

## Toyota holds information meetings for investors

In September, TMC held its annual information meetings in New York City, Frankfurt and London. At the New York meeting held on September 12, a video of Toyota's North American activities was shown, followed by a presentation of Toyota's business strategy by TMC President Watanabe and of technical strategy by Executive Vice President Takimoto. Toyota executives from Japan and North America answered questions from the approximately 135 analysts and 15 persons from the US media. Questions focused mainly on the implications of rising oil prices and Toyota's strategy for hybrid, diesel and alternative fuel vehicles. At the Frankfurt investor's conference on September 14, President Watanabe and Executive Vice President Okamoto gave presentations to about 120 institutional investors and analysts from Europe, the U.S. and Japan. At the London meeting on September 16, TMC Executive Vice President Kinoshita and Executive Vice President Okamoto gave presentations to about 60 institutional investors. The New York and London meetings were followed by a luncheon and discussion meeting.



Toyota information meeting for investors in New York City



Toyota information meeting for investors in London

## New RAV4 unveiled at Frankfurt Motor Show

Toyota unveiled the new RAV4 for the European market and exhibited other vehicles at the 61st Frankfurt International Motor Show (September 12-25). The third-generation RAV4 provides enhanced performance, functionality and quality to complement its "Modern & Rugged" styling. It is offered with a choice of two 2.2-liter diesel engines. Both comply with EURO IV emission standards and one uses Toyota's D-CAT (Diesel Clean Advanced Technology) to achieve class-leading low emissions. Toyota also showed the new Yaris and the ENDO and i-unit concepts.



Third-generation RAV4 features new styling and choice of new low-emissions diesel engines

Displayed at the Lexus exhibit were the GS450h hybrid sedan to be launched in 2006, the new IS, and the LF-A concept vehicle.

## TMC and Fuji Heavy Industries strengthen ties

With a view toward a stronger business relationship with Fuji Heavy Industries (FHI), TMC purchased 8.7% of FHI's issued shares on

October 12, 2005. The two companies are discussing ways to cooperate in the areas of technology and manufacturing, while maintaining management autonomy. FHI makes Subaru-brand vehicles.

Toyota Motor Corporation is one of the world's leading automanufacturers, offering a full range of models, from minivehicles to large trucks. Global sales of its Toyota and Lexus brands, combined with those of Daihatsu and Hino, were 6.11 million units from January 1, 2005 to September 30, 2005\*. Besides its own 12 plants and a number of manufacturing subsidiaries and affiliates in Japan, Toyota has 52 overseas manufacturing companies in 26 countries and regions, which produce Lexus- and Toyota-brand vehicles and components. As of March 2005, Toyota employs approximately 265,800 people worldwide (on a consolidated basis), and markets vehicles in more than 170 countries. Toyota's automotive business, including sales finance, accounts for more than 90% of the company's total sales, which came to a consolidated ¥18.55 trillion in the fiscal year to March 2005. Its diversified operations include telecommunications and prefabricated housing.

\* Total retail unit sales of Toyota/Lexus, Daihatsu and Hino vehicles.

## Toyota Vietnam celebrates ten years

In September, Toyota Motor Vietnam Co., Ltd. (TMV) marked its 10th anniversary by announcing plans to establish the Toyota Vietnam Foundation with a contribution of US\$4 million. The foundation will implement educational programs, including seminars at Hanoi University of Technology to nurture future industry leaders. TMC donated a new ambulance to Quang Nam Province. TMV was established in 1995 in a joint venture with Vietnam Engine and Agricultural Machinery Corporation and KUO (Asia) Pte Ltd. (of Singapore). TMV has held the largest market share in Vietnam from 1998 through 2004 in terms of sales.



TMC Vice Chairman Fujio Cho at TMV 10th anniversary in Hanoi

## Prius production in China to start

Production of the Toyota Prius hybrid passenger vehicle is set to start by the end of this year at the Changchun, China plant operated by Sichuan FAW Toyota Motor Co., Ltd. (SFTM), a joint venture of FAW and TMC. The announcement was made at the 4th Changchun Motor Show (August 5-14) where Toyota also exhibited the Reiz, which will also be produced in China from this autumn. In September, TMC pledged



Prius at 4th Changchun Motor Show

over 100 million yen for a three-year period to the Technical Training Center, which was jointly established with the China National Automobile Industry Corporation and Shenyang Jin Bei Automotive Industry Corporation Ltd. in 1990.

## Toyota breaks ground in Woodstock, Canada

In October, Toyota Motor Manufacturing Canada (TMMC) held a groundbreaking ceremony for its second plant, to be built in Woodstock Canada. When the plant opens in 2008, it will have the capacity to build 100,000 units annually of the next-generation Toyota RAV4 sport utility vehicle and will employ 1,300 team members. TMMC currently employs 4,300 at its Cambridge location where it produces the Corolla, Matrix and Lexus RX330. The Woodstock plant represents a CDN\$800 million (US\$650 million) investment and is the first new "greenfield" automotive plant in Canada in nearly 20 years.

## Toyota increases investment at Texas plant

Toyota Motor Manufacturing North America (TMMNA) announced in August that it would invest an additional US\$50 million at its Toyota Motor Manufacturing, Texas (TMMTX) plant now under construction in San Antonio, raising annual plant capacity to about 200,000 vehicles. TMMTX plans to begin making the Tundra full-size pick-up truck by the end of 2006. With this increase, Toyota will have the annual capacity to build 1.81 million cars and trucks, 1.44 million engines and 600,000 automatic transmissions in North America, by 2008.

## Toyota Motor Industries Poland officially opens

Toyota Motor Industries Poland (TMIP), established in October 2002 by Toyota Motor Engineering and Manufacturing Europe S.A./N.V. (TMEM) and Toyota Industries Corporation (TICO), has been producing a new, 2.2-liter diesel engine at its Jelcz-Laskowice plant since March 21. In September, TMIP held an official inauguration ceremony. TMIP, in which a total of 200 million euros has been invested, has an annual production capacity of 180,000 units. Its diesel engines are installed in the Avensis produced at Toyota Motor Manufacturing (UK) Ltd. (TMUK) and the Corolla Verso produced at Toyota Motor Manufacturing Turkey Inc. (TMMT). Plans call for diesel engines to be provided for the Corolla sedan produced in Europe in the future. Currently, TMIP has 770 employees, expected to increase to 900 in 2006.



Toyota Motor Industries Poland (TMIP) official opening ceremony

## Toyota raises France plant capacity

In response to rising European demand for the Yaris compact vehicle, Toyota Motor Manufacturing France (TMMF) will expand annual production capacity at its plant in Valenciennes from 240,000 units to 270,000 units, from early 2006. Toyota will invest approximately 110 million euros more in the Valenciennes plant, which will add about 1,000 employees to its current workforce of approximately 2,800. The Valenciennes plant is located in the north of France and has been making the Yaris since January 2001. The plant also assembles diesel and petrol engines for the Yaris.

## Camry sales top 10 million

In September, worldwide sales of the Toyota Camry sedan topped 10 million units since its introduction in 1980 in Japan. The Camry is currently produced in Japan and the U.S. on a large scale, and in Australia, Thailand, Malaysia, the Philippines, Taiwan and Vietnam. Production in China and Russia is planned for 2006 and 2007, respectively.

# TOYOTA at a glance

## Business results

(consolidated, U.S. Generally Accepted Accounting Principle) (1 = ¥1 million)

Period	April 2002- March 2003	April 2003- March 2004	April 2004- March 2005	2006 2Q Apr.-Sep. 2005
Consolidated vehicle sales (1=1,000 units)	6,113	6,719	7,408	<b>3,833</b> ( 7.5)
Net revenues	15,501,553	17,294,760	18,551,526	<b>9,953,160</b> ( 10.3)
Operating income	1,271,646	1,666,890	1,672,187	<b>809,491</b> (△6.6)
Income before income taxes, minority interest and equity in earnings of affiliated companies	1,226,652	1,765,793	1,754,637	<b>855,997</b> (△6.3)
Net income	750,942	1,162,098	1,171,260	<b>570,520</b> (△2.3)
Net income per share (Basic)(1=¥1)	211.32	342.90	355.35	<b>175.13</b>
Capital investment	999,020	957,745	1,087,281	<b>695,800</b>

 NOTES: 1) For further information, please go to: <http://www.toyota.co.jp/ir> .

2) Figures in parentheses show year-on-year percentage change.

3) Figures for capital investment do not include vehicles in operating lease.

## Production, sales and exports of vehicles

(1 = 1,000 units)

	Toyota			Daihatsu			Hino			Total		
	'03	'04	'05 Jan.-Sep.	'03	'04	'05 Jan.-Sep.	'03	'04	'05 Jan.-Sep.	'03	'04	'05 Jan.-Sep.
Worldwide production	6,078	6,724	<b>5,475</b> ( 9.2)	665	730	<b>577</b> ( 6.2)	83	94	<b>72</b> ( 2.4)	6,826	7,547	<b>6,124</b> ( 8.9)
Overseas	2,558	3,043	<b>2,649</b> (17.7)	24	50	<b>41</b> (11.7)	—	—	—	2,581	3,093	<b>2,690</b> (17.6)
Domestic	3,520	3,681	<b>2,826</b> ( 2.3)	641	679	<b>537</b> ( 5.8)	83	94	<b>72</b> ( 2.4)	4,245	4,454	<b>3,434</b> ( 2.9)
Worldwide sales	6,071	6,708	<b>5,460</b> ( 8.7)	632	716	<b>575</b> ( 6.6)	81	94	<b>72</b> ( 0.0)	6,783*	7,518*	<b>6,107*</b> ( 8.4)
Overseas	4,355	4,949	<b>4,145</b> (12.1)	90	138	<b>115</b> (17.3)	33	44	<b>31</b> (△3.1)	4,478	5,130	<b>4,291</b> (12.2)
Domestic	1,716	1,759	<b>1,315</b> (△0.9)	542	578	<b>460</b> ( 4.4)	48	51	<b>41</b> ( 3.5)	2,306	2,388	<b>1,817</b> ( 0.5)
Exports from Japan	1,836	1,952	<b>1,499</b> ( 4.6)	84	94	<b>81</b> (20.8)	33	44	<b>31</b> (△2.7)	1,953	2,089	<b>1,611</b> ( 5.1)

SOURCE: TMC

(calendar year)

NOTES: 1) \* Total retail unit sales of Toyota/Lexus, Daihatsu and Hino vehicles.

2) Figures for Toyota include the Lexus brand.

3) Figures in parentheses show year-on-year percentage change.

4) Daihatsu became a TMC subsidiary in September 1998. Hino became a TMC subsidiary in August 2001.

5) Figures for "overseas production" indicate "local production", i.e. the number of vehicles that were manufactured with the value of parts imported from Japan (F.O.B. price) less than 60% the total value of the parts in the vehicle. Figures for "domestic production" include the number of CKD vehicles.

## 2005 Plans

Unit: 10,000 vehicles (all figures approximate); ( ) indicates year-on-year difference

	Toyota	Daihatsu	Hino	Total
Domestic sales	180 ( 2%)	59 ( 2%)	6 (10%)	244 ( 2%)
Overseas sales	538 ( 9%)	16 (19%)	5 (18%)	559 (10%)
Worldwide sales	718 ( 8%)	75 ( 5%)	11 (14%)	803 ( 7%)
Domestic production	380 ( 4%)	69 ( 1%)	10 ( 5%)	458 ( 3%)
Overseas production	348 (14%)	6 (24%)	—	354 (14%)
Worldwide production	728 ( 8%)	75 ( 2%)	10 ( 5%)	812 ( 8%)
Exports	199 ( 2%)	10 ( 5%)	5 ( 4%)	213 ( 2%)

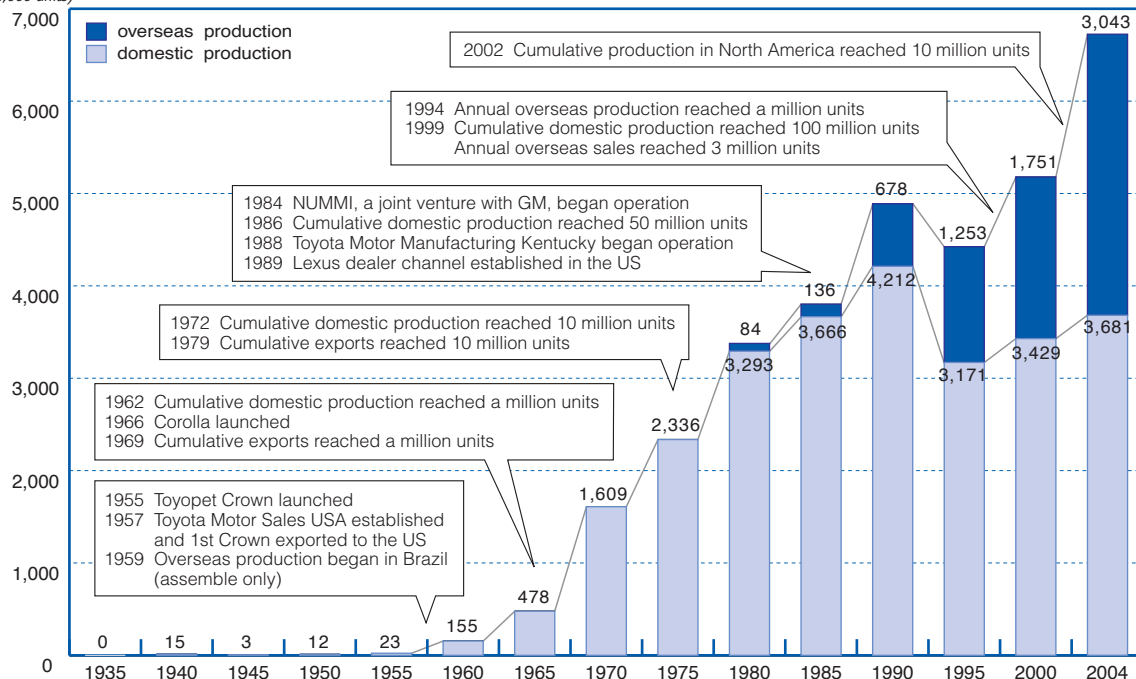
NOTE: The figures stated above are based on our judgment and assumption using currently available information and other factors. There is no guarantee that actual results will be as projected in view of the uncertainties involved in the judgment and assumption, as well as possible fluctuations resulting from changes in domestic and overseas conditions.

## Production

- Toyota and Lexus global production in 2004 was 6.72 million units, up 10.6% from 2003. It is the highest figure to date.
- Domestic production in 2004 was 3.68 million vehicles, up 4.6% compared to 2003. Overseas production reached 3.04 million vehicles, up 19.0% from 2003.

### History of production (Toyota and Lexus brand)

(1=1,000 units)



### Production by region\*

(1 = 1,000 vehicles)

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005 (Jan.-Sep.)
North America	729.9	783.0	838.3	962.8	1,061.9	1,104.0	1,088.5	1,205.3	1,278.4	1,444.2	1,185.1
Latin America & the Caribbean	3.7	3.2	3.8	15.3	16.8	19.6	17.8	42.9	58.1	80.3	84.2
Europe	95.5	124.4	108.8	175.7	181.5	173.3	216.9	344.6	466.1	582.5	472.4
Africa	87.7	85.1	91.2	74.1	68.4	77.5	77.5	75.5	93.3	108.8	90.6
Asia	259.0	255.1	246.7	124.8	182.1	248.4	254.3	345.7	493.2	647.2	681.9
Oceania	54.1	67.6	77.6	100.4	91.0	92.4	94.6	86.6	113.6	109.9	81.6
Middle East & Southwest Asia	23.3	27.7	23.8	14.4	9.4	36.1	31.0	65.1	55.3	69.8	53.7
<b>Overseas total</b>	<b>1,253.3</b>	<b>1,346.0</b>	<b>1,390.1</b>	<b>1,467.6</b>	<b>1,611.0</b>	<b>1,751.4</b>	<b>1,780.3</b>	<b>2,150.5</b>	<b>2,558.0</b>	<b>3,042.7</b>	<b>2,649.3</b>
<b>Domestic total</b>	<b>3,171.3</b>	<b>3,410.1</b>	<b>3,502.0</b>	<b>3,165.8</b>	<b>3,118.2</b>	<b>3,429.2</b>	<b>3,354.4</b>	<b>3,485.2</b>	<b>3,520.3</b>	<b>3,680.9</b>	<b>3,434.5</b>
<b>Worldwide total</b>	<b>4,424.6</b>	<b>4,756.1</b>	<b>4,892.1</b>	<b>4,633.4</b>	<b>4,729.2</b>	<b>5,180.6</b>	<b>5,134.7</b>	<b>5,635.7</b>	<b>6,078.3</b>	<b>6,723.7</b>	<b>2,649.3</b>

SOURCE: TMC, Toyota and Lexus brand, unconsolidated

NOTES: 1) Figures for "overseas production" indicate "local production", i.e. the number of vehicles that were manufactured with the value of parts imported from Japan (F.O.B. price) less than 60% the total value of the parts in the vehicle. Figures for "domestic production" include the number of CKD vehicles.

2) \* Regions defined by TMC. 2003 and later European production figure includes Turkey. Prior to 2003, Turkey's production figures were included in the Middle East & Southwest Asia region.

## Exports

- Toyota's exports from Japan in 2004 were about 1.95 million vehicles, up 6.3% from 2003.

### Toyota's exports from Japan by region\*

(1 = 1,000 vehicles)

	2000	2001	2002	2003	2004	2005 (Jan.-Sep.)
North America	717.7	720.8	852.1	782.8	813.5	678.2
Latin America & the Caribbean	93.9	97.4	75.2	71.5	95.6	89.9
Europe	491.1	433.1	392.7	424.6	419.0	272.6
Africa	37.4	38.2	53.6	58.2	92.0	70.8
Asia	117.5	99.0	147.2	154.7	156.2	99.3
Oceania	115.0	113.1	128.1	154.1	164.6	122.4
Middle East & Southwest Asia	126.3	158.5	160.4	182.6	202.2	160.6
Others	7.3	5.7	7.5	7.5	8.6	5.6
<b>Total</b>	<b>1,706.2</b>	<b>1,665.7</b>	<b>1,816.8</b>	<b>1,836.0</b>	<b>1,951.7</b>	<b>1,499.4</b>

SOURCE: TMC, unconsolidated

NOTES: 1) Toyota and Lexus brands  
2) Regions defined by JAMA.  
3) Includes CKD vehicles.

### Top 10 exports by destination

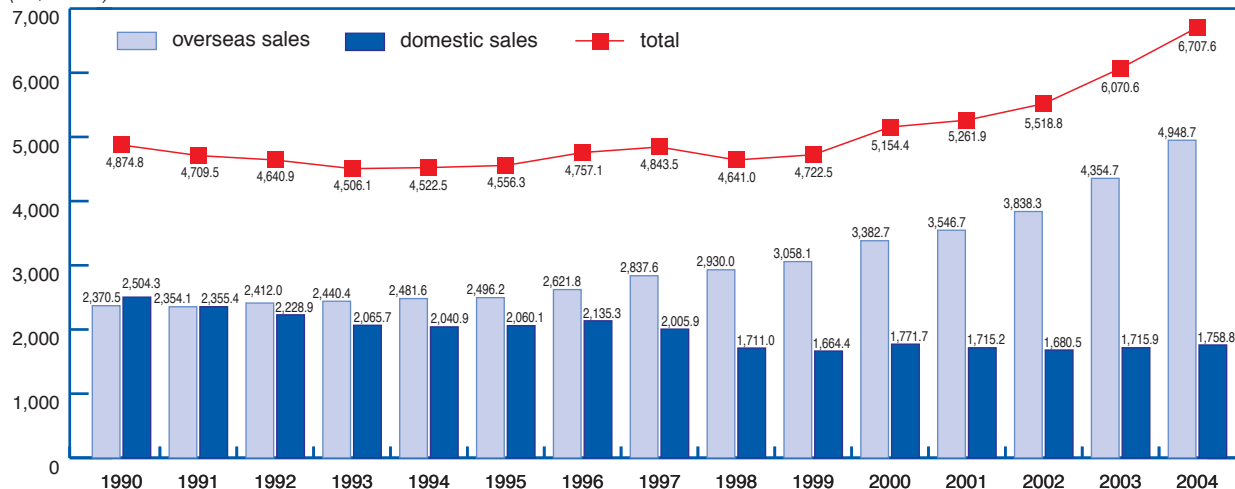
(1 = 1,000 vehicles)

	2003	2004
1	U.S.A. 717.7	U.S.A. 762.1
2	Australia 134.2	Australia 143.2
3	Saudi Arabia 68.1	Saudi Arabia 73.8
4	U.K. 66.9	U.K. 62.2
5	Italy 66.8	Italy 51.5
6	Canada 65.1	Canada 51.4
7	Germany 55.4	Germany 48.3
8	China 48.3	China 44.6
9	France 44.4	Russia 42.0
10	U.A.E. 30.2	France 35.5

- Toyota's domestic sales in 2004 were 1.76 million vehicles, up 2.5% from 2003. Toyota's share in the Japanese market was 44.4%, up 1.8% compared to 2003.
- In 2004, Toyota and Lexus overseas sales reached 4.95 million vehicles.

## History of sales (Toyota and Lexus brand)

(1=1,000 units)



## Sales by region\*

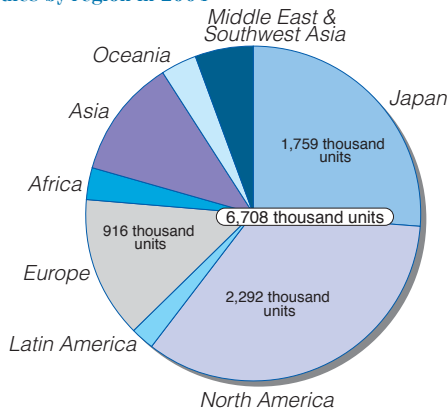
(1 = 1,000 vehicles)

	2000	2001	2002	2003	2004	2005 (Jan.-Sep.)
North America	1,766.3	1,893.6	1,940.8	2,072.2	2,291.9	1,901.0
Latin America & the Caribbean	105.6	107.5	96.9	121.3	153.3	137.7
Europe	655.8	666.0	755.6	834.7	916.0	743.9
Africa	121.8	126.5	139.8	160.8	206.7	165.9
Asia	339.3	342.2	455.0	620.6	771.5	725.0
Oceania	176.7	162.2	182.2	215.1	232.8	176.1
Middle East & Southwest Asia	217.2	248.6	267.9	330.0	376.6	295.5
<b>Overseas total</b>	<b>3,382.7</b>	<b>3,546.7</b>	<b>3,838.3</b>	<b>4,354.7</b>	<b>4,948.7</b>	<b>4,145.1</b>
<b>Domestic total</b>	<b>1,771.7</b>	<b>1,715.2</b>	<b>1,680.5</b>	<b>1,715.9</b>	<b>1,758.8</b>	<b>1,315.0</b>
<b>Worldwide total</b>	<b>5,154.3</b>	<b>5,261.9</b>	<b>5,518.8</b>	<b>6,070.6</b>	<b>6,707.6</b>	<b>5,460.0</b>

SOURCE: TMC, Toyota and Lexus brand, unconsolidated

Note: \* Regions defined by TMC. The sales figure for Turkey is included in Middle East & Southwest Asia region.

## Sales by region in 2004



## Top 10 sales in overseas market

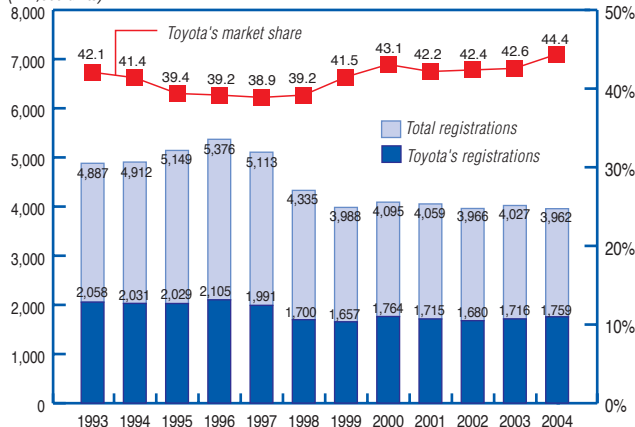
(1 = 1,000 vehicles)

	2003	2004
1	U.S.A. 1,866.3	U.S.A. 2,060.0
2	Australia 190.9	Thailand 234.2
3	Thailand 188.7	Australia 206.7
4	Canada 165.0	Canada 170.2
5	U.K. 133.8	Indonesia 140.0
6	Italy 125.4	U.K. 138.1
7	Saudi Arabia 111.2	Taiwan 135.3
8	Taiwan 108.1	Italy 128.7
9	Germany 106.1	Germany 120.4
10	Indonesia 101.5	China 116.2

SOURCE: TMC, Toyota and Lexus brand

## Domestic market (excluding minivehicles)

(1=1,000 units)



SOURCE: TMC, Toyota and Lexus brand

## 2004 Overseas sales by brand

(1 = 1,000 vehicles)

Region	Toyota brand	Lexus brand	Total
North America	1,994.8	297.1	2,291.9
Latin America & the Caribbean	153.1	0.2	153.3
Europe	891.1	24.9	916.0
Africa	206.4	0.3	206.7
Asia	753.3	18.2	771.5
Oceania	227.1	5.8	232.8
Middle East & Southwest Asia	364.4	12.2	376.6
<b>Overseas Total</b>	<b>4,590.0</b>	<b>358.7</b>	<b>4,948.7</b>

SOURCE: TMC

## 2004 sales breakdown by category in Japanese market(excl. mini vehicles)

(1 = 1,000 vehicles)

Model name	Domestic market	Toyota sales	Share (%)
<b>Passenger cars total *</b>	<b>2,199</b>	<b>968</b>	<b>44.0</b>
3 Box type (including Sports & speciality type)	688	425	61.9
2 Box type	1,057	433	41.0
Station wagon type	246	109	44.3
<b>RV total *</b>	<b>1,196</b>	<b>610</b>	<b>51.0</b>
Minivans & Cabwagon type	978	528	54.0
Sports utility type	192	82	42.6
<b>Trucks</b>	<b>541</b>	<b>175</b>	<b>32.4</b>
<b>Buses</b>	<b>18</b>	<b>6</b>	<b>30.7</b>
<b>Total *</b>	<b>3,962</b>	<b>1,759</b>	<b>44.4</b>

SOURCE: TMC

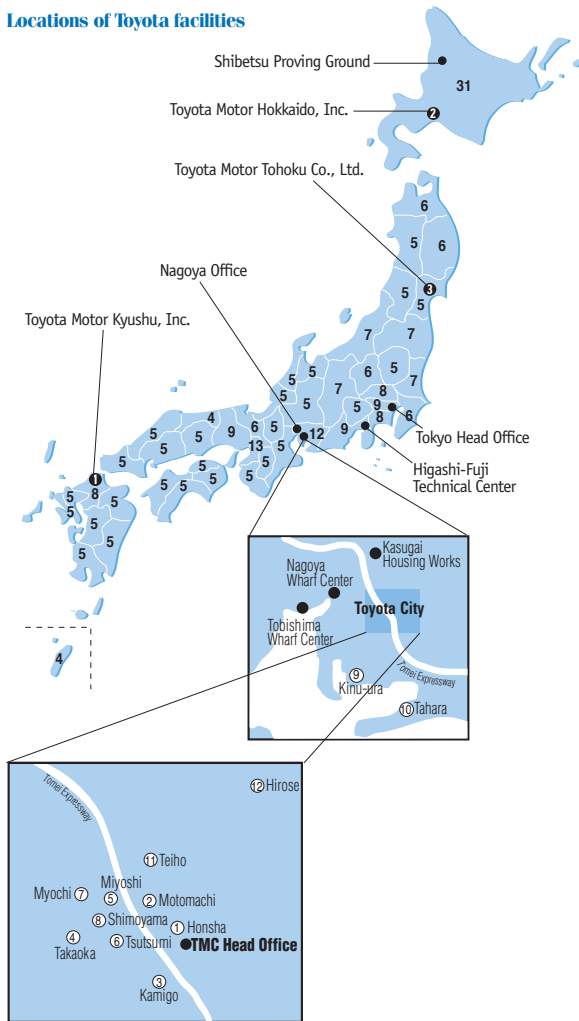
NOTE: \*Includes imported vehicles.

# Manufacturing and marketing organizations in Japan

- A total of 12 Toyota plants are located in and around Toyota City and other areas of Aichi Prefecture. Toyota has established three other domestic manufacturing companies outside of Aichi—in Kyushu, Hokkaido and Tohoku.
- There are 295\* Toyota dealers in Japan, consisting of 4 channels: "Toyota" dealers, "Toyopet" dealers, "Toyota Corolla" dealers, and "Netz Toyota" dealers. In August 2005, Toyota will launch Lexus brand in Japan as a new dealer network.
- In addition, DUO sales outlets, which sell Volkswagen vehicles, have been operating since April 1992.

NOTE: \* As of February 2005.

## Locations of Toyota facilities



NOTE: Figures for each prefecture represent the number of dealers marketing Toyota vehicles.

## Toyota plants

Name	Main products	Start of operations	Site area (1,000m <sup>2</sup> )	Bldg. area (1,000m <sup>2</sup> )	Number of employees
① Honsha Plant	Vehicles, chassis, forged parts, chassis mechanical parts	1938	550	470	2,598
② Motomachi Plant	Vehicles	1959	1,600	650	6,181
③ Kamigo Plant	Engines	1965	870	690	3,177
④ Takaoka Plant	Vehicles	1966	1,360	470	5,370
⑤ Miyoshi Plant	Chassis parts, chassis mechanical parts	1968	330	190	1,602
⑥ Tsutsumi Plant	Vehicles	1970	940	510	5,111
⑦ Myochi Plant	Engine/chassis casted parts, chassis mechanical parts	1973	560	370	1,722
⑧ Shimoyama Plant	Engines, exhaust emission control devices	1975	410	260	1,403
⑨ Kinu-ura Plant	Drivetrain casting parts	1978	840	640	2,927
⑩ Tahara Plant	Vehicles	1979	4,030	1,590	6,833
⑪ Teiho Plant	Machinery, dies for casting / molds for plastic parts	1986	290	120	1,607
⑫ Hirose Plant	R&D and production of electronic parts and semiconductors, etc.	1989	250	240	1,299

NOTE: Data are as of March 2004 ; data of main products as of May 2005.

## Toyota manufacturing subsidiaries and affiliates in Japan

Name	Main products	Start of operations	Site area (1,000m <sup>2</sup> )	Bldg. area (1,000m <sup>2</sup> )	Number of employees	Equity share (%)
① Toyota Motor Kyushu, Inc.	Vehicles	1992	1,270	250	2,095	100
② Toyota Motor Hokkaido, Inc.	Automatic transmissions, transfers, aluminum wheels	1992	980	170	1,303	100
③ Toyota Motor Tohoku Co., Ltd.	Mechanical and electronic parts	1998	290	20	149	100
④ Toyota Auto Body Co., Ltd.	Vehicles	1945	1,657	745	8,077	57.02
⑤ Kanto Auto Works, Ltd.	Vehicles	1946	1,720	525	5,361	50.64
⑥ Central Motor Co., Ltd.	Vehicles	1950	335	50	1,027	77.00
⑦ Gifu Auto Body Industry Co., Ltd.	Vehicles	1940	140	70	864	47.71
⑧ Daihatsu Motor Co., Ltd.	Vehicles	1907	9,003	1,336	10,296	51.69
⑨ Hino Motors, Ltd.	Vehicles	1942	5,202	1,041	8,673	50.55
⑩ Toyota Industries Corp.	Vehicles	1926	2,535	926	9,888	24.56

NOTES: 1) Data are as of the end of fiscal year 2005.  
2) See the reverse page about the main products.

# Toyota Group and suppliers organizations

## Toyota Group

Company name	Main products / activities	Est'd.	Equity share (%)	Capital (¥ million)	Number of employees
Toyota Industries Corporation	• Manufacture and sales of spinning and weaving machines, industrial vehicles and automobiles	Nov. 1926	24.33	80,462	9,888
Aichi Steel Corporation	• Manufacture and sales of speciality steel and forged steel products	Mar. 1940	24.88	25,016	2,407
Toyoda Machine Works, Ltd.	• Manufacture and sales of machine tools and auto parts	May 1941	24.60	24,805	3,850
Toyota Auto Body Co., Ltd.	• Manufacture of auto and special vehicle bodies and parts	Aug. 1945	57.06	10,371	8,077
Toyota Tsusho Corporation	• Import, export and trading of raw materials and products	Jul. 1948	23.86	26,748	1,712
Aisin Seiki Co., Ltd.	• Manufacture and sales of auto parts, household appliances and die-cast parts	Jun. 1949	23.27	45,049	10,208
DENSO CORPORATION	• Manufacture and sales of electric auto components and household appliances	Dec. 1949	24.80	187,456	38,620
Toyota Boshoku Corporation	• Manufacture and sales of cotton thread, cotton cloth, auto parts and household appliances	May 1950	49.63	8,400	2,118
Towa Real Estate Co., Ltd.	• Vehicle interior parts • Filters and mechanical powertrain parts • Textiles	Aug. 1953	49.00	23,750	77
Toyota Central Research & Development Laboratories, Inc.	• Fundamental technical research for the Toyota Group	Nov. 1960	54.00	3,000	883
Kanto Auto Works, Ltd.	• Manufacture of auto bodies and parts and equipment for housing construction	Apr. 1946	51.03	6,850	5,361
Toyoda Gosei Co., Ltd.	• Manufacture and sales of synthetic resin, rubber and cork products	Jun. 1949	43.18	25,318	5,463
Hino Motors, Ltd.	• Manufacture and sales of large trucks and buses	May 1942	50.45	72,717	8,673
Daihatsu Motor Co., Ltd.	• Manufacture and sales of automobiles	Mar. 1907	51.56	28,404	10,296

NOTE: Data are as of the end of fiscal year 2005.

## Suppliers organizations

Association	Est'd	Number of companies	Main products / activities
Kyohokai	Dec. 1943	206	• Manufacture of auto parts and components
Eihokai	Apr. 1983	121	• Manufacture of molds, gauges, jigs, etc. and contractors for plant facilities

NOTE: As of May 2005.

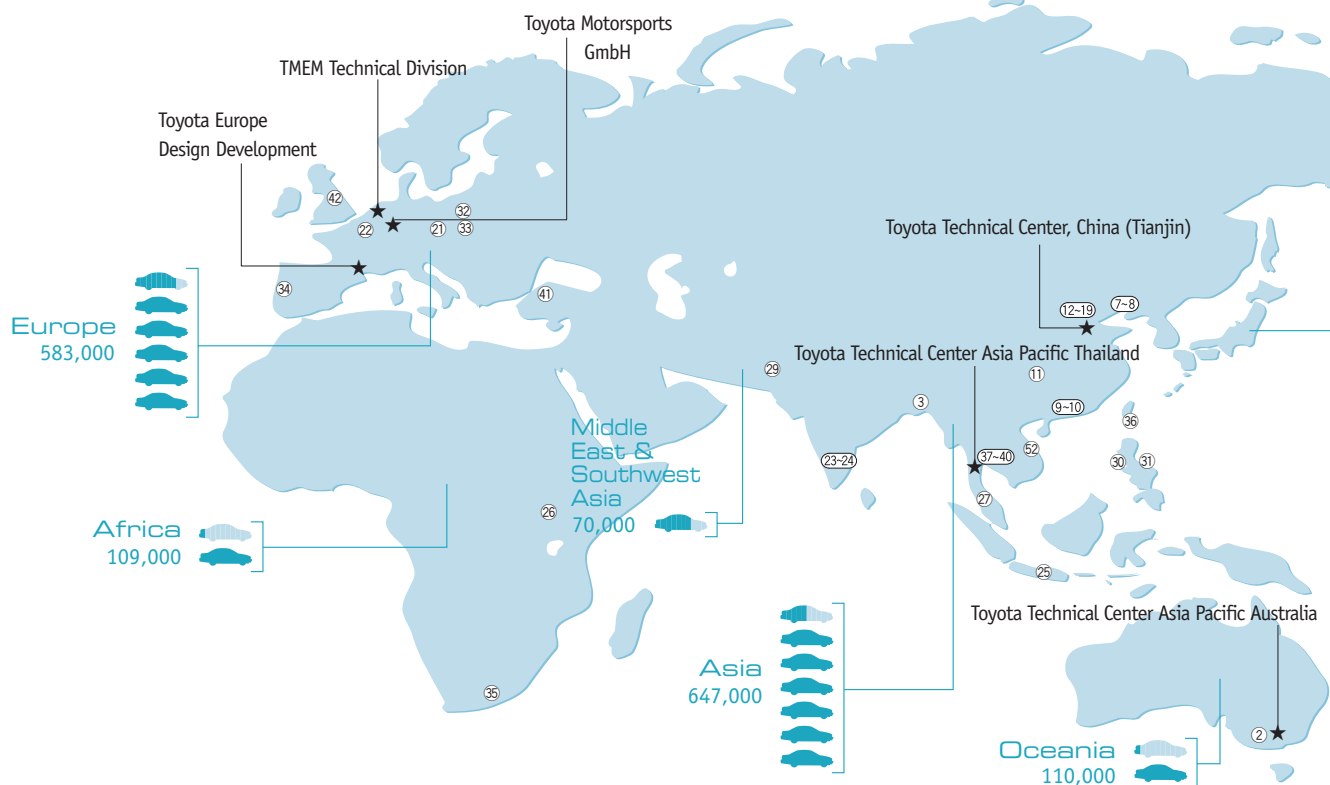
# Production sites and sales network in Japan

	Toyota plants					Affiliated company plants							dealers					
	Honsha Plant	Motomachi Plant	Takaoka Plant	Tsutsumi Plant	Tahara Plant	Toyota Auto Body Co., Ltd.	Kanto Auto Works, Ltd.	Central Motor Co., Ltd.	Gifu Auto Body Industry Co., Ltd.	Daihatsu Motor Co., Ltd.	Hino Motors, Ltd.	Toyota Industries Corp.	Toyota Motor Kyushu, Inc.	"Toyota" Dealers	"Toyota" Dealers	"Toyota Corolla" Dealers		"Netz" Dealers
Allex			●					●									■	Allex
Allion				●										■				Allion
Alphard G						●									■			Alphard G
Alphard V						●											■	Alphard V
Alphard HV															■			Alphard HV
Avensis*1					●												■	Avensis*1
bB			●					●									■	bB
Brevis		●												■				Brevis
Caldina				●										■	■			Caldina
Cami										*					■			Cami
Camry				●												■		Camry
Celica							●									■		Celica
Celsior					●									■	■			Celsior
Century							●								■			Century
Coaster	▼					●								■				Coaster
Corolla			●			●	●									■		Corolla
Crown		●			●		●							■				Crown
Dyna						●				●				■				Dyna
Dyna Hybrid										●				■				Dyna Hybrid
Estima L						●										■		Estima L
Estima T						●								■				Estima T
Estima Hybrid						●								■	■			Estima Hybrid
Harrier												●			■			Harrier
Hiace						●		●							■			Hiace
Hilux					●					●				■				Hilux
Hilux Surf					●					●				■				Hilux Surf
Himedic								●										Himedic
Ipsum						●									■		■	Ipsum
Isis							●							■				Isis
ist			●												■		■	ist
Kluger L												●				■		Kluger L
Kluger V												●					■	Kluger V
Land Cruiser	▼				●	●								■				Land Cruiser
Land Cruiser Prado	▼				●									■				Land Cruiser Prado
Liteace						●				●							■	Liteace
Mark X		●					●								■			Mark X
MR-S								●									■	MR-S
Noah						●											■	Noah
Passo										●							■	Passo
Platz			●												■		■	Platz
Porte			●											■	■			Porte
Premio				●											■			Premio
Prius				●		●								■	■			Prius
Probox										●							■	Probox
Progrès		●													■			Progrès
Ractis			●												■	■		Ractis
Raum								●									■	Raum
RAV4 J					●												■	RAV4 J
RAV4 L					●												■	RAV4 L
Regiusace						●											■	Regiusace
Sienta			●													■	■	Sienta
Succeed										●				■	■			Succeed
Townace						●				●							■	Townace
Toyoace						●					●				■			Toyoace
Toyoace Hybrid										●					■			Toyoace Hybrid
Vitz			●								●						■	Vitz
Voxy						●						●					■	Voxy
Windom							●					●					■	Windom
Wish				●													■	Wish

NOTES: 1) ▼only chassis, \* OEM  
 2) Toyota Motor Kyushu Inc. is a wholly owned subsidiary of TMC. Daihatsu Motor Co., Ltd. and Hino Motors, Ltd. are subsidiaries of TMC.  
 3) \*1 Manufactured at Toyota Motor Manufacturing UK Ltd.  
 4) Toyota brand only

## Worldwide operations

- As of September 2005, outside Japan Toyota has a total of 52 overseas manufacturing companies in 26 countries and regions. Toyota markets cars worldwide through its overseas network consisting of more than 160 importers / distributors and numerous dealers.



## Worldwide manufacturing companies

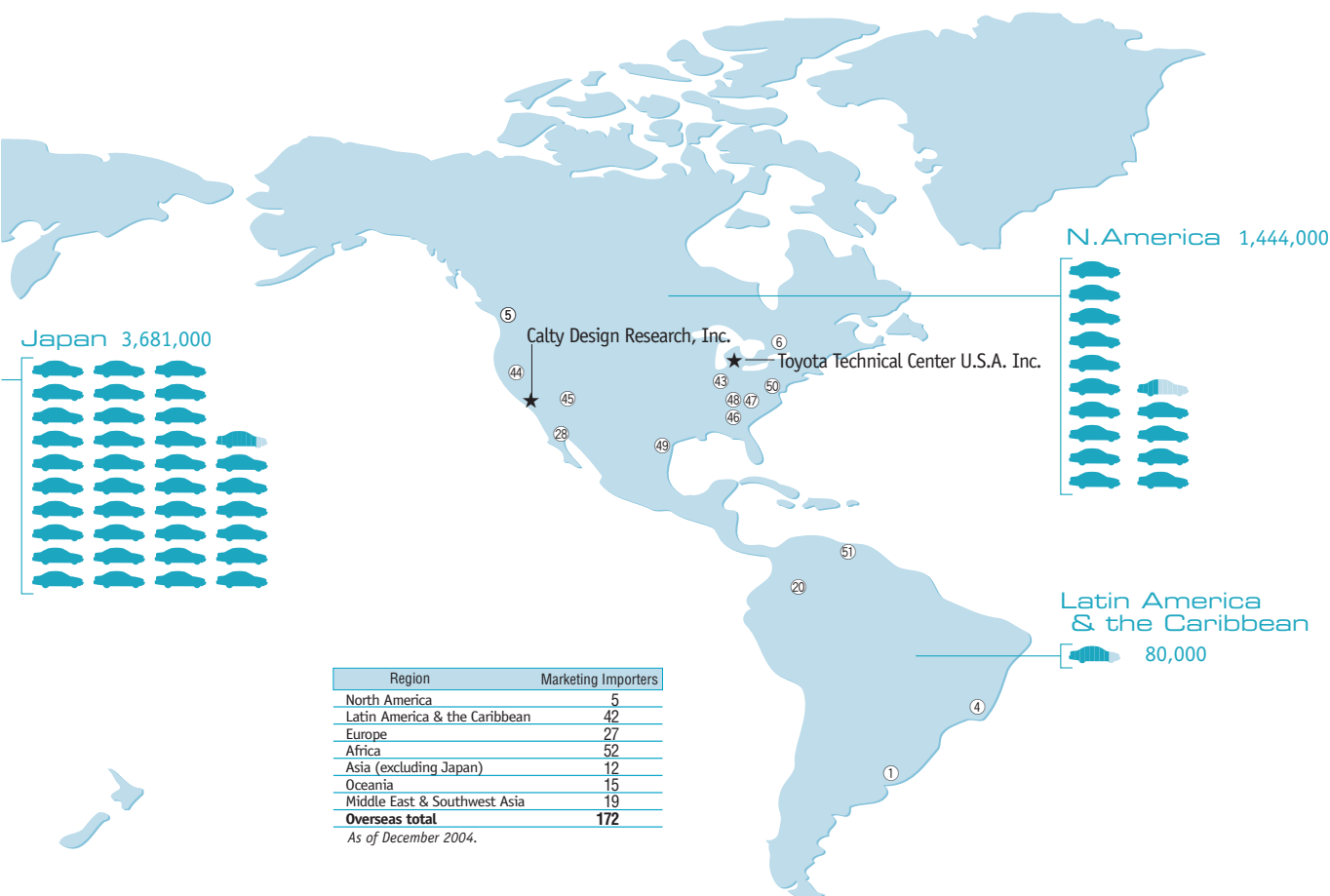
	Name	Start of operations	TMC-related equity	Products	Number of employees	2004 vehicle production (1=1,000units)
Argentina	1 Toyota Argentina S.A.	Mar. 1997	TMC 100%	Hilux	1,110	19.4 (19.4)
Australia	2 Toyota Motor Corporation Australia Ltd.(TMCA)	Apr. 1963	TMC 100%	Camry, engines	4,690	109.9 (109.9) 84.3 <sup>*5</sup>
Bangladesh	3 Aftab Automobiles Ltd.	July 1982	TMC 0%	Land Cruiser Prado, Hino bus <sup>*3</sup>	110	0.1
Brazil	4 Toyota do Brasil Ltda.	May 1959	TMC 100%	Corolla, Fielder, engines	1,910	53.8 (53.8) 38.7 <sup>*5</sup>
Canada	5 Canadian Autoparts Toyota Inc. (CAPTIN)	Feb. 1985	TMC 100%	Aluminum wheels	230	—
	6 Toyota Motor Manufacturing Canada Inc. (TMMC)	Nov. 1988	TMC 100%	Corolla, Matrix, RX330, engines	4,280	288.1 (288.1) 204.7 <sup>*5</sup>
China	7 Chang Chun Feng Yue Company of SFTM.	Sep. 2003	TMC 45%	Land Cruiser	250 <sup>*8</sup>	4.2
	8 FAW Toyota Changchun Engine Co., Ltd.	Dec. 2004	TMC 50%	Engines	250 <sup>*9</sup>	—
	9 Guangqi Toyota Engine Co., Ltd.	Jan. 2005	TMC 50.5% TMC 19.5%	Engines, engine parts (cam shafts, crank shafts)	50	—
	10 Guangzhou Toyota Motor Co., Ltd.	2006 (plan)	TMC 30.5% TMC 19.5%	Camry	1,400 <sup>*7</sup>	—
	11 Sichuan Toyota Motor Co., Ltd.	Dec. 2000	TMC 45%	Coaster, Land Cruiser Prado	700	7.1 (4.0)
	12 Tianjin Toyota Motor Engine Co., Ltd.	July 1998	TMC 50%	Engines	800	133.8 <sup>*5</sup>
	13 Tianjin Toyota Press Co., Ltd.	May 2002	TMC 50%	Press parts	260 <sup>*8</sup>	—
	14 Tianjin Toyota Resin Co., Ltd.	May 2002	TMC 50%	Plastic parts	190 <sup>*8</sup>	—
	15 Tianjin Fengjin Auto Parts Co., Ltd.	May 1998	TMC 90%	Continuous velocity joints, axles, steering columns	350	—
	16 Tianjin Toyot Forging Co., Ltd.	Dec. 1998	TMC 100%	Forging parts	100	—
17 Tianjin FAW Toyota Motor Co., Ltd.	Oct. 2002	TMC 40% TMC 10%	Corolla, Vios, Crown	2,310	83.8 (83.8)	
18 Tianjin Jinfeng Auto Parts Co., Ltd.	Oct. 1997 <sup>*6</sup>	TMC 30%	Steering parts, propeller shafts	410	—	
19 Toyota FAW (Tianjin) Dies Co., Ltd.	Dec. 2004	TMC 90%	Stamping dies for vehicles	160 <sup>*9</sup>	—	
Colombia	20 Sociedad de Fabricacion de Automotores S.A.	Mar. 1992	TMC 28%	Land Cruiser Prado	1,110	6.3
Czech Republic	21 Toyota Peugeot Citroën Automobile Czech, s.r.o. (TPCA)	Feb. 2005	TMC 50% Peugeot Citroën 50% Automobile S.A.	Aygo	3,000	—
France	22 Toyota Motor Manufacturing France S.A.S. (TMMF)	Jan. 2001	TME 100%	Yaris, engines	3,030	203.9 (203.9) 204.8 <sup>*5</sup>
India	23 Toyota Kirloskar Motor Private Ltd.(TKM)	Dec. 1999	TMC 99%	Innova, Corolla	2,400	47.6 (47.6)
	24 Toyota Kirloskar Auto Parts Private Ltd.(TKAP)	July 2002	TMC 64% Toyota Industries 26%	Axles, propeller shafts, transmissions	490	31.7
Indonesia	25 PT. Toyota Motor Manufacturing Indonesia	May 1970	TMC 95%	Dyna, Kijang Innova, TUV, engines	5,932	138.5 (122.2) 68.2 <sup>*5</sup>
Kenya	26 Associated Vehicle Assemblers Ltd.	Aug. 1977	TMC 0%	Hiace, Land Cruiser	350	1.6
Malaysia	27 Assembly Services Sdn. Bhd.	Feb. 1968	UMW Toyota 100%	IMV, Camry, Corolla, Vios, Hiace, engines, welding (Daihatsu Delta, Hino Bus chassis, Hino Mid Truck)	3,700	46.9 (37.5) 11.3 <sup>*5</sup>

NOTES: 1) Data of 2004 vehicle production are as of December 2004.

2) Figures in the "2004 vehicle production" column refer to the number of Toyota-and Lexus-brand vehicles produced on a line-off base in 2004. The numbers in parentheses indicate "local production", i.e. the number of vehicles that were manufactured with the value of parts imported from Japan (F.O.B. price) less than 60% of the total value of the parts in the vehicle.



indicates regional production volume of 2004 ( =100,000 units)



Region	Marketing Importers
North America	5
Latin America & the Caribbean	42
Europe	27
Africa	52
Asia (excluding Japan)	12
Oceania	15
Middle East & Southwest Asia	19
<b>Overseas total</b>	<b>172</b>

As of December 2004.

	Name	Start of operations	TMC-related equity	Products	Number of employees	2004 vehicle production (1=1,000units)
Mexico	24 Toyota Motor Manufacturing de Baja California S.de R.L.de C.V.(TMMBC)	Sep. 2004	TABC Holding 99% TMMNA 1%	Truck beds, Tacoma	650 <sup>*10</sup>	0.1
Pakistan	25 Indus Motor Company Ltd.	Mar. 1993	TMC 12.5% TTC 12.5%	Corolla, Hilux, Cuore**	1,190	25.1 (22.2)
Philippines	30 Toyota Autoparts Philippines Inc.	Sep. 1992	TMC 95%	Transmissions, CVJ	581	20.1**
	31 Toyota Motor Philippines Corp.	Feb. 1989	TMC 34%	Camry, Corolla, Innova	1,290	18.5 (15.5)
Poland	32 Toyota Motor Manufacturing Poland SP.zo.o. (TMMP)	Apr. 2002	TME 94.3%	Transmissions, engines (2005)	680	195.2**
	33 Toyota Motor Industries Poland SP.zo.o. (TMIP)	Mar. 2005	TME 60% Toyota Industries 40%	Engines (2005)	110	—
Portugal	34 Salvador Caetano I.M.V.T., S.A.	Aug. 1968	TMC 27%	Dyna, Hiace, Optimo	950	3.0 (0.1)
South Africa	35 Toyota South Africa Motors (Pty) Ltd.	Jun. 1962	TMC 75.0%	Corolla, Dyna, Hiace, Hilux, engines, catalytic converters	7,410	111.3 (108.8) 72.9**5
Taiwan	36 Kuozui Motors, Ltd.	Jan. 1986	TMC 51.7%	Camry, Corolla, TUV, Hiace, Vios, Wish, Dyna	3,656	127.0 (127.0)
Thailand	37 Siam Toyota Manufacturing Co., Ltd.	July 1989	TMC 96%	Engines, propeller shafts, casting (block, head)	2,256	304.4**5
	38 Toyota Auto Body Thailand Co., Ltd.	May 1979	TMT 49%	Stamped parts	240	—
	39 Toyota Motor Thailand Co., Ltd.(TMT)	Dec. 1964	TMC 86.4%	Camry, Corolla, Vios, Wish, Hilux VIGO	10,475	270.2 (249.6)
	40 Thai Auto Work Co., Ltd.(TAW)	May 1988	TABJ 20.0% TABT 60.0%	Fortuner	433	10.9
Turkey	41 Toyota Motor Manufacturing TURKEY Inc.(TMMT)	Sep. 1994	TME 90% Mitsui 10%	Corolla	2,980	134.1 (134.1)
U.K.	42 Toyota Motor Manufacturing (UK) Ltd.(TMUK)	Sep. 1992	TME 100%	Avensis, Corolla, engines	4,480	244.4 (244.4) 194.9**5
U.S.A.	43 Bodine Aluminum, Inc	Jan. 1993	TMMNA 100%	Aluminum castings	970	—
	44 New United Motor Manufacturing, Inc. (NUMMI)	Dec. 1984	TMC 50% GM 50%	Corolla, Tacoma	5,660	380.7**1 (311.5)
	45 TABC, Inc.	Nov. 1971	TABC Holding 100%	Truck beds, catalytic converters, stamped parts, steering columns, engines (2005)	650	—
	46 Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)	Apr. 2003	TMMNA 100%	Engines	350	106.9**5
	47 Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)	May 1988	TMMNA 100%	Avalon, Camry, Solara, engines	7,480	470.4 (470.4) 506.1**5
	48 Toyota Motor Manufacturing, Indiana, Inc. (TMMI)	Feb. 1999	TMMNA 100%	Tundra, Sequoia, Sienna	4,970	374.1 (374.1)
	49 Toyota Motor Manufacturing, Texas, Inc. (TMMTX)	2006 (plan)	TMMNA 100%	Tundra	350**7	—
	50 Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)	Nov. 1998	TMMNA 100%	Engines, transmissions	1,000	669.9**5 389.8**4
Venezuela	51 Toyota de Venezuela Compania Anonima	Nov. 1981	TMC 90%	Corolla, Dyna, Land Cruiser, Terios**	740	10.9**2 (7.2)
Vietnam	52 Toyota Motor Vietnam Co., Ltd.	Aug. 1996	TMC 70%	Camry, Corolla, Vios, Hiace, Land Cruiser, TUV	555	9.2 (7.7)

NOTES: 3) \*1 The 2004 vehicle production figures for NUMMI do not include those of the GM Vibe (69,000units).  
 4) \*2 Daihatsu brand. The figures for Terios are not included.  
 5) TMC : Toyota Motor Corp., TMMNA : Toyota Motor Manufacturing North America, Inc., TME : Toyota Motor Engineering & Manufacturing Europe  
 6) \*3 Hino brand. The figures for Hino vehicles are not included.  
 7) \*4 Transmission production. 8) \*5 Engine production. 9) \*6 Start of Toyota's equity participation.  
 10) Number of employees are as of May 2004. \*7 As of September 2004. \*8 As of October 2004. \*9 As of December 2004. \*10 As of February 2005.

# ■ ■ Toyota major product line up



Alex



Allion



Alphard



Avalon



AVANZA



Avenis



Aygo



bB (Scion xB)



Brevis



Caldina



Cami



Camry



Camry Solara



Celica



Celsior



Century



Coaster



Corolla



Corolla Fielder



Corolla Runx



Corolla Spacio



Corolla Verso



Crown Athlete



Crown Majesta



Crown Royal



Dyna



Estima (Previa/Tarago)



Fortuner



Harrier



Hiace



Hilux



Hilux Surf (4 Runner)



Hilux VIGO



Ipsum (Picnic/Avenis Verso)



Isis



ist (Scion xA)



Kijang Innova



Kluger (Highlander)



Land Cruiser 70



Land Cruiser 100



Land Cruiser Cygnus



Land Cruiser Prado



Liteace



Mark X



Mark II Blit



Matrix



MR-S (MR2/Spyder)



Noah



Passo



Platz (Echo/Yaris)



Porte



Progrès



Premio



Prius



Probox



Ractis



Raum



RAV 4



Regius Ace



Reiz



Scion iC



Sequoia



Sienna



SIENTA



Soluna Vios



Succeed



Tacoma



Townace



Toyoace



Tundra



Vios



Vitz (Yaris/Echo)



Voxy



WILL CYPHA



Windom



Wish

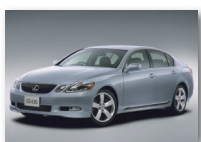
## ■ ■ Toyota brand products names by market

Japan	North America	Latin America & the Caribbean	Europe	Africa	Asia	Oceania	Middle East & Southwest Asia
bB	Scion xB	—	—	—	—	—	—
Estima	—	—	Previa	Previa	Previa	Previa/Tarago	Previa
Hilux Surf	4 Runner	—	—	—	—	—	—
ist	Scion xA	—	—	—	—	—	xA
Kluger V	Highlander	—	—	—	—	Kluger/ Highlander	—
Ipsum	—	—	Avensis Verso	Picnic	Picnic	Avensis Verso	—
Platz	Echo	Yaris	—	Echo	Echo	Echo	Echo
Vitz	Echo	Yaris	Yaris	Yaris	Echo	Echo	Yaris
MR-S	MR2/Spyder	MR2	—	—	—	MR2	—

## ■ ■ Lexus product line up



ES300/330



GS350/430



GX470



IS250/350



LS430



LX470



RX330/300



SC430

## ■ ■ Hybrid vehicles line up

The first company to sell a mass-produced hybrid gas/electric car, the Toyota Prius, become the first to bring a fuel cell hybrid vehicle to market. Toyota's hybrid vehicles, Prius, Estima Hybrid and Crown with Mild Hybrid system, passed the cumulative worldwide sales figure of 319,000 at December 2004.

### HV (Hybrid Vehicles)



GS450h



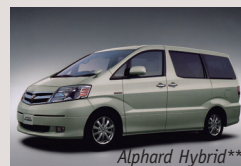
Harrier



Prius



Estima Hybrid\*\*



Alphard Hybrid\*\*



Dyna HV\*\*



Toyoace HV\*\*



RX 400h



Highlander HV



FUTURE TRUCK CONCEPT  
full-size pickup truck Hybrid\*\*



CS & S\*



LF-S\*



Kluger

\* Show model

\*\* Available only in Japan

## Toyota Group Pavilion welcomes 2,650,000 visitors throughout EXPO 2005 AICHI

EXPO 2005 closed on September 25. In the 185 days since EXPO 2005 opened on March 25, the Toyota Group Pavilion welcomed 2,650,000 visitors. The Toyota Group Pavilion featured a robot and futuristic car show as well as environmental and futuristic technology displays. Toyota also provided fuel cell hybrid buses (FCHV-BUS) and the IMTS next generation transportation system for transport within and between the exposition areas. The construction of the Toyota Group Pavilion itself was notable for its use of recyclable materials and sustainable energy generation, based on the concept of a "Natural-Cycle Earth Pavilion" that addresses environmental issues. Mikio Ogasawara, director of the Toyota Group Pavilion, stated that, for Toyota, "The 185 days of demonstration of these technologies carried with it the hopes and dreams for a better future for people and the earth." Although the curtain has closed on the first world exposition of the 21st century, it is Toyota's wish that the outstanding success of EXPO 2005 will continue in the Shanghai Expo planned for 2010, and that it will serve as a foundation for ever greater dreams, joys and inspirations for people all over the world.



EXPO 2005 Toyota Group Pavilion closing ceremony

## "Ecology & Emotion" is Toyota theme at Tokyo Motor Show

At the 39th Tokyo Motor Show, held October 22 to November 6 in Makuhari, Chiba, Toyota exhibited seven Toyota-brand concept vehicles and 16 production vehicles. Toyota's theme of "Ecology & Emotion" expresses its initiatives for creating vehicles that pursue both environmental consideration and the essential emotional appeal of a car by being fun to drive and a pleasure to use. Lexus displayed three concept vehicles: the GS450h hybrid sedan, the LF-A sports car, and the LF-Sh "Flagship Sedan Concept Car".

**BB CONCEPT:** The interior features a nightclub-like atmosphere with sound from nine speakers, using surround DSP (digital signal processing), and synchronized illumination.



**RAV4 CONCEPT:** A further evolution of Toyota's popular RAV4 SUV, offering refined performance and versatile features under a "Modern and Rugged" theme.



### Toyota

**Fine-X:** A glimpse of the automobile's future, providing the environmental performance of a fuel cell hybrid system and four-wheel independent drive control.



**ESTIMA HYBRID CONCEPT:** A new generation of stylish minivan that combines the latest hybrid system, THS II, with electric 4WD to achieve both environmental and driving performance.

**i-swing:** A new personal mobility vehicle that can switch between two-wheel and three-wheel operation. Artificial intelligence creates a "personality" that can learn the owner's likes.



**FSC:** Under Toyota's design philosophy of "Vibrant Clarity", the FSC (Flexible Saloon Concept) creates a new feeling of quality in an innovative format that is neither sedan nor minivan.

### Lexus



**LF-Sh:** A "flagship sedan" concept, offering a new dimension in the balance of driving pleasure and environmental compatibility, potentially featuring a powerful hybrid system with a V8 engine, and all-wheel drive.

**GS450h:** A premium sedan with a new hybrid system, developed for front-engine, rear-wheel-drive vehicles, dedicated to achieving an exemplary harmony of environmental and driving performance.



**LF-A:** A premium, two-seater sports car that reflects the Lexus "L-finesse" design philosophy and is powered by a newly developed high-output V10 engine.