number of employees	Net sales	Toyota equity share
			(¥ million)	(A person)	(¥ million)	(%)
Toyota Industries Corporation	Nov. 1926	Manufacture and sales of spinning and weaving machines, industrial vehicles and automobiles; logistics	80,462	11,075	1,135,668	23.51
Aichi Steel Corporation	Mar. 1940	Manufacture and sales of specialty steel, forged steel products and electromagnetic parts	25,016	2,327	187,075	23.71
JTEKT Corporation	Jan. 1921	Manufacture and sales of machine tools, auto parts and housing equipment	36,295	9,919	634,895	22.63
Toyota Auto Body Co., Ltd.	Aug. 1945	Manufacture of auto and special vehicle bodies and parts	10,371	11,325	1,386,757	56.03
Toyota Tsusho Corporation	July 1948	Business transactions related to various items in Japan and between foreign countries, import and export	64,936	2,601	4,196,896	21.57
Aisin Seiki Co., Ltd.	June 1949	Manufacture and sales of auto parts and household appliances	45,049	11,279	786,966	22.25
DENSO CORPORATION	Dec. 1949	Manufacture and sales of electrical components for automobiles and other applications, air conditioning equipment and general appliances, and electrical appliances	187,457	34,090	2,292,906	22.79
Toyota Boshoku Corporation	May 1950	Manufacture and sales of vehicle interior parts, filters and power train mechanical parts and textiles	8,400	6,783	678,259	39.36
Towa Real Estate Co., Ltd.	Aug. 1953	Owning, managing, buying & selling and renting out land, management and rental	23,750	86	7,306	35.06
Toyota Central Research and Development Laboratories, Incorporated	Nov. 1960	Fundamental research and testing for technical development for the Toyota Group	3,000	922	19,198	54.00
Kanto Auto Works, Ltd.	Apr. 1946	Manufacture of automobiles and of equipment and materials for housing construction	6,850	5,633	665,054	50.08
Toyoda Gosei Co., Ltd.	June 1949	Manufacture and sales of rubber, plastic and urethane products, semiconductor related products, electronic products and adhesives	28,027	5,552	356,383	42.66
Hino Motors, Ltd.	May 1942	Manufacture and sales of large trucks, buses, small commercial vehicles, passenger vehicles, engines and spare parts	72,717	9,980	976,683	50.11
Daihatsu Motor Co., Ltd.	Mar. 1907	Manufacture and sales of automobiles, specialty vehicles and parts	28,404	11,943	1,265,124	51.19

Notes: As of March 2007
The figures for capital and numbers of employees are as of the end of the fiscal year for each company. Sales figures are for the period from April 2006 to March 2007.

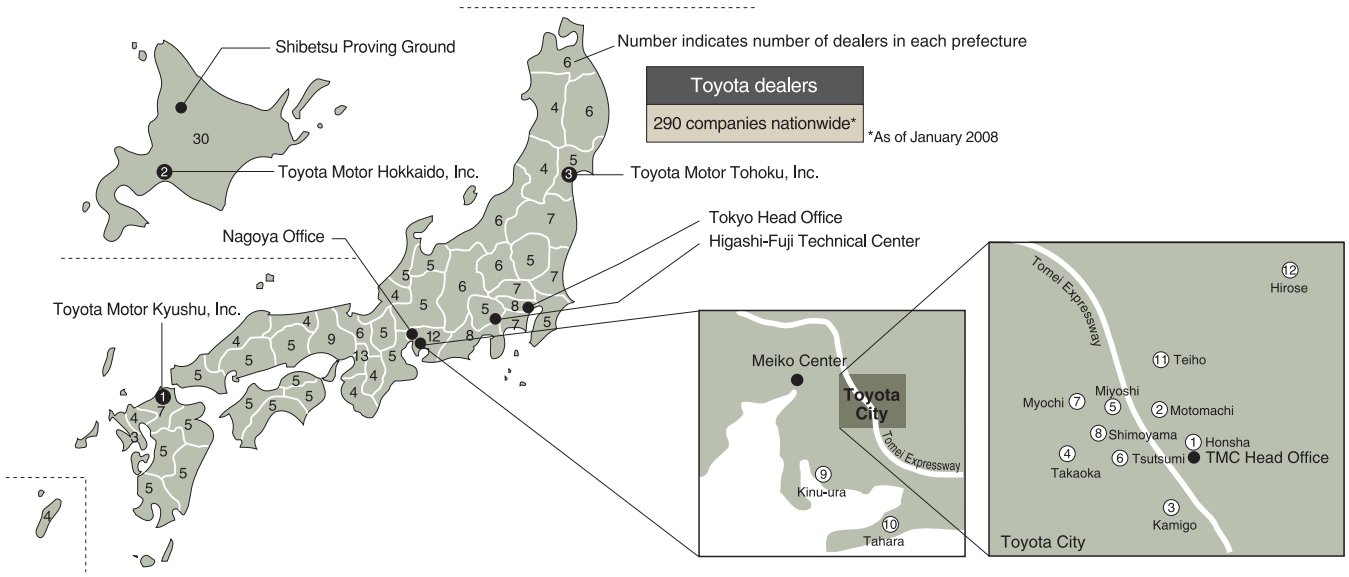
Supplier Associations

Association	Establishment	Number of companies	Remarks
Kyohokai	Dec. 1943	212	Parts suppliers
Eihokai	Apr. 1983	124	Equipment and distribution suppliers
Total		336	(When companies that belong to both associations are counted only once the total is 320.)

Note: As of August 2007

Japanese Production Sites and Dealers

Location of Toyota facilities



Toyota Plants

Name	Main products	Start of operations	Unit production (1=1,000 vehicles)	Number of employees
① Honsha Plant	Forged parts, hybrid system motors, Land Cruiser chassis	Nov. 1938	45	2,506
② Motomachi Plant	Crown, Mark X, Estima	Aug. 1959	142	4,582
③ Kamigo Plant	Engines	Nov. 1965	—	4,128
④ Takaoka Plant	Corolla, Vitz, ist, Ractis, Auris, Scion xD	Sept. 1966	346	4,984
⑤ Miyoshi Plant	Transmission-related parts, cold-forged and sintered parts	July 1968	—	1,745
⑥ Tsutsumi Plant	Prius, Camry, Premio, Allion, Wish, Scion tC	Dec. 1970	431	6,340
⑦ Myochi Plant	Suspension cast parts, suspension machine parts	June 1973	—	1,641
⑧ Shimoyama Plant	Engines, turbochargers, VVT, catalytic converters	Mar. 1975	—	1,997
⑨ Kinu-ura Plant	Transmission-related parts	Aug. 1978	—	4,081
⑩ Tahara Plant	LS, GS, IS, GX, RAV4, 4Runner, Land Cruiser, Vanguard, engines	Jan. 1979	632	10,370
⑪ Teiho Plant	Mechanical equipment, moldings for forging and casting and resin-molding dies	Feb. 1986	—	1,872
⑫ Hirose Plant	Research and development and production of electronic control devices, ICs	Mar. 1989	—	1,290
❶ Toyota Motor Kyushu, Inc.	IS, ES, RX, Harrier, Highlander, engines, hybrid system motors	Dec. 1992	444	4,762
❷ Toyota Motor Hokkaido, Inc.	Automobile parts including automatic transmissions, transfers, aluminum wheels	Oct. 1992	—	1,691
❸ Toyota Motor Tohoku, Inc.	Production of mechanical and electronic parts	Oct. 1998	—	277

Notes: 1. As of March 2007 (automotive operation or products and number of vehicles produced are as of December 2007)
2. Production figure for the Honsha Plant indicates Land Cruiser chassis production.
3. Toyota Motor Kyushu, Inc., Toyota Motor Hokkaido, Inc. and Toyota Motor Tohoku, Inc. are 100%-owned subsidiaries of Toyota Motor Corporation.

Other Locations

Name	Main products	Start of operations	Number of employees
Meiko Center	Loading of vehicles on ships	May 1964	6
Inazawa Parts Center	Receiving and shipment of large parts	Oct. 1978	70
Ogura Parts Center	Receiving and shipment of small and mid-sized parts	Jan. 1978	186
Kamigo Distribution Center	Receiving and shipment of parts for production overseas and in regional areas in Japan and for car interiors and exteriors	Aug. 1968	188
Tobishima Distribution Center	Receiving and shipment of overseas production parts and spare parts	Nov. 1988	143

Note: As of February 2008

Number of Vehicles Produced in Japan by Model

Toyota brand

(1=1 vehicle)

Model name	Start of production	2007	Cumulative total
Land Cruiser	1951	323,596	5,609,258
Crown	1954	56,509	5,746,932
Toyoace/Dyna	1954・56	44,201	3,559,857
Coaster	1963	12,756	357,037
Corolla	1966	430,555	23,747,675
Hiace	1967	183,128	5,139,538
Hilux	1967	104,155	10,864,586
Century	1967	346	40,113
Mark II Blit	1968	1,040	6,529,746
Liteace	1970	5,677	2,195,959
Townace	1976	9,383	2,458,754
Camry	1980	92,493	4,024,390
Camry Hybrid	2006	(13,551)	(48,867)
Estima	1990	90,495	1,958,674
Estima Hybrid	2001	(8,416)	(45,901)
Caldina	1992	3,996	836,121
RAV 4	1994	388,627	2,857,411
Granvia	1995	23,577	419,854
Comfort	1995	8,034	150,676
Ipsum	1996	8,020	698,450
Prius	1997	278,092	958,115
Harrier	1997	100,306	1,080,307
Harrier Hybrid	2005	(37,046)	(113,174)
Raum	1997	17,026	303,345
Progrès	1998	816	77,858
Vitz	1999	263,614	2,291,307
MR-S	1999	1,156	77,840
Kluger	2000	47,535	951,348
Kluger Hybrid	2005	(7,363)	(71,443)
bB	2000	30,998	608,262
Voxy	2001	72,326	428,545
Noah	2001	58,610	454,662
Premio	2001	38,666	252,461
Allion	2001	34,670	230,887
Brevis	2001	559	33,457

(1=1 vehicle)

Model name	Start of production	2007	Cumulative total
Alphard	2002	51,423	430,888
Alphard Hybrid	2003	(3,579)	(23,227)
ist	2002	39,260	517,213
Scion xD	2007	(19,632)	(19,632)
Probox	2002	44,240	274,563
Succeed	2002	22,433	144,174
WISH	2003	55,137	548,466
Sienta	2003	32,783	221,137
Scion xB	2003	53,870	(—)
Passo	2004	79,158	312,716
Mark X	2004	36,116	162,122
Isis	2004	36,855	172,352
Porte	2004	35,274	158,902
Belta	2005	231,384	445,658
Ractis	2005	51,278	161,864
Auris	2006	50,694	75,233
Blade	2006	32,328	35,633
FJ Cruiser	2006	76,745	153,896
Scion tC	2006	68,613	155,819
Vanguard	2007	15,191	15,191
Mark X ZiO	2007	19,249	19,249
Highlander	2007	106,786	106,786
Highlander Hybrid	2007	(12,251)	(12,251)

Lexus brand

(1=1 vehicle)

Model name	Start of production	2007	Cumulative total
IS	2005	110,907	255,104
GS	2005	45,488	160,394
GS Hybrid	2006	(5,338)	(13,806)
SC	2005	5,673	18,502
ES	2006	121,286	208,557
LS	2006	72,279	103,187
LS Hybrid	2007	(9,202)	(9,202)
IS F	2007	268	268

Source: Toyota Motor Corporation

*1.Includes exports of finished vehicles and complete knock down units (CKD).
*2. indicates vehicles not sold in Japan.
*3.The Scion line is included in the Toyota brand.

Notes: 1. Land Cruiser includes the 70, 90, 100, 200, GX and LX series.
2. Crown includes Crown Comfort and Crown Estate.
3. Dyna Toyoace includes Quick Delivery.
4. Cumulative production figure for Coaster is since 1965. Before that it was included in Dyna.
5. Corolla includes Corolla Axio, Corolla Fielder, Corolla Spacio and Corolla Rumion.
6. Hiace includes ambulance models. Total number of vehicles includes Regius.
7. Cumulative production figure for Hilux includes T100.
8. Total number of vehicles produced for Mark II Blit includes Mark II series.
9. Cumulative production number for Camry includes Camry Gracia.
10. Granvia includes Grand Hiace and Himedic ambulance models.
11. Comfort includes driving-instruction cars.
12. Numbers for Harrier and Harrier Hybrid include RX and RX Hybrid, respectively.
13. Figures for Kluger and Kluger Hybrid include previous Highlander and Highlander Hybrid, respectively.
14. Cumulative production figure for bB includes bB Open Deck and previous Scion xB.
15. ist includes Scion xD. Total number of vehicles includes Scion xA.
16. Total production figure for ES does not include that of previous Windom.

Number of Vehicles Registered in Japan by Model

Toyota brand

(1=1 vehicle)

Model name	Start of sales	2007	Cumulative total
Land Cruiser	1951	17,168	676,108
Toyoace	1954	8,566	1,325,216
Crown	1955	56,463	4,965,456
Dyna	1956	14,208	1,174,602
Coaster	1963	1,592	138,669
Corolla	1966	147,074	11,711,747
Hiace	1967	56,187	2,709,750
Century	1967	351	40,050
Hilux	1968	6,848	1,157,194
Mark II	1968	1,096	4,813,257
Liteace	1970	5,878	1,735,941
Celica	1970	1	864,798
Townace	1976	9,765	2,125,672
Camry	1980	7,343	1,213,463
Celsior	1989	4	362,442
Estima	1990	74,243	1,447,933
Aristo	1991	2	144,289
Caldina	1992	4,453	799,032
RAV 4	1994	14,067	392,409
Comfort	1995	8,172	130,132
Quick Delivery	1995	858	19,281
Ipsum	1996	4,922	518,714
Prius	1997	58,322	290,805
Harrier	1997	33,926	286,117
Regius	1997	24,921	238,113
Raum	1997	17,079	302,267
Progrès	1998	849	77,726
Altezza	1998	1	111,473
Vitz	1999	121,378	1,063,553
MR-S	1999	1,203	21,038
FunCargo	1999	1	359,654
Cami	1999	1	40,216
bB	2000	38,401	422,866
Kluger	2000	1,852	79,661

(1=1 vehicle)

Model name	Start of sales	2007	Cumulative total
Voxy	2001	74,838	425,536
Noah	2001	59,687	450,461
Premio	2001	37,621	246,156
Allion	2001	33,939	227,653
Allex	2001	50	104,253
Brevis	2001	602	33,393
Alphard	2002	52,243	423,035
Probox	2002	45,353	292,122
Succeed	2002	22,754	143,156
ist	2002	16,604	382,931
WISH	2003	56,794	512,166
Sienta	2003	35,040	219,321
Avensis	2003	7,107	53,677
Passo	2004	80,019	309,065
Mark X	2004	47,195	170,322
Isis	2004	36,660	169,648
Porte	2004	36,779	157,065
Ractis	2005	52,891	158,124
Belta	2005	22,762	62,697
Rush	2006	15,288	41,246
Auris	2006	32,343	41,686
Blade	2006	31,470	32,688
Vanguard	2007	13,159	13,159

Lexus brand

(1=1 vehicle)

Model name	Start of sales	2007	Cumulative total
IS	2005	9,505	24,143
GS	2005	5,089	20,077
GS Hybrid	2006	(982)	(3,218)
SC	2005	872	2,943
LS	2006	19,331	29,025
LS Hybrid	2007	(5,326)	(5,326)
IS F	2007	9	9

Source: Toyota Motor Corporation

Notes: 1. Land Cruiser includes Prado.
2. Toyoace cumulative registration figure includes Urban Supporter.
3. Crown includes Crown Majesta, Crown Comfort and Crown Estate.
4. Dyna includes Urban Supporter.
5. Corolla includes Corolla Spacio, Corolla Runx, Corolla Fielder, Corolla Axio and Corolla Rumion.
6. Hiace includes Grand Hiace, Touring Hiace and Toyota ambulance vehicles. Cumulative registration figure for Hiace includes ambulance models, Regius and Granvia.
7. Hilux includes Surf.
8. Mark II includes Mark II Blit. The Mark II cumulative registration figure includes Mark II series.
9. Camry cumulative registration figure includes Camry Gracia.
10. Estima, Harrier, Kluger, Alphard all include hybrid models.
11. Comfort includes Comfort driving-instruction cars.
12. Regius includes Regius Ace.
13. Altezza cumulative registration figure includes Altezza Gita.
14. bB cumulative registration figure includes bB Open Deck.
15. Avensis includes Avensis Wagon.
16. Mark X includes Mark X ZiO.
17. Excluding Toyota-brand driving-instruction vehicles, TOYOTA-FCHV, large buses and commuter vehicles.

Overseas Production Companies

As of the end of March 2008, Toyota conducts its business worldwide with 53 overseas manufacturing companies in

■ Overseas Manufacturing Companies (53 manufacturing companies, in 27 countries/regions) as of the end of March 2008 (1=1,000 units)

Region / Country		Company name	Main products*	Number of employees*	Toyota Vehicle Production for 2007*
North America	Canada	❶ Canadian Autoparts Toyota Inc.(CAPTIN)	Aluminum wheels	302	—
		❷ Toyota Motor Manufacturing Canada Inc.(TMMC)	Corolla, Matrix, RX	5,091	303
			Engines		—
	U.S.A.	❸ TABC, Inc.	Catalytic converters, steering columns, stamped parts	606	—
		❹ New United Motor Manufacturing, Inc.(NUMMI)	Corolla, Tacoma	5,206	359
		❺ Toyota Motor Manufacturing, Kentucky, Inc.(TMMK)	Camry, Camry Hybrid, Solara, Avalon	7,632	515
			Engines		—
		❻ Bodine Aluminum, Inc.	Aluminum castings	1,129	—
		❼ Toyota Motor Manufacturing, West Virginia, Inc.(TMMWV)	Engines, transmissions	1,389	—
		❽ Toyota Motor Manufacturing, Indiana, Inc.(TMMI)	Tundra, Sequoia, Sienna	4,279	284
		❾ Toyota Motor Manufacturing, Alabama, Inc.(TMMAL)	Engines	1,012	—
		❿ Toyota Motor Manufacturing, Texas, Inc.(TMMTX)	Tundra	2,205	139
		⓫ Subaru of Indiana Automotive, Inc.(SIA)	Camry	—	38
Latin America	Argentina	⓬ Toyota Argentina S.A.(TASA)	Hilux, Fortuner (SW4)	2,949	69
	Brazil	⓭ Toyota do Brasil Ltda.	Corolla, Corolla Fielder, Hilux underbody parts	3,090	63
	Colombia	⓮ Sociedad de Fabricacion de Automotores S.A.	Land Cruiser Prado	1,860	—
	Mexico	⓯ Toyota Motor Manufacturing de Baja California S.de R.L.de C.V.(TMMBC)	Tacoma	834	34
			Truck beds		—
	Venezuela	⓰ Toyota de Venezuela Compania Anonima(TDV)	Corolla, Fortuner, Hilux, Dyna, Land Cruiser	2,327	17
Europe	Czech Republic	⓱ Toyota Peugeot Citroën Automobile Czech, s.r.o.(TPCA)	Aygo	3,320	105
	France	⓲ Toyota Motor Manufacturing France S.A.S.(TMMF)	Yaris (Vitz)	3,959	262
			Engines		—
	Poland	⓳ Toyota Motor Manufacturing Poland SP.zo.o.(TMMP)	Engines, transmissions	2,074	—
		⓴ Toyota Motor Industries Poland SP.zo.o.(TMIP)	Engines	1,069	—
	Portugal	㉑ Toyota Caetano Portugal, S.A.(TCAP)	Coaster (Optimo), Dyna, Hiace	690	—
	Turkey	㉒ Toyota Motor Manufacturing Turkey Inc.(TMMT)	Corolla Verso, Auris	3,963	161
	U.K.	㉓ Toyota Motor Manufacturing(UK) Ltd.(TMUK)	Avensis, Auris	4,926	278
			Engines		—
	Russia	㉔ Limited Liability Company "TOYOTA MOTOR MANUFACTURING RUSSIA"(TMMR)	Camry	600	—
Africa	Kenya	㉕ Associated Vehicle Assemblers Ltd.(AVA)	Land Cruiser	311	1
	South Africa	㉖ Toyota South Africa Motors (Pty) Ltd.(TSAM)	Corolla, Hiace, Hilux, Fortuner, Dyna	9,557	146
			Engines, engine parts		—
Asia	China	㉗ Tianjin Jinfeng Auto Parts Co.,Ltd.(TJAC)	Steering assembly, propeller shafts	413	—
		㉘ Tianjin Fengjin Auto Parts Co.,Ltd.(TFAP)	Constant velocity joints, axles, differentials	793	—
		㉙ Tianjin FAW Toyota Engine Co., Ltd.(TFTE)	Engines	1,821	—

*Main products, numbers of employees and Toyota Vehicle Production for 2007 are as of December 2007; only includes vehicles for which production exceeded 1,000 units.

27 countries and regions. Toyota's vehicles are sold in more than 170 countries and regions.

Region	Manufacturing companies	Distributors
North America	11	4
Latin America	5	41
Europe	8	30
Africa	2	47
Asia (excluding Japan)	25	15
Oceania	1	15
Middle East	1	16
Overseas total	53	168

(1=1,000 units)

Region / Country		Company name	Main products*	Number of employees*	Toyota Vehicle Production for 2007*
Asia	China	30 Tianjin Toyota Forging Co., Ltd.(TTFC)	Forged parts	233	—
		31 Tianjin FAW Toyota Motor Co., Ltd.(TFTM)	Vios, Corolla, Corolla EX, Crown, Reiz	12,281	271
		32 FAW Toyota (Changchun) Engine Co., Ltd.(FTCE)	Engines	767	—
		33 Toyota FAW (Tianjin) Dies Co., Ltd.(TFTD)	Stamping dies for vehicles	231	—
		34 Guangqi Toyota Engine Co., Ltd.(GTE))	Engines, engine parts (camshafts, crankshafts)	1,241	—
		35 Sichuan FAW Toyota Motor Co., Ltd.(SFTM))	Coaster, Land Cruiser, Land Cruiser Prado, Prius	2,057	5
		36 Guangzhou Toyota Motor Co., Ltd.(GTMC)	Camry	4,614	170
	Taiwan	37 Kuozui Motors, Ltd.	Camry, Corolla, WISH, Vios, Yaris, Hiace, Zace, stamped parts	2,793	99
			Engines		—
	India	38 Toyota Kirloskar Motor Private Ltd.(TKM)	Corolla, Innova	3,614	52
		39 Toyota Kirloskar Auto Parts Private Ltd.(TKAP)	Axles, propeller shafts, transmissions, differentials	836	—
	Indonesia	40 PT. Toyota Motor Manufacturing Indonesia	Innova, Fortuner, Dyna	5,332	66
			Engines		—
		41 P.T. Astra Daihatsu Motor (ADM)	Avanza	—	86
	Malaysia	42 Assembly Services Sdn. Bhd.(ASSB)	Corolla, Vios, Hilux, Innova, Fortuner, Hiace	3,270	45
			Engines		—
		43 Perodua Manufacturing Sdn. Bhd.(PMSB)	Avanza	—	22
	Pakistan	44 Indus Motor Company Ltd.(IMC)	Corolla, VIGO	2,079	36
	Philippines	45 Toyota Motor Philippines Corp.(TMP)	Corolla, Innova, Vios	1,929	19
		46 Toyota Autoparts Philippines Inc.(TAP)	Transmissions, constant velocity joints	1,045	—
	Thailand	47 Toyota Motor Thailand Co., Ltd.(TMT)	Corolla, WISH, Camry, Soluna Vios, Yaris, VIGO, Fortuner	12,722	436
		48 Toyota Auto Body Thailand Co., Ltd.(TABT)	Stamped parts	—	—
		49 Thai Auto Works Co., Ltd.(TAW)	Fortuner, VIGO	1,100	63
		50 Siam Toyota Manufacturing Co., Ltd.(STM)	Engines, engine parts Propeller shafts, casting (block, head)	2,260	—
	Vietnam	51 Toyota Motor Vietnam Co., Ltd.(TMV)	Camry, Corolla, Vios, Land Cruiser, Innova, Hiace	854	18
Oceania	Australia	52 Toyota Motor Corporation Australia Ltd.(TMCA)	Camry, Aurion	4,903	149
			Engines		—
Middle East	Bangladesh	53 Aftab Automobiles Ltd.	Land Cruiser	66	—

Production facilities where operations are planned

Region / Country		Company name	Location	Product	Production start date
North America	U.S.	Toyota Motor Manufacturing, Mississippi, Inc.(TMMMS)	Blue Springs, Union County, Mississippi	Highlander	Around 2010

North America

Regional headquarters

Country	Company name	Establishment	Activities
U.S.A.	Toyota Motor North America, Inc.(TMA)	Mar. 1996	Liaison, public relations and survey activities throughout North America
	Toyota Motor Engineering & Manufacturing North America, Inc.(TEMA)	Apr. 2006	R&D and overall supervision of manufacturing in North America

Manufacturing companies in North America

(1=1,000 units)

Country		Company name	Start of operations	Number of Employees	Main products	Toyota Vehicle Production for 2007
Canada	❶	Canadian Autoparts Toyota Inc.(CAPTIN)	Feb. 1985	302	Aluminum wheels	—
	❷	Toyota Motor Manufacturing Canada Inc.(TMMC)	Nov. 1988	5,091	Corolla, Matrix, RX	303
					Engines	—
U.S.A.	❸	TABC, Inc.	Nov. 1971	606	Catalytic converters, steering columns, stamped parts	—
	❹	New United Motor Manufacturing, Inc.(NUMMI)	Dec.1984	5,206	Corolla, Tacoma	359
	❺	Toyota Motor Manufacturing, Kentucky, Inc.(TMMK)	May 1988	7,632	Camry, Camry Hybrid, Solara, Avalon	515
					Engines	—
	❻	Bodine Aluminum, Inc.	Jan. 1993	1,129	Aluminum castings	—
	❼	Toyota Motor Manufacturing, West Virginia, Inc.(TMMWV)	Nov. 1998	1,389	Engines, transmissions	—
	❽	Toyota Motor Manufacturing, Indiana, Inc.(TMMI)	Feb. 1999	4,279	Tundra, Sequoia, Sienna	284
	❾	Toyota Motor Manufacturing, Alabama, Inc.(TMMAL)	Apr. 2003	1,012	Engines	—
	❿	Toyota Motor Manufacturing, Texas, Inc.(TMMTX)	Nov. 2006	2,205	Tundra	139
	⓫	Subaru of Indiana Automotive, Inc.(SIA)	Apr. 2007*	—	Camry	38

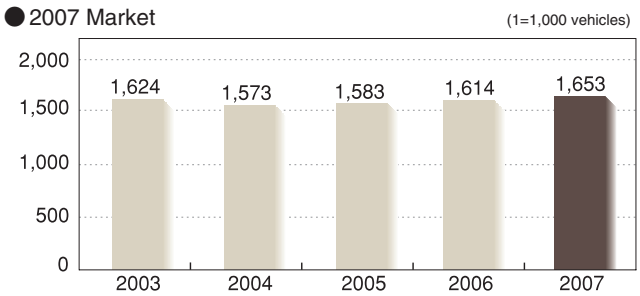
*The year in which contract manufacturing began.
Note: Toyota vehicle production results are as of December 2007. Production of the Highlander is planned to begin in Mississippi, U.S.A. around 2010.

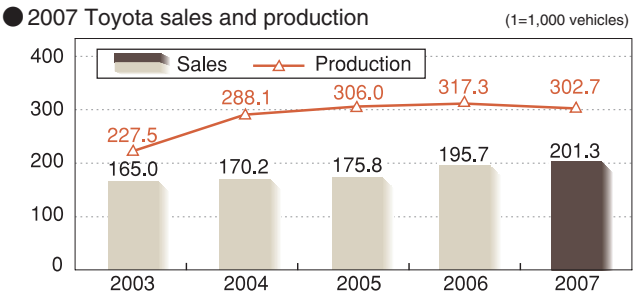
Sales

The number of distributors*	North America sales (1=1,000 vehicles)
4	2,822.2

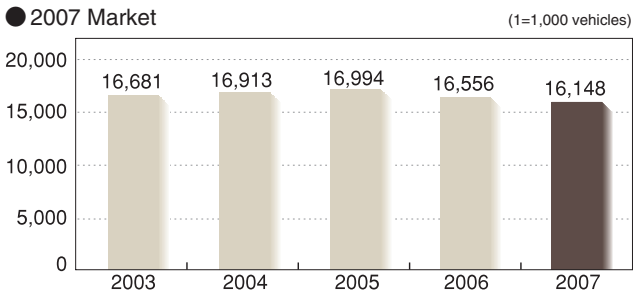
*As of May 2007

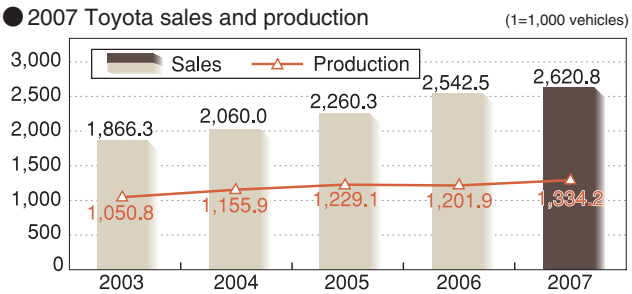
Canada





U.S.A.





Source: Toyota Motor Corporation

Latin America

Manufacturing companies in Latin America

(1=1,000 units)

Country	Company name	Start of operations	Number of Employees	Main products	Toyota Vehicle Production for 2007
Argentina ❶	Toyota Argentina S.A. (TASA)	Mar. 1997	2,949	Hilux, Fortuner (SW4)	69
Brazil ❷	Toyota do Brasil Ltda.	May 1959	3,090	Corolla, Corolla Fielder, Hilux underbody parts	63
Colombia ❸	Sociedad de Fabricacion de Automotores S.A.	Mar. 1992	1,860	Land Cruiser Prado	—
Mexico ❹	Toyota Motor Manufacturing de Baja California, S.de R. L. de C.V. (TMMBC)	Sept. 2004	834	Tacoma	34
				Truck beds	—
Venezuela ❺	Toyota de Venezuela Compania Anonima (TDV)	Nov. 1981	2,327	Corolla, Fortuner, Hilux, Dyna, Land Cruiser	17

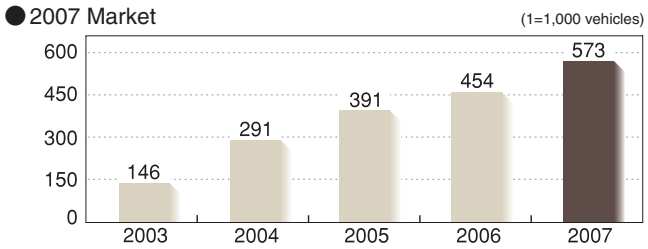
Note: Toyota vehicle production results are as of December 2007.

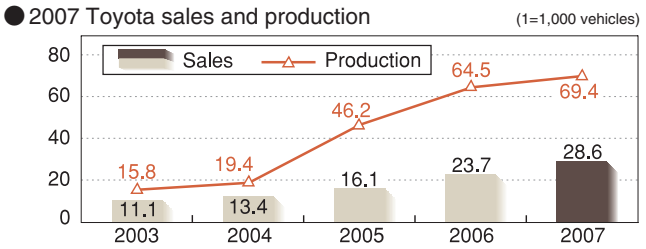
Sales

The number of distributors*	Latin America sales (1=1,000 vehicles)
41	379.4

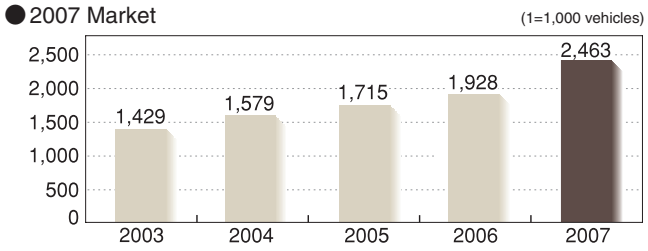
*As of May 2007

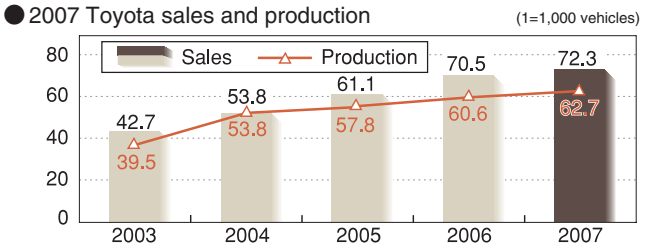
Argentina



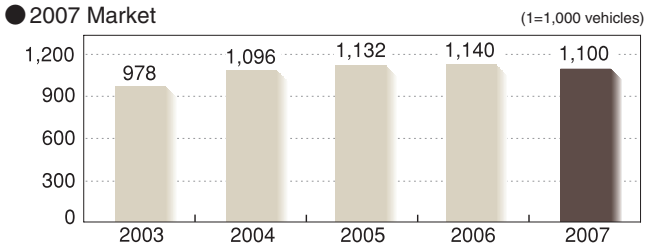


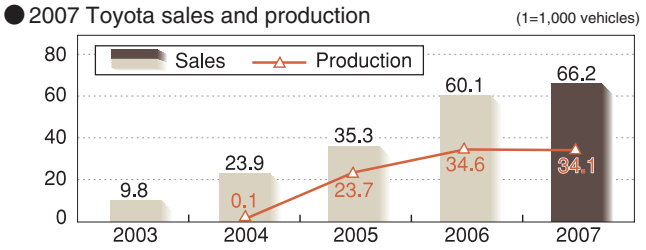
Brazil





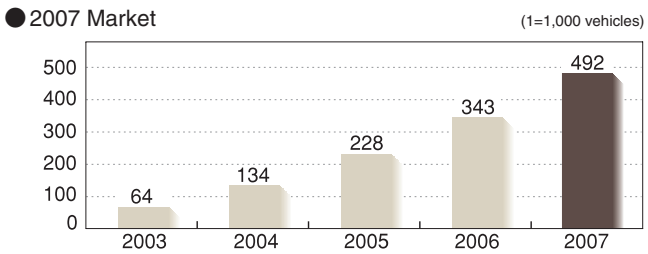
Mexico

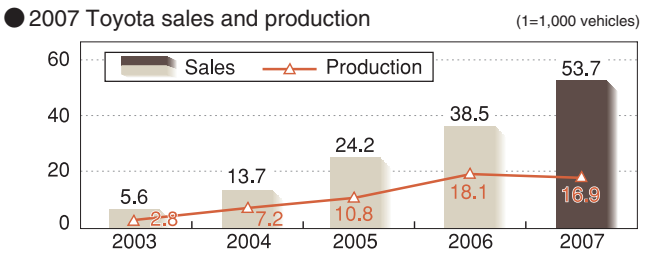




Note: Toyota sales in Mexico began in 2002; production in Mexico began in 2004.

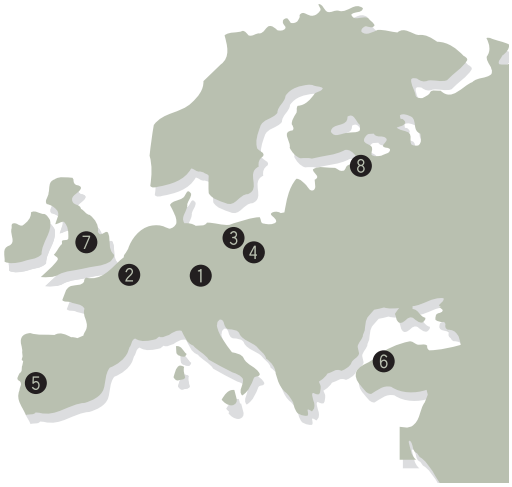
Venezuela





Source: Toyota Motor Corporation

Europe



Manufacturing companies in Europe

(1=1,000 units)

Country		Company name	Start of operations	Number of Employees	Main products	Toyota Vehicle Production for 2007
Czech Republic	1	Toyota Peugeot Citroën Automobile Czech, s.r.o. (TPCA)	Feb. 2005	3,320	Aygo	105
France	2	Toyota Motor Manufacturing France S.A.S.(TMMF)	Jan. 2001	3,959	Yaris (Vitz)	262
					Engines	—
Poland	3	Toyota Motor Manufacturing Poland SP.zo.o.(TMMP)	Apr. 2002	2,074	Engines, transmissions	—
	4	Toyota Motor Industries Poland SP.zo.o.(TMIP)	Mar. 2005	1,069	Engines	—
Portugal	5	Toyota Caetano Portugal, S.A.(TCAP)	Aug. 1968	690	Coaster (Optimo), Dyna, Hiace	—
Turkey	6	Toyota Motor Manufacturing Turkey Inc.(TMMT)	Sept. 1994	3,963	Corolla Verso, Auris	161
U.K.	7	Toyota Motor Manufacturing (UK) Ltd. (TMUK)	Sept. 1992	4,926	Avensis, Auris	278
					Engines	—
Russia	8	Limited Liability Company "TOYOTA MOTOR MANUFACTURING RUSSIA"(TMMR)	Dec. 2007	600	Camry	—

Note: Toyota vehicle production results are as of December 2007.

Regional headquarters

Company name	Establishment	Activities
Toyota Motor Europe NV/SA	Oct. 2005	Coordination of Toyota's European business

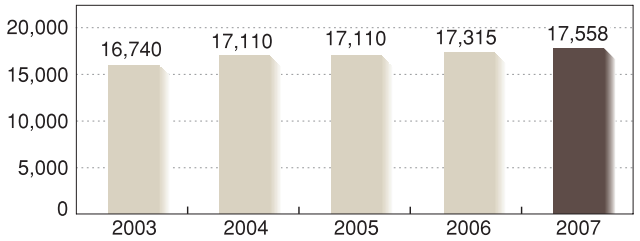
Sales

The number of distributors*	Europe sales (1=1,000 vehicles)
30	1,238.6

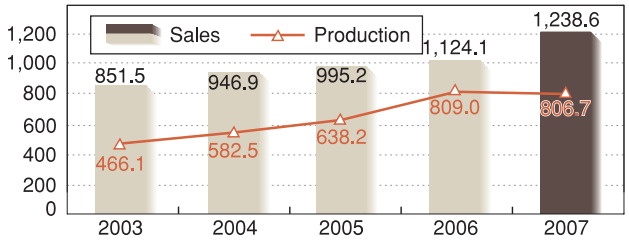
*As of May 2007

Europe

● 2007 Market (1=1,000 vehicles)

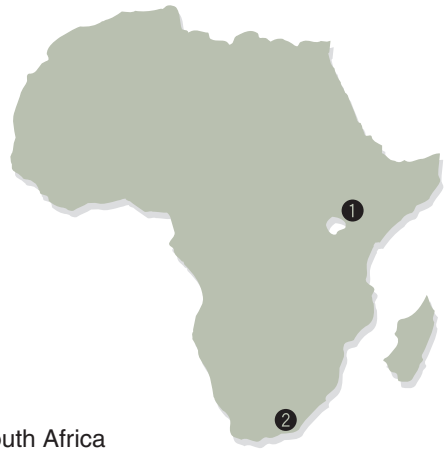


● 2007 Toyota sales and production (1=1,000 vehicles)



Source: Toyota Motor Corporation

Africa



Manufacturing companies in Africa

(1=1,000 units)

Country		Company name	Start of operations	Number of Employees	Main products	Toyota Vehicle Production for 2007
Kenya	1	Associated Vehicle Assemblers Ltd.(AVA)	Aug. 1977	311	Hiace, Land Cruiser	—
South Africa	2	Toyota South Africa Motors (Pty) Ltd.(TSAM)	June 1962	9,557	Corolla, Hiace, Hilux, Fortuner, Dyna	146
					Engines, engine parts	—

Note: Toyota vehicle production results are as of December 2007.

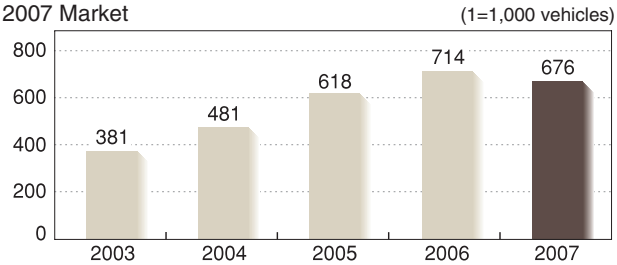
Sales

The number of distributors*	Africa sales (1=1,000 vehicles)
47	313.5

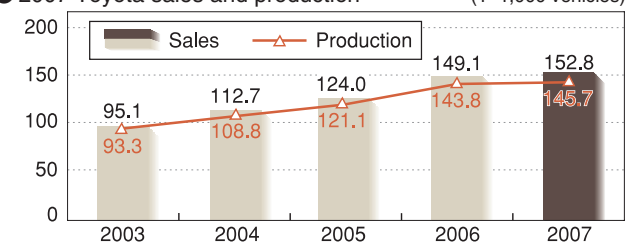
*As of May 2007

South Africa

● 2007 Market (1=1,000 vehicles)

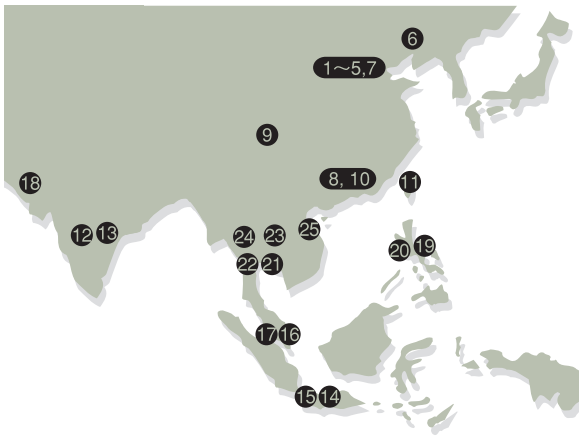


● 2007 Toyota sales and production (1=1,000 vehicles)



Source: Toyota Motor Corporation

Asia



Regional headquarters

Country	Company name	Establishment	Activities
Singapore	Toyota Motor Asia Pacific Pte Ltd.	July 1990	Parts supply to all ASEAN countries and sales support for marketing in Asia
Thailand	Toyota Motor Asia Pacific Engineering and Manufacturing Co., Ltd.*	Sep. 2003	Development and evaluation efforts for locally produced vehicles as well as operational support for Toyota production affiliates in Asia, Oceania and the Middle East

Note: TMAP-EM integrated TTCAP-TH with TMAP Thailand in April 2007.

Sales

The number of distributors*	Asia sales (1=1,000 vehicles)
15	1,329.6

*As of May 2007

Manufacturing companies in Asia

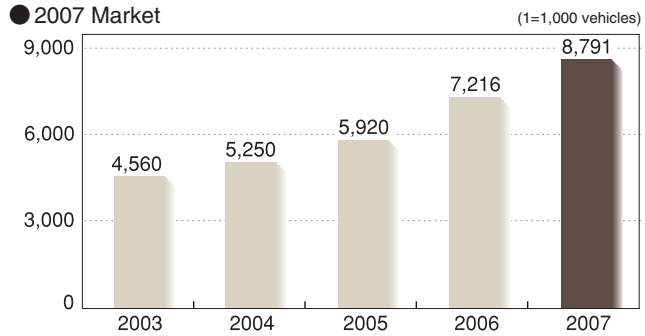
(1=1,000 units)

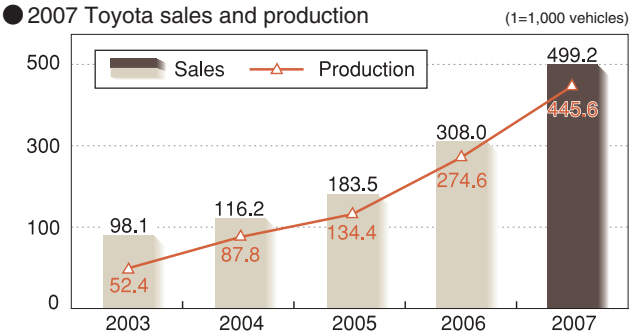
Country		Company name	Start of operations	Number of Employees	Main products	Toyota Vehicle Production for 2007
China	1	Tianjin Jinfeng Auto Parts Co., Ltd. (TJAC)	Oct. 1997	413	Steering assembly, propeller shafts	—
	2	Tianjin Fengjin Auto Parts Co., Ltd. (TFAP)	May 1998	793	Constant velocity joints, axles, differentials	—
	3	Tianjin FAW Toyota Engine Co., Ltd. (TFTE)	July 1998	1,821	Engines	—
	4	Tianjin Toyota Forging Co., Ltd. (TTFC)	Jan. 1999	233	Forged parts	—
	5	Tianjin FAW Toyota Motor Co., Ltd. (TFTM)	Oct. 2002	12,281	Vios, Corolla, Corolla EX, Crown, Reiz	271
	6	FAW Toyota (Changchun) Engine Co., Ltd. (FTCE)	Dec. 2004	767	Engines	—
	7	Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD)	Dec. 2004	231	Stamping dies for vehicles	—
	8	Guangqi Toyota Engine Co., Ltd. (GTE)	Jan. 2005	1,241	Engines, engine parts (camshafts, crankshafts)	—
	9	Sichuan FAW Toyota Motor Co., Ltd. (SFTM)	Dec. 2000	2,057	Coaster, Land Cruiser, Land Cruiser Prado, Prius	5
	10	Guangzhou Toyota Motor Co., Ltd. (GTMC)	May 2006	4,614	Camry	170
Taiwan	11	Kuozui Motors, Ltd.	Jan. 1986	2,793	Camry, Corolla, WISH, Vios, Yaris, Hiace, Zace, stamped parts	99
					Engines	—
India	12	Toyota Kirloskar Motor Private Ltd.(TKM)	Dec. 1999	3,614	Corolla, Innova	52
	13	Toyota Kirloskar Auto Parts Private Ltd.(TKAP)	July 2002	836	Axles, propeller shafts, transmissions, differentials	—
Indonesia	14	PT. Toyota Motor Manufacturing Indonesia	May 1970	5,332	Innova, Fortuner, Dyna	66
					Engines	—
	15	P.T. Astra Daihatsu Motor (ADM)	2004*	—	Avanza	86
Malaysia	16	Assembly Services Sdn. Bhd.(ASSB)	Feb. 1968	3,270	Corolla, Vios, Hilux, Innova, Fortuner, Hiace	45
					Engines	—
	17	Perodua Manufacturing Sdn. Bhd.(PMSB)	2005*	—	Avanza	22
Pakistan	18	Indus Motor Company Ltd. (IMC)	Mar. 1993	2,079	Corolla, Hilux	36
Philippines	19	Toyota Motor Philippines Corp.(TMP)	Feb. 1989	1,929	Corolla, Innova, Vios	19
	20	Toyota Autoparts Philippines Inc.(TAP)	Sept. 1992	1,045	Transmissions, constant velocity joints	—
Thailand	21	Toyota Motor Thailand Co., Ltd.(TMT)	Dec. 1964	12,722	Corolla, WISH, Camry, Soluna Vios, Yaris, VIGO, Fortuner	436
	22	Toyota Auto Body Thailand Co., Ltd.(TABT)	May 1979	—	Stamped parts	—
	23	Thai Auto Works Co., Ltd. (TAW)	May 1988	1,100	Fortuner, VIGO	63
	24	Siam Toyota Manufacturing Co., Ltd.(STM)	July 1989	2,260	Engines, engine parts	—
Vietnam	25	Toyota Motor Vietnam Co., Ltd.(TMV)	Aug. 1996	854	Camry, Corolla, Vios, Land Cruiser, Innova, Hiace	18

*The first year of contract production.
Source: Toyota Motor Corporation
Note: Toyota vehicle production results are as of December 2007.

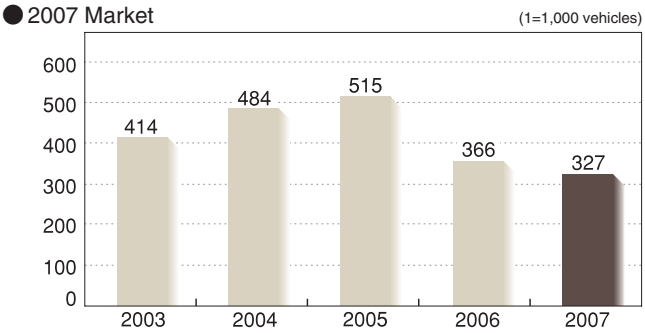
Asia

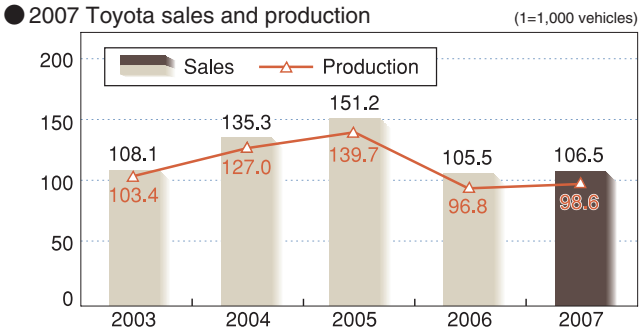
China



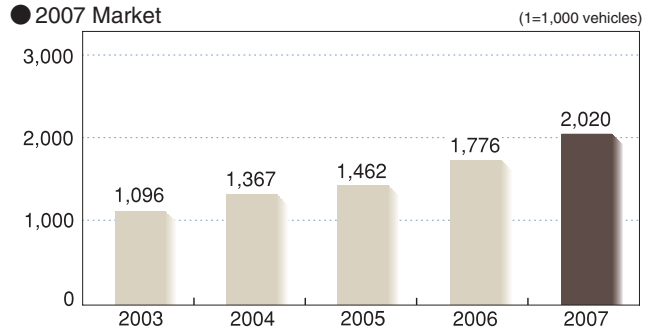


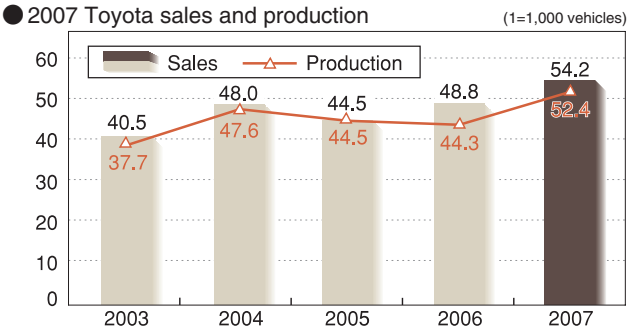
Taiwan



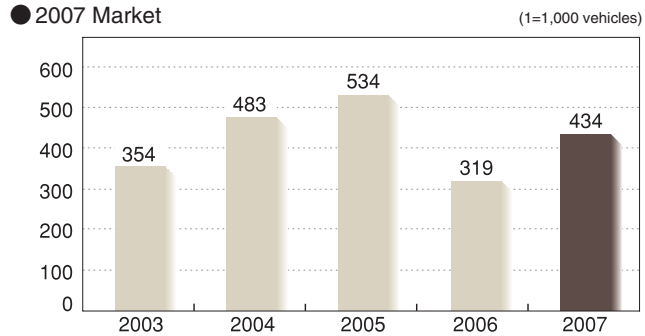


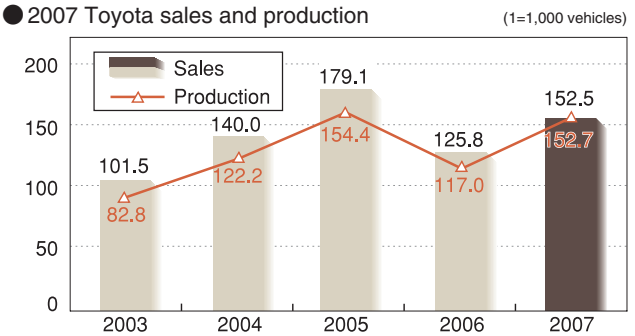
India





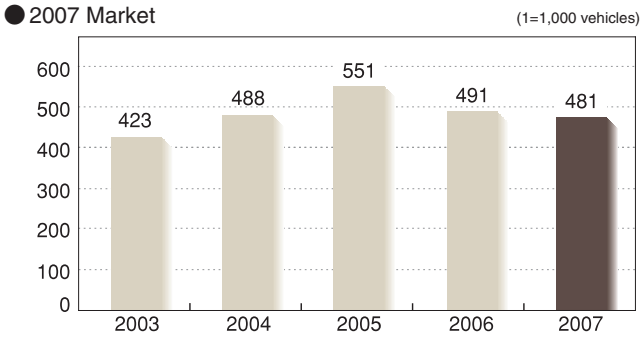
Indonesia

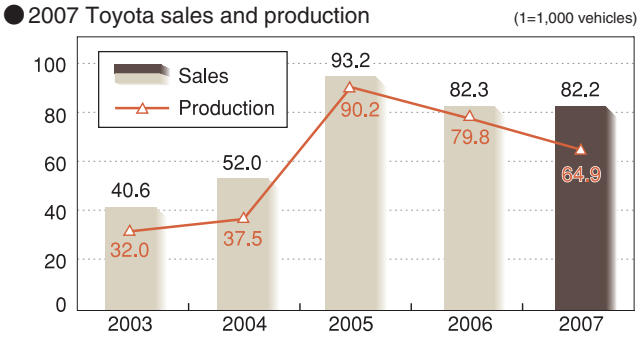




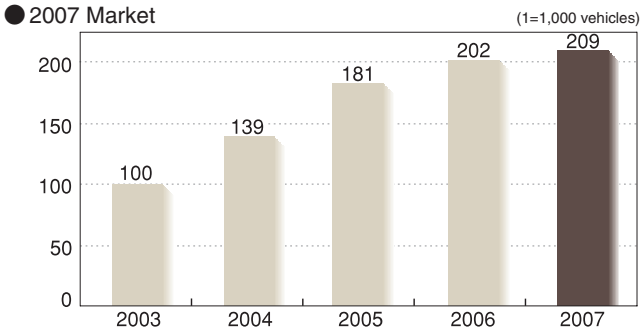
Source: Toyota Motor Corporation

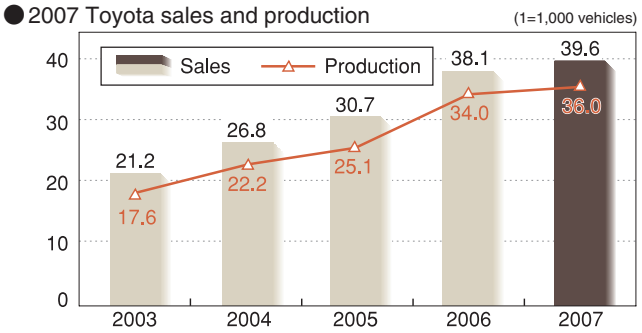
Malaysia



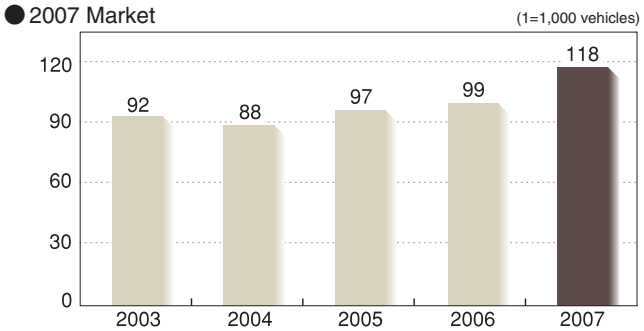


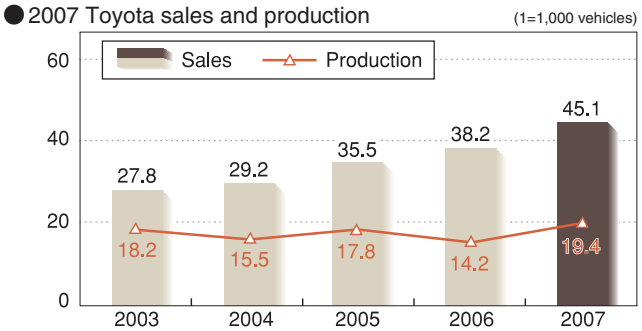
Pakistan



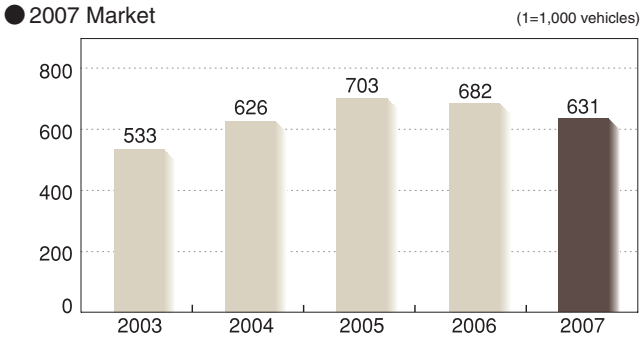


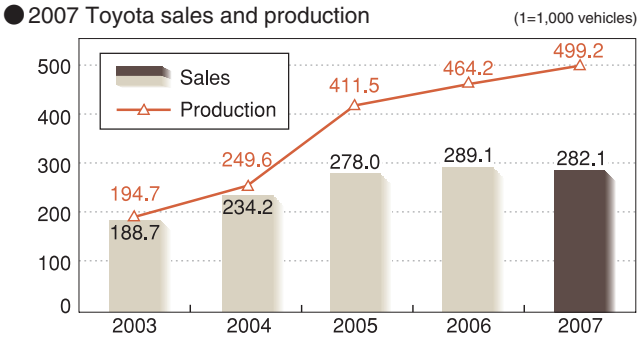
Philippines





Thailand





Source: Toyota Motor Corporation

Oceania & Middle East

Manufacturing companies in Oceania/Middle East

(1=1,000units)

Country	Company name	Start of operations	Number of Employees	Main products	Toyota Vehicle Production for 2007*
Australia ❶	Toyota Motor Corporation Australia Ltd. (TMCA)	Apr. 1963	4,903	Camry, Aurion	149
				Engines	—
Bangladesh ❷	Aftab Automobiles Ltd.	June 1982	66	Land Cruiser	—

*Only includes vehicles for which production exceeded 1,000 units.
Note: Toyota vehicle production results are as of December 2007.

Sales

Oceania

The number of distributors*	Oceania sales (1=1,000 vehicles)
15	275.9

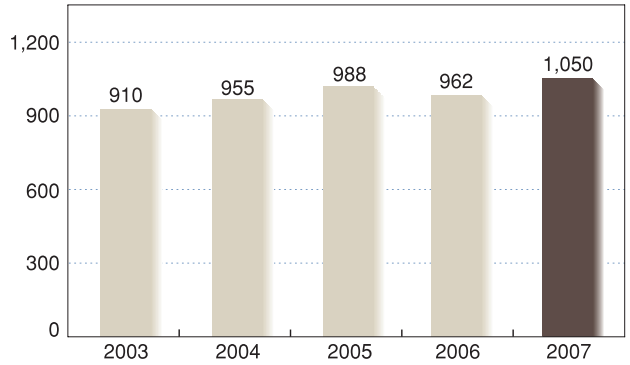
Middle East

The number of distributors*	Middle East sales (1=1,000 vehicles)
16	482.7

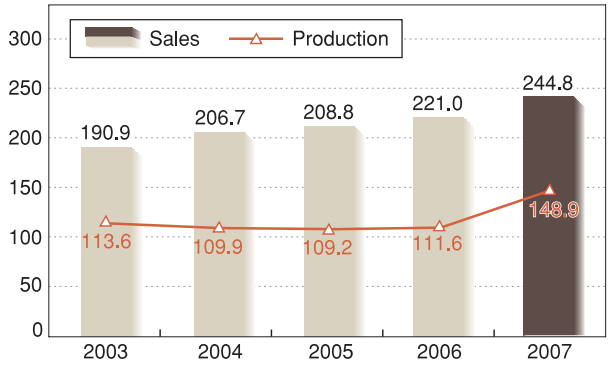
*As of May 2007

Australia

● 2007 Market (1=1,000 vehicles)



● 2007 Toyota sales and production (1=1,000 vehicles)



Source: Toyota Motor Corporation

Vehicle Production, Sales and Exports by Region

Production by region

(1=1,000 vehicles)

Region	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
North America	962.8	1,061.9	1,104.0	1,088.5	1,205.3	1,278.4	1,444.0	1,535.1	1,519.3	1,636.9
Latin America	15.3	16.8	19.6	17.5	27.8	58.1	80.4	138.5	177.9	183.1
Europe	190.0	190.5	188.1	219.5	383.6	466.1	582.5	638.1	808.8	806.5
Africa	74.1	68.4	77.5	77.5	75.5	93.3	108.8	121.1	143.8	145.7
Asia	125.5	182.8	269.8	282.7	371.8	548.4	717.0	1,029.2	1,137.7	1,387.3
Oceania	100.4	91.0	92.4	94.6	86.6	113.6	109.9	109.2	111.6	148.9
Overseas total	1,468.1	1,611.5	1,751.3	1,780.3	2,150.5	2,558.0	3,042.7	3,571.2	3,899.0	4,308.6
Japan	3,165.8	3,118.2	3,429.2	3,354.4	3,485.2	3,520.3	3,680.9	3,789.6	4,194.2	4,226.1
Worldwide total	4,634.0	4,729.7	5,180.5	5,134.7	5,635.7	6,078.3	6,723.7	7,360.9	8,093.2	8,534.7

Note: Regional classifications are those of the Japan Automobile Manufacturers Association, Inc. The number of vehicles produced includes the Toyota and Lexus brands. As a result of rounding, the numbers do not necessarily add up to the total shown here.

Source: Toyota Motor Corporation

Sales by region

(1=1,000 vehicles)

Region	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
North America	1,489.4	1,605.3	1,742.8	1,869.0	1,908.9	2,031.3	2,230.3	2,436.1	2,738.3	2,822.2
Latin America	151.6	125.9	129.1	132.0	128.8	162.1	214.9	270.5	339.4	379.4
Europe	560.5	606.8	671.9	672.3	764.8	851.5	946.9	995.2	1,124.1	1,238.6
Africa	129.7	123.2	121.8	126.5	139.8	160.6	206.7	227.2	265.7	313.5
Asia	240.1	263.6	371.7	380.3	493.4	682.4	846.3	1,062.9	1,106.7	1,329.6
Oceania	176.5	171.8	176.7	162.2	182.2	215.1	232.8	236.9	250.3	275.9
Middle East	182.3	161.4	168.7	204.3	220.3	251.4	270.9	325.3	404.8	482.7
Overseas total	2,930.0	3,058.1	3,382.6	3,546.7	3,838.3	4,354.5	4,948.8	5,554.1	6,229.3	6,841.9
Japan	1,711.0	1,664.4	1,771.7	1,715.2	1,680.5	1,715.9	1,758.8	1,713.1	1,692.3	1,587.3
Worldwide total	4,641.0	4,722.5	5,154.3	5,261.9	5,518.8	6,070.4	6,707.6	7,267.3	7,921.6	8,429.3

Note: Regional classifications are those of the Japan Automobile Manufacturers Association, Inc. The number of vehicles produced includes the Toyota and Lexus brands. As a result of rounding, the numbers do not necessarily add up to the total shown here.

Source: Toyota Motor Corporation

Toyota's exports from Japan by region

(1=1,000 vehicles)

Region	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
North America	569.5	650.1	717.7	720.8	852.1	782.8	813.5	939.6	1,344.7	1,244.1
Latin America	125.1	89.0	93.9	97.4	75.2	71.5	95.6	120.2	148.9	178.9
Europe	372.5	447.9	491.1	433.1	392.7	424.6	419.0	360.7	375.1	441.5
Africa	49.2	42.3	37.4	38.2	53.6	58.2	92.0	107.2	130.0	147.0
Asia	79.3	93.4	117.5	99.0	147.2	154.7	156.2	129.8	112.3	151.2
Oceania	104.2	102.3	115.0	113.1	128.1	154.1	164.6	159.2	171.6	175.2
Middle East	155.7	114.5	126.3	158.5	160.4	182.6	202.1	226.5	246.7	328.3
Total	1,462.8	1,548.0	1,706.2	1,665.7	1,816.8	1,836.0	1,951.7	2,043.2	2,529.3	2,666.1

Note: Regional classifications are those of the Japan Automobile Manufacturers Association, Inc. The number of vehicles produced includes the Toyota and Lexus brands. Excludes KD sets.The total includes other regions. As a result of rounding, the numbers do not necessarily add up to the total shown here.

Source: Toyota Motor Corporation

Overseas Model Lineup by Country & Region

Overseas Model Lineup by Country & Region

		Toyota brand																																			Lexus brand										
		Corolla*1	Land Cruiser*2	Yaris*3	RAV4	IMV*4	Prius	Camry*5	Dyna	Corona/Avensis	Semi-bonnet Van	Previa	Aygo	Hiace	Coaster	FJ Cruiser	Avalon	Avanza	Kluger*6	Crown	Scion*7	Hilux Surf*8	Sienna	Tacoma	Sequoia	Solara	Tundra	Matrix	Hilux	Ipsum*9	WISH	TUV	MR-2	Celica	Alphard	Comfort	Century	Mark II	Rush	LS	IS	GS	RX	SC	RX HV	LS HV	GS HV	LX	ES	GX
North America	Canada	●	●	●	●		●	●								●	●		●			●	●	●	●	●	●	●											●	●	●	●	●	●	●	●	●	●	●
	U.S.A.	●	●	●	●		●	●								●	●		●		●	●	●	●	●	●	●	●					●						●	●	●	●	●	●	●	●	●	●	●
	Hawaii	●	●	●	●		●	●								●	●		●		●	●	●	●	●	●	●	●											●	●	●	●	●	●	●	●	●	●	●
Latin America	Argentina	●	●		●	●		●		●																																						
	Brazil	●	●		●	●		●																															●									●	
	Mexico	●	●	●	●	●		●						●		●		●	●			●	●	●		●	●	●																					
	Puerto Rico	●	●	●	●		●	●								●	●		●		●	●	●	●	●	●	●	●											●	●	●	●	●	●	●	●	●	●	●
	Venezuela	●	●	●		●		●	●			●		●	●	●						●																											
	Others	●	●	●	●	●	●	●	●	●	●			●	●	●			●	●		●							●											●	●	●	●				●	●	
Europe	Austria	●	●	●	●	●	●		●	●	●	●	●																											●	●	●	●	●	●	●	●			
	Belgium	●	●	●	●	●	●		●	●	●		●																											●	●	●	●	●	●	●	●			
	Czech Republic	●	●	●	●		●			●	●		●																											●	●	●	●	●	●	●	●			
	Denmark	●	●	●	●	●	●		●	●	●		●																											●	●	●	●		●	●	●			
	Finland	●	●	●	●	●	●		●	●	●		●																											●	●	●	●	●	●	●	●			
	France	●	●	●	●	●	●	●	●	●	●	●	●															●												●	●	●	●	●	●	●	●			
	Germany	●	●	●	●	●	●			●	●		●																●			●								●	●	●	●	●	●	●	●			
	Greece	●	●	●	●	●	●			●	●		●																											●	●	●	●	●	●	●	●			
	Hungary	●	●	●	●	●	●		●	●	●		●																											●	●	●	●	●	●	●	●			
	Ireland	●	●	●	●	●	●		●	●	●		●																											●	●	●	●	●	●	●	●			
	Italy	●	●	●	●	●	●			●	●	●	●																											●	●	●	●	●	●	●	●			
	Netherlands	●	●	●	●	●	●		●	●	●	●	●																											●	●	●	●	●	●	●	●			
	Norway	●	●	●	●	●	●		●	●	●	●	●																											●	●				●	●	●			
	Poland	●	●	●	●	●	●		●	●	●		●																											●	●	●	●	●	●	●	●			
	Portugal	●	●	●	●	●	●		●	●	●		●		●																									●	●				●	●	●			
	Russia	●	●	●	●			●		●				●																										●	●	●	●	●	●	●	●	●		
	Slovenia	●	●	●	●	●	●			●	●		●																											●	●	●	●	●	●		●			
	Spain	●	●	●	●	●	●		●	●	●		●																											●	●	●	●	●	●	●	●			
	Sweden	●	●	●	●	●	●		●	●	●	●	●																											●	●	●	●	●	●	●	●			
	Switzerland	●	●	●	●	●	●		●	●	●	●	●																											●	●	●	●	●	●	●	●			
	Turkey	●	●	●	●	●		●		●	●																																						
	U.K.	●	●	●	●	●	●		●	●	●	●	●																			●	●						●	●	●	●	●	●	●	●			
	Others	●	●	●	●	●	●	●	●	●	●		●	●	●	●						●	●	●	●														●	●	●	●	●	●	●	●			
Africa	South Africa	●	●	●	●	●	●		●	●				●				●																					●	●	●	●							
	Others	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●		●								●			●								●	●	●	●	●	●	●	●	●		
Asia	China	●	●	●	●		●	●				●		●	●	●			●	●																	●		●	●	●	●	●	●	●		●	●	
	Hong Kong	●	●	●	●		●	●				●		●	●					●										●					●	●				●	●	●	●	●	●	●				
	Taiwan	●		●		●	●	●	●		●	●			●																●	●								●	●	●	●	●	●			●	●	
	India	●	●			●		●																																									
	Indonesia	●	●	●		●		●	●			●						●		●												●							●	●	●	●	●							
	Malaysia	●	●	●	●	●	●	●				●		●	●			●													●									●	●	●	●							
	Pakistan	●	●		●	●		●						●	●					●								●																						
	Philippines	●	●	●	●	●	●	●				●		●	●			●																						●										
	Singapore	●		●	●	●	●	●	●			●		●	●					●										●										●	●	●	●	●	●	●				
	Thailand	●	●	●		●	●	●						●				●		●								●			●									●	●	●	●		●					
	Others	●	●	●	●	●		●	●			●		●	●			●																						●	●	●	●	●	●	●	●		●	●
Oceania	Australia	●	●	●	●	●	●	●	●			●		●	●				●											●										●	●	●	●	●	●	●	●	●		
	New Zealand	●	●	●	●	●	●	●		●		●		●					●																					●	●	●	●	●	●	●	●	●		
	Others	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●											●	●	●	●	●	●	●	●	●	●	●
Middle East	Israel	●	●	●	●	●	●	●		●	●																													●	●	●	●	●	●					
	Kuwait	●	●	●	●	●		●	●			●		●	●	●	●				●																			●	●	●	●	●				●	●	
	Oman	●	●	●	●	●		●	●			●		●	●	●	●				●																			●	●	●	●	●				●	●	
	Saudi Arabia	●	●	●	●	●		●	●			●		●	●	●	●				●																●			●	●	●	●	●				●	●	
	U.A.E.	●	●	●	●	●		●	●			●		●	●	●	●				●																			●	●	●	●	●				●	●	
	Others	●	●	●	●	●	●	●	●			●		●	●	●	●	●		●	●																			●	●	●	●	●				●	●	

Regional classifications are those of the Japan Automobile Manufacturers Association, Inc.
Vehicle series are listed from left in order of greatest number of sales countries/regions

Source: Toyota Motor Corporation

Notes: *1 Corolla includes sedan, hatchback, wagon, MPV
*2 Land Cruiser includes light duty, heavy duty, wagon models
*3 Yaris includes hatchback, sedan, wagon
*4 IMV includes Hilux, Fortuner, Innova
*5 Camry includes Camry Hybrid
*6 Kluger includes Highlander, Highlander Hybrid
*7 Scion includes xA, xB, xD, tC
*8 Hilux Surf includes 4Runner
*9 Ipsum includes Picnic

By taking part in motor sports, Toyota pursues the joy and dreams that cars have always inspired and aims to share with people around the world the limitless possibilities that cars offer. Our participation in motor sports mainly focuses on the Formula One World Championship (F1) and NASCAR Series internationally and the Super GT and Formula Nippon in Japan. Toyota, which played a major role in the renovation of Fuji Speedway, also continues to contribute to the foundation of motor sports by nurturing elite drivers and sponsoring one-make formula races.

Formula One World Championship (F1)

Toyota began participating in the 2002 season as Panasonic Toyota Racing.

Toyota introduced a new F1 car for the 2008 season, the Toyota TF108 (shown above with drivers, from left to right, Jarno Trulli, Timo Glock and Kamui Kobayashi).

NASCAR

Courtesy of Toyota Motorsports

Toyota has competed with the Tundra in the NASCAR Craftsman Truck Series since 2004. Toyota has competed in the NASCAR NEXTEL Cup Series and NASCAR Busch Series with the Camry since the 2007 season. In 2007 Toyota took the manufacturer's title in the NASCAR Craftsman Truck Series. Toyota is competing in NASCAR Sprint Cup Series, NASCAR Nationwide Series and NASCAR Craftsman Truck Series from the 2008 season. In March 2008, the Toyota Camry won its first Sprint Cup race.

SUPER GT

In Japan, Toyota supports competitive teams in top-level races through Toyota Technocraft Co., Ltd. (A Lexus SC430 is shown above competing in the Super GT.)

TDP

With the objective of nurturing elite racing drivers who can compete in the top racing categories in Japan and the world, Toyota has implemented the Toyota Young Drivers Program (TDP) to identify talented drivers and give them continuing training support. Fourteen young drivers expected to shine in the future participate in the program in 2008, including F1 drivers Kamui Kobayashi (above left) of Panasonic Toyota Racing and Kazuki Nakajima (above right) of Williams F1.

Fuji Speedway

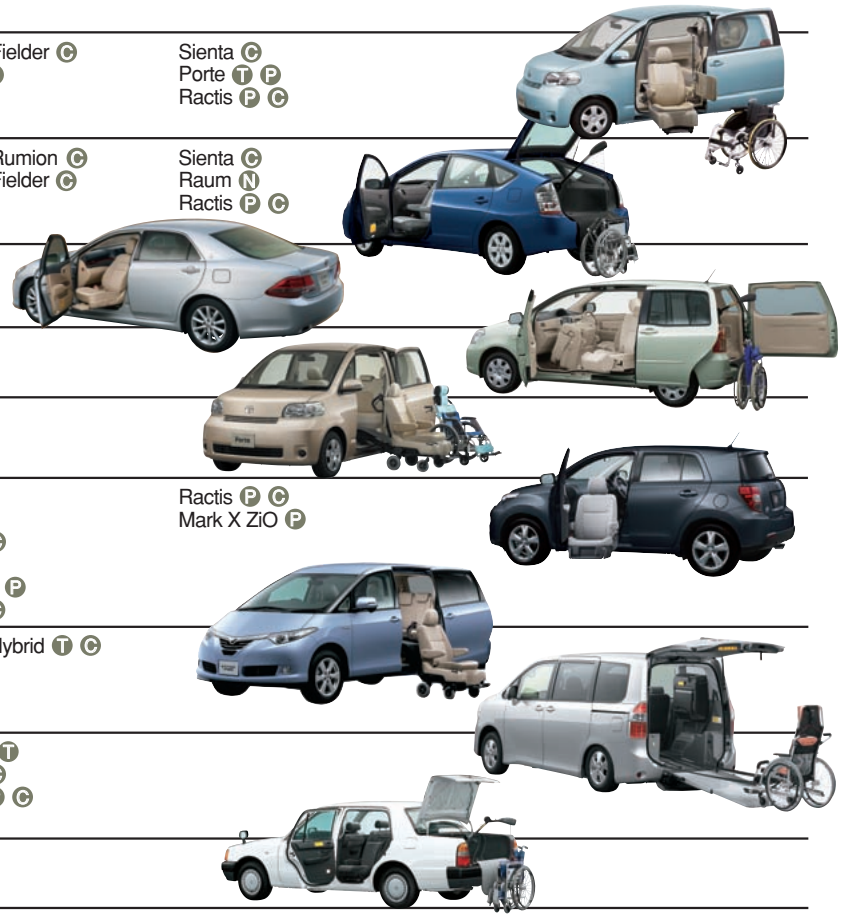
After undergoing major reconstruction, Fuji Speedway reopened in April 2005. The facility serves three purposes: to promote motor sports, generate excitement about motor sports among young people and educate people about safe driving. In October 2008, Toyota plans to hold an FIA Formula One World Championship race, the Fuji Television Japanese Grand Prix at Fuji Speedway, as it did in 2007.

Specially Equipped Welcab Vehicles

Toyota seeks to provide freedom of mobility in comfort to all people through the active development and popularization of Welcab vehicles, which provide support for nursing care as well as independence for disabled and elderly drivers. (CY2007 sales: 17,131 vehicles)

Product lineup (27 vehicle series, 56 models)

Friendmatic vehicles/ Special vehicles for Friendmatic installation	Prius T P Premio P Allion T Corolla Axio C	Corolla Fielder C Raum N ist N Vitz N	Sienta C Porte T P Ractis P C
Rotating and Sliding Passenger Seat models	Prius T P Premio P Allion T Corolla Axio C	Corolla Rumion C Corolla Fielder C ist N Vitz N	Sienta C Raum N Ractis P C
Fully Automatic Rotating and Sliding Passenger Seat models	Crown Royal T		
Rotating and Sliding Rear Seat models	Raum N		
Side-access models	Porte T P		
Lift-up Front Passenger Seat models	Raum N ist N Vitz N Estima T C Ipsum P N WISH N	Voxy N Noah C Sienta C Isis T Porte T P Passo C	Ractis P C Mark X ZiO P
Side Lift-up Seat models	Estima T C Voxy N Noah C Isis T	Estima Hybrid T C	
Wheelchair adapted models	Hiace P Regius Ace N Voxy N Noah C	Coaster T Sienta C Ractis P C	
Rear Rotating Seat models	Crown Comfort T Comfort P		



Note: As of March 31, 2008. Dealers: T = Toyota dealer; P = Toyopet dealer; C = Corolla dealer; N = Netz dealer (Lineups may differ in some areas)

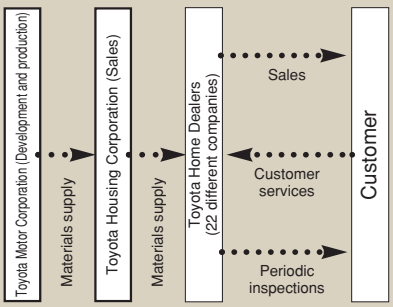
Housing Business

Toyota has been involved in the housing industry since 1975 and maintains a strong commitment to enhancing the standard of Japanese homes through sturdy, high-quality construction. Currently, Toyota offers a wealth of family housing options employing steel unit, steel frame and SW (steel frame/wood panel) construction. In January 2004, Toyota Housing Corporation began operations, overseeing Toyota's housing business. Guided by its motto to build homes "Sincerely for You", the company endeavors to provide safe and reliable housing that gives customers a lifetime of satisfaction.(FY2007 sales: 4,700 houses)

Business scope

Construction type	Product
Steel unit construction	•Sincé Cada Mode •Sincé Cada •Sincé Smart Sage ECO •Sincé Raison •Sincé Vietrois •Sincé Piana •Sincé Aventino •Sincé A II
Steel frame construction	•Espacio EF with Garage •Espacio EF •Espacio EF Urban Wind •Espacio Mezzo •Espacio FE3 •Espacio GX
Toyota SW construction	・Vie α ・Vie α K2

Sales process



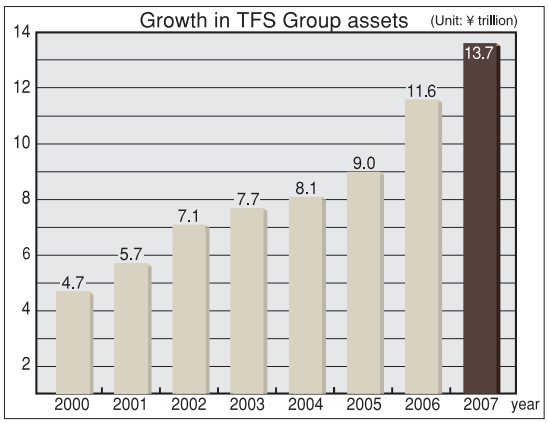
Note: As of April 2008. Pictured above is a Sincé Cada Mode home.

Financial Services

In July 2000, TMC established Toyota Financial Services Corporation (TFS), which oversees the management of Toyota sales finance companies worldwide, to strengthen the competitiveness of its financial services and speed up decision-making. The TFS Group, which is headed by TFS and includes Toyota Finance Corporation, Toyota Financial Services Securities Corporation, Toyota Asset Management Co., Ltd., Toyota Accounting Service Co. and Toyota's overseas sales finance companies, aims to provide comprehensive financial services, focusing on the individual customer.

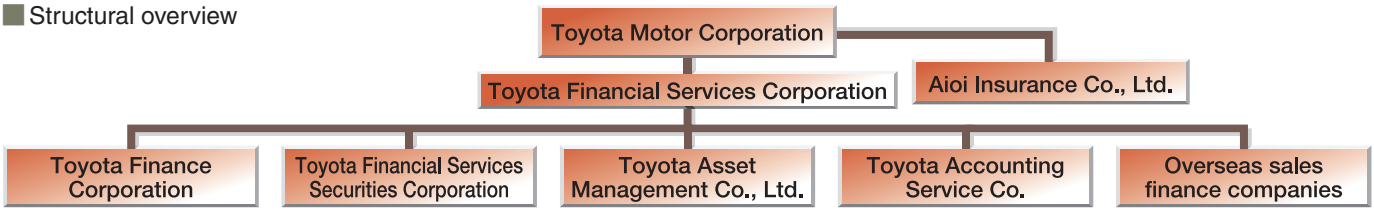
Characteristics

- **TFS Group mission:**
  The group aims to provide sound financial services to Toyota's customers, to contribute to the enrichment of lives, and to increase the number of Toyota enthusiasts.
- **Highest rating among Japanese companies:**
  TFS has earned the highest ratings from both Standard & Poor's (AAA) and Moody's (Aaa).
- **Global sales finance network:**
  The group covers 90% of Toyota's automobile market. It has a global sales finance network spanning 32 countries and regions and provides service to more than 10 million customers, including credit card members.
- **Comprehensive financial services closely relevant to customers' lives:**
  The group continues to provide products and services that respond to customers' changing needs as they continue to age, for all kinds of life events such as getting married, giving birth, having a child go on to the next level of education, or purchasing an automobile or home.



Note: U.S. accounting standards for years from 2004

Structural overview



Toyota-related financial and insurance operations

Company name	Establishment	Capital (¥ billion)	Number of employees
Toyota Financial Services Corporation	July 2000	78.5	80
Toyota Finance Corporation	Nov. 1988	16.5	1,413
Toyota Financial Services Securities Corporation	July 2000	7.5	141
Toyota Asset Management Co., Ltd.	Feb. 1990	0.6	60
Toyota Accounting Service Co.	July 1999	0.1	80
Aioi Insurance Co., Ltd.	June 1918	100	8,725

Note: As of March 2007.

Major overseas sales finance company

Region / Company		Company name	Establishment*1	Number of employees
North America/ Latin America	United States	Toyota Motor Credit Corporation (TMCC)	Oct. 1982	3,040*2
	Canada	Toyota Credit Canada Inc. (TCCI)	Feb. 1990	116
	Brazil	Banco Toyota do Brasil S.A. (BTB)	Jan. 1999	84
	Argentina	Toyota Compania Financiaera de Argentina S.A. (TCFA)	Nov. 2004	34
	Mexico	Toyota Financial Services Mexico S.A. de C.V. (TSM)	Oct. 2001	65
	Venezuela	Toyota Service de Venezuela, C.A. (TSV)	Oct. 2001	51
Europe/ Africa	United Kingdom	Toyota Financial Services (U.K.) Plc (TFSUK)	Nov. 1988	149
	Germany	Toyota Kreditbank GmbH/Toyota Leasing GmbH (TKG)	Apr. 1988	198
	France	Toyota France Financement (TFSF)	Dec. 1997	76
	Sweden	Toyota Financial Services Sweden (TFSSW)	Mar. 2000	20
	Norway	Toyota Financial Services Norway (TFSN)	July 1997	22
	Italy	Toyota Financial Services Italy (TFSI)	July 1997	99
	Czech Republic	Toyota Financial Services Czech s.r.o (TFSCZ)	May 2000	15
	South Africa	Toyota Financial Services South Africa (Pty) Ltd. (TFSSA)	Apr. 2000	74
	Finland	Toyota Finance Finland Oy (TFF)	Aug. 1995	27
	Poland	Toyota Bank Polska S. A. (TBP)	Mar. 2000	74
	Hungary	Toyota Financial Services Hungary Rt. (TFSH)	July 2002	11
	Spain	Toyota Financial Services Espana (TFSES)	Apr. 2003	35
	Russia	ZAO Toyota Bank	July 2007	17
Asia/ Oceania	Australia	Toyota Finance Australia Ltd. (TFA)	June 1982	366
	New Zealand	Toyota Finance New Zealand Ltd. (TFNZ)	July 1989	57
	Thailand	Toyota Leasing (Thailand) Co., Ltd. (TLT)	Oct. 1993	605
	Malaysia	UMW Toyota Capital Sdn. Bhd. (UMWTC)	Dec. 2001	135
	Philippines	Toyota Financial Services Philippines Corporation (TFSPH)	Aug. 2002	80
	China	Toyota Motor Finance (China) Company Limited (TMFCN)	Jan. 2005	158

Note: As of March 2007. *1 For some companies, it is the date of capital investment . *2 Including Puerto Rico.

Over the years Toyota has branched out into a variety of new business areas, with the aim of diversifying its operations beyond automobiles and providing a better quality of life for people. These new business ventures can be divided into four periods. The first period, known as the "'90s Projects," corresponds to the years 1985 to 1989. During this time Toyota began operations in the fields of engineering, factory automation, ITS, communications, finance, semiconductors, biotechnology and other growing fields related to automobiles. In 1989, the Business Development Division was established, marking the start of the second period from 1990 to 1995, wherein Toyota expanded into new personal mobility, marine and aerospace technologies. During the third period from 1996 to 2001, Toyota marked biotechnology, marine technology, and aerospace technology as "future growth areas" and sought to extend its business development in them. Currently, Toyota is in its fourth period of business expansion, with a focus on biotechnology, marine technology, "wellness" technology, environmental and energy technologies, and high technology as "future growth areas and areas in which Toyota can make effective use of its strengths". Toyota is always on the lookout for profitable, new business ventures and for ways to build upon and expand those areas in which it is already active.

■ Toyota's new business enterprises

	First Period (1985-1989)	Second Period (1990-1995)	Third Period (1996-2001)	Fourth Period (2002-present)
Campaign and Areas	Growth areas around automobiles	New personal mobility equipment	Future growth areas	Specified future growth areas that utilize Toyota's advantages
New Establishment	'85 "'90s Projects launched" '89 Business themes collected for new enterprises '89 Business Development Division	'95 Entrepreneur program introduced	'96 Toyota Venture Enterprise Fund '97 Marine Business Division '01 Biotechnology & Afforestation Business Division	Reformation based on experiences
Major Fields of Activities	Engineering, factory automation, ITS, communications, financing, semiconductors and biotechnology	Marine, aerospace	Biotechnology, marine and aerospace	Biotechnology, marine, "wellness", environment & energy and high-technology

■ New business companies

Company name		Business activities	Establishment	Toyota equity share (%)	Capital
Biotechnology	Australian Afforestation Pty. Ltd.	- Tree-planting enterprise for producing paper pulp— Working together with Mitsui & Co., Ltd. and Nippon Paper Industries Co., Ltd. to plant trees in Australia for paper.	1998	90	9.95 million Australian dollars
	Toyota Floritech Co., Ltd.	- Cultivation and sales of potted flowering plants ・Entered the market after joining forces with well-established Hakusan Co., Ltd. (Head Office: Nisshin, Aichi) ・Development of Toyota's botanical biotechnology and expansion of the bioengineering operations base ・Effective use of a Toyota-owned five-hectare site in the Mutsu-Ogawara industrial zone in Aomori Prefecture	1999	50	100 million yen
	PT. Toyota Bio Indonesia	- Manufacturing of feed made from sweet potatoes - Development of food applications, such as frozen sweet potatoes	2001	90	19.312 million U.S. dollars
	Toyota Roof Garden Co., Ltd.	- Design, planning and construction of roof gardens and wall shrubs and building exterior gardens - Production and sale of new plant types developed by Toyota Motor Corporation, such as cherry sage (an environmental improvement shrub) and low-maintenance korai grass (TM9) - Production and sale of a composting promoter	2001	70	55 million yen
Energy	Toyota Turbine and Systems Inc.	- Manufacturing, sales, installation and maintenance of co-generation systems and power generation systems using power sources such as gas turbine engines, gas engines and diesel engines.	1998	100	490 million yen
Wellness	Good Life Design Co., Ltd.	- Supporting local medical institutions, care facilities, companies, health insurance associations, etc. - Providing health, nursing care and lifestyle support by offering various healthcare-related products and services	2002	51	260 million yen

Company name		Business activities	Establishment	Toyota equity share (%)	Capital
Marine	Gamagori Marine Development Co., Ltd. (Laguna Gamagori)	- Management of "Laguna Gamagori", marine resort complex focused on marine activities and selling reclaimed land	1991	19.7	13,147 million yen
	Nagasaki Sunset Marina Co., Ltd.	- Storage and maintenance of yachts and other boats - Sale of boats, parts and supplies; pleasure boat rental service - Operation of a marine club and various schools; management of marine activities - Trustee management of marina facilities of "Sunset marina" and "Dejima Harbor"	1993	76.9	140 million yen
Aero	Aero Asahi Corporation	- Aviation flight services and spatial information services	1955	99.3	3,192.5 million yen
	Airflite Japan Corporation	- Pilot training for fixed-wing aircraft, aircraft maintenance, airfield management, aerial photography, flying club management, etc.	1992	75.0	400 million yen
New materials	Admatechs Co., Ltd.	- Manufacture and sale of oxide ceramic powders (silica, alumina and composite oxides)	1990	53.3	307 million yen
Engineering	Sanritz Automation Co., Ltd.	- Development and sales of industrial embedded board computers (VME, Compact PCI etc.). - Development of ITS related systems including tollgate lane system for ETC, ERP. - Development and installation of computer system capable of directing production at TMC painting and assembly shops.	1971	30.0	132.6 million yen
	Lattice Technology, Inc.	- Development and sale of a group of tools using super-lightweight 3D data format XVL for 3D conversion, display and editing - Construction of solutions related to network 3D, using XVL	1997	22.2	689 million yen
	Toyota Caelum Inc.	- Development, sale and maintenance of CAD/CAM and tools for disseminating techniques and skills	1993	51.0	700 million yen
Founders	Cartec Fuji Inc.	- Various contracts, including brake related work, from Toyota Motor Corporation, activities including vehicle inspection, servicing and sheet-metal painting, sales of new vehicles (Daihatsu) and vehicles (all makes), and sales of tires	1996	13.3	20 million yen
	Media Click Inc.	- Music information service for car audio and navigation systems - Support for creation of systems promoting digitalization of broadcast-company operations	2001	40.0	100 million yen

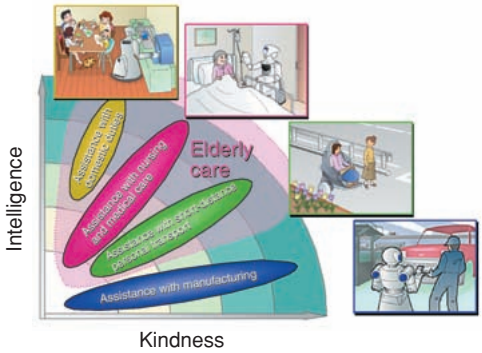
Note: As of April 2008.

Overview of in-house businesses

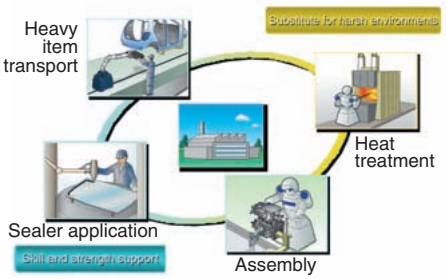
Business Type/Name	Products and services	Establishment
Marine business	- Development, manufacturing and sales of PONAM series - PONAM-45, PONAM-28GII, 28II, PONAM-26LII	1997
Engine and component sales	- Sales of Toyota engines, hybrid components, etc. - Development and sale of boat engines	1995
IKI-IKI Platinum Club	- Provision of life plan support services for people aged 50 or older - Hosting of various events and seminars (life, health, financial) - Operation of a community discussion group for members	2007

Development Concept

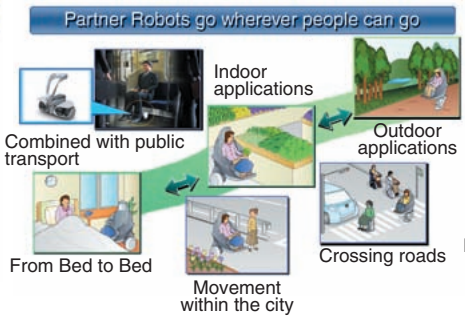
The Toyota Group has been developing industrial robots since the 1980s. As a continuation of this, work is progressing on Toyota Partner Robots, which will "assist human activities and build better bonds between people and society".
Development is specifically focused on four main areas: assistance with manufacturing, assistance with short-distance personal transport, assistance with nursing and medical care and assistance with domestic duties.



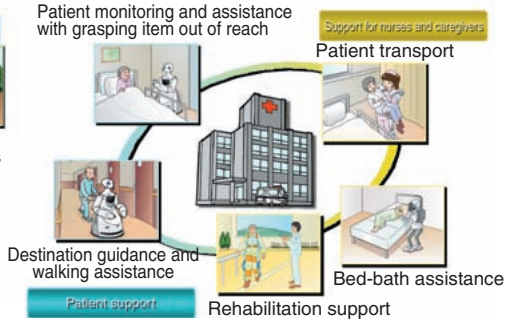
Manufacturing Applications



Short-distance Personal Transport Applications

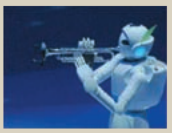


Nursing and Medical Care Applications



An Introduction to Toyota Partner Robots

The technology demonstrated at the 2005 World Exposition in Aichi Prefecture, Japan is being developed for use in a variety of different robots. At Takaoka Plant's innovation line, a "Window-setting Assistance Robot" fitted with technology that works in harmony with people has been put to practical use. Also, at the Toyota Kaikan Exhibition Hall, the "Robina", capable of autonomous movement and even signing autographs with its agile hands, is on duty. Other robots that have been publicly demonstrated include "Mobiro", a "mobility robot" capable of safely negotiating small bumps and moving up and down inclines; a "running robot" with improved full-body coordination; and a "violin-playing robot" with enhanced manual dexterity to allow it to use tools.

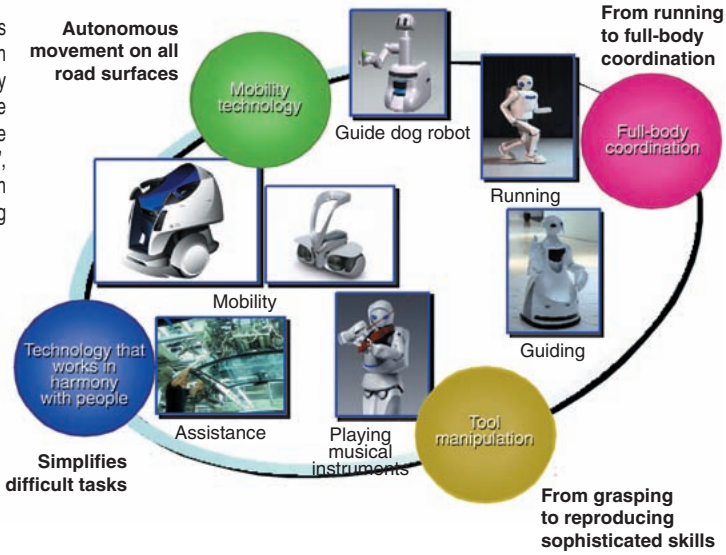


Bipedal Robot

DJ robot

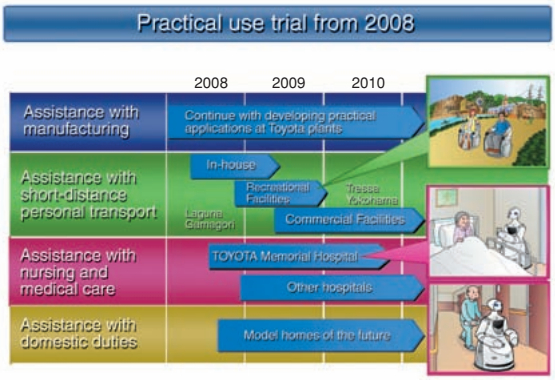
i-foot

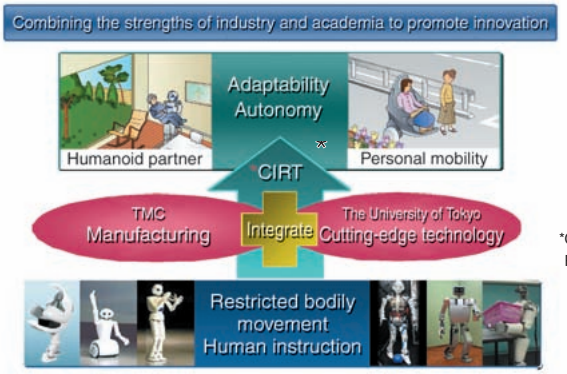
At Expo 2005 Aichi, the "CONCERO" robot band and the bipedal, mountable "i-foot" were introduced.
The "CONCERO Trumpet Robot" has since performed at the Toyota Kaikan Exhibition Hall, the Toyota Commemorative Museum of Industry and Technology and elsewhere.



Future Initiatives

In order to accelerate development, three years of practical-use trials conducted in-house, at hospitals, commercial facilities and elsewhere were to start in 2008, with careful attention being paid to user needs. Cutting-edge technology from the University of Tokyo is being combined with TMC's manufacturing capabilities in order to produce new innovations, which will help further the development of highly adaptable robots capable of autonomous recognition and decision making.





*Center of IRT (Information and Robotics Technology)
A challenging, collaborative project between industry and academia to create a new industry through the integration of information technology and robotics technology

Toyota Foundation

Established:	October 1974	Endowment:	40 billion yen
Activities:	Toyota Motor Corporation founded the Toyota Foundation as a grant-making organization dedicated to the goals of realizing greater human fulfilment and contributing to the development of society. The foundation has an international perspective and conducts research and supports projects that span many fields, such as the living and natural environments, social welfare, education and culture, to make long-term and broad-ranging contributions to social activities.		
Address:	Shinjuku Mitsui Building 37F, 2-1-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-0437, Japan (Tel. 03-3344-1701)		
Chairman:	Tatsuro Toyoda	President:	Atsuko Toyama

Note: As of February 2008

Toyota Technological Institute

Establishment:	April 1981	Establishment of Master's Program:	April 1984
Institute:	Toyota Academy , Educational Corporation		
Chairman:	Tatsuro Toyoda	President:	Akira Ikushima
Founding philosophy:	Sakichi Toyoda said, "Respect the spirit of research and creativity, and always strive to stay ahead of the times." The institute started accepting people with broad experience in the automotive industry as general students in 1993, with the aim of cultivating engineers and researchers who have the rich sense of humanity and creativity that is required in the 21st century. It is as a hands-on institute that was established for the thorough education of a select number of students.		
Address:	2-12-1 Hisakata, Tenpaku-ku, Nagoya, 468-0034 (Tel. 052-802-1111)		
Undergraduate:	Undergraduate School of Engineering (80 students admitted)		
Graduate:	Graduate School of Engineering Masters Program (24 students admitted) Doctoral Program (12 students admitted)		
Associated institutions:	Collaborative Clean Room, Information Processing Center, Advanced Photon Technology Research Center, Super-High Efficiency Photovoltaic Research Center, Space Robotics Research Center, Future Data Storage Materials Research Center, Nano Hi-tech Research Center, TTI at Chicago		

Note: As of February 2008

Exhibit Halls

Toyota Kuragaike Commemorative Hall

Completed:	September 1974
Visitors:	56,080 (2007)
Exhibits:	Presents the great dreams and daily enthusiasm of Kiichiro Toyoda and his colleagues through various exhibits and introduces the first steps of the company at the time of its establishment and the spirit of manufacturing.
Address:	250, Ikedacho-Minami, Toyota City, 471-0001 (Tel. 0565-88-8811)
Open:	9:30 a.m. to 5:00 p.m. (entry until 4:30 p.m.). Closed Mondays (the following day if Monday is a holiday) and on year-end and new-year company holidays.

Toyota Kaikan Exhibition Hall

Completed:	November 1977
Visitors:	436,000 (2007)
Exhibits:	Presents Toyota's vision of the future "mobility society" and the latest innovations in automotive manufacturing.
Address:	Headquarters, Toyota Motor Corporation (Tel. 0565-29-3345)
Open:	9:30 a.m. to 5:00 p.m. Closed Sundays, at year end, during New Year's, on "Golden Week" holidays in late April/early May and on company summer holidays.

Amlux Tokyo

Completed:	September 1990
Visitors:	1,570,000 (2007)
Exhibits:	Serves as a showroom for Toyota vehicles and introduces Toyota's efforts in such fields as new technology, the environment and safety.
Address:	3-3-5, Higashi-Ikebukuro, Toshima-ku, Tokyo 170-8447 (Tel. 03-5391-5900)
Open:	2nd to 4th floor - 11:00 a.m. to 7:00 p.m., B1 to 1st floor - 11:00 a.m. to 9:00 p.m. Closed Mondays (the following day if Monday is a holiday), at year end and during New Year's.

Mega Web

Completed:	March 1999
Visitors:	5,740,000 (2007)
Exhibits:	Lets people see, ride and feel the various pleasures of automobiles hands-on through three theme halls and three driving courses.
Address:	Aomi 1-chome, Koto-ku, Tokyo 135-0064 (Tel. 03-3599-0808)
Open:	11:00 a.m. to 9:00 p.m. Closed day varies by month.

Note: As of February 2008

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
1918	–	–	Jan. **Toyoda Spinning & Weaving Co., Ltd.** established by Sakichi Toyoda
1926	–	–	Nov. Toyoda Automatic Loom Works, Ltd. established
1933	–	–	Sept. Automobile Department established within Toyoda Automatic Loom Works
1935	20	–	Aug. First Model G1 truck completed
			Oct. The Toyota Precepts established
			Nov. First Toyota dealership established
1936	1,142	–	Apr. Production of the Model AA passenger car begins
			May Kariya Assembly Plant (no longer exists) begins operation
			Jun. Shibaura Laboratory (no longer exists) established
1937	4,013	–	Aug. **Toyota Motor Co., Ltd.** established
1938	4,615	–	Nov. Koromo Plant (now Honsha Plant) begins operation
1940	14,787	–	
1943	9,827	–	Nov. **Toyota Motor Co., Ltd.** merges with Chuo Spinning Company
1945	3,275	–	
1947	3,922	–	May 100,000th Toyota vehicle produced domestically
			Oct. Production of the Model SA passenger car begins
1949	10,824	–	– **Ho Tai Motor Co., Ltd.** established in Taiwan
1950	11,706	–	Apr. **Toyota Motor Sales Co., Ltd.** established as a separate, independent company
1955	22,786	–	Apr. **Abdul Latif Jameel Import & Distribution Co., Ltd.** established in Saudi Arabia
1956	46,417	–	Mar. Model LA forklift marketed, Toyota enters industrial vehicle field
			Apr. "Toyopet" dealer channel established
1957	79,527	–	Feb. **Toyota Motor Sales Co., Ltd.** Bangkok Office opens in Thailand
			Aug. First made-in-Japan passenger car exported to the U.S. (Crown)
			Oct. **Toyota Motor Sales, U.S.A., Inc. (TMS)** established in the U.S.
1958	78,856	–	Jan. **Toyota do Brasil S.A., Indútria e Comécio (TDB)** established in Brazil
1959	101,194	0 (489)	Jan. Overseas production begins (in Brazil)
			Jul. **Toyota Motor Sales Australia Ltd.** established in Australia
			Aug. Motomachi Plant begins operation
1960	154,770	0 (459)	
1961	210,937	0 (2,503)	Jun. "Publica" dealer channel (now "Corolla" dealer channel) established
1962	230,350	0 (2,029)	Jun. 1 millionth Toyota vehicle produced domestically
			Toyota South Africa Motors (Pty), Ltd. begins operation in South Africa
			Oct. **Toyota Motor Thailand Co., Ltd. (TMT)** established in Thailand
1963	318,495	0 (7,586)	Apr. **Toyota Motor Corporation Australia, Ltd. (TMCA)** begins operation in Australia
			May **Toyota Danmark A/S** established in Denmark
1964	425,764	0 (10,824)	Feb. **TMT** begins operation in Thailand
			Mar. **Louwman & Parqui B.V.** established in the Netherlands
			Nov. **Toyota Canada** established in Canada
1965	477,643	0 (12,446)	Oct. **Toyota (GB) Ltd. (TGB)** established in the U.K.
			Nov. Kamigo Plant begins operation
			Toyota awarded the Deming Prize
1966	587,539	0 (23,391)	Jul. **Toyota Motor Sales Co., Ltd.** enters the rent-a-car business
			Sept. Takaoka Plant begins operation
			Oct. Business tie-up agreement signed between **Toyota Motor Co., Ltd., Toyota Motor Sales Co., Ltd.,** Hino Motors, Ltd. and Hino Motor Sales, Ltd.
			Nov. Higashi-Fuji Automobile Performance Testing Center (now Higashi-Fuji Technical Center) completed
1967	832,130	0 (35,036)	Oct. "Auto" (now "Netz") dealer channel established
1968	1,097,405	0 (63,934)	Feb. **Assembly Services Sdn. Bhd.** begins operation in Malaysia
			Jul. Miyoshi Plant begins operation
1969	1,471,211	0 (80,340)	
1970	1,609,190	0 (75,575)	Aug. **Toyota Motor Co., Ltd.** Brussels Office opens in Belgium
			Dec. Tsutsumi Plant begins operation
1971	1,955,033	0 (103,478)	Jan. **Toyota Deutschland GmbH (TDG)** established in Germany
			Feb. Higashi-Fuji Technical Center opens
1972	2,087,133	0 (102,234)	Jan. 10 millionth Toyota vehicle produced in Japan
			PT. Toyota-Astra Motor established in Indonesia
1973	2,308,098	0 (123,869)	Jun. Myochi Plant begins operation
			Oct. **Calty Design Research, Inc.** established in the U.S.
1974	2,114,980	0 (138,371)	Apr. Procurement of parts from overseas begins
1975	2,336,053	0 (154,208)	Mar. Shimoyama Plant begins operation
			Dec. Toyota enters the prefabricated housing industry
1976	2,487,851	0 (160,715)	Jul. 20 millionth Toyota vehicle produced in Japan
1977	2,720,758	0 (176,855)	Feb. **Toyota Manufacturing Australia Ltd.** begins operation in Australia (now part of **TMCA**)
			Jun. **Toyota Technical Center, U.S.A., Inc. (TTC-USA)** established in the U.S.
1978	2,929,157	0 (199,991)	Aug. Kinuura Plant begins operation
1979	2,996,225	78,607 (209,448)	Jan. Tahara Plant begins operation
1980	3,293,344	84,238 (261,202)	Jan. 30 millionth Toyota vehicle produced in Japan
			Apr. "Vista" dealer channel established (now merged with "Netz").
1981	3,220,418	106,882 (298,357)	

Note: Numbers in parentheses include local CKD production and non-Toyota/Lexus brand OEM production

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
1982	3,144,557	138,815 (301,848)	Jul. **Toyota Motor Co., Ltd.** and **Toyota Motor Sales Co., Ltd.** merge to become **Toyota Motor Corporation (TMC)**
			Oct. **UMW Toyota Motor Sdn. Bhd.** established in Malaysia
1983	3,272,335	134,096 (269,567)	Mar. 40 millionth Toyota vehicle produced domestically
1984	3,429,249	154,071 (283,465)	Oct. Shibetsu Proving Ground completed (first stage)
			Dec. **New United Motor Manufacturing, Inc. (NUMMI),** a joint venture with General Motors, begins operation in the U.S.
1985	3,665,622	136,307 (309,125)	
1986	3,660,167	152,524 (448,233)	Jan. 50 millionth Toyota vehicle produced in Japan
			Kuozui Motors, Ltd. begins operation in Taiwan
			Feb. Teiho Plant begins operation
1987	3,638,279	92,260 (444,359)	Apr. Kasugai Housing Works begins operation
			Sept. **Toyota Technical Center of Europe** completed in Belgium (now **TMME Technical Center**)
1988	3,968,697	244,371 (442,755)	Jan. **Toyota Motor Sales Australia Ltd.** established in Australia
			May Shibetsu Proving Ground completed
			Toyota Motor Manufacturing, U.S.A., Inc. (TMM) begins operation in the U.S. (now **Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)**)
			United Australian Automotive Industries Ltd. (UAAI) established in joint venture with General Motors in Australia (no longer exists; joint venture dissolved March 1996)
			Sept. 60 millionth Toyota vehicle produced domestically
			Nov. **Toyota Motor Manufacturing Canada Inc. (TMMC)** begins operation in Canada
1989	3,975,902	471,581 (713,646)	Jan. **Toyota Motor Philippines Corp. (TMP)** established in the Philippines
			Mar. Hirose Plant begins operation
			Jun. **N.V. Toyota Motor Marketing Services Europe S.A. (TMSE)** established in Belgium (now **N.V. Toyota Motor Europe Marketing & Engineering S.A. (TMME)**)
			Aug. Tochigi Housing Works completed
			Sept. **Toyota Europe Office of Creation (Toyota EPOC)** opens in Brussels
			"Lexus" dealer channel established in the U.S. to launch the LS400 and ES250
			Oct. **TMP** begins operation in the Philippines
1990	4,212,373	677,655 (927,175)	May **Tokyo Design Center** (now **"Tokyo Design & Research Laboratory"**) opens
			Jul. **Toyotasa Toyota-Sabanci Automotive Industry & Trade Inc.** established in Turkey
1991	4,085,081	669,912 (909,066)	Feb. 70 millionth Toyota vehicle produced domestically
1992	3,931,341	764,466 (981,271)	Apr. Duo Volkswagen/Audi dealership established
			Sept. **Toyota Supplier Support Center (TSSC)** established in the U.S.

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
			Oct. **Toyota Motor Hokkaido** begins production
			Dec. **Toyota Motor Kyushu** begins production
			Toyota Motor Manufacturing (UK) Ltd. (TMUK) begins production
1993	3,561,750	888,714 (1,158,178)	Sept. 80 millionth Toyota vehicle produced domestically
1994	3,508,456	1,051,292 (1,353,686)	Oct. Joint-venture **TOYOTASA** Plant begins operation in Turkey
1995	3,171,277	1,253,423 (1,522,650)	
1996	3,410,060	1,346,033 (1,586,417)	Sept. 90 millionth Toyota vehicle produced domestically
			Oct. **Toyota Motor Manufacturing North America, Inc. (TMMNA)** established in the U.S.
1997	3,502,046	1,390,071 (1,610,574)	Jan. **Toyota Autoparts Philippines Inc. (TAP)** begins production of constant velocity joints in the Philippines
			Mar. Toyota Hybrid System introduced
			Toyota Argentina S.A. (TASA) Zarate plant begins operation in Argentina
			Jul. **Tianjin Jinfeng Auto Parts Co., Ltd.** begins operation in China
			Dec. Prius hybrid vehicle launched
1998	3,165,805	1,467,565 (1,613,453)	Feb. **TMC** and Hino Motors begin mutual supply of trucks in Thailand
			Jun. "Netz" dealer channel established (formerly "Auto" dealer channel)
			Tianjin Fengjin Auto Parts Co., Ltd. (TFAP) begins production in China
			Jul. **Tianjin Toyota Motor Engine Co., Ltd. (TTME)** begins production in China
			Toyota Mapmaster Inc. established jointly with Aisin AW Co.,Ltd., Denso Corp., Matsushita Communication Industrial Co.,Ltd., Zenrin Co.,Ltd. and Fujitsu Ten Ltd.
			TMC and Volkswagen sign agreement regarding recycling, navigation systems and telematics
			Aug. **Australian Afforestation Pty. Ltd.** established jointly with Mitsui & Co. Ltd. and Nippon Paper Industries Co. in Australia
			Sept. **TDB** opens a second manufacturing facility in Brazil
			Oct. **Toyota Motor Tohoku** begins production
			Toyota Motor Europe Manufacturing (TMEM) established in Belgium
			Automotive Multimedia Interface Consortium (AMIC) established jointly with General Motors, Ford, Daimler-Benz, Renault and Chrysler
			TMUK opens a second assembly plant in the U.K.
			Nov. **Sichuan Toyota Motor Co., Ltd. (SCMT)** established in China
			Toyota Motor Manufacturing France S.A.S. (TMMF) established in France

Note: Numbers in parentheses include local CKD production and non-Toyota/Lexus brand OEM production

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
			Dec. **Toyota Motor Manufacturing Indiana, Inc. (TMMI)** begins production **Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)** begins production
1999	3,118,226	1,611,040 (1,777,126)	Jan. **Tianjin Toyota Forging Co., Ltd. (TTFC)** begins production Mar. **Toyota Europe Design Development S.A.R.L. (ED²)** (formerly Toyota EPOC) holds a ground breaking ceremony in Niece, France Apr. Tokyo Design Research & Laboratory expansion completed Sept. **Toyota Parts Centre Europe (TPCE)** expansion completed **TMC** lists on New York Stock Exchange and London Stock Exchange Oct. 100 millionth Toyota vehicle produced domestically Dec. **Toyota Kirloskar Motor Ltd. (TKM)** begins production in India
2000	3,429,209	1,751,442 (1,956,574)	Jan. **Toyota Motor North America, Inc. (TMA)** begins operation Mar. **Toyota Motor Korea Ltd. (TMKR)** established in Korea Jul. **Toyota Financial Services Corp. (TFS)** established Dec. **Sichuan Toyota Motor Co., Ltd. (SCTM)** begins production
2001	3,354,424	1,780,603 (1,908,942)	Jan. **TMMF** begins production **TMKR** begins sales of Lexus models Mar. 5 millionth Camry sold in the U.S. Apr. **Toyota Motor Asia Pacific Pte Ltd. (TMAP)** established in Singapore **Advics Co., Ltd.** established jointly with Aisin Seiki Co., Ltd., Denso Corp., Sumitomo Electric Industries, Ltd. May **Toyota Motor Sales de Mexico, S. de R.L. de C.V. (TMEX)** established in Mexico Jun. **Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)** holds a ground-breaking ceremony **TMMF** holds an opening ceremony Jul. **Toyota Motor (China) Investment Co., Ltd. (TMCL)** established in China **OOO "TOYOTA MOTOR" (TMR),** a new sales and marketing company in Russia, established Nov. **Toyota de Venezuela C.A. (TDV)** begins production of Daihatsu's 1.3-liter Terios Dec. **Toyota Institute** established
2002	3,485,162	2,155,221 (2,278,090)	Jan. **TMC** and PSA Peugeot Citroën sign agreement for the joint development and production of small cars in the Czech Republic Feb. **Toyota Motor Manufacturing Turkey Inc. (TMMT)** begins exporting vehicles to Europe Mar. Toyota hybrid vehicle (Prius, Estima Hybrid, Crown Mild Hybrid, Coaster Hybrid) sales reach 100,000 worldwide Participates in first Formula One race

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
			Apr. **Toyota Motor Europe (TME)** established in Belgium Construction starts on **Toyota Peugeot Citroën Automobile Czech (TPCA)** **Toyota Kirloskar Auto Parts Ltd.** established in India **Toyota Motor Manufacturing Poland Sp.z o.o (TMMP)** begins production of manual transmissions Jun. 10 millionth Toyota vehicle produced in North America Prius sales top 100,000 units worldwide Aug. China FAW Group Corporation (FAW) and **TMC** establish long-term strategic relationship Sept. **TMC** and Nissan agree to tie up on hybrid technology **TMC** and FAW tie up on Chinese auto industry Oct. **Tianjin Toyota Motor Co., Ltd (TTMC)** begins production in China Nov. TOYOTA FCHV becomes first-ever market-ready fuel cell vehicle to be certified by Japan's Ministry of Land, Infrastructure and Transport TMC-Hino fuel cell hybrid bus first to be certified for use on Japanese roads Dec. **TMC** and **TMS** begin leasing the TOYOTA FCHV in Japan and North America
2003	3,520,317	2,557,979 (2,611,416)	Feb. **TMC** and Fuji Heavy Industries agree to tie up on G-BOOK 12 **TMC** sales and marketing companies in Europe are rearranged to become subsidiaries or affiliated companies of **Toyota Motor Marketing Europe** Mar. **Toyota Motor Manufacturing, Texas, Inc. (TMMTX)** established in the U.S. Apr. **TMC** and China FAW group agree to jointly produce the Crown, Corolla, Land Cruiser and Land Cruiser Prado **TMMAL** begins V8 engine production Jun. **Toyota Technical Center Asia Pacific (TTCAP)** established in Thailand and Australia Jul. **PT. Toyota-Astra Motor** is divided into a marketing company and a production company Sept. The second-generation Prius launched **TMC** and Mitsubishi Motors agree to tie up on G-BOOK **TMMC** begins production of Lexus RX330
2004	3,680,946	3,042,728 (3,139,132)	Feb. **NUMMI** marks 20th Anniversary **Guangqi Toyota Engine Co, Ltd.(GTE)** established in China Aug. **TKAP** begins transmission production **TMT** begins production of IMV (Hilux VIGO) Sept. **Guangzhou Toyota Motor Co., Ltd. (GTMC)** established in China **TMC** and FAW tie up on hybrid vehicles

Note: Numbers in parentheses include local CKD production and non-Toyota/Lexus brand OEM production

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
			Toyota Motor Manufacturing de Baja California (TMMBC) begins production
			TIMMIN begins production of IMV (Kijang Innova)
			Nov. Prius wins 2005 European Car of the Year
			Dec. **TMMBC** begins production of Tacoma
			Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD) begins production
			FAW Toyota (Changchun) Engine Co., Ltd. (FTCE) begins production
2005	3,789,582	3,571,303 (3,603,150)	Jan. **GTE** starts making engine parts in China
			Feb. **TMMBC** celebrates grand opening of Tijuana Plant in Mexico
			TKM begins production of IMV (Innova)
			PSA Peugeot Citroën and **TMC** celebrate a major step in their successful collaboration in Czech Republic
			Mar. Tsinghua University and **TMC** establish research center in China
			TASA begins production of IMV (Hilux)
			TTCAP-AU inaugurates Australian R&D Base
			Toyota Group holds opening ceremony for Toyota Group Pavilion at EXPO 2005 Aichi, Japan, displaying the i-unit, i-foot and the Toyota Partner Robots
			TFTM begins production of the Crown in China
			TMIP starts new diesel engine production in Poland
			Apr. **TSAM** begins production of IMV (Hilux)
			May **TTCAP-TH** inaugurates R&D Base in Thailand
			TPCA car production plant officially opens in Kolín, Czech Republic
			Jun. **TMMR** marks start of construction of Russian Plant
			Jul. **TMC** backs environmental activities by China's Youth
			Aug. **TMC** introduces Lexus to Japan
			Sept. **TMV** commemorates 10th anniversary with plans to launch the Toyota Vietnam Foundation
			TMIP officially inaugurates diesel engine plant in Poland
			Oct. **TMC** and Fuji Heavy Industries agree on a business tie-up
			TMMC breaks ground in Woodstock, Canada
			10 millionth Camry sedan sold worldwide
			TFTM's plant No. 2 starts rolling off Reiz Sedan in China
			Nov. **GTE** marks AZ engine production start in China
			Hybrid sales top 500,000 units worldwide
			Dec. **TMT** holds stone-laying ceremony for new plant in Thailand
			SFTM starts making Prius in Changchun, China

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
2006	4,194,187	3,898,975 (4,104,949)	Feb. 15 millionth Toyota vehicle produced in North America
			TMMBC expands its annual production capacity
			Toyota expands R&D base of **TME** Technical Centre
			TMMC increases the annual production of its 2nd plant
			North American Production Support Center (NAPSC) Opens
			Mar. Fuji Heavy Industries' U.S. plant to build Toyota Camry
			TMC Holds opening ceremony for **European Global Production Center (E-GPC)**
			Apr. **TMC** launches consolidated R&D and manufacturing company in North America **(TEMA)**
			TMMK marks 20 years
			Toyota FAW (Tianjin) Dies Co., Ltd (TFTD) Increases production capacity and begins die export to Europe
			May Camry production begins in China. **GTMC**
			Jun. Worldwide Prius sales top 500,000 mark
			Sichun FAW Toyota (SFTM) increases production capacity
			Jul. **TMAP Thailand** established
			Aug. Increase in **TMMP** transmission-production capacity
			Asia-Pacific Global Production Center (AP-GPC) begins training for Asian manufacturing affiliates
			Sept. Toyota breaks grounds for new research facilities in U.S. **(TEMA)**
			TMMC marks its 20th anniversary and celebrates the official start of construction of its second vehicle production facility (2008 scheduled)
			TMC marks the completion of refurbishments to the technical training center of Toyota Jin Bei of China Automotive industry
			Oct. **TMMK** starts Camry hybrid vehicle production in North America
			Nov. Isuzu and **TMC** basic agreement on business collaboration
			TMMTX holds a line-off ceremony for the Toyota Tundra full-size pickup truck
			Dec. 1 millionth Yaris built by Toyota in Europe
2007	4,226,137	4,308,553 (4,501,268)	Mar. **TMT** holds opening ceremony for third Thai plant
			Apr. **Toyota Motor Manufacturing, Mississipi, Inc. (TMMMS)** established in the U.S.
			Toyota Motor Asia Pacific Engineering and Manufacturing Co., Ltd. (TMAP-EM) established in Thailand
			Subaru of Indiana Automotive, Inc. begins production of Camry [**Fuji Heavy Industries'** U.S. plant begins production of Camry]
			Jun. Global cumulative sales of Toyota hybrid vehicles top the 1 million mark

Note: Numbers in parentheses include local CKD production and non-Toyota/Lexus brand OEM production

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
			Jul. Toyota plug-in hybrid vehicle obtains certification for public road-use from Japan's Ministry of Land, Infrastructure and Transport Aug. **TKM** opens a technical training institute Oct. **Tong Fang Global Logistics Co., Ltd. (TFGL)** established (a logistics management joint venture involving three companies) Dec. Limited Liability Company **Toyota Motor Manufacturing Russia (TMMR)** begins production

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History

Note: Numbers in parentheses include local CKD production and non-Toyota/Lexus brand OEM production

AMERICA

☞Caribbean Countries	www.toyota-caribbean.com
North America	
☞Canada	www.toyota.ca www.lexus.ca
☞United States of America	www.toyota.com www.lexus.com
☞Hawaii	www.toyota-hawaii.com www.servcolexus.com
☞Mexico	www.toyota.com.mx
☞Puerto Rico	www.toyotapr.com
Latin America	
☞Antigua and Barbuda	www.toyota-caribbean.com/countrytop/antigua
☞Argentina	www.toyota.com.ar
☞Aruba	www.toyota-caribbean.com/countrytop/aruba
☞Bahamas	www.toyota-caribbean.com/countrytop/bahamas
☞Barbados	www.toyota-caribbean.com/countrytop/barbados
☞Belize	www.toyota-caribbean.com/countrytop/belize
☞Bermuda	www.toyota-caribbean.com/countrytop/bermuda
☞Bolivia	www.toyosa.com
☞Brazil	www.toyota.com.br
☞Chile	www.toyota.cl
☞Colombia	www.toyota.com.co
☞Costa Rica	www.toyotacr.com
☞Curacao	www.toyota-caribbean.com/countrytop/curacao
☞Dominica	www.toyota-caribbean.com/countrytop/dominica_com
☞Dominican Republic	www.toyota-caribbean.com/countrytop/dominica_rep
☞Ecuador	www.toyota.com.ec
☞El Salvador	www.toyotadidea.com
☞French Guiana	www.toyota-caribbean.com/countrytop/f_guiana
☞Grand Cayman	www.toyota-caribbean.com/countrytop/gcayman
☞Grenada	www.toyota-caribbean.com/countrytop/grenada
☞Guadeloupe	www.toyota-caribbean.com/countrytop/guadeloupe
☞Guatemala	www.toyota.com.gt/principal.php
☞Guyana	www.toyota-caribbean.com/countrytop/guyana
☞Haiti	www.toyota-caribbean.com/countrytop/haiti
☞Honduras	www.toyotahonduras.com
☞Jamaica	www.toyota-caribbean.com/countrytop/jamaica
☞Martinique	www.toyota-caribbean.com/countrytop/martinique
☞Montserrat	www.toyota-caribbean.com/countrytop/montserrat
☞Nicaragua (Casa Pellas)	www.toyota.com.ni
☞Nicaragua (AUTO)	www.autonica.com
☞Panama	www.toyotarp.com

☞Peru	www.toyotaperu.com.pe
☞St. Kitts and Nevis	www.toyota-caribbean.com/countrytop/stkitts
☞St. Lucia	www.toyota-caribbean.com/countrytop/stlucia
☞St. Maarten	www.toyota-caribbean.com/countrytop/stmaarten
☞St. Vincent and the Grenadines	www.toyota-caribbean.com/countrytop/stvincent
☞Suriname	www.toyota-caribbean.com/countrytop/suriname
☞Trinidad and Tobago	www.toyota-caribbean.com/countrytop/trinidad
☞Uruguay	www.ayaxonline.com
☞Venezuela	www.toyota.com.ve

EUROPE

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☞Austria	www.toyota.at www.lexus.at
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☞Portugal	www.toyota.pt www.lexus.pt
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☞Slovakia	www.toyota.sk
☞Slovenia	www.toyota.si
☞Spain	www.toyota.es www.mundolexus.com
☞Canary Islands	www.toyota-canarias.es http://64.56.170.251
☞Sweden	www.toyota.se www.lexus.se
☞Switzerland	www.toyota.ch www.lexus.ch
☞Turkey	www.toyotasa.com.tr
☞Yugoslavia	www.toyota.co.yu

AFRICA

☞African Countries	www.toyota-africa.com
☞Angola	www.toyota-africa.com/countrytop/angola
☞Burundi	www.toyota-africa.com/countrytop/burundi
☞Comoros	www.toyota-africa.com/countrytop/comoros
☞Djibouti	www.toyota-africa.com/countrytop/djibouti
☞Egypt	www.toyotaegypt.com.eg
☞Eritrea	www.toyota-africa.com/countrytop/eritrea
☞Ethiopia	www.toyota-africa.com/countrytop/ethiopia
☞Ghana	www.toyotaghana.com
☞Kenya	www.toyota-africa.com/countrytop/kenya
☞Liberia	www.toyota-africa.com/countrytop/liberia
☞Madagascar	www.toyota-africa.com/countrytop/madagascar
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☞Mauritius	www.beechand.com
☞Morocco	www.toyota.co.ma
☞Mozambique	www.toyota-africa.com/countrytop/mozambique
☞Nigeria	www.toyotanigeria.com

☞Rwanda	www.toyota-africa.com/countrytop/rwanda
☞Seychelles	www.toyota-africa.com/countrytop/seychelles
☞Sierra Leone	www.toyota-africa.com/countrytop/sierra_leone
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☞Tunisia	www.bsb.com.tn/toyota
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ASIA&OCEANIA

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☞South Asian Countries	www.toyota-southasia.com
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Oceania

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☞Kiribati	www.toyota-southpacific.com/countrytop/kiribati
☞New Caledonia	www.toyota-southpacific.com/countrytop/nc
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☞Papua New Guinea	www.toyota-southpacific.com/countrytop/png
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☞Samoa	www.toyota-southpacific.com/countrytop/samoa
☞Solomon Islands	www.toyota-southpacific.com/countrytop/solomon
☞Tahiti	www.toyota-southpacific.com/countrytop/tahiti
☞Tonga	www.toyota-southpacific.com/countrytop/tonga
☞Vanuatu	www.toyota-southpacific.com/countrytop/vanuatu

Middle East

☞Bahrain	www.toyota.com.bh www.lexus.com.bh
☞Bangladesh	www.toyota-southasia.com/countrytop/bangladesh
☞Bhutan	www.toyota-southasia.com/countrytop/bhutan
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☞Lebanon	www.toyotalebanon.com/TOYOTA.asp www.toyotalebanon.com/LEXUS.asp
☞Nepal	www.toyota-southasia.com/countrytop/nepal
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Toyota


Allion


Alphard


Auris


Avalon


Avanza


Avensis


Aygo


bB


Belta/Vios


Blade


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Camry/Camry Hybrid


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Coaster


Corolla


Corolla Axio


Corolla Fielder


Corolla Rumion/Scion xB


Corolla Spacio


Corolla Verso


Crown Athlete


Crown Hybrid


Crown Majesta


Crown Royal


Dyna


Estima/Previa


FJ Cruiser


Fortuner


Harrier/Harrier Hybrid


Hiace


Highlander/Highlander Hybrid


Hilux Surf/4Runner


Hilux/Hilux VIGO


Ipsum


Isis


ist/Scion xD


Kijang Innova


Kluger/Kluger Hybrid


Land Cruiser 70


Land Cruiser 200


Land Cruiser Cygnus


Land Cruiser Prado


Liteace


Mark X/Reiz


Mark X ZiO


Mark II Blit


Matrix


MR-S


Noah


Passo


Porte


Premio


Prius


Probox


Progrès


Ractis


Raum


RAV4


Regius Ace


Rush


Scion tC


Semibon


Sequoia


Sienna


Sienta


Soluna Vios


Succeed


Tacoma


Townace


Toyoace


Tundra


Vanguard


Vitz/Yaris


Voxy


WISH

Lexus


ES


GS/GS Hybrid


GX


IS


IS F


LS/LS Hybrid


LX


RX/RX Hybrid


SC

Notes: 1. Vehicle series launched between January and December 2007.
2. The Scion line is included in the Toyota brand.
3. Some production vehicles have not been listed above.

TOYOTA

TOYOTA MOTOR CORPORATION
www.toyota.co.jp/en/index.html

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