

# TOYOTA MOTOR CORPORATION

COMPANY PROFILE



# Rewarded with a smile

by exceeding your expectations





President **Akio Toyoda**

Toyota will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people.

Through our commitment to quality, constant innovation and respect for the planet, we aim to exceed expectations and be rewarded with a smile.

We will meet challenging goals by engaging the talent and passion of people, who believe there is always a better way.

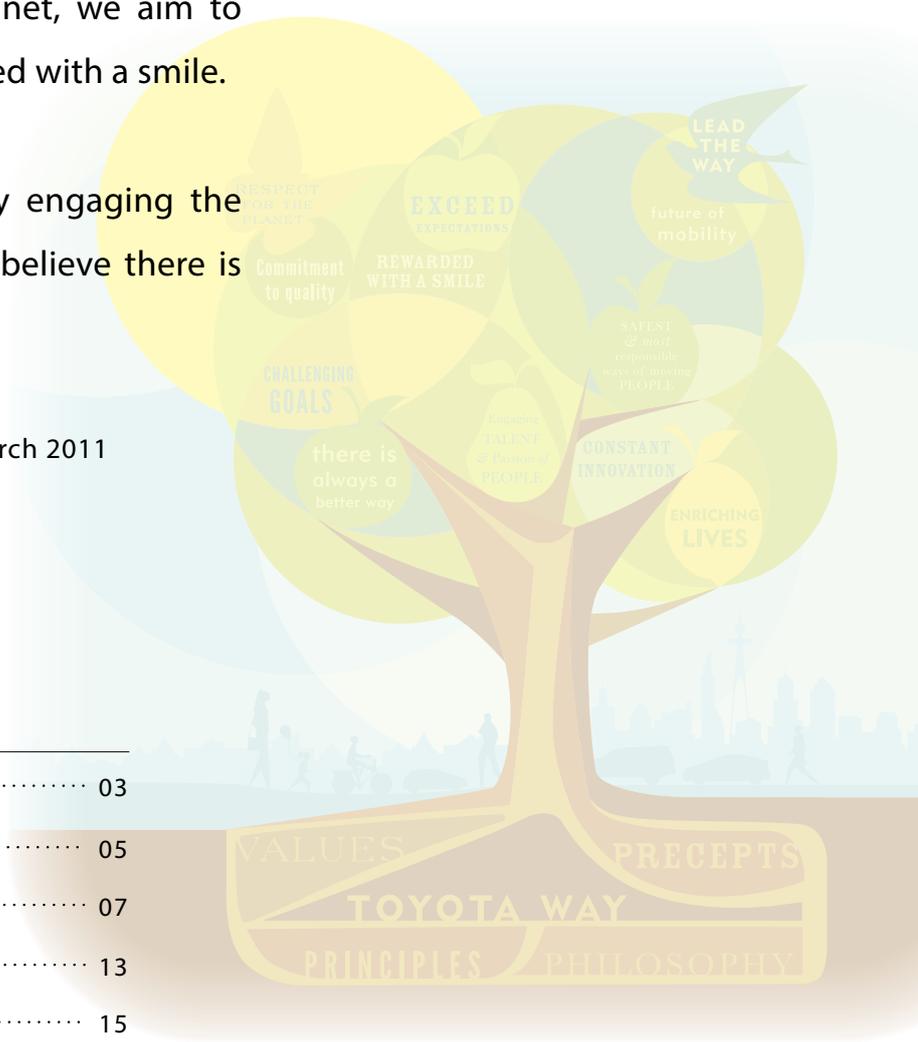
The Toyota Global Vision, announced in March 2011

Contents

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Making Clean Cars.....	03
Pursuing a Multiple Approach to Safety.....	05
Bringing Toyota Quality to the World.....	07
Diversifying Toyota.....	13
Being a Good Corporate Citizen.....	15
Company Outline.....	17

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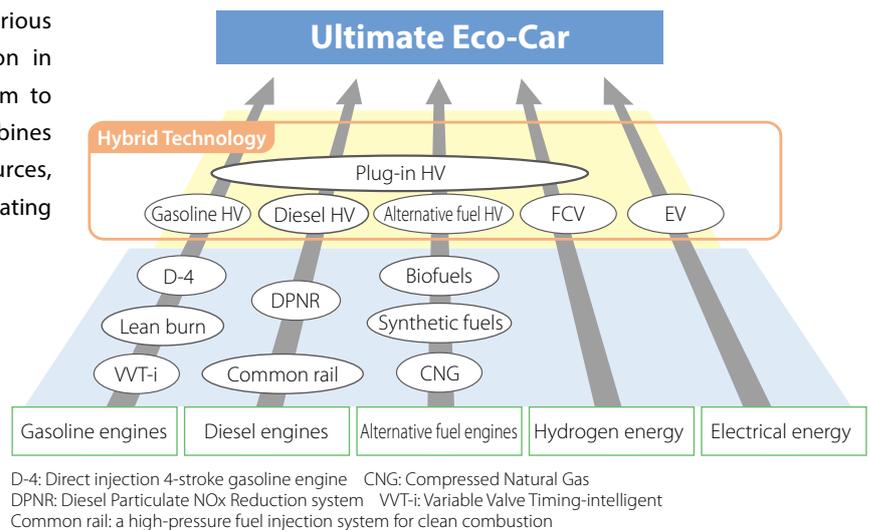
# Making Clean Cars

Toyota has positioned global environmental preservation as a priority management issue, and carries out a people- and environment-friendly manufacturing at all stages of the vehicle lifecycle.

## In the Pursuit of the Ultimate Eco-car

To reduce greenhouse gases such as CO<sub>2</sub> and atmospheric pollutants such as HC, CO and NO<sub>x</sub>, Toyota is engaged in the development of cleaner emissions vehicles with higher fuel efficiency. Understanding that widespread adoption is necessary for clean vehicles to have a significant effect as an environmental solution, Toyota is aiming to create cars with both excelling environmental and driving performance that appeal to consumers.

Toyota has developed and marketed various eco-cars that optimally match the situation in different countries and regions. We also aim to disseminate hybrid technology, which combines the advantages of multiple energy sources, positioning it as the core technology for creating the ultimate eco-car.



### Prius Plug-in Hybrid

This vehicle operates as an electric vehicle for short trips such as commuting and shopping, and as a gas-electric hybrid vehicle for longer trips. We launched the vehicle in 2012.



### Fuel cell vehicles

Fuel cell vehicles, which run on hydrogen, emit zero CO<sub>2</sub> during driving. Toyota is planning to soon start sales of a fuel cell vehicle based on a concept vehicle displayed at the 2013 Tokyo Motor Show.

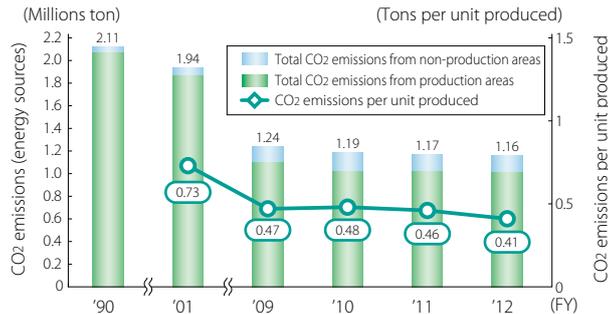
# Environment-friendly Production and Logistics

In production and logistics stage, Toyota takes industry-leading initiatives on global warming mitigation, reduction of toxic substances and conservation of water and other resources. We also plant indigenous trees in our plants to restore the original environment.

## CO2 reduction during production

We have set combined CO2 reduction targets for our plants and offices and are taking measures to reduce emissions.

### CO2 Emissions Volume



Note 1: For facilities in non-production areas for which FY1990 emissions data is not available, the oldest subsequent data available is used for graph.  
 Note 2: Until FY2011, the total CO2 emissions volume included emissions from production and non-production divisions (excluding the Toyota Biotechnology & Afforestation Laboratory and employee benefit facilities). Beginning in FY2012, the Laboratory was included as a non-production division.  
 Note 3: The CO2 conversion coefficient was changed to the Nippon Keidanren's FY1990 CO2 conversion coefficient

## CO2 reduction during transportation

Toyota is reducing CO2 emissions during car and parts transportation by shifting from road transport to rail and marine transport, i.e. implementing a modal shift, reducing the total transport distance, and improving fuel efficiency.

### Reducing the Total Distance by Increasing the Truckloads



#### Before Action

Loading Capacity	3.1 vehicles per trip
Number of Trips	37,000
Total Distance Transported	5.09 mil.km
CO2 Emissions	3,826t/yr

#### After Action

Loading Capacity	3.7 vehicles per trip
Number of Trips	31,000
Total Distance Transported	4.27 mil.km
CO2 Emissions	3,206t/yr



### Increasing use of renewable energy

At the Tsutsumi plant, the 2,000 kW solar power system was introduced. The output is roughly a half of the electricity needed at the assembly shop. (NEDO New Photovoltaic Power Generation Technology field test project)



### Planting trees

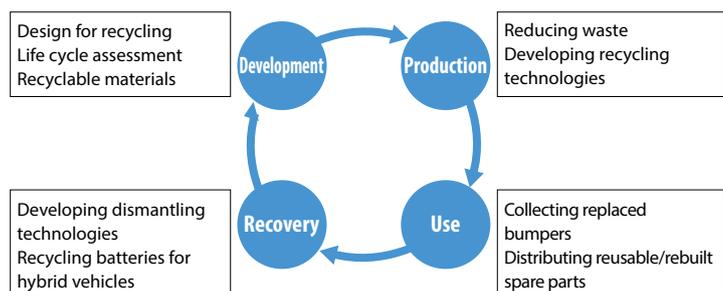
As part of the Sustainable Plant initiative, Toyota employees have been promoting afforestation activities, such as planting indigenous trees.

# Toward a Sustainable Recycling-based Society

Toyota aims to help realize a recycling-based society by constantly achieving a vehicle recyclability rate of 95% or greater and by carefully managing issues governed by automobile recycling laws.

In vehicle production, Toyota is endeavoring to improve yield among taking other measures to reduce waste.

Recycling should be a constant consideration throughout a vehicle's life cycle, from the time it is built until it reaches its useful end. Toyota carries out initiatives to minimize and recycle waste through the entire cycle. For example, we started the world's first battery-to-battery recycling for hybrid vehicle batteries. We also manufacture easy-to-recycle vehicles.



# Pursuing a Multiple Approach to Safety

Toward its vision of “zero traffic casualties”, Toyota is engaging in activities in the three areas: safe vehicle development, creation of safe traffic environments, and driver and pedestrian awareness.

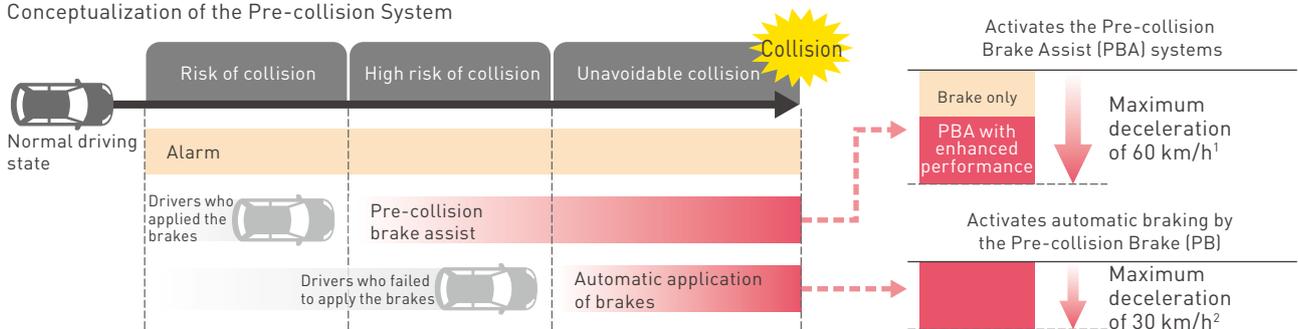
## Developing Innovative Safety Features

Toyota not only meets the safety standards of each market, but independently sets still higher targets and works to develop safety technology of world-leading levels. To help ensure its safety technologies perform as intended, Toyota’s product development incorporates lessons from real-world accidents.

### Toward collision prevention

From the perspective that the driver plays the leading role in driving safety, the Pre-Collision System alerts the driver as soon as there is the possibility of a collision. When the driver applies the brakes after hearing a warning, the system’s Brake Assist function activates to support the driver. If the driver does not apply the brakes, braking is done automatically to help avoid a collision. Toyota is also developing a system to help avoid collisions with pedestrians.

Conceptualization of the Pre-collision System

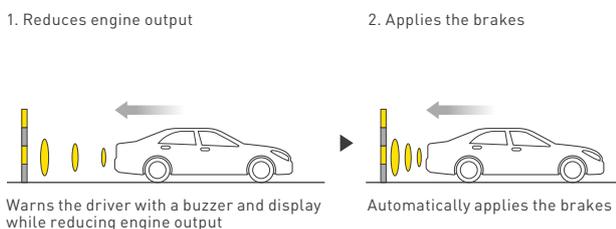


1 When the driver’s car is traveling at 80 km/h and the preceding car is traveling at 20 km/h, PBA enables deceleration of up to 60 km/h<sup>2</sup>  
 2 When the driver’s car is traveling at 50 km/h and the preceding car is traveling at 20 km/h, PB enables deceleration of approximately 30 km/h<sup>2</sup> if the brakes are not applied  
 (Note: full capabilities may not be possible in certain road environments or under certain weather conditions)

In addition, a system to help avoid collisions due to pedal misapplication during parking maneuvers has already been commercialized, as parking-related accidents—for which data show high fatality rates—are common.

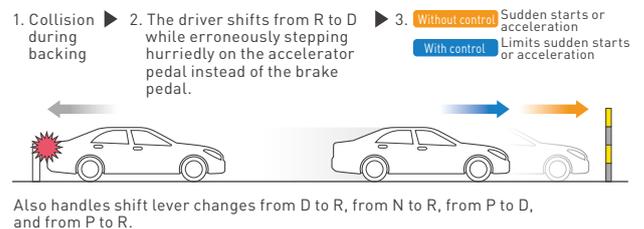
### Detection of Obstacles Ahead or Behind Intelligent Clearance Sonar

When Vehicle Approaches an Obstacle with the Accelerator in the ON State when Starting Off



### Limits Sudden Starts Due to Erroneous Gear Stick Shifting Drive-start Control

Reduces the Engine Output and Warns the Driver in the Scenarios Below



## Protecting occupants and pedestrians

Based on analysis of actual accidents, virtual collision simulations and collision tests that are conducted over 1,600 times a year, Toyota develops safe vehicle body structures and occupant protection devices. When a vehicle collides, the vehicle's body absorbs and disperses the impact to secure cabin space. Simultaneously, seatbelts and airbags are activated to protect the occupants. Pedestrian safety is also taken into consideration in developing body structures.



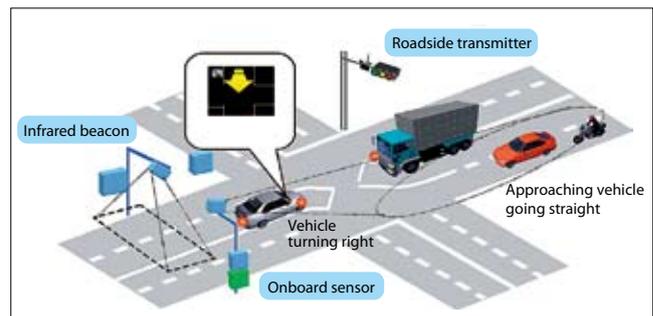
### Omni-directional Compatibility Body Structure

Frontal, side and rear-end collision tests are carried out between vehicles of different weights and sizes in an effort to design safe body structures.

## Toward a Safer Traffic Environment

Toyota is undertaking various initiatives to realize intelligent transport systems as a way of reducing traffic accidents. The initiatives involve the creation of a traffic system that views people, vehicles and roads as an integrated whole, and the fusion of vehicles and information communication systems.

Vehicle-infrastructure cooperative systems, which use direct roadside-sensor-to-vehicle, vehicle-to-vehicle or vehicle-to-pedestrian communications, are aimed at preventing collisions that are difficult to prevent using a vehicle's standalone systems, such as collisions at intersections with poor visibility and those during turns that cross opposing lanes. Toyota is promoting widespread use of such systems to achieve a world of safe and comfortable mobility.



System for preventing collision during right turn

## Traffic Safety Education

Toyota provides drivers with safe-driving education, presents children with traffic-safety learning aids and carries out activities to heighten awareness among senior citizens of the importance of reflective materials.



### Toyota Driver Communication

At the Toyota Traffic Safety Center "Mobilitas" in the Fuji Speedway site, Toyota offers driving training courses to improve the awareness and safe driving technique.



### Toyota Safety School

This program, which teaches how to cross the street among others, has been offered to preschool children since 1975.



### Toyota Traffic Safety Campaign

To coincide with Japan's Nationwide Traffic Safety Campaigns held in spring and autumn, Toyota Traffic Safety Campaign is organized in conjunction with all dealers throughout Japan.

# Bringing Toyota Quality to the World

Toyota vehicles are trusted and loved in countries around the world for their quality. That is a result of the combined strength of our development, production, sales and servicing operations which are based on the “customer first” principle.

## Toyota’s Global R&D Networks

Toyota’s R&D structure covers everything from basic research to advanced engineering and new product development. In the quest for further evolution of Toyota quality, we are engaged in research & development in numerous locations all around the world.

### Europe



**Toyota Motor Europe NV/SA**  
 Location: Brussels (Belgium), Derby (U.K.)  
 Operation: Product Planning, Vehicle Engineering and Evaluation



**Toyota Motorsport GmbH**  
 Location: Cologne (Germany)  
 Operation: Motor sports vehicle development, Advanced Engineering



**Toyota Europe Design Development SARL**  
 Location: Nice (France)  
 Operation: Exterior, Interior and Color Design

### Japan



**Toyota Technical Center**  
 Vehicle Development, Advanced Product Strategy



**Higashi-Fuji Technical Center**  
 Advanced Engineering



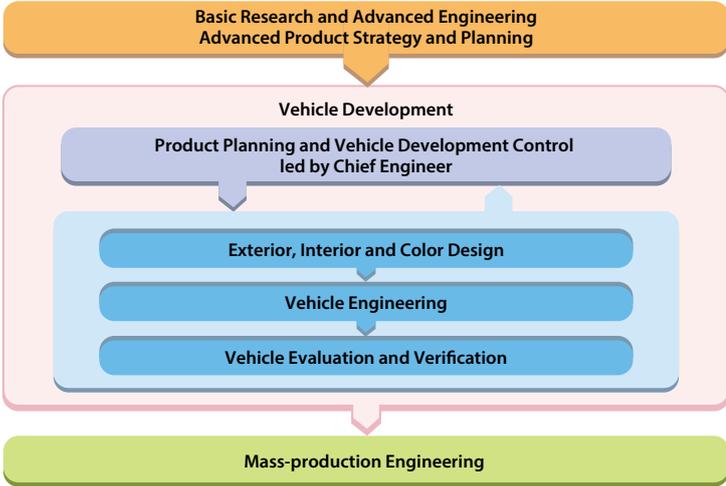
**Tokyo Design Laboratory**  
 Advanced Design



**Shibetsu Proving Ground**  
 Vehicle Evaluation



**Toyota Central Research & Development Laboratories, Inc.**  
 Basic Research



### China



**Toyota Motor Engineering & Manufacturing (China) Co., Ltd.**  
 Location: Jiangsu Province  
 Operation: Basic Research, Technology Research, Vehicle Evaluation



**Tianjin FAW Toyota Motor Co., Ltd. FAW Toyota R&D Center**  
 Location: Tianjin  
 Operation: Vehicle Engineering and Evaluation



**GAC Toyota Motor Co., Ltd. R&D Center**  
 Location: Guangdong  
 Operation: Vehicle Engineering and Evaluation

### U.S.A.



**Toyota Motor Engineering & Manufacturing North America, Inc.**  
 Location: Ann Arbor (Mich.), Torrance (Calif.), Wittman (Ariz.), Washington, D.C.  
 Operation: Basic Research, Product Planning, Vehicle Engineering and Evaluation



**Caltex Design Research, Inc.**  
 Location: Newport Beach (Calif.)  
 Operation: Exterior, Interior and Color Design

### Asia Pacific



**Toyota Motor Asia Pacific Engineering and Manufacturing Co., Ltd**  
 Location: Samutprakarn (Thailand)  
 Operation: Product Planning, Vehicle Engineering and Evaluation



**Toyota Technical Center Asia Pacific Australia Pty. Ltd.**  
 Location: Melbourne (Australia)  
 Operation: Product Planning, Vehicle Engineering and Evaluation

## Vehicle Development Founded on Genchi Genbutsu

Toyota develops core components such as engines and transmissions in Japan. Meanwhile, interior and exterior designs and functions that are affected by local driving conditions are developed under the leadership of local designers and engineers, based on how cars are used in their respective regions. Quality and safety information collected daily through our Integrated Quality Information System is promptly analyzed by a dedicated department and incorporated into the design process.



Test drive in actual driving conditions in India



Exterior design that incorporates local consumer tastes



Study of vehicle operating conditions at 4,000-meter elevation in China

## Vehicle Evaluation from Customer's Perspective

Prototype vehicles are evaluated based on Toyota's world-leading standards for safety, durability, and quality. When testing the vehicles, we take into account the way cars are used by our customers in different driving environments around the globe. Evaluation test results are fed back into the design process to help generate better product designs.



Evaluation under artificial cold-weather and snowing conditions

## Building in Quality with Production Engineering

Toyota develops highly efficient production equipment and processes for mass-production to ensure quality. Our production engineers are involved from the early stage in the vehicle development with designers, production teams and suppliers to draw up plans that build quality into the product and make production easier. The latest technologies to measure and analyze the works of manufacturing processes enable production teams to address potential problems before defects surface. Even if a defect occurs, we immediately stop the production line and never send the defect on to the next process.



Production engineering review using virtual 3-D models

# Toyota Production System Taking Root Worldwide

In response to globally expanding demand, Toyota vehicles are now produced in plants spreading to 28 countries and regions, in addition to Japan. In implementing the Toyota Production System at those plants, the important element is our people. Under our belief that “Manufacturing is about developing people,” we are making every effort to develop personnel who practice the Toyota Production System at each plant throughout the world, based on a common set of values.

## Challenge

We form a long-term vision, meeting challenges with courage and creativity to realize our dreams.

- Creating Value through Manufacturing and Delivery of Products and Services
- Spirit of Challenges
- Long-range Perspective
- Thorough Consideration in Decision-making

## Kaizen

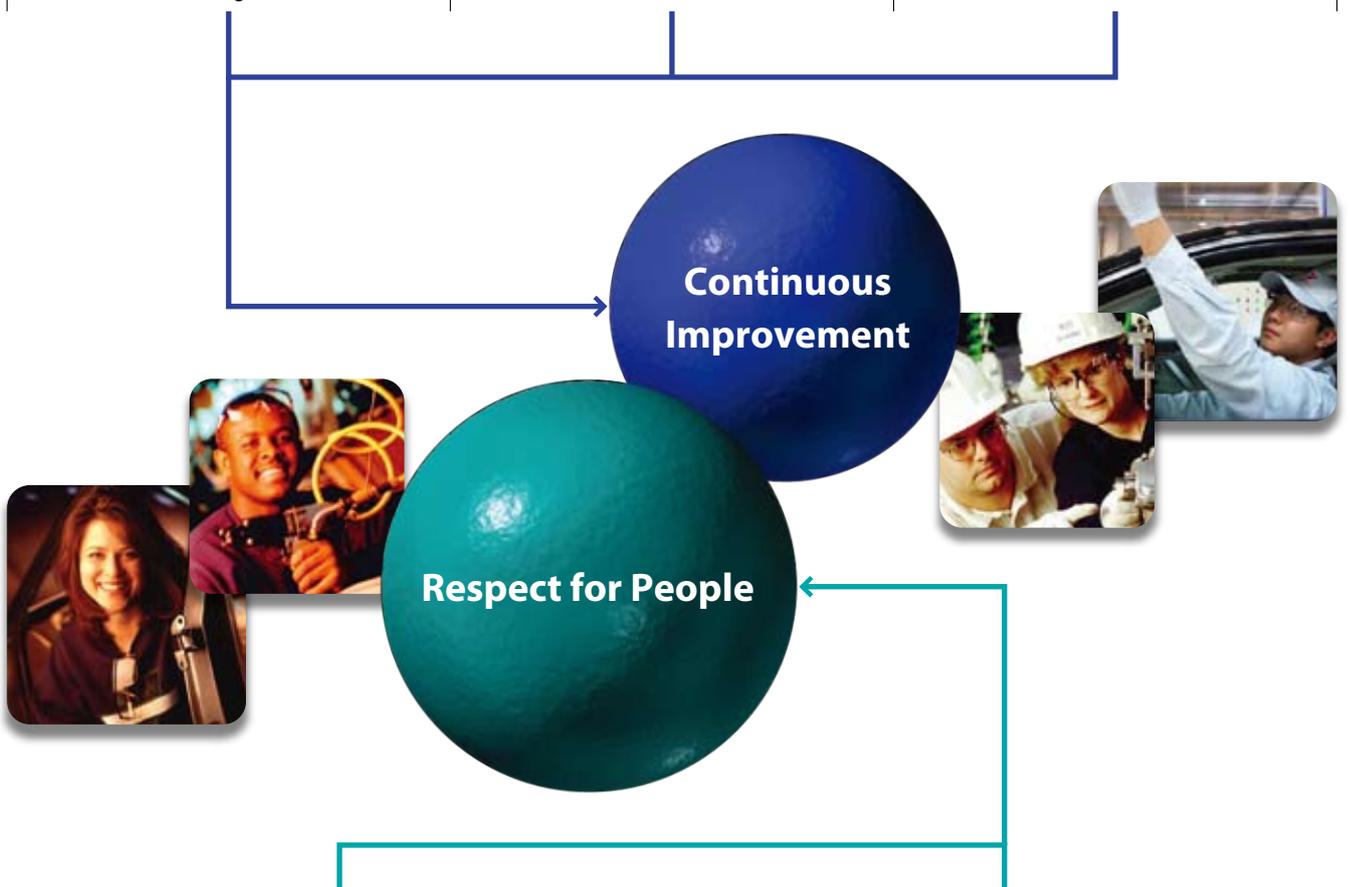
We improve our business operations continuously, always driving for innovation and evolution.

- Kaizen Mind and Innovative Thinking
- Building Lean Systems and Structure
- Promoting Organizational Learning

## Genchi Genbutsu

We practice Genchi Genbutsu...go to the source to find the facts to make correct decisions, build consensus and achieve goals at our best speed.

- Genchi Genbutsu
- Effective Consensus Building
- Commitment to Achievement



## Respect

We respect others, make every effort to understand each other, take responsibility and do our best to build mutual trust.

- Respect for Stakeholders
- Mutual Trust and Mutual Responsibility
- Sincere Communication

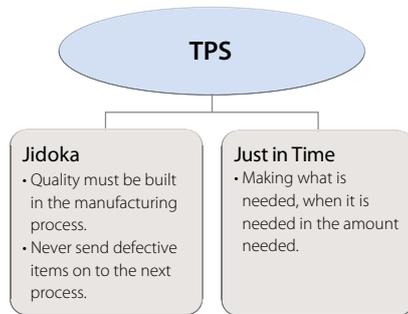
## Teamwork

We stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.

- Commitment to Education and Development
- Respect for the Individual;  
Realizing Consolidated Power as a Team

## Toyota Production System (TPS)

TPS is the fundamental concept of Toyota's manufacturing based on the "customer first" principle. It aims to achieve high quality, prompt delivery and low costs by thoroughly eliminating waste. Supporting TPS are Jidoka and Just-in-Time, known as the two pillars of TPS.



Quality must be built in during the manufacturing process — Each worker in each process ensures quality of each part of every car



Under the motto of "Good Thinking, Good Product," we focus our efforts on human development and continuous improvement.

## Global Production Centers

At our Global Production Centers located in Japan, the USA, the UK and Thailand, production supervisory staff receive training in production techniques based on best practices. Trainees from around the world take the expertise and techniques back with them to their home plants, where they work as leaders in the training of other team members. These centers also started training production team members in recent years.



Trainees undertaking guided assembly practice



Trainees learn from a visual manual

## Overseas Plants

Toyota has 53 manufacturing companies in 28 countries and regions outside Japan.

- Overseas Manufacturing Companies
- Global Production Centers



## Collaboration with Suppliers Based on Mutual Trust

Toyota works with suppliers to produce products that win customer satisfaction. Mutual prosperity based on mutual trust is the goal shared with our suppliers. We provide open and fair opportunities for entry to any supplier wishing to conduct business with us. When selecting suppliers, we take into account not only quality, cost, technology and delivery reliability, but also their management attitude toward CSR and kaizen, or continuous improvement. From the initial stage of development, suppliers are expected to work with us in everything from deciding how components are to be manufactured to how they are used in the vehicle, with the primary goal in this process being product safety.



### Parts examination meeting

From the initial stage of development, ideas for new technologies and cost reductions are reviewed.



### Production preparation assistance

To facilitate the process of switching to a new model, Toyota works together with suppliers in preparing for production.

## Satisfying Every Customer

Toyota delivers vehicles to our customers in over 160 countries and regions. The key to keeping our customer satisfied is to make every possible effort to understand their needs and to help them know more about Toyota vehicles. The cornerstone of all this is people. Toyota has established training centers around the world to nurture its team members. Our local operations also play an important role for early detection and solution of product problems. Customer complaints and other technical information are collected through technical offices in each region and our Integrated Quality Information System, and fed back to the relevant functions promptly.



Toyota strives to understand its customers' needs and help customers know about Toyota vehicles

## Sharing the Potential and Pleasure of Vehicles

Toyota seeks to drive home the point of the limitless potential of vehicles and the enjoyment they can bring through various motor sport activities. We compete for the title in a number of top-category races, such as, on the world stage, the FIA World Endurance Championship, in which we compete with hybrid vehicles, NASCAR in the United States and the Dakar Rally, and, in Japan, the Super GT and the Japanese Championship Super Formula. Toyota also endeavors to provide ordinary drivers with opportunities to experience “the joy of driving” through programs that include behind-the-wheel events on real race tracks, such as “GAZOO Racing Waku-doki Driving”. And we compete in the 24 Hours Nürburgring endurance race, with our employees participating as drivers and mechanics, which helps cultivate human resources for making ever-better cars.



Lexus RC F in the Super GT



TS040 HYBRID in the FIA World Endurance Championship



Toyota 86 in the 24 Hours Nürburgring

## Bringing the Joy of Mobility to Everyone



### Vellfire Friendmatic model with Welride

The “Vellfire” Friendmatic model is equipped with Welride, a feature that helps a person in a wheelchair transfer to the driver’s seat, while also providing storage for the wheelchair itself.

In the development of Welcab, dialog with the customer is important. The crystallization of that process is vehicles that make care-giving easier and vehicles that disabled persons can drive comfortably. We will continue to use our combined resources to work on the development of Welcab vehicles that are more convenient and user-friendly and also more affordable. We are also working to expand and improve Welcab display spaces (Toyota Heartful Plaza) and full-time Welcab sales outlets (Welcab Station) so that customers can inspect actual models. Overseas, Toyota is responding to customers’ needs for such vehicles by selecting from among features found on Japan-specification models.



Ractis Welcab wheelchair-adapted model

# Diversifying Toyota

Toyota, using its technologies and knowledge accumulated through the automotive business, is involved in a wide range of businesses that contribute to enhancing the quality of life.

## Existing Non-automotive Business

### e-TOYOTA

Toyota aims for the integration of IT services and automobiles. On the internet, we offer and are further developing the GAZOO vehicle-information portal and the membership-required TOYOTA Web Passport, which enables secure and easier use of various Toyota websites. We are also rolling out and further developing our T-Connect and G-Link information services, which use telematics-based on onboard information terminals, and are expanding related efforts overseas, such as in China, Thailand and the Middle East.



Information service for onboard terminals

### Finance

Toyota offers high-quality retail finance to Toyota customers in 35 countries and regions. In addition to this, Toyota also provides customers in Japan with a variety of financial services including credit cards and mortgages.



The TS CUBIC CARD for every day needs and the QUICPay service for fast on-line payment by simply placing a mobile phone or the card over a scanner.

### Housing

Toyota engages in the housing market bringing all of its intellectual and technological capabilities. We offer a variety of prefabricated houses, such as our comfortable, affordable and environment-friendly Eco-Future Homes and smart houses highly evaluated for the safety, peace of mind, healthy environment and comfort they provide. Furthermore, we are expanding our field of business to include sales of condominium apartments, rental housing and housing for the elderly, as well as renovation and remodeling.



SINCÉ feelas is a high-quality, eco-friendly smart house and winner of the Good Design Award 2013.

### Marine Products

Toyota offers pleasure boats and engines for marine crafts to enable more people to enjoy marine leisure. Featuring aluminum alloy hulls that make for a comfortable ride as well as easier recycling and high-performance engines that are based on automobile engines, the PONAM series is suitable for both cruising and fishing.



PONAM-35, which received the Japan Boat of the Year Award 2011 and the Good Design Award 2011

## Biotechnology and Afforestation

Toyota engages in the biotechnology and eco-related businesses to help build recycling-based society. We promote an afforestation business in Australia and green roofing, floriculture and biomass businesses in Japan. Furthermore, in support of agriculture, we have begun offering the “Housaku Keikaku” (“harvest plan”) agricultural IT management tool aimed at large-scale rice-growing cooperatives, in the hope that it will help enhance the competitiveness of Japanese farming.

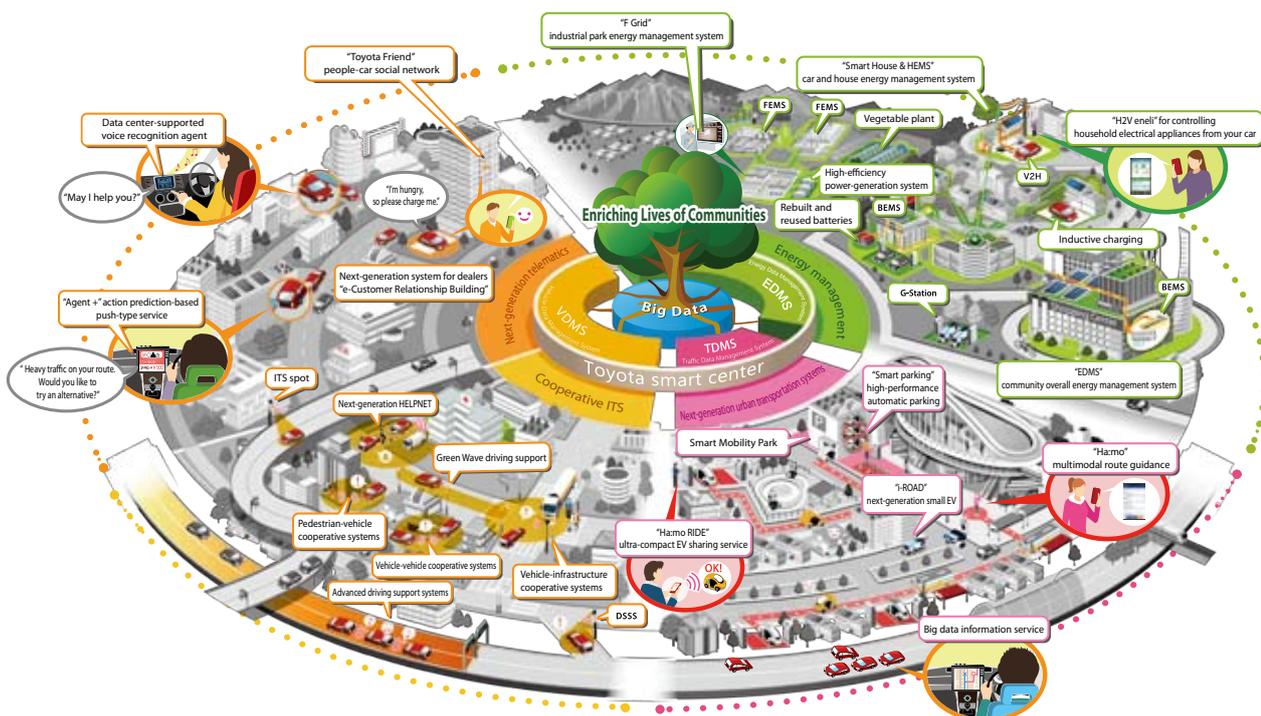


Car park greening system, Smart Green Parking

## Initiatives toward the Future

### Toward realizing a smart mobility society

By mutually connecting cars, people and communities, Toyota is aiming to create a prosperous society in which all people can feel secure anywhere, from moving by car to scenes in daily life. Next-generation telematics will make cars reliable partners by connecting them to people. Cooperative ITS aims to achieve a society with zero traffic accidents by connecting cars to roads. Energy management aims to achieve high-quality, environment-friendly, uninterrupted lifestyles by forming connections to communities. Next-generation urban transportation systems aim to create a world of stress-free transportation by forming connections to society. By engaging in actions related to these, Toyota intends to contribute to secure and abundant lifestyles.



### Partner Robots

With a goal of creating a new lifestyle in which people, cars, robots, and houses are interlinked with each other, Toyota is developing robots that assist people. By developing a wide variety of means that provide mobility to people, such as an independent walk assist robot and a patient transfer assist robot, Toyota is committed to keep making contributions to society in the following four areas: nursing and healthcare, short-distance personal transport, manufacturing and domestic duties.



Patient transfer assist

Walk assist

# Being a Good Corporate Citizen

Toyota aims to be a company that develops in harmony with society while gaining trust and respect. We fulfill our responsibility as a member of society and seek to address issues through cooperation with a wide range of stakeholders.

## Japan



### Forest of Toyota

Toyota has revitalized a company-owned "satoyama", or a forest that was once used to help support community life, and uses it for outdoor activities that let elementary school children experience and learn about nature.



### Toyota Shirakawa-Go Eco-Institute

Nestled in a village of traditional "gassho"-style thatched-roof houses that form a World Heritage site, the institute offers hands-on nature programs.



### Toyota Community Concerts

Toyota, in collaboration with the Federation of Japan Amateur Orchestras Corp., is supporting, along with its Japanese sales companies, amateur orchestras throughout Japan.



### Children Meet Artists Program

Toyota offers a workshop designed to foster receptivity and positive values among children through encounters with artists.



### Scientific workshops for Children

Employees volunteer as instructors to provide hands-on science education to convey to children the significance of making things and the fun of science.



### Toyota Volunteer Center

Through its own projects and in response to requests by regional organizations, etc., the center supports volunteer activities by employees in the three main areas of "environmental protection", "disasters" and "social welfare".

## Culture-related Facilities

Many facilities are open to the public to further promote automotive culture.

### Toyota Kaikan Exhibition Hall

Showcases Toyota's vision of motorized society; provides guided plant tour.

### Toyota Automobile Museum

An exhibit on the 100-year history of the automobile, centering on actual vehicles

### Toyota Commemorative Museum of Industry and Technology

Shows the development of textile and automotive technology; located on the site where the Toyota Group began.

### Toyota Kuragaike Commemorative Hall

Life story of Toyota Motor founder, Kiichiro Toyoda is exhibited along with the history of car manufacturing.

### Sakichi Toyoda Memorial House

Conveys to visitors the aspirations of Sakichi Toyoda, who helped lay the foundation for Japanese industry.

## MEGA WEB

Car showroom and theme park where visitors can see, ride, drive and experience cars

## Related Institutions

### Toyota Foundation

Subsidizes research and projects in Japan and overseas to make a long-term, global contribution to various social issues.

### Toyota Technological Institute

Offers a unique learning environment with small classes to foster engineers capable of undertaking leading-edge research and development.

## Overseas



### Toyota APA Costa dos Corais Project in Brazil

Toyota is working with local communities and NGOs to protect plants and animals such as coral reefs, mangroves and the endangered manatee in "APA Costa dos Corais", the largest ecosystem preserve in Brazil.



### Traffic safety education in Turkey

In coordination with national traffic safety weeks and others, Toyota provides traffic safety awareness kits and promotes traffic safety education for children.



### Toyota Teach in South Africa

Toyota provides elementary and junior high school teachers with training in teaching methods for English, math and science as well as in school operation.



### Toyota Eco Youth in Indonesia

Toyota supports high schools in Indonesia in carrying out environment projects such as electricity saving and wastewater treatment in schools.



### Traffic safety education in Thailand

Educational programs for Thai children are offered at the Toyota Traffic Safety Center "White Road."



### Toyota Dream-Plus Scholarship in South Korea

In cooperation with the Beautiful Foundation, Toyota grants scholarships to high-school students who face financial difficulties.



### Environmental Protection in China

With the Central Committee of the Communist Youth League and All-China Youth Federation, Toyota selects excellent environmental activities and presents an award with supporting funds.



### Traffic safety program in China

In cooperation with municipal governments, Toyota has carried out traffic safety awareness programs in major cities since 2007.



### Toyota fund for students in China

In cooperation with Soong Ching Ling Foundation, Toyota supports students who would otherwise face financial difficulty in going on to tertiary education.



### Together Green Program in the USA

Toyota supports the National Audubon Society for training environmental leaders and offering volunteer opportunities to benefit the environment.



### Teen driver safety education in Argentina

Toyota carries out a traffic safety program for teenage drivers and their parents to convey the importance of safe driving.



### Family Literacy Program in the USA

In cooperation with the National Center for Family Literacy, Toyota supports families who were not given the chance of learning to take various education programs.

# Company Outline



Head Office



Tokyo Head Office



Nagoya Office

Establishment August 28, 1937  
 Capital 397 billion yen  
 Number of Staff 68,240 (Consolidated 338,875)

■ Financial Results : FY ended 3/14  
 <Consolidated\*> Yen in billions

Net Revenues	25,691
Operating Income	2,292
Net Income	1,823

\*Consolidated subsidiaries : 542 companies  
 Affiliates under equity method : 54 companies

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 Tokyo Head Office 1-4-18 Koraku, Bunkyo-ku, Tokyo Phone: (03)3817-7111  
 Nagoya Office 4-7-1 Meieki, Nakamura-ku, Nagoya, Aichi Phone: (052)552-2111

## ■ The Toyota Group

Toyota Industries Corporation  
 Aichi Steel Corporation  
 JTEKT Corporation  
 Toyota Auto Body Co., Ltd.

Toyota Tsusho Corporation  
 Aisin Seiki Co., Ltd.  
 Denso Corporation  
 Toyota Boshoku Corporation

Towa Real Estate Co., Ltd.  
 Toyota Central Research &  
 Development Laboratories, Inc.  
 Toyota Motor East Japan, Inc.

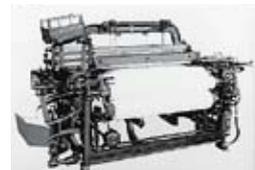
Toyoda Gosei Co., Ltd.  
 Hino Motors, Ltd.  
 Daihatsu Motor Co., Ltd.  
 Toyota Housing Corporation  
 Toyota Motor Kyushu, Inc.

## ■ History

1867	Sakichi Toyoda was born
1924	Sakichi Toyoda invented Toyoda Model G Automatic Loom
1929	Automatic-loom patent was sold to a British company
1930	Kiichiro Toyoda started research into small gasoline-powered engine
1933	Automobile Department was established in Toyoda Automatic Loom Works, Ltd.
1935	"Five Main Principles of Toyoda" was compiled
1936	The AA Sedan was completed
1937	Toyota Motor Co., Ltd. was established
1938	Honsha Plant started production
1950	Company faced a financial crisis. Toyota Motor Sales Co., Ltd. was established
1951	Suggestion System started
1955	The Toyopet Crown, the first full fledged passenger car, was launched
1957	The first prototypes of the Crown were exported to the USA Toyota Motor Sales, U.S.A., Inc. was established
1959	Motomachi Plant started production (The first passenger car plant in Japan)
1962	Joint Declaration of Labor and Management was signed
1965	The Deming Application Prize for quality control was awarded
1966	The Corolla was launched Takaoka Plant started production
1974	Toyota Foundation was established
1975	The prefabricated housing business started
1982	Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd. merged into Toyota Motor Corporation
1988	Toyota Motor Manufacturing, Kentucky, Inc. started production
1989	The Lexus brand was launched in the USA
1992	Toyota Motor Manufacturing (UK) Ltd. started production
1997	The Prius, the world first mass-produced hybrid car, was launched
1999	Cumulative domestic production exceeded 100 million vehicles Toyota Kirloskar Motor Private Ltd. started production in India
2000	Sichuan FAW Toyota Motor Co., Ltd. started production in China
2001	Toyota Motor Manufacturing France S.A.S. started production
2002	Tianjin FAW Toyota Motor Co., Ltd. started production in China
2006	GAC Toyota Motor Co., Ltd. started production in China
2012	Cumulative worldwide production exceeded 200 million vehicles



Sakichi Toyoda



Model G Automatic Loom

1. Always be faithful to your duties, thereby contributing to the Company and to the overall good.
2. Always be studious and creative, striving to stay ahead of the times.
3. Always be practical and avoid frivolousness.
4. Always strive to build a homelike atmosphere at work that is warm and friendly.
5. Always have respect for spiritual matters, and remember to be grateful at all times.

Five Main Principles of Toyoda



Kiichiro Toyoda



The AA Sedan



Toyopet Crown



Signing of the "Joint Declaration of Labor and Management"

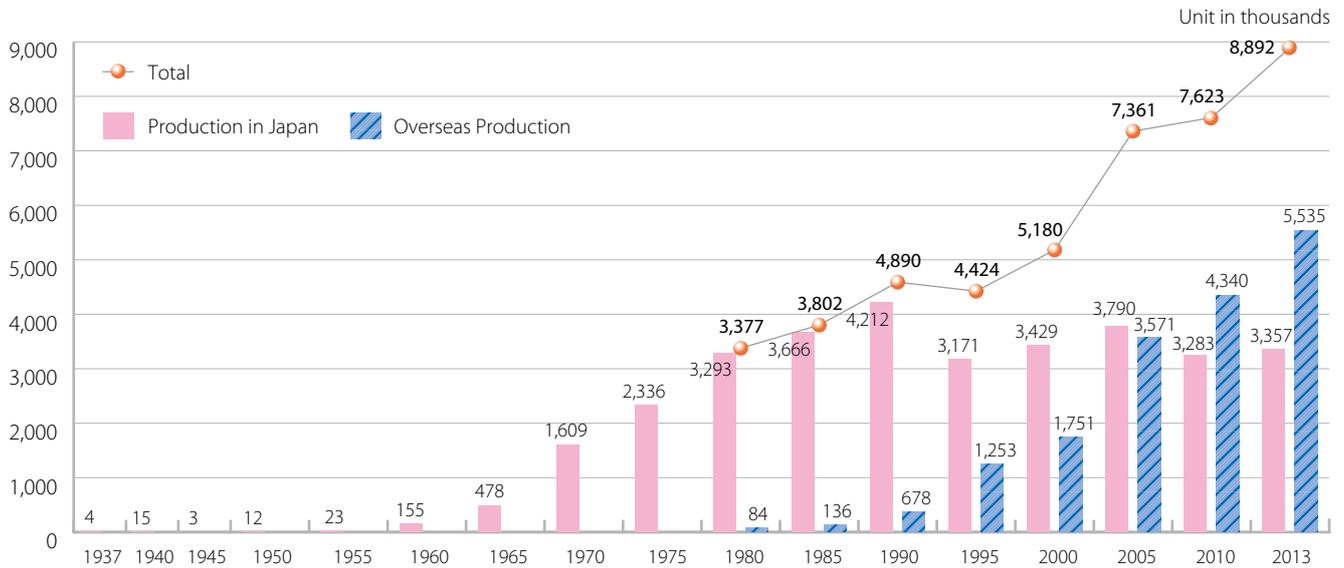


The Deming Prize awarded

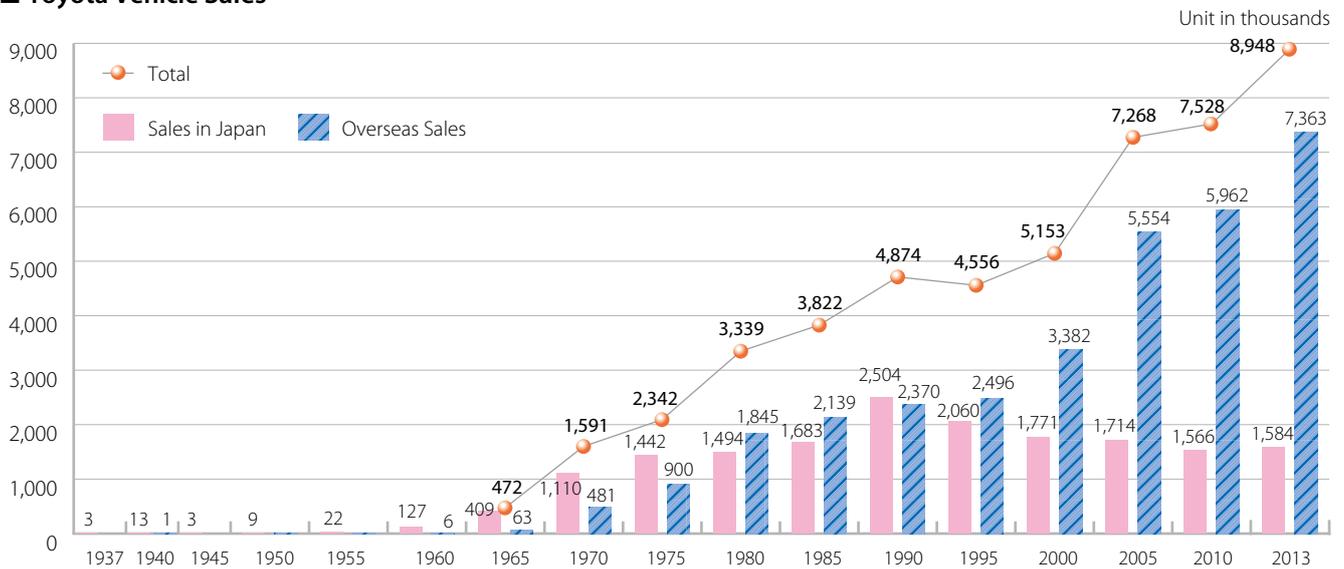


The first generation Prius

## ■ Toyota Vehicle Production



## ■ Toyota Vehicle Sales



## ■ Plants and Offices in Japan

