

TOYOTA

**TOYOTA IN THE WORLD
2010**

TOYOTA IN THE WORLD 2010 CONTENTS

About this publication

Toyota in the World 2010 is intended to provide an overview of Toyota, including a look at its latest activities relating to R&D, manufacturing, sales, exports from January to December 2009. It is hoped that this handbook will be useful to those seeking to gain a better understanding of Toyota's corporate activities.

Company Outline

- 2 Outline

Research & Development

- 3 Domestic and Overseas R&D Sites

Technological Development

- 4 History of Technological Development

Operations in Japan

- 6 Toyota Group & Supplier Organizations
- 7 Japanese Production Sites and Dealers
- 8 Number of Vehicles Produced in Japan by Model
- 9 Number of Vehicles Registered in Japan by Model

Production, Sales and Exports

- 10 Overseas Production Companies
- 12 North America/Latin America
- 13 Europe/Africa
- 14 Asia
- 16 Oceania & Middle East
- 17 Vehicle Production, Sales and Exports by Region
- 18 Overseas Model Line up by Country & Region

-
- 19 Cultural and Other Facilities
 - 20 Chronology
 - 25 Product Line up

Outline

Company Outline

Company name	Toyota Motor Corporation
Date founded	August 28, 1937

Note: The number of employees includes those dispatched from other companies as of March 31, 2009

Consolidated basis (U.S. GAAP)

Business results

(unit = 1 billion yen or 1 company)

	FY 2008 (April 2007 to March 2008)	FY 2009 (April 2008 to March 2009)	Half-year ending September 2009 (April 2009 to September 2009)
Sales* ¹	26,289.2	20,529.5	8,377.6
Operating income* ¹	2,270.3	△ 461.0	△ 136.9
Net income* ¹	1,717.8	△ 437.0	△ 56.0
Capital investment* ¹ * ²	1,480.2	1,302.5	256.3
R&D* ¹	958.8	904.0	399.0
Number of consolidated subsidiaries	530	529	529
Number of companies under equity method	55	56	56

*¹ Monetary figures rounded down to the nearest 100 million yen

*² Not including assets for lease

Non-consolidated basis (Japanese accounting standards)

Operating results

(unit = 1 billion yen)

	FY 2008 (April 2007 to March 2008)	FY 2009 (April 2008 to March 2009)	Half-year ending September 2009 (April 2009 to September 2009)
Sales*	12,079.2	9,278.4	3,656.6
Operating income*	1,580.6	182.5	△ 46.3
Net income*	1,138.1	56.6	△ 18.8

* Monetary figures rounded down to the nearest 100 million yen

Number of employees	71,116 (Total in affiliated companies: 320,808)
Capital	397.05 billion yen

Production results

(unit = 1)

	FY 2008 (April 2007 to March 2008)	FY 2009 (April 2008 to March 2009)	Half-year ending September 2009 (April 2009 to September 2009)
Vehicles			
Japan	5,160,000	4,255,000	1,708,000
Overseas	3,387,000	2,796,000	1,246,000
Total	8,547,000	7,051,000	2,954,000
Homes	5,123	4,856	1,943

Sales results

(unit = 1)

	FY 2008 (April 2007 to March 2008)	FY 2009 (April 2008 to March 2009)	Half-year ending September 2009 (April 2009 to September 2009)
Vehicles			
Japan	2,188,000	1,945,000	903,000
Overseas	6,725,000	5,622,000	2,227,000
Total	8,913,000	7,567,000	3,130,000
Homes	5,431	5,442	2,059

Production results

(unit = 1)

	FY 2008 (April 2007 to March 2008)	FY 2009 (April 2008 to March 2009)	Half-year ending September 2009 (April 2009 to September 2009)
Vehicles produced in Japan	4,264,000	3,393,000	1,359,000
Vehicles produced overseas	4,424,000	3,710,000	1,781,000

Sales results

(unit = 1)

	FY 2008 (April 2007 to March 2008)	FY 2009 (April 2008 to March 2009)	Half-year ending September 2009 (April 2009 to September 2009)
Vehicles sold in Japan (shipped)	1,595,000	1,340,000	633,000
Vehicles exported	2,708,000	2,139,000	724,000
Homes sold	4,622	4,335	1,655

Vehicle production, sales and exports (results for CY 2009)

(unit = 1,000 vehicles)

	Toyota	Daihatsu	Hino	Total
Global production	6,371	796	67	7,234
Japanese production	2,792	684	67	3,543
Overseas production	3,579	111	1	3,691
Global sales	6,980	755	79	7,813
Sales in Japan	1,376	596	24	1,996
Overseas sales	5,604	158	55	5,817
Exports	1,445	47	44	1,536

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)

(Figures rounded to the nearest 1,000)

Domestic and Overseas R&D Sites



Toyota Motorsport GmbH

Establishment: 1993

Location: Cologne, Germany

Activities: Development base for Motorsport Vehicle in Europe



Head Office Technical Center



Toyota Motor Engineering and Manufacturing North America, Inc.

Establishment: 1977

Location: Ann Arbor, Michigan, U.S.A.

York Township, Michigan, U.S.A.

Torrance, California, U.S.A.

Wittman, Arizona, U.S.A.

Activities: Vehicle development & evaluation, certification, collection of technical information



Head Office



Toyota Motor Europe R&D/Manufacturing

Establishment: 1987

Location: Brussels, Belgium; Derby, U.K.

Activities: Vehicle development & evaluation, certification, collection of technical information



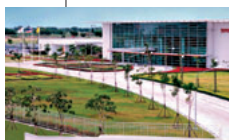
Caltex Design Research, Inc.

Establishment: 1973

Location: Newport Beach, California, U.S.A.

Ann Arbor, Michigan, U.S.A.

Activities: Exterior/interior/color design



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



Toyota Technical Center Asia Pacific Australia Pty. Ltd.

Establishment: 2003

Location: Melbourne, Australia

Activities: Vehicle development, software development and evaluation, collection of technical information



Toyota Europe Design Development

Establishment: 1998

Location: Nice, France

Activities: Exterior/interior/color design

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)

Note: Toyota's technological developments are as of January 2010.

Year	1990 to 1999	
Engine	<ul style="list-style-type: none"> ▲Smokeless diesel engine <ul style="list-style-type: none"> •Electronically controlled throttle ▲Diesel Smoke Control System (DSCS) •Aluminium crankshaft damper pulley •Cylinder head with laser cladding •5 Valve Engine <ul style="list-style-type: none"> ▲Next-generation lean-burn engine ▲Variable Valve Timing-intelligent (VVT-i) ▲4-valve direct-injection diesel engine ▲Direct-injection engine (D-4) •Titanium nitride coating ▲Fuel Cell Electric Vehicle (FCEV) ▲Toyota Hybrid System (THS) ▲Variable Valve Timing & Lift-intelligent (VVTL-i) ▲Common-rail direct-injection diesel turbo engine (D-4D) 	<ul style="list-style-type: none"> ▲Dual VVT-i ▲Stoichiometric D-4 ▲Piezoelectric Common-rail Type Direct-injection Diesel Turbo Engine (D-4D Clean Power) ▲Toyota Stop & 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) ▲Toyota Intelligent Idling Stop System ▲Diesel Hybrid System
Driving/Braking Suspension	<ul style="list-style-type: none"> •6-speed manual transmission •Active Four-Wheel Steering System •Super-Strut Suspension •Rotary Tri-blade Coupling •5-speed automatic transmission •Comprehensive vehicle control system (i-Four) ▲Flex Lock-up System ●Vehicle Stability Control system (VSC) ●Brake assist ●ABS for EBD ▲Super CVT ●ARS •Navigation shift control 	<ul style="list-style-type: none"> •Run-flat tires •New tire-production method ●Electronically Controlled Brake system (ECB) ●Pre-crash Safety System ▲Electric 4-wheel drive system (E-Four)
Body	<ul style="list-style-type: none"> ▲Bumper made with Toyota Super Olefin Polymer (TSOP) ●Front-passenger seat airbag ●GOA Collision-safety body ●SRS curtain shield airbag ●SRS side airbag ●Seatbelts with force-limiter ▲Bumper recycling technology •UV-reducing door glass ●Water-repellent door glass 	<ul style="list-style-type: none"> •Power back door system ●Dual-stage SRS airbags for the front-passenger seat ●Dual-stage SRS airbags for the driver's seat ●Pre-crash seatbelt •Retractable Metal Top System ●SRS knee airbags for driver ●Pedestrian-injury-lessening body
Electronics	<ul style="list-style-type: none"> •GPS car navigation ●Head Up Display ●Back guide monitor with CCD camera •GPS voice navigation ▲Combustion pressure sensor •Multi-zone automatic air conditioning ●Tire pressure warning system ●Blind corner monitor •Radar cruise control system ▲Electric power steering system 	<ul style="list-style-type: none"> •Smart Key System ●Night View system •Steering-guided clearance sonar ●Intelligent AFS •Back guide monitor with voice recognition •G-BOOK •Lane-monitoring system •Front and side monitoring •Intelligent Parking Assist system •Smart Entry and Start System •Plasmacluster Ions •Pollen-removal filter •Negative ion generator •AC100V power outlet
Materials	<ul style="list-style-type: none"> ▲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 	<ul style="list-style-type: none"> ▲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 CO₂ refrigerant

Notes: 1. Toyota's technological developments are as of January 2010.
2. ■ indicates technologies announced in 2009 and after.

From 2000	
<p>▲ Variable Valve Timing-intelligent Electric (VVT-iE)</p> <p>▲ Fuel Cell Hybrid Vehicle (TOYOTA FCHV-adv)</p> <p>▲ Valvematic, a next-generation variable valve lift mechanism</p> <p>▲ D-4S</p> <p>▲ Toyota Stop & Start System</p> <p>▲ THS II with motor speed reduction device</p> <p>▲ THS II with two-stage motor speed reduction device</p> <p>▲ THS II with two-stage motor speed reduction device + full-time all-wheel-drive system</p>	<p>THS II Plug-in▲ (with motor speed reduction device)</p>
<p>● VDIM</p> <p>● VDIM with active steering control</p> <p>● S-VSC + Active Control 4WD Integrated Control</p> <p>▲ 6 Super ECT (6-speed automatic transmission)</p> <p>▲ 8 Super ECT (8-speed automatic transmission)</p> <p>● Active stabilizer suspension system</p> <p>● Pre-crash Safety System with driver-monitoring system (Millimeter-wave radar type)</p> <p>● Pre-crash Safety System with millimeter-wave radar and stereo camera fusion system (Pedestrian detection, steering and obstacle-avoidance assist system)</p> <p>● Rear-end Pre-crash Safety System (Warning of approaching rear vehicle, Pre-crash Intelligent Headrests)</p> <p>● "Crawl control" system</p> <p>● 6-speed manual transmission for front-wheel drive</p> <p>● Kinetic dynamic suspension system (KDSS)</p> <p>● 8-Speed Sport Direct Shift transmission</p> <p>● Multi-terrain Select switch</p>	<p>● Front-side Pre-crash Safety System</p> <p>● Pre-crash Seatback</p>
<p>● SRS twin-chamber airbag</p> <p>● SRS seat cushion airbag</p> <p>● Active Headrest</p> <p>● SRS rear window curtain shield airbag</p>	<p>● SRS rear-seat center airbag</p>
<p>● Wide-view front monitor</p> <p>● LED headlight</p> <p>● Heated seat</p> <p>● G-BOOK ALPHA</p> <p>● "Map on Demand" technology to automatically deliver differential map data to car navigation systems</p> <p>● Rader cruise control with tracking function</p> <p>● HELPNET</p> <p>● Lane-keeping assist system</p> <p>● Radar cruise control with low-speed tracking mode</p> <p>● G-BOOK mX</p> <p>● Intelligent Parking Assist (IPA) system with ultrasonic sensors</p> <p>● Oxygen-level conditioner</p> <p>▲ Eco Drive Indicator</p> <p>● Night View system with pedestrian detection function</p>	<p>● Eco-Drive monitor</p> <p>● DSRC Unit</p> <p>● Harmonious Driving Navigator</p> <p>● Touch Tracer Display</p> <p>● Solar-ventilation system</p> <p>● Remote Air Conditioning system</p> <p>● Multi-terrain Monitor</p> <p>● ESPO system</p>
<p>● Anti-mite allergen seat fabric</p> <p>▲ Interior vehicle parts using Ecological Plastic</p>	<p>● Self-restoring coat</p>

Toyota Group & Supplier Organizations

■ The Toyota Group

Company name	Establishment	Main products/activities	Capital (¥ million)
Toyota Industries Corporation	Nov. 1926	Manufacture and sales of spinning and weaving machines, industrial vehicles and automobiles; logistics	80,462
Aichi Steel Corporation	Mar. 1940	Manufacture and sales of specialty steel, forged steel products and electromagnetic parts	25,016
JTEKT Corporation	Jan. 1921	Manufacture and sales of machine tools, auto parts and housing equipment	36,854
Toyota Auto Body Co., Ltd.	Aug. 1945	Manufacture of auto and special vehicle bodies and parts	10,371
Toyota Tsusho Corporation	July 1948	Business transactions related to various items in Japan and between foreign countries, import and export	64,936
Aisin Seiki Co., Ltd.	Mar. 1943	Manufacture and sales of auto parts and household appliances	45,049
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
Toyota Boshoku Corporation	May 1950	Manufacture and sales of vehicle interior parts, filters and power train mechanical parts and textiles	8,400
Towa Real Estate Co., Ltd.	Aug. 1953	Owning, managing, buying & selling and renting out land, management and rental	23,750
Toyota Central Research and Development Laboratories, Incorporated	Nov. 1960	Fundamental research and testing for technical development for the Toyota Group	3,000
Kanto Auto Works, Ltd.	Apr. 1946	Manufacture of automobiles and of equipment and materials for housing construction	6,850
Toyoda Gosei Co., Ltd.	June 1949	Manufacture and sales of rubber, plastic and urethane products, semiconductor related products, electronic products and adhesives	28,027
Hino Motors, Ltd.	May 1942	Manufacture and sales of large trucks, buses, small commercial vehicles, passenger vehicles, engines and spare parts	72,717
Daihatsu Motor Co., Ltd.	Mar. 1907	Manufacture and sales of automobiles, specialty vehicles and parts	28,404

Note: As of March 2010

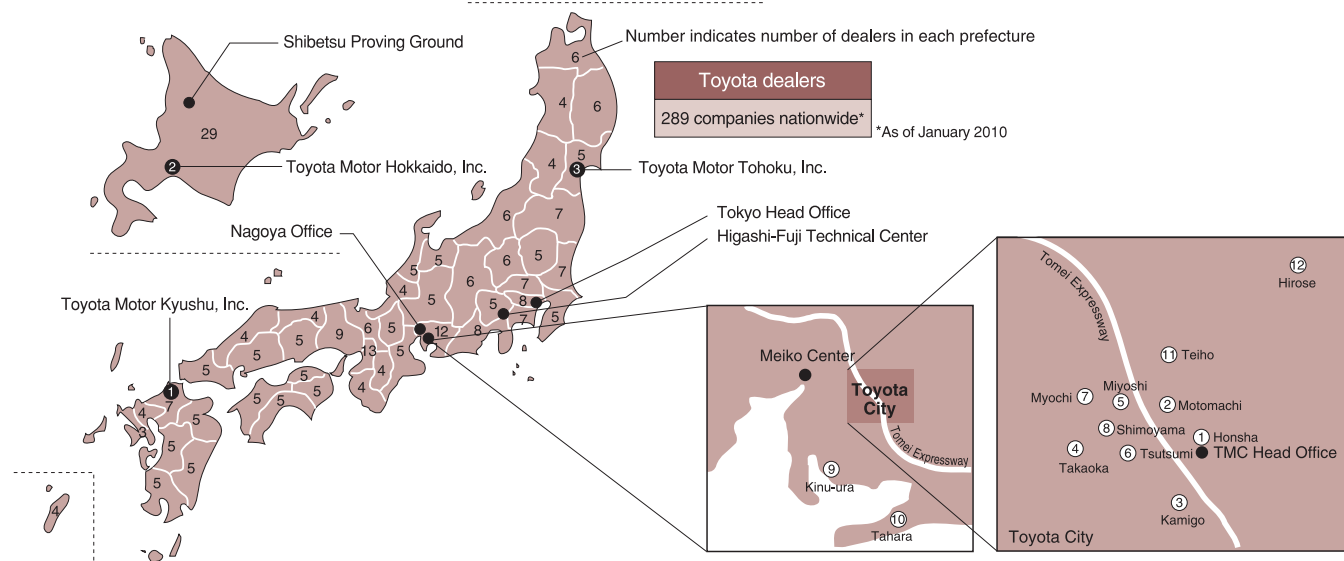
■ Supplier Associations

Association	Establishment	Number of companies	Remarks
Kyohokai	Dec. 1943	216	Parts suppliers
Eihokai	Apr. 1983	126	Equipment and distribution suppliers
Total		342	(When companies that belong to both associations are counted only once the total is 325.)

Note: As of April 2010

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 parts	Nov. 1938	—	3,897
② Motomachi Plant	Crown, Mark X, Estima	Aug. 1959	80	7,681
③ Kamigo Plant	Engines	Nov. 1965	—	3,201
④ Takaoka Plant	Corolla, Vitz, iQ, ist, Ractis, Scion xD	Sept. 1966	267	4,685
⑤ Miyoshi Plant	Transmission-related parts, cold-forged and sintered parts, engine-related parts	July 1968	—	1,508
⑥ Tsutsumi Plant	Prius, Camry, Premio, Allion, Scion tC	Dec. 1970	374	5,467
⑦ Myochi Plant	Powertrain-related suspension cast parts, powertrain-related suspension machined parts	June 1973	—	1,706
⑧ Shimoyama Plant	Engines, turbochargers, catalytic converters	Mar. 1975	—	1,630
⑨ Kinu-ura Plant	Transmission-related parts	Aug. 1978	—	3,282
⑩ Tahara Plant	LS, GS, IS, GX, RAV4, Wish, Land Cruiser, Vanguard, engines	Jan. 1979	321	7,337
⑪ Teiho Plant	Mechanical equipment, moldings for resin and casting and forging	Feb. 1986	—	1,261
⑫ Hirose Plant	Research and development and production of electronic control devices, ICs	Mar. 1989	—	1,513
① Toyota Motor Kyushu, Inc.	IS, ES, HS, RX, Harrier, Highlander, engines, hybrid system parts	Dec. 1992	285	6,282
② Toyota Motor Hokkaido, Inc.	Automobile parts including automatic transmissions, continuously variable transmissions, transfers, aluminum wheels	Oct. 1992	—	2,345
③ Toyota Motor Tohoku, Inc.	Electronic controlled brakes, suspensions, axles, torque converters	Oct. 1998	—	383

Notes: 1. As of December 2009

2. 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	8
Inazawa Parts Center	Receiving and shipment of large replacement parts and related materials	Oct. 1978	67
Oguchi Parts Center	Receiving and shipment of small and mid-sized parts	Jan. 1978	175
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	228
Tobishima Distribution Center	Receiving and shipment of overseas production parts and spare parts	Nov. 1988	145

Note: As of January 2010

Number of Vehicles Produced in Japan by Model

■ Toyota brand

(1=1 vehicle) (1=1,000 vehicles)

Model name	Start of production	2009	Cumulative total
Land Cruiser	1951	220,415	6,234
Crown	1954	30,871	5,847
Toyoace/Dyna	1954・56	18,239	3,618
Coaster	1963	10,264	385
Corolla	1966	215,117	24,499
Hiace	1967	136,719	5,491
Hilux	1967	21,601	10,934
Century	1967	150	41
Camry	1980	23,747	4,061
Estima	1990	47,510	2,021
RAV4	1994	182,200	3,352
Comfort	1995	4,694	164
Ipsum	1996	3,106	706
Prius	1997	410,708	1,669
Harrier	1997	11,941	1,021
Raum	1997	7,730	326
Vitz	1999	188,331	2,751
bB	2000	18,866	663
Voxy	2001	71,726	574
Noah	2001	51,727	563
Premio	2001	19,711	303
Allion	2001	17,791	277
Estima Hybrid	2001	13,658	71
Alphard	2002	30,463	483
ist	2002	31,213	539
Probox	2002	29,914	345
Succeed	2002	13,893	179
WISH	2003	65,229	656
Sienta	2003	29,937	289
Scion xB	2003	20,352	(—)
Passo	2004	91,941	478
Mark X	2004	16,254	199
Isis	2004	21,352	220
Porte	2004	24,515	217
Belta	2005	112,368	792

*1.Includes exports of finished vehicles and knock down units (KD).

*2. (—) indicates vehicles not sold in Japan.

*3.The Scion line is included in the Toyota brand.

Notes: 1. Land Cruiser includes the 70, Prado, 200, GX and LX series.
 2. Crown includes Crown Athlete, Crown Sedan, Crown Majesta, Crown Royal, Crown Comfort.
 3. Toyoace/Dyna 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 and Corolla Rumion.
 6. Comfort includes driving-instruction cars.
 7. Numbers for Harrier and Harrier Hybrid include previous RX and RX Hybrid, respectively.
 8. Total production figure for ES does not include that of previous Windom.

Model name	Start of production	2009	Cumulative total
Ractis	2005	46,800	260
Harrier Hybrid	2005	2,052	155
Auris	2006	13,780	115
Blade	2006	3,029	47
FJ Cruiser	2006	16,152	214
Scion tC	2006	13,627	200
Camry Hybrid	2006	358	54
Vanguard	2007	18,944	54
Mark X ZiO	2007	7,466	38
Highlander	2007	63,582	266
Highlander Hybrid	2007	6,776	42
Scion xD	2007	12,209	59
Crown Hybrid	2008	5,488	14
Vellfire	2008	47,945	90
iQ	2008	58,642	77
SAI	2009	5,391	5
Prius Plug-in Hybrid	2009	138	0

■ Lexus brand

Model name	Start of production	2009	Cumulative total
IS	2005	43,369	392
SC	2005	333	174
GS	2005	9,341	31
GS Hybrid	2006	2,224	21
ES	2006	74,481	382
LS	2006	16,294	142
LS Hybrid	2007	2,075	19
IS F	2007	1,116	7
RX	2008	35,138	38
RX Hybrid	2009	32,328	32
IS C	2009	14,315	14
HS	2009	23,998	24

Source: Toyota Motor Corporation

Number of Vehicles Registered in Japan by Model

■ Toyota brand

(1=1 vehicle) (1=1,000 vehicles)

Model name	Start of sales	2009	Cumulative total
Land Cruiser	1951	9,382	702
Toyoace	1954	4,673	1,337
Crown	1955	34,595	5,067
Dyna	1956	8,400	1,195
Coaster	1963	1,291	142
Corolla	1966	90,188	11,946
Hiace	1967	36,598	2,797
Century	1967	156	40
Hilux	1968	3,351	1,167
Liteace	1970	3,417	1,744
Townace	1976	5,131	2,137
Camry	1980	2,627	1,221
Estima	1990	52,409	1,559
RAV4	1994	7,916	412
Comfort	1995	5,167	144
Quick Delivery	1995	399	20
Ipsium	1996	1,184	523
Prius	1997	208,862	573
Harrier	1997	15,249	329
Regius	1997	14,430	274
Raum	1997	8,717	325
Vitz	1999	117,655	1,305
bB	2000	22,270	478
Voxy	2001	72,412	570
Noah	2001	51,954	558
Premio	2001	21,041	299

Notes: 1. Land Cruiser includes Prado.
 2. Crown includes Crown Sedan, Crown Royal, Crown Athlete, Crown Majesta and Crown Comfort.
 3. Corolla includes Corolla Fielder, Corolla Axio and Corolla Rumion.
 4. Hiace includes Toyota ambulance vehicles.
 5. Hilux includes Surf.
 6. Estima, Harrier, all include hybrid models.
 7. Comfort includes Comfort driving-instruction cars.
 8. Regius includes Regius Ace and Regius Ace Commuter.
 9. Avensis includes Avensis Wagon.
 10. Excluding Toyota-brand driving-instruction vehicles, large buses and commuter vehicles.

Model name	Start of sales	2009	Cumulative total
Allion	2001	18,356	275
Alphard	2002	30,151	499
Probox	2002	30,557	363
Succeed	2002	14,014	178
ist	2002	5,270	401
WISH	2003	60,361	612
Sienta	2003	31,810	286
Avensis	2003	1,033	58
Passo	2004	83,593	465
Mark X	2004	16,432	197
Isis	2004	22,347	219
Porte	2004	24,485	215
Ractis	2005	45,172	255
Belta	2005	19,873	103
Rush	2006	8,869	63
Auris	2006	13,513	78
Blade	2006	3,570	46
Vanguard	2007	19,077	52
Mark X ZiO	2007	8,205	37
Crown Hybrid	2008	5,627	14
Vellfire	2008	49,092	88
TOYOTA-FCHV	2008	2	0
iQ	2008	14,229	18
Passo Sette	2008	15,295	15
SAI	2009	3,817	4
Prius Plug-in Hybrid	2009	23	0

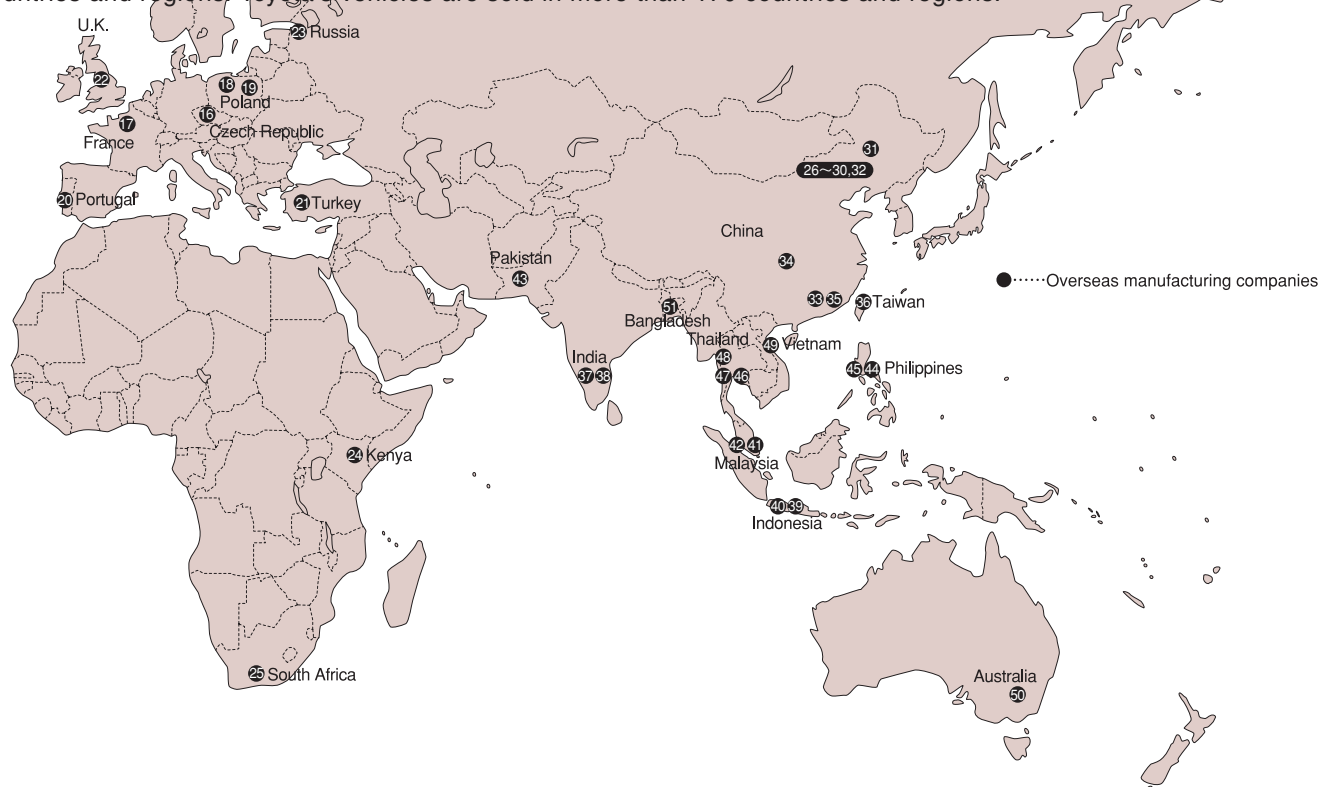
■ Lexus brand

Model name	Start of sales	2009	Cumulative total
IS	2005	3,687	36
SC	2005	256	4
GS	2005	1,069	17
GS Hybrid	2006	708	5
LS	2006	2,444	22
LS Hybrid	2007	1,091	11
IS F	2007	475	2
RX	2009	2,325	2
RX Hybrid	2009	6,502	7
IS C	2009	1,116	1
HS	2009	8,494	8

Source: Toyota Motor Corporation

Overseas Production Companies

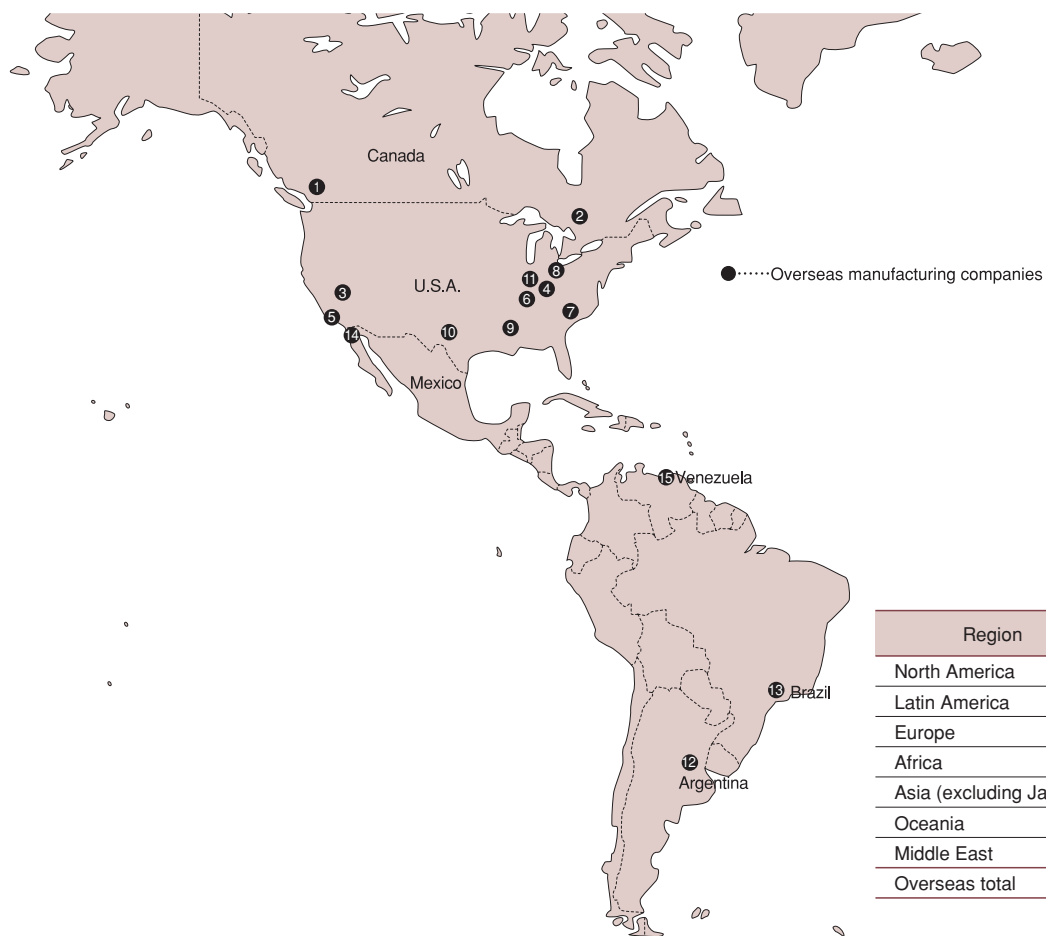
As of the end of March 2010, Toyota conducts its business worldwide with 51 overseas manufacturing companies in 26 countries and regions. Toyota's vehicles are sold in more than 170 countries and regions.



■ Overseas Manufacturing Companies (51 manufacturing companies, in 26 countries/regions) as of the end of March 2010 (1=1,000 units)

Region / Country		Company name	Main products*	Number of employees*	Toyota vehicle production for 2009*
North America	Canada	① Canadian Autoparts Toyota Inc. (CAPTIN)	Aluminum wheels	292	—
		② Toyota Motor Manufacturing Canada Inc. (TMMC)	Corolla, Matrix, RX350, RAV4	5,919	320
		③ TABC, Inc.	Catalytic converters, steering columns, stamped parts	533	—
	U.S.A.	④ Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)	Camry, Camry Hybrid, Avalon, Venza	7,487	348
		⑤ Catalytic Component Products, Inc. (CCP)	Engines	28	—
		⑥ Bodine Aluminum, Inc.	Catalytic converters	947	—
		⑦ Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)	Aluminum castings	1,124	—
		⑧ Toyota Motor Manufacturing, Indiana, Inc. (TMMI)	Engines, transmissions	4,204	108
		⑨ Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)	Sequoia, Highlander, Sienna	796	—
		⑩ Toyota Motor Manufacturing, Texas, Inc. (TMMTX)	Engines	2,415	86
		⑪ Subaru of Indiana Automotive, Inc. (SIA)	Tundra	3,184	88
Latin America	Argentina	⑫ Toyota Argentina S.A. (TASA)	Camry	3,105	62
	Brazil	⑬ Toyota do Brasil Ltda. (TDB)	Hilux, Fortuner (SW4)	3,306	64
			Corolla	—	—
	Mexico	⑭ Toyota Motor Manufacturing de Baja California, S.de R.L.de C.V. (TMMBC)	Hilux underbody parts	743	42
			Tacoma	—	—
Europe	Venezuela	⑮ Toyota de Venezuela Compania Anonima (TDV)	Truck beds	2,163	13
	Czech Republic	⑯ Toyota Peugeot Citroën Automobile Czech, s.r.o. (TPCA)	Corolla, Fortuner, Hilux	3,364	100
	France	⑰ Toyota Motor Manufacturing France S.A.S. (TMMF)	Aygo	3,732	208
			Yaris (Vitz)	—	—
	Poland	⑱ Toyota Motor Manufacturing Poland SP.zo.o. (TMMP)	Engines	2,078	—
			Engines, transmissions	716	—
	Portugal	⑲ Toyota Motor Industries Poland SP.zo.o. (TMIP)	Engines	340	—
	Turkey	⑳ Toyota Caetano Portugal, S.A. (TCAP)	Dyna, Semibon	2,894	72
	U.K.	㉑ Toyota Motor Manufacturing Turkey Inc. (TMMT)	Corolla Verso, Auris	4,043	127
			Avensis, Auris	—	—
Africa	Russia	㉒ Limited Liability Company "TOYOTA MOTOR MANUFACTURING RUSSIA" (TMMR)	Engines	774	—
	Kenya	㉓ Toyota Motor Manufacturing (UK) Ltd. (TMUK)	Camry	254	—
	South Africa	㉔ Associated Vehicle Assemblers Ltd. (AVA)	Land Cruiser	7,343	103
		㉕ Toyota South Africa Motors (Pty) Ltd. (TSAM)	Corolla, Hiace, Hilux, Fortuner, Dyna		
			Closed coupled converter, exhaust manifold		

*Main products, numbers of employees and Toyota vehicle production for 2009 are as of December 2009; only includes vehicles (excludes KD and OEM production) for which production exceeded 1,000 units.



Region	Manufacturing companies	Distributors
North America	11	3
Latin America	4	43
Europe	8	29
Africa	2	49
Asia (excluding Japan)	24	15
Oceania	1	14
Middle East	1	17
Overseas total	51	170

(1=1,000 units)

Region / Country		Company name	Main products*	Number of employees*	Toyota vehicle production for 2009*
Asia	China	25 Tianjin Jinfeng Auto Parts Co., Ltd. (TJAC)	Steering assembly, propeller shafts	385	—
		27 Tianjin Fengjin Auto Parts Co., Ltd. (TFAP)	Constant velocity joints, axles, differentials	763	—
		28 Tianjin FAW Toyota Engine Co., Ltd. (TFTE)	Engines	1,898	—
		29 Tianjin Toyota Forging Co., Ltd. (TFTC)	Forged parts	235	—
		30 Tianjin FAW Toyota Motor Co., Ltd. (TFTM)	Vios, Corolla, Crown, Reiz, RAV4	12,407	383
		31 FAW Toyota (Changchun) Engine Co., Ltd. (FTCE)	Engines	783	—
		32 Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD)	Stamping dies for vehicles	216	—
		33 GAC Toyota Engine Co., Ltd. (GTE)	Engines, engine parts	1,300	—
		34 Sichuan FAW Toyota Motor Co., Ltd. (SFTM)	Coaster, Land Cruiser, Land Cruiser Prado, Prius	2,374	5
		35 GAC Toyota Motor Co., Ltd. (GTMC)	Camry, Yaris, Highlander	6,321	210
	Taiwan	36 Kuozui Motors, Ltd.	Camry, Corolla, WISH, Vios, Yaris, Innova, Dyna	3,361	91
			Engines, stamped parts		—
	India	37 Toyota Kirloskar Motor Private Ltd. (TKM)	Corolla, Innova, Fortuner	4,433	51
		38 Toyota Kirloskar Auto Parts Private Ltd. (TKAP)	Axles, propeller shafts, transmissions	1,050	—
	Indonesia	39 PT. Toyota Motor Manufacturing Indonesia (TMMIN)	Innova, Fortuner, Dyna, Avanza	5,069	68
		40 P.T. Astra Daihatsu Motor (ADM)	Engines	—	—
	Malaysia	41 Assembly Services Sdn. Bhd. (ASSB)	Avanza	7,790	111
		42 Perodua Manufacturing Sdn. Bhd. (PMSB)	Vios, Hilux, Innova, Fortuner, Hiace	2,516	50
	Pakistan	43 Indus Motor Company Ltd. (IMC)	Engines	—	—
		44 Toyota Motor Philippines Corp. (TMP)	Avanza	7,183	11
	Philippines	45 Toyota Motor Philippines Inc. (TAP)	Corolla, Hilux	1,879	38
		46 Toyota Autoparts Philippines Inc. (TAP)	Innova, Vios	1,421	21
	Thailand	47 Toyota Motor Thailand Co., Ltd. (TMT)	Transmissions, constant velocity joints	1,375	—
		48 Toyota Auto Body Thailand Co., Ltd. (TABT)	Corolla, WISH, Camry, Camry Hybrid, Vios, Yaris, Hilux, Fortuner	12,651	435
	Vietnam	49 Siam Toyota Manufacturing Co., Ltd. (STM)	Stamped parts	—	—
		50 Toyota Motor Vietnam Co., Ltd. (TMV)	Engines, engine parts	2,251	—
Oceania	Australia	51 Toyota Motor Corporation Australia Ltd. (TMCA)	Camry, Corolla, Vios, Innova, Hiace, Fortuner	1,408	28
Middle East	Bangladesh	52 Toyota Motor Corporation Bangladesh Ltd. (TMCB)	Camry, Camry Hybrid	4,586	97
			Engines	—	—
			Land Cruiser	83	—

*Main products, numbers of employees and Toyota vehicle production for 2009 are as of December 2009; only includes vehicles (excludes KD and OEM production) for which production exceeded 1,000 units.

North America/Latin 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/Latin America

Country	Company name	Start of operations
Canada	① Canadian Autoparts Toyota Inc. (CAPTIN)	Feb. 1985
	② Toyota Motor Manufacturing Canada Inc. (TMMC)	Nov. 1988
	③ TABC, Inc.	Nov. 1971
	④ Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)	May 1988
	⑤ Catalytic Component Products, Inc. (CCP)	Apr. 1991
U.S.A.	⑥ Bodine Aluminum, Inc.	Jan. 1993
	⑦ Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)	Nov. 1998
	⑧ Toyota Motor Manufacturing, Indiana, Inc. (TMMI)	Feb. 1999
	⑨ Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)	Apr. 2003
	⑩ Toyota Motor Manufacturing, Texas, Inc. (TMMTX)	Nov. 2006
	⑪ Subaru of Indiana Automotive, Inc. (SIA)	Apr. 2007*
Argentina	⑫ Toyota Argentina S.A. (TASA)	Mar. 1997
Brazil	⑬ Toyota do Brasil Ltda. (TDB)	May 1959
Mexico	⑭ Toyota Motor Manufacturing de Baja California, S.de R.L.de C.V. (TMMBC)	Sept. 2004
Venezuela	⑮ Toyota de Venezuela Compania Anonima (TDV)	Nov. 1981

*The year in which contract manufacturing began.

Sales

North America

The number of distributors*	North America sales (1=1,000 vehicles)
3	1,975.4

*As of April 2009

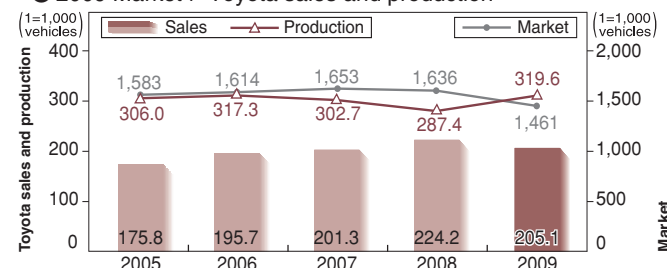
Latin America

The number of distributors*	Latin America sales (1=1,000 vehicles)
43	293.6

*As of April 2009

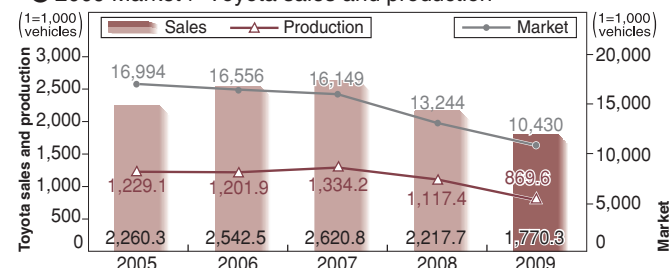
Canada

2009 Market / Toyota sales and production



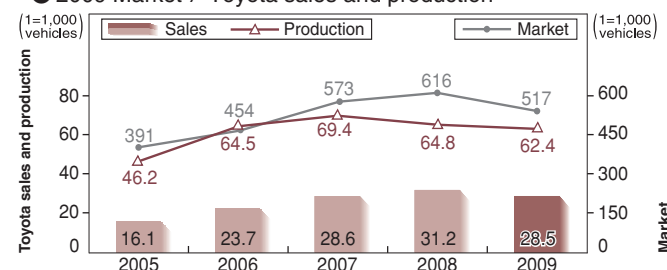
U.S.A.

2009 Market / Toyota sales and production



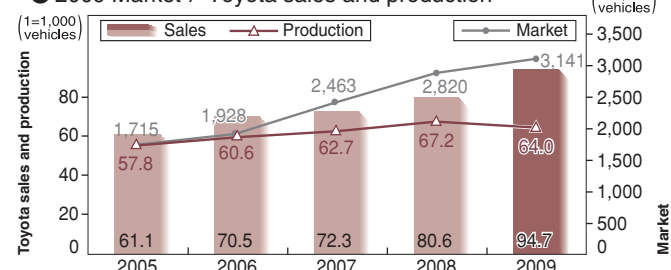
Argentina

2009 Market / Toyota sales and production



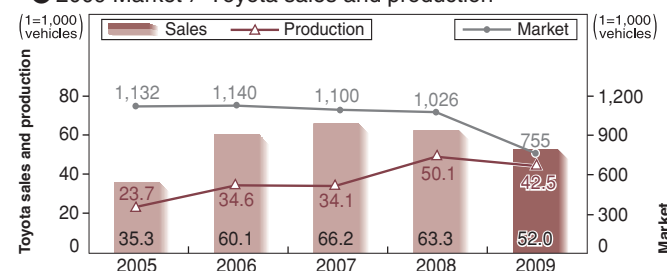
Brazil

2009 Market / Toyota sales and production



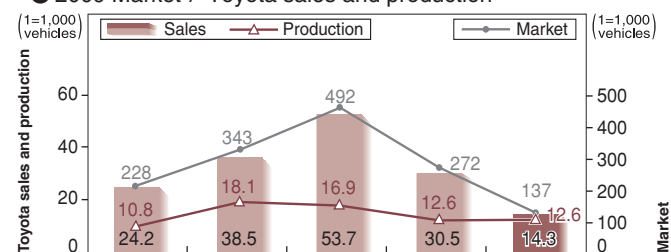
Mexico

2009 Market / Toyota sales and production



Venezuela

2009 Market / Toyota sales and production



Source: Toyota Motor Corporation

Europe

Regional headquarters

Country	Company name	Establishment	Activities
Belgium	Toyota Motor Europe NV/SA (TME)	Oct. 2005	Coordination of Toyota's European business

Manufacturing companies in Europe

Country	Company name	Start of operations
Czech Republic	16 Toyota Peugeot Citroën Automobile Czech, s.r.o. (TPCA)	Feb. 2005
France	17 Toyota Motor Manufacturing France S.A.S. (TMMF)	Jan. 2001
Poland	18 Toyota Motor Manufacturing Poland SP.zo.o. (TMMP)	Apr. 2002
	19 Toyota Motor Industries Poland SP.zo.o. (TMIP)	Mar. 2005
Portugal	20 Toyota Caetano Portugal, S.A. (TCAP)	Aug. 1968
Turkey	21 Toyota Motor Manufacturing Turkey Inc. (TMMT)	Sept. 1994
U.K.	22 Toyota Motor Manufacturing (UK) Ltd. (TMUK)	Sept. 1992
Russia	23 Limited Liability Company "TOYOTA MOTOR MANUFACTURING RUSSIA" (TMMR)	Dec. 2007

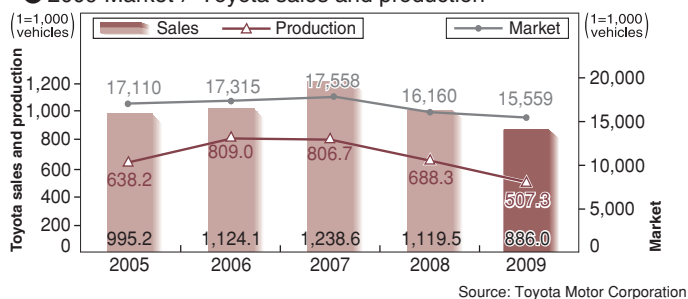
Sales

The number of distributors*	Europe sales (1=1,000 vehicles)
29	886.0

*As of April 2009

Europe

2009 Market / Toyota sales and production



Africa

Manufacturing companies in Africa

Country	Company name	Start of operations
Kenya	24 Associated Vehicle Assemblers Ltd. (AVA)	Aug. 1977
South Africa	25 Toyota South Africa Motors (Pty) Ltd. (TSAM)	June 1962

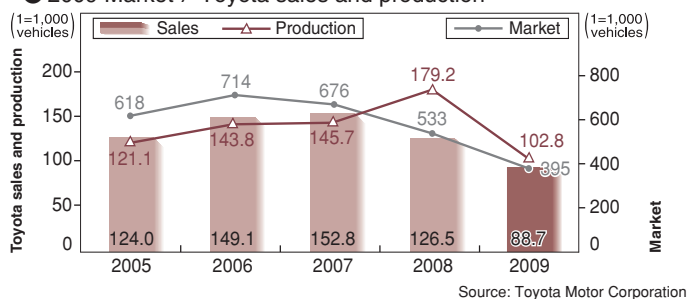
Sales

The number of distributors*	Africa sales (1=1,000 vehicles)
49	201.4

*As of April 2009

South Africa

2009 Market / Toyota sales and production



Asia

Regional headquarters

Country	Company name	Establishment	Activities
Singapore	Toyota Motor Asia Pacific Pte Ltd. (TMAP-MS)	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. (TMAP-EM)	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

Manufacturing companies in Asia

Country	Company name	Start of operations
China	26 Tianjin Jinfeng Auto Parts Co., Ltd. (TJAC)	Oct. 1997
	27 Tianjin Fengjin Auto Parts Co., Ltd. (TFAP)	May 1998
	28 Tianjin FAW Toyota Engine Co., Ltd. (TFTE)	July 1998
	29 Tianjin Toyota Forging Co., Ltd. (TTFC)	Jan. 1999
	30 Tianjin FAW Toyota Motor Co., Ltd. (TFTM)	Oct. 2002
	31 FAW Toyota (Changchun) Engine Co., Ltd. (FTCE)	Dec. 2004
	32 Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD)	Dec. 2004
	33 GAC Toyota Engine Co., Ltd. (GTE)	Jan. 2005
	34 Sichuan FAW Toyota Motor Co., Ltd. (SFTM)	Dec. 2000
	35 GAC Toyota Motor Co., Ltd. (GTMC)	May 2006
Taiwan	36 Kuozui Motors, Ltd.	Jan. 1986
India	37 Toyota Kirloskar Motor Private Ltd. (TKM)	Dec. 1999
	38 Toyota Kirloskar Auto Parts Private Ltd. (TKAP)	July 2002
Indonesia	39 PT. Toyota Motor Manufacturing Indonesia (TMMIN)	May 1970
	40 P.T. Astra Daihatsu Motor (ADM)	2004*
Malaysia	41 Assembly Services Sdn. Bhd (ASSB)	Feb. 1968
	42 Perodua Manufacturing Sdn. Bhd. (PMSB)	2005*
Pakistan	43 Indus Motor Company Ltd. (IMC)	Mar. 1993
Philippines	44 Toyota Motor Philippines Corp. (TMP)	Feb. 1989
	45 Toyota Autoparts Philippines Inc. (TAP)	Sept. 1992
Thailand	46 Toyota Motor Thailand Co., Ltd. (TMT)	Dec. 1964
	47 Toyota Auto Body Thailand Co., Ltd. (TABT)	May 1979
	48 Siam Toyota Manufacturing Co., Ltd. (STM)	July 1989
Vietnam	49 Toyota Motor Vietnam Co., Ltd. (TMV)	Aug. 1996

*The first year of contract production.

Sales

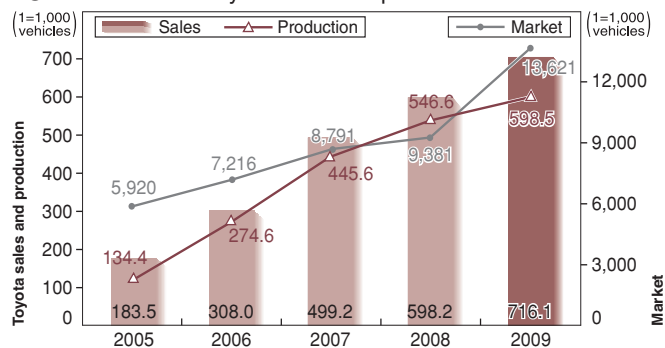
The number of distributors*	Asia sales (1=1,000 vehicles)
15	1,533.9

*As of April 2009

Source: Toyota Motor Corporation

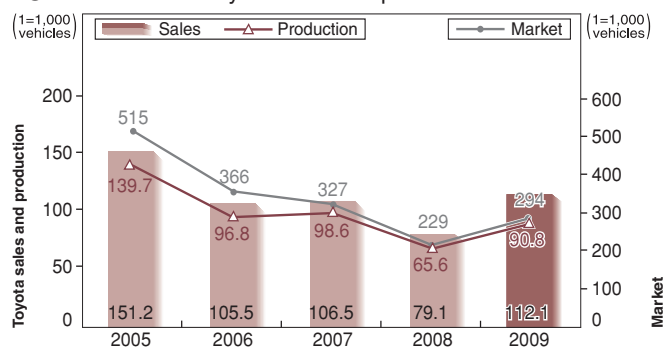
China

● 2009 Market / Toyota sales and production



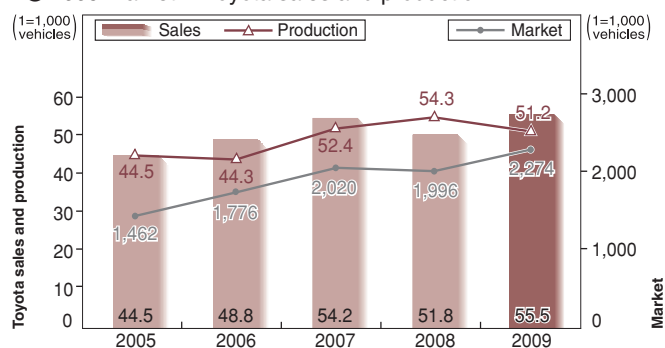
Taiwan

● 2009 Market / Toyota sales and production



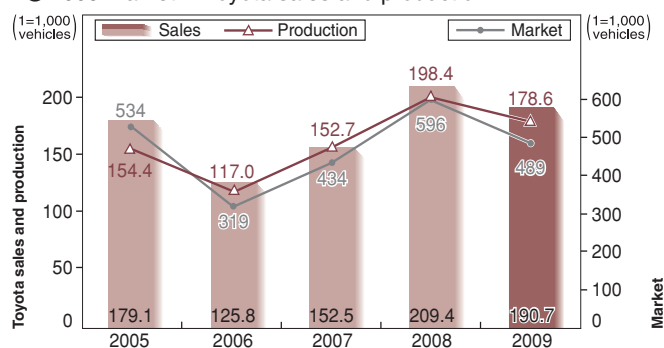
India

● 2009 Market / Toyota sales and production



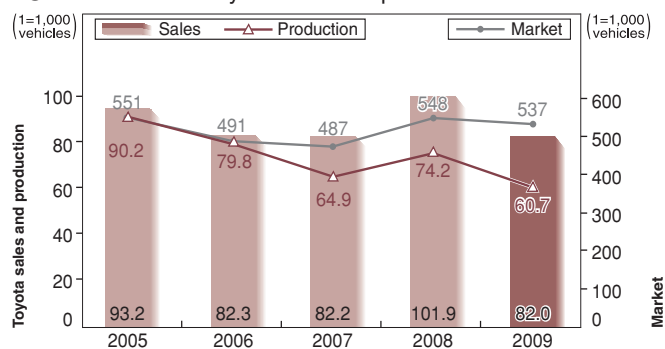
Indonesia

● 2009 Market / Toyota sales and production



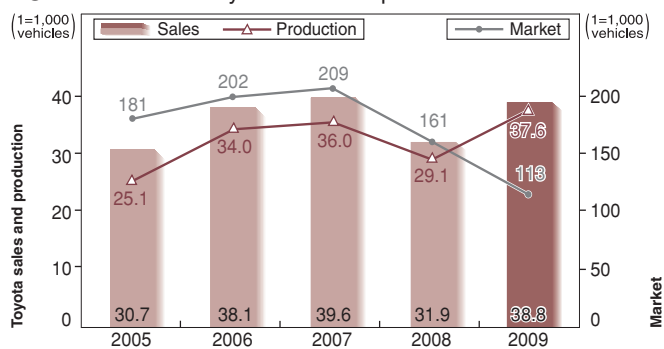
Malaysia

● 2009 Market / Toyota sales and production



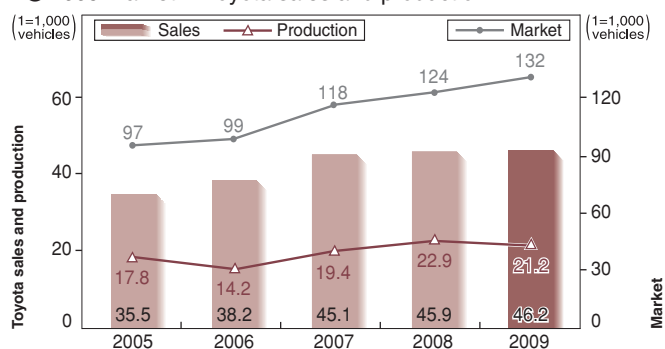
Pakistan

● 2009 Market / Toyota sales and production



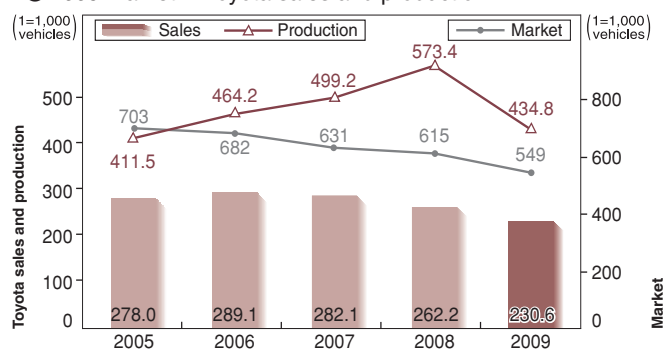
Philippines

● 2009 Market / Toyota sales and production



Thailand

● 2009 Market / Toyota sales and production



Source: Toyota Motor Corporation

Oceania & Middle East

Manufacturing companies in Oceania & Middle East

Country	Company name	Start of operations
Australia 50	Toyota Motor Corporation Australia Ltd. (TMCA)	Apr. 1963
Bangladesh 51	Aftab Automobiles Ltd.	June 1982

Sales

Oceania

The number of distributors*	Oceania sales (1=1,000 vehicles)
14	231.2

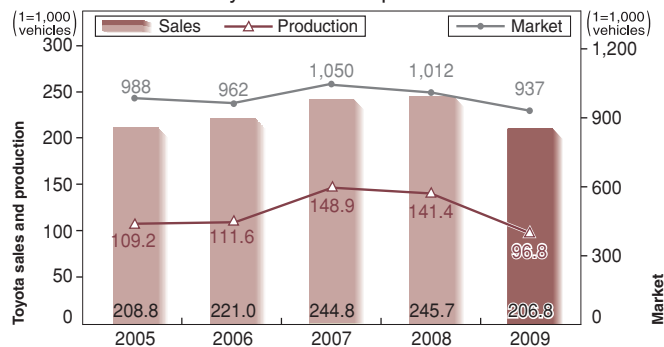
Middle East

The number of distributors*	Middle East sales (1=1,000 vehicles)
17	482.5

*As of April 2009

Australia

2009 Market / Toyota sales and production



Source: Toyota Motor Corporation

Vehicle Production, Sales and Exports by Region

■ Production by region

(1=1,000 vehicles)

Region	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
North America	1,104.0	1,088.5	1,205.3	1,278.4	1,444.0	1,535.1	1,519.3	1,636.9	1,404.8	1,189.1
Latin America	19.6	17.5	27.8	58.1	80.4	138.5	177.9	183.1	194.8	181.5
Europe	188.1	219.5	383.6	466.1	582.5	638.1	808.8	806.5	688.3	507.3
Africa	77.5	77.5	75.5	93.3	108.8	121.1	143.8	145.7	179.2	102.8
Asia	269.8	282.7	371.8	548.4	717.0	1,029.2	1,137.7	1,387.3	1,590.0	1,501.4
Oceania	92.4	94.6	86.6	113.6	109.9	109.2	111.6	148.9	141.4	96.8
Overseas total	1,751.3	1,780.3	2,150.5	2,558.0	3,042.7	3,571.2	3,899.0	4,308.6	4,198.4	3,579.0
Japan	3,429.2	3,354.4	3,485.2	3,520.3	3,680.9	3,789.6	4,194.2	4,226.1	4,012.1	2,792.2
Worldwide total	5,180.5	5,134.7	5,635.7	6,078.3	6,723.7	7,360.9	8,093.2	8,534.7	8,210.5	6,371.3

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

■ Sales by region

(1=1,000 vehicles)

Region	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
North America	1,742.8	1,869.0	1,908.9	2,031.3	2,230.3	2,436.1	2,738.3	2,822.2	2,441.8	1,975.4
Latin America	129.1	132.0	128.8	162.1	214.9	270.5	339.4	379.4	370.2	293.6
Europe	671.9	672.3	764.8	851.5	946.9	995.2	1,124.1	1,238.6	1,119.5	886.0
Africa	121.8	126.5	139.8	160.6	206.7	227.2	265.7	313.5	288.1	201.4
Asia	371.7	380.3	493.4	682.4	846.3	1,062.9	1,106.7	1,329.6	1,438.6	1,533.9
Oceania	176.7	162.2	182.2	215.1	232.8	236.9	250.3	275.9	277.7	231.2
Middle East	168.7	204.3	220.3	251.4	270.9	325.3	404.8	482.7	590.1	482.5
Overseas total	3,382.6	3,546.7	3,838.3	4,354.5	4,948.8	5,554.1	6,229.3	6,841.9	6,526.1	5,604.0
Japan	1,771.7	1,715.2	1,680.5	1,715.9	1,758.8	1,713.1	1,692.3	1,587.3	1,470.0	1,375.5
Worldwide total	5,154.3	5,261.9	5,518.8	6,070.4	6,707.6	7,267.3	7,921.6	8,429.3	7,996.1	6,979.6

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	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
North America	717.7	720.8	852.1	782.8	813.5	939.6	1,344.7	1,244.1	1,124.2	574.0
Latin America	93.9	97.4	75.2	71.5	95.6	120.2	148.9	178.9	146.4	61.3
Europe	491.1	433.1	392.7	424.6	419.0	360.7	375.1	441.5	420.3	230.4
Africa	37.4	38.2	53.6	58.2	92.0	107.2	130.0	147.0	148.7	67.5
Asia	117.5	99.0	147.2	154.7	156.2	129.8	112.3	151.2	169.1	127.1
Oceania	115.0	113.1	128.1	154.1	164.6	159.2	171.6	175.2	184.2	144.4
Middle East	126.3	158.5	160.4	182.6	202.1	226.5	246.7	328.3	393.4	240.0
Total	1,706.2	1,665.7	1,816.8	1,836.0	1,951.7	2,043.2	2,529.3	2,666.1	2,586.3	1,444.7

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

[illegible]

Source: Toyota Motor Corporation

*4 Camry includes Camry Hybrid
*5 Scion includes xA, xB, xD, tC
*6 Highlander includes Highlander Hybrid

■ 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 fulfillment 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 2010

■ 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 (36 students admitted) Doctoral Program (12 students admitted)		
Associated institutions:	Collaborative Clean Room, Machine Shop, Information Processing Center, Advanced Photon Technology Research Center, Research Center for Polymer Science, Research Center for Integration of Advanced Intelligent Systems and Devices, Research Center for Sustainable Mechanical Systems, Research Center for Local Structural Control, TTI at Chicago		

Note: As of February 2010

■ Exhibit Halls



Toyota Kuragaike Commemorative Hall

Completed:	September 1974
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 holidays.



Toyota Kaikan Exhibition Hall

Completed:	November 1977
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
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
Exhibits:	Lets people see, ride and feel the various pleasures of automobiles hands-on through three theme halls and three driving courses.
Address:	1-3-12, Aomi, 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 2010

(1 = 1 vehicle)

(1 = 1 vehicle)

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

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

(1 = 1 vehicle)

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History	Year	Japanese production	Overseas production	History
1983	3,272,335	134,096 (269,567)	Mar. 40,000,000th Toyota vehicle produced in Japan	1993	3,561,750	888,714 (1,158,178)	Sept. 80,000,000th Toyota vehicle produced in Japan
1984	3,429,249	154,071 (283,465)	Oct. Shibetsu Proving Ground completed (first stage) Dec. New United Motor Manufacturing, Inc. (NUMMI) (joint venture with General Motors) begins operation in U.S.	1994	3,508,456	1,051,292 (1,353,686)	Oct. Joint-venture TOYOTASA Plant begins operation in Turkey
1985	3,665,622	136,307 (309,125)		1995	3,171,277	1,253,423 (1,522,650)	
1986	3,660,167	152,524 (448,233)	Jan. 50,000,000th Toyota vehicle produced in Japan Kuozui Motors, Ltd. begins operation in Taiwan	1996	3,410,060	1,346,033 (1,586,417)	Sept. 90,000,000th Toyota vehicle produced in Japan
1987	3,638,279	92,260 (444,359)	Feb. Teiho Plant begins operation Apr. Kasugai Housing Works begins operation Sept. Toyota Technical Center of Europe (now TMME Technical Center) completed in Belgium	1997	3,502,046	1,390,071 (1,610,574)	Oct. Toyota Motor Manufacturing North America, Inc. (TMMNA) established in U.S. Jan. Toyota Autoparts Philippines Inc. (TAP) begins production of constant velocity joints in Philippines
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) (now Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)) begins operation in U.S. United Australian Automotive Industries Ltd. (UAAI) established in joint venture with General Motors in Australia (joint venture dissolved March 1996)	1998	3,165,805	1,467,565 (1,613,453)	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
1989	3,975,902	471,581 (713,646)	Sept. 60,000,000th Toyota vehicle produced in Japan Nov. Toyota Motor Manufacturing Canada Inc. (TMMC) begins operation in Canada Jan. Toyota Motor Philippines Corp. (TMP) established in Philippines Mar. Hirose Plant begins operation Jun. N.V. Toyota Motor Marketing Services Europe S.A. (TMSE) (now N.V. Toyota Motor Europe Marketing & Engineering S.A. (TMME)) established in Belgium Aug. Tochigi Housing Works completed Sept. Toyota Europe Office of Creation (Toyota EPOC) opens in Brussels "Lexus" dealer channel established in U.S. to launch LS400 and ES250				Feb. TMC and Hino Motors begin mutual supply of trucks in Thailand Jun. "Netz" dealer channel (formerly "Auto" dealer channel) established 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
1990	4,212,373	677,655 (927,175)	Oct. TMP begins operation in Philippines May Tokyo Design Center (now "Tokyo Design & Research Laboratory") opens Jul. Toyotasa Toyota-Sabancı Automotive Industry & Trade Inc. established in Turkey				Aug. Australian Afforestation Pty. Ltd. established jointly with Mitsui & Co. Ltd. and Nippon Paper Industries Co. in Australia Sept. TDB opens 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 second assembly plant in U.K.
1991	4,085,081	669,912 (909,066)	Feb. 70,000,000th Toyota vehicle produced in Japan				Nov. Sichuan Toyota Motor Co., Ltd. (SCMT) established in China Toyota Motor Manufacturing France S.A.S. (TMMF) established in France
1992	3,931,341	764,466 (981,271)	Apr. Duo Volkswagen/Audi dealership established Sept. Toyota Supplier Support Center (TSSC) established in U.S. Oct. Toyota Motor Hokkaido begins production Dec. Toyota Motor Kyushu begins production Toyota Motor Manufacturing (UK) Ltd. (TMUK) begins production				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

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

(1 = 1 vehicle)

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Year	Japanese production	Overseas production	History	Year	Japanese production	Overseas production	History
2000	3,429,209	1,751,442 (1,956,574)	Mar. Toyota Europe Design Development S.A.R.L. (ED²) (formerly Toyota EPOC) holds a ground-breaking ceremony in Nice, France	2003	3,520,317	2,557,979 (2,611,416)	Toyota Motor Manufacturing Poland Sp.z o.o (TMMP) begins production of manual transmissions
			Apr. Tokyo Design Research & Laboratory expansion completed				Jun. 10,000,000th Toyota vehicle produced in North America
			Sept. Toyota Parts Centre Europe (TPCE) expansion completed				Prius sales top 100,000 units worldwide
			TMC lists on New York Stock Exchange and London Stock Exchange				Aug. China FAW Group Corporation (FAW) and TMC establish long-term strategic relationship
			Oct. 100,000,000th Toyota vehicle produced in Japan				Sept. TMC and Nissan agree to tie up on hybrid technology
			Dec. Toyota Kirloskar Motor Ltd. (TKM) begins production in India				TMC and FAW tie up on Chinese auto industry
			Jan. Toyota Motor North America, Inc. (TMA) begins operation				Oct. Tianjin Toyota Motor Co., Ltd. (TTMC) begins production in China
2001	3,354,424	1,780,603 (1,908,942)	Mar. Toyota Motor Korea Ltd. (TMKR) established in Korea	2004	3,680,946	3,042,728 (3,139,132)	Nov. TOYOTA FCHV becomes first-ever market-ready fuel cell vehicle to be certified by Japan's Ministry of Land, Infrastructure and Transport
			Jul. Toyota Financial Services Corp. (TFS) established				TMC-Hino fuel cell hybrid bus first to be certified for use on Japanese roads
			Dec. Sichuan Toyota Motor Co., Ltd. (SCTM) begins production				Dec. TMC and TMS begin leasing TOYOTA FCHV in Japan and North America
			Jan. TMMF begins production				Feb. TMC and Fuji Heavy Industries agree to tie up on G-BOOK
			TMKR begins sales of Lexus models				12 TMC sales and marketing companies in Europe are rearranged to become subsidiaries or affiliated companies of Toyota Motor Marketing Europe
			Mar. Camry sales reach 5,000,000 in U.S.				Mar. Toyota Motor Manufacturing, Texas, Inc. (TMMTX) established in U.S.
			Apr. Toyota Motor Asia Pacific Pte Ltd. (TMAP) established in Singapore				Apr. TMC and China FAW group agree to jointly produce Crown, Corolla, Land Cruiser and Land Cruiser Prado
2002	3,485,162	2,155,221 (2,278,090)	Advics Co., Ltd. established jointly with Aisin Seiki Co., Ltd., Denso Corp., Sumitomo Electric Industries, Ltd.				TMMAL begins V8 engine production
			May Toyota Motor Sales de Mexico, S. de R.L. de C.V. (TMEX) established in Mexico				Jun. Toyota Technical Center Asia Pacific (TTCAP) established in Thailand and Australia
			Jun. Toyota Motor Manufacturing, Alabama, Inc. (TMMAL) holds ground-breaking ceremony				Jul. PT. Toyota-Astra Motor is divided into one marketing company and one production company
			TMMF holds opening ceremony				Sept. Second-generation Prius launched
			Jul. Toyota Motor (China) Investment Co., Ltd. (TMCL) established in China				TMC and Mitsubishi Motors agree to tie up on G-BOOK
			OOO "TOYOTA MOTOR" (TMR) (new sales and marketing company in Russia) established				TMMC begins production of Lexus RX330
			Nov. Toyota de Venezuela C.A. (TDV) begins production of Daihatsu's 1.3-liter Terios				Feb. NUMMI marks 20th Anniversary
2003	3,485,162	2,155,221 (2,278,090)	Dec. Toyota Institute established				Guangqi Toyota Engine Co, Ltd. (GTE) established in China
			Jan. TMC and PSA Peugeot Citroën sign agreement for joint development and production of small cars in Czech Republic				Aug. TKAP begins transmission production
			Feb. Toyota Motor Manufacturing Turkey Inc. (TMMT) begins exporting vehicles to Europe				TMT begins production of IMV (Hilux VIGO)
			Mar. Toyota hybrid vehicle (Prius, Estima Hybrid, Crown Mild Hybrid, Coaster Hybrid) sales reach 100,000 worldwide				Sept. Guangzhou Toyota Motor Co., Ltd. (GTMC) established in China
			Participates in first Formula One race				TMC and FAW tie up on hybrid vehicles
			Apr. Toyota Motor Europe (TME) established in Belgium				Toyota Motor Manufacturing de Baja California (TMMBC) begins production
			Construction starts on Toyota Peugeot Citroën Automobile Czech (TPCA)				TIMMIN begins production of IMV (Kijang Innova)
2004	3,485,162	2,155,221 (2,278,090)	Toyota Kirloskar Auto Parts Ltd. established in India		3,680,946	3,042,728 (3,139,132)	Nov. Prius wins 2005 European Car of the Year

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

(1 = 1 vehicle)

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History	Year	Japanese production	Overseas production	History
2005	3,789,582	3,571,303 (3,603,150)	<p>Dec. TMMBC begins production of Tacoma Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD) begins production FAW Toyota (Changchun) Engine Co., Ltd. (FTCE) begins production</p> <p>Jan. GTE starts making engine parts in China</p> <p>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</p> <p>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 i-unit, i-foot and Toyota Partner Robots TFTM begins production of Crown in China TMIP starts new diesel engine production in Poland</p> <p>Apr. TSAM begins production of IMV (Hilux)</p> <p>May TTCAP-TH inaugurates R&D Base in Thailand TPCA car production plant officially opens in Kolín, Czech Republic</p> <p>Jun. TMMR marks start of construction of Russian Plant</p> <p>Jul. TMC backs environmental activities by China's Youth</p> <p>Aug. TMC introduces Lexus to Japan</p> <p>Sept. TMV commemorates 10th anniversary with plans to launch Toyota Vietnam Foundation TMIP officially inaugurates diesel engine plant in Poland</p> <p>Oct. TMC and Fuji Heavy Industries agree on business tie-up TMMC breaks ground in Woodstock, Canada Camry Sedan sales top 10,000,000 units worldwide TFTM's plant No. 2 starts rolling off Reiz Sedan in China</p> <p>Nov. GTE marks AZ engine production start in China Hybrid sales top 500,000 units worldwide</p> <p>Dec. TMT holds stone-laying ceremony for new plant in Thailand SFTM starts making Prius in Changchun, China</p>	2007	4,226,137	4,308,553 (4,501,268)	<p>North American Production Support Center (NAPSC) opens</p> <p>Mar. TMC Holds opening ceremony for European Global Production Center (E-GPC)</p> <p>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</p> <p>May Camry production begins in China at GTMC</p> <p>Jun. Worldwide Prius sales top 500,000 mark Sichun FAW Toyota (SFTM) increases production capacity</p> <p>Jul. TMAP Thailand established</p> <p>Aug. Increase in TMMP transmission-production capacity Asia-Pacific Global Production Center (AP-GPC) begins training for Asian manufacturing affiliates</p> <p>Sept. Toyota breaks grounds for new research facilities in U.S. (TEMA) TMMC marks its 20th anniversary and celebrates official start of construction of its second vehicle production facility (2008 scheduled) TMC marks completion of refurbishments to technical training center of Toyota Jin Bei of China Automotive Industry</p> <p>Oct. TMMK starts Camry hybrid vehicle production in North America</p> <p>Nov. Isuzu and TMC sign basic agreement on business collaboration TMMTX holds a line-off ceremony for Toyota Tundra full-size pickup truck</p> <p>Dec. 1,000,000th Yaris built by Toyota in Europe</p> <p>Mar. TMT holds opening ceremony for third Thai plant</p> <p>Apr. Toyota Motor Manufacturing, Mississippi, Inc. (TMMMS) established in 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]</p> <p>Jun. Global cumulative sales of Toyota hybrid vehicles top 1,000,000 mark</p> <p>Jul. Toyota plug-in hybrid vehicle obtains certification for public road-use from Japan's Ministry of Land, Infrastructure and Transport</p> <p>Aug. TKM opens a technical training institute</p> <p>Oct. Tong Fang Global Logistics Co., Ltd. (TFGL) (logistics management joint venture involving three companies) established</p> <p>Dec. Limited-liability company Toyota Motor Manufacturing Russia (TMMR) begins production</p>
2006	4,194,187	3,898,975 (4,104,949)	<p>Feb. 15,000,000th Toyota vehicle produced in North America TMMBC expands its annual production capacity Toyota expands R&D base of TME Technical Centre TMMC increases annual production of its 2nd plant</p>				

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

(1 = 1 vehicle)

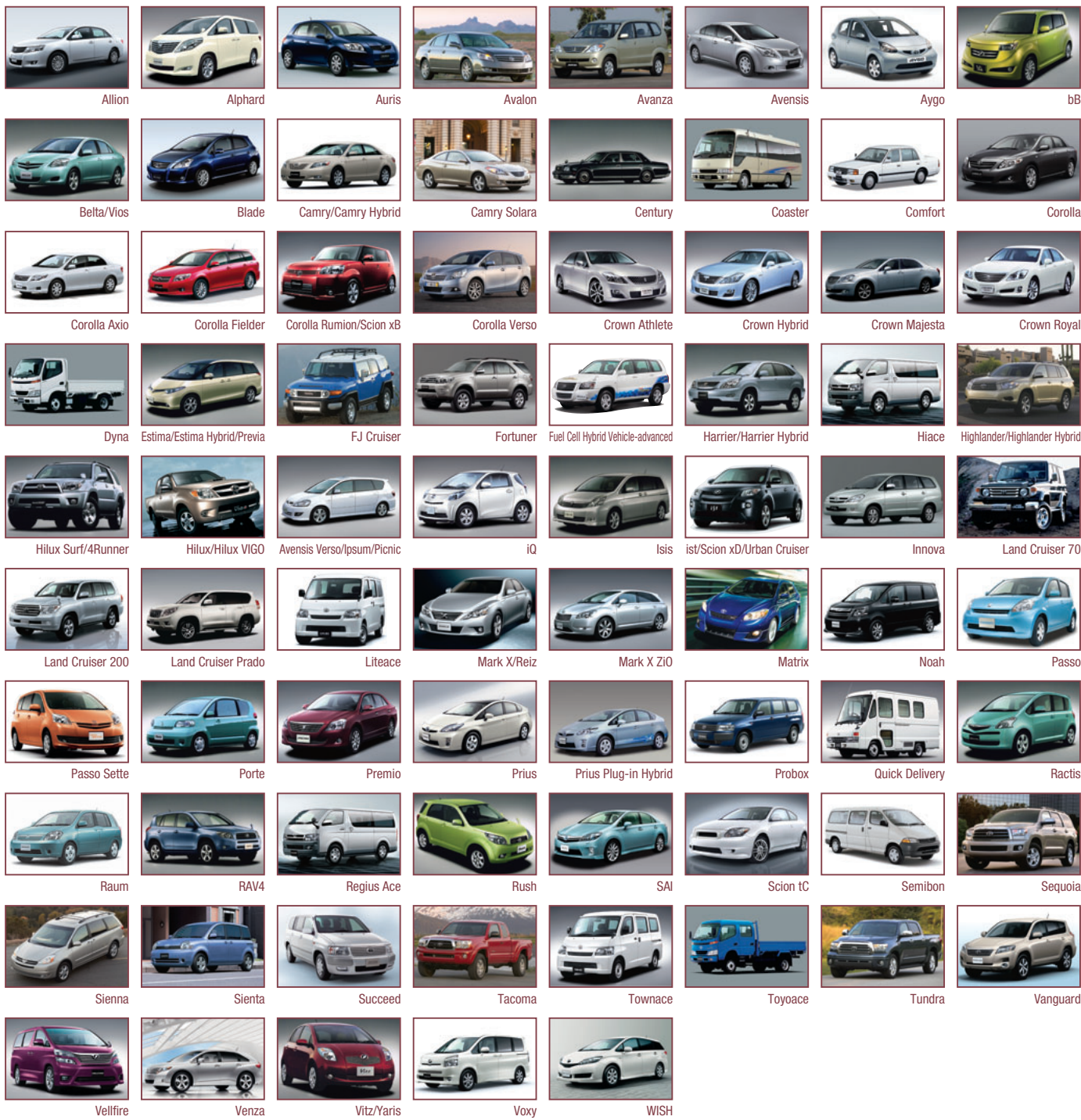
(1 = 1 vehicle)

Year	Japanese production	Overseas production	History	Year	Japanese production	Overseas production	History
2008	4,012,388	4,198,430 (4,418,220)	<p>Apr. Toyota Research Institute of North America (TRI-NA) established in U.S. TMC, Daihatsu, FHI Deepen R&D and Product-supply Ties</p> <p>May Worldwide Prius Sales Top 1 Million Mark Opening of The 21st Century Greater Beijing Afforestation Center in China</p> <p>Jun. TMCA starts Camry Hybrid vehicle production in Australia TMT starts Camry Hybrid vehicle production in Thailand</p> <p>Sept. TMC begins leasing Advanced Fuel Cell Hybrid Vehicle TMC begins testing Plug-in Hybrid Vehicles in UK</p> <p>Oct. Opening of TTC York Township in U.S.</p> <p>Dec. TPCA produces one-millionth vehicle TMMC starts RAV4 production in Canada</p>				
2009	2,792,274	3,579,017 (3,749,157)	<p>Apr. TMMT produces one-million vehicle</p> <p>May GTMC starts Highlander production in China</p> <p>Sept. Worldwide Sales of TMC Hybrids Top 2 Million Units</p> <p>Oct. Toyota Marketing Japan Corporation (TMJ) established in Japan Toyota Motor Sales & Marketing Corporation (TMSM) established in Japan TMMI starts Highlander SUV production in U.S. Toyota Brand Launches in South Korea</p> <p>Nov. Toyota to Withdraw from F1</p> <p>Dec. TMCA starts Camry Hybrid production in Australia Prius Plug-in Hybrid into Key Markets</p>				

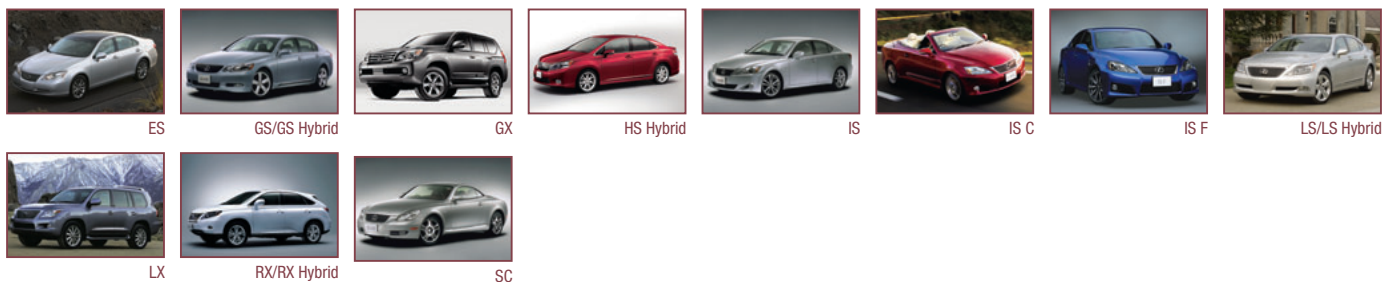
Note: Numbers in parentheses include local CKD production and non-Toyota/Lexus brand OEM production

Product Line up

Toyota



Lexus



Notes: 1. Vehicle series launched between January and December 2009.
 2. The Scion line is included in the Toyota brand.
 3. Some production vehicles have not been listed above.