## THE YEAR IN REVIEW

The year 2005 was another significant year for Toyota Motor Corporation (TMC). It was the year that Toyota played part in the EXPO 2005 Aichi, Japan, which attracted 22 million visitors, stimulated the local economy and enlivened all of Japan. At the Toyota Group Pavilion, TMC was able to present to large numbers of people from around the world its activities relating to mobility in the 21st century and its initiatives to help create a society in which there is harmony between people, the earth and the environment.

2005 was also the year that Toyota launched the Lexus brand in Japan, seeking to develop it into a global luxury brand. Japanese sales of the GS, IS and SC series, which pursue the essence of luxury, attracted considerable attention from customers and established a strong luxury vehicle image.

Outside Japan, Toyota launched a number of projects. In the Czech Republic, Toyota started joint production of the Aygo with PSA Peugeot Citroën, and in China, Toyota began production of the Prius and the Crown-their first-ever production overseas. In India, South Africa and Argentina, Toyota launched the IMV Project, which seeks to develop more efficient production and supply systems on a global scale.

2005 also marked the year that Toyota concluded a basic agreement with Fuji Heavy Industries for the formation of a business tie-up. Toyota is continuing discussions with Fuji Heavy Industries to form a collaborative relationship that focuses on development and production and is beneficial to both companies.
Also during 2005, Toyota launched a new management structure, and finally, at the end of the year, Toyota announced its production plans for 2006, with goals surpassing 9 million units for the entire Toyota group.

## NOTES

1) Statistics in this publication are based on Toyota Motor Corporation data from January 1, 2005 to December 31 2005, except where noted.
2) All figures are unconsolidated, unless otherwise stated.
3) Regions listed as North America, Latin America and Europe etc. on pages 3, 4, 6, 9 , 23, 24, 27 to 51 and 71 to 75 are defined by the Japan Automobile Manufacturers Association.
4) Please note that there are two different kinds of data used when defining "overseas production". On pages 1 and $3, C K D^{*}$ vehicles are not included in overseas production figures but are included in Japanese production figures. For "2005 unit production" on pages 27, 30, 35, 37, 39, 47 and 49, as well as for Toyota production figures on pages 28, 29, 31 to $34,36,38,40$ to 46,48 and 50 , figures indicate the number of vehicles produced on a line-off basis.
5) On pages 27, 30, 35, 37, 39, 47 and 49, "Main products" is as of December 2005.
6) The following acronyms are used throughout this publication: - JAMA (Japan Automobile Manufactures Association) -TMC (Toyota Motor Corporation)
**Complete Knock Down: Vehicles manufactured locally with $40 \%$ or more local content, in terms of value (F.O.B. price).

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## 1-1. Outline of Toyota

Production, sales and exports of vehicles (callendar year) $(1=1,000$ vehicle)

| 2003 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Total | Toyota | Daihatsu | Hino |
| Worldwide production | 6,826 (8.1) | 6,078 (7.8) | 665 (7.3) | 83 (53.4) |
| Overseas | 2,581 (18.7) | 2,558 (18.7) | 24 (18.1) | - - |
| Japanese | 4,245 (2.6) | 3,520 (1.0) | 641 (7.0) | 83 (53.4) |
| Worldwide sales | 6,783 (10.0) | 6,071 (10.0) | 632 (6.6) | 81 (44.5) |
| Overseas | 4,478 (13.4) | 4,355 (13.5) | 90 (1.9) | 33 (45.1) |
| Japanese | 2,306 (3.9) | 1,716 (2.1) | 542 (7.4) | 48 (44.1) |
| Exports from Japan | 1,953 (1.9) | 1,836 (1.1) | 84 (10.2) | 33 (45.1) |


| 2004 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Total | Toyota | Daihatsu | Hino |
| Worldwide production | 7,547 (10.6) | 6,724 (10.6) | 730 (9.8) | 94 (12.8) |
| Overseas | 3,093 (19.8) | 3,043 (19.0) | 52 (119.4) | - - |
| Japanese | 4,454 (4.9) | 3,681 (4.6) | 679 (6.0) | 94 (12.8) |
| Worldwide sales | 7,518 (10.8) | 6,708 (10.5) | 716 (13.3) | 94 |
| Overseas | 5,130 (14.6) | 4,949 (13.6) | 138 (53.6) | 44 (31.1) |
| Japanese | 2,388 (3.6) | 1,759 (2.5) | 578 (6.6) | 51 (6.3) |
| Exports from Japan | 2,089 (7.0) | 1,952 (6.3) | 94 (12.0) | 44 (31.1) |


| 2005 |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | Total | Toyota | Daihatsu | Hino |
| Worldwide production | 8,232 (9.1) | 7,361 (9.5) | 774* (5.9) | 97 (3.4) |
| Overseas | 3,621 (17.0) | 3,571 (17.4) | 50 (-3.6) | - - |
| Japanese | 4,611 (3.5) | 3,790 (3.0) | 725 (6.6) | 97 (3.4) |
| Worldwide sales | 8,115 (7.9) | 7,267 (8.3) | 752 (5.8) | 96 (1.8) |
| Overseas | 5,747 (12.0) | 5,554 (12.2) | 151 (13.5) | 42 (-4.5) |
| Japanese | 2,369 (-0.8) | 1,713 (-2.6) | 601 (4.0) | 55 (7.1) |
| Exports from Japan | 2,195 (5.0) | 2,043 (4.7) | 110 (17.0) | 42 (-4.5) |

*Figure was rounded up.

1-1. Outline of Toyota

| Business results (fiscal year, consolidated, U.S. GAAP) |  |  |  |  | ( $1=\ldots 1$ million)* ${ }^{\text {* }}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2003 |  | 2004 |  | 2005 |
| Period | April 2002- <br> March 2003 |  | April 2003- <br> March 2004 |  | April 2004March 2005 |
| Net Revenues: |  |  |  |  |  |
| Sales of Products | $¥ 14,793,973$ | $¥$ | 16,578,033 | $¥$ | 17,790,862 |
| Financing Operations | 707,580 |  | 716,727 |  | 760,664 |
| Total | 15,501,553 |  | 17,294,760 |  | 18,551,526 |
| Operating Income | 1,271,646 |  | 1,666,890 |  | 1,672,187 |
| Net Income | 750,942 |  | 1,162,098 |  | 1,171,260 |
| ROE | 10.4\% |  | 15.2\% |  | 13.6\% |
| Per Share Data (yen): |  |  |  |  |  |
| Net Income (Basic) | ¥ 211.32 |  | $¥ 342.90$ |  | ¥ 355.35 |
| Cash Dividends | 36.00 |  | 45.00 |  | 65.00 |
| Shareholders' Equity | 2,063.43 |  | 2,456.08 |  | 2,767.67 |
| R\&D Expenses | 668,404 |  | 682,279 |  | 755,147 |
| Capital Expenditures*2 | 1,005,931 |  | 945,803 |  | 1,068,287 |
| Depreciation | 870,636 |  | 969,904 |  | 997,713 |

*1 Yen in millions except per share data
*2 Excluding equipment leased to others
NOTE: For further information, please go to: http://www.toyota.co.jp


## 1-2. Production

| Regional breakdown of production |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - In 2005, Japanese production reached 3.78 million vehicles. <br> - Overseas production was about 3.57 million vehicles. |  |  |  |  |  |  |  |  |  |  |
| Production by region |  |  |  |  |  |  |  |  |  |  |
|  | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| North America | 782.9 | 838.3 | 962.8 | 1,061.9 | 1,104.0 | 1,088.5 | 1,205.3 | 1,278.4 | 1,444.0 | 1,535.1 |
| Latin America | 3.2 | 3.8 | 15.3 | 16.8 | 19.6 | 17.5 | 27.8 | 58.1 | 80.4 | 138.5 |
| Europe | 150.3 | 132.5 | 190.0 | 190.5 | 188.1 | 219.5 | 383.6 | 466.1 | 582.5 | 638.2 |
| Africa | 85.0 | 91.2 | 74.1 | 68.4 | 77.5 | 77.5 | 75.5 | 93.3 | 108.8 | 121.1 |
| Asia | 257.0 | 244.4 | 125.5 | 182.8 | 269.8 | 282.7 | 371.8 | 548.4 | 717.0 | 1,029.2 |
| Oceania | 67.6 | 77.6 | 100.4 | 91.0 | 92.4 | 94.6 | 86.6 | 113.6 | 109.9 | 109.2 |
| Overseas total | 1,346.1 | 1,387.9 | 1,468.1 | 1,611.5 | 1,751.3 | 1,780.3 | 2,150.5 | 2,558.0 | 3,042.7 | 3,571.3 |
| Japan | 3,410.1 | 3,502.0 | 3,165.8 | 3,118.2 | 3,429.2 | 3,354.4 | 3,485.2 | 3,520.3 | 3,680.9 | 3,789.6 |
| Worldwide total | 4,756.1 | 4,890.0 | 4,634.0 | 4,729.7 | 5,180.5 | 5,134.7 | 5,635.7 | 6,078.3 | 6,723.7 | 7,360.9 |

2005 Breakdown of production by country/region
Overseas Production

|  | Country/Region | Model name | 2005 |
| :---: | :---: | :---: | :---: |
| North America | Canada | Corolla | 152,496 |
|  |  | Matrix | 80,409 |
|  |  | RX | 73,104 |
|  | U.S.A. | Avalon | 108,638 |
|  |  | Camry | 356,499 |
|  |  | Corolla | 186,131 |
|  |  | Sequoia | 44,864 |
|  |  | Sienna | 192,644 |
|  |  | Solara | 43,993 |
|  |  | Tacoma | 168,937 |
|  |  | Tundra | 127,417 |
| Latin America | Argentina | IMV | 46,164 |
|  | Brazil | Corolla | 57,827 |
|  | Mexico | Tacoma | 23,696 |
|  | Venezuela | Corolla | 8,720 |
|  |  | IMV | 2,047 |
| Europe | Czech Republic | Aygo | 34,598 |
|  | France | Yaris | 180,595 |
|  | Portugal | Coaster | 143 |
|  | Turkey | Corolla | 158,567 |
|  | U.K. | Avensis | 156,137 |
|  |  | Corolla | 108,195 |
| Africa | South Africa | Corolla | 65,536 |
|  |  | Hiace | 9,973 |
|  |  | Hilux | 5,975 |
|  |  | IMV | 38,382 |
|  |  | TUV | 1,209 |
| Asia | China | Coaster | 3,342 |
|  |  | Corolla | 63,552 |
|  |  | Crown | 28,561 |
|  |  | Prius | 113 |
|  |  | Reiz | 13,777 |
|  |  | Vios | 25,169 |

1-2. Production

Overseas Production (continued)

|  | Country/Region | Model name | 2005 |
| :---: | :---: | :---: | :---: |
| Asia | India | Corolla | 8,937 |
|  |  | IMV | 35,526 |
|  | Indonesia | Avanza | 56,485 |
|  |  | IMV | 87,767 |
|  |  | TUV | 10,152 |
|  | Malaysia | Avanza | 38,041 |
|  |  | Camry | 5,698 |
|  |  | Corolla | 4,765 |
|  |  | IMV | 20,913 |
|  |  | TUV | 410 |
|  |  | Vios | 20,370 |
|  | Pakistan | Corolla | 25,149 |
|  | Philippines | Camry | 833 |
|  |  | Corolla | 4,113 |
|  |  | IMV | 12,851 |
|  | Taiwan | Camry | 24,554 |
|  |  | Corolla | 36,330 |
|  |  | TUV | 14,080 |
|  |  | Vios | 31,523 |
|  |  | WISH | 31,376 |
|  |  | Zace | 1,832 |
|  | Thailand | Camry | 10,268 |
|  |  | Corolla | 40,105 |
|  |  | IMV | 284,600 |
|  |  | Soluna Vios | 76,512 |
|  | Vietnam | Camry | 1,723 |
|  |  | Corolla | 1,409 |
|  |  | IMV | 28 |
|  |  | TUV | 5,935 |
|  |  | Vios | 2,406 |
| Oceania | Australia | Avalon | 2,132 |
|  |  | Camry | 107,070 |

Japanese production
Toyota brand
(1 = 1 vehicle)

| Model name | Start of production | 2005 | Cumulative total |
| :---: | :---: | :---: | :---: |
| Allex | 2001 | 11,541 | 94,567 |
| Allion | 2001 | 32,599 | 167,728 |
| Alphard | 2002 | 86,630 | 315,636 |
| Alphard Hybrid | 2003 | 4,604 | 13,827 |
| Altezza | 1998 | 9,712 | 292,411 |
| bB | 2000 | 94,828 | 443,959 |
| Belta | 2005 | 11,439 | 11,439 |
| Brevis | 2001 | 1,622 | 31,462 |
| Caldina | 1992 | 15,091 | 821,554 |
| Camry | 1980 | 64,877 | 3,785,249 |
| Celica | 1970 | 8,594 | 4,129,362 |
| Celsior | 1989 | 37,926 | 879,685 |
| Century | 1967 | 595 | 39,306 |
| Coaster | 1963 | 11,409 | 332,681 |
| Comfort | 1995 | 10,006 | 133,811 |
| Corolla | 1966 | 361,881 | 22,933,821 |
| Crown | 1954 | 86,114 | 5,616,737 |

1-2. Production

Japanese production (continued)

| Toyota brand |  |  | (1 = 1 vehicle) |
| :---: | :---: | :---: | :---: |
| Model name | Start of production | 2005 | Cumulative total |
| Estima | 1990 | 48,121 | 1,754,027 |
| Estima Hybrid | 2001 | 2,125 | 27,349 |
| FunCargo | 1999 | 25,908 | 530,679 |
| Granvia | 1995 | 17,127 | 376,289 |
| Harrier | 1997 | 107,930 | 881,519 |
| Harrier Hybrid | 2005 | 40,153 | 40,153 |
| Hiace | 1967-1997 | 137,430 | 4,796,888 |
| Hilux | 1967 | 201,376 | 10,643,163 |
| Ipsum | 1996 | 20,855 | 679,836 |
| Isis | 2004 | 68,146 | 91,154 |
| ist | 2002 | 83,234 | 422,451 |
| Kluger | 2000 | 163,333 | 756,623 |
| Kluger Hybrid | 2005 | 30,556 | 30,556 |
| Land Cruiser | 1951 | 315,056 | 4,974,840 |
| Liteace | 1970 | 11,086 | 2,180,653 |
| Markll | 1968 | 3,400 | 6,526,065 |
| MarkX | 2004 | 64,116 | 79,928 |
| MR-S | 1999 | 3,883 | 75,356 |
| Noah | 2001 | 74,673 | 342,392 |
| Opa | 2000 | 942 | 78,869 |
| Passo | 2004 | 92,732 | 167,507 |
| Platz | 1999 | 61,425 | 667,246 |
| Porte | 2004 | 44,184 | 83,433 |
| Premio | 2001 | 38,382 | 182,237 |
| Prius | 1997 | 179,407 | 471,736 |
| Probox | 2002 | 49,418 | 179,647 |
| Progrès | 1998 | 2,287 | 75,258 |
| Ractis | 2005 | 38,915 | 38,915 |
| Raum | 1997 | 23,700 | 268,184 |
| RAV4 | 1994 | 237,936 | 2,076,045 |
| SIENTA | 2003 | 51,477 | 148,618 |
| Soarer | 1981 | 6,294 | 479,519 |
| Succeed | 2002 | 24,608 | 98,387 |
| Townace | 1976 | 16,934 | 2,434,251 |
| Toyoace/Dyna | 1954 - 1956 | 57,934 | 3,466,260 |
| Vitz | 1999 | 241,152 | 1,753,803 |
| Voxy | 2001 | 79,371 | 292,953 |
| WiLLCypha | 2002 | 1,361 | 31,825 |
| Windom | 1991 | 79,422 | 1,032,348 |
| WISH | 2003 | 90,242 | 407,489 |

Lexus brand
(1 = 1 vehicle)

|  | Model name | Start of production | 2005 |
| :--- | :---: | :---: | :---: |
| GS | 2005 | 63,616 | 63,616 |
| IS | 2005 | 34,477 | 34,477 |
| SC | 2005 | 4,778 | 4,778 |

NOTE: Figures include those for export models and CKD products

## 1-3. Sales

## Recional breakdown of sales

- Toyota's Japanese sales in 2005 came to 1.71 million vehicles
- In 2005, overseas sales reached 5.55 million vehicles -the highest record to date.
- Worldwide sales reached 7.26 million vehicles.

Sales by region
( $1=1,000$ vehicles)
$\begin{array}{lllllllll}1996 & 1997 & 1998 & 1999 & 2000 & 2001 & 2002 & 2003 & 2004 \\ 2005\end{array}$
North America 1,233.3 1,336.4 1,489.4 1,605.3 1,742.8 1,869.0 1,908.9 2,031.3 2,230.3 2,436.
$\begin{array}{lllllllllll}\text { Latin America } & 100.4 & 135.4 & 151.6 & 125.9 & 129.1 & 132.0 & 128.8 & 162.1 & 214.9 & 270.5\end{array}$
$\begin{array}{llllllllllll}\text { Europe } & 438.8 & 501.8 & 560.5 & 606.8 & 671.9 & 672.3 & 764.8 & 851.5 & 946.9 & 995.2\end{array}$
$\begin{array}{llllllllllll}\text { Africa } & 135.5 & 143.6 & 129.7 & 123.2 & 121.8 & 126.5 & 139.8 & 160.6 & 206.7 & 227.2\end{array}$
$\begin{array}{lllllllllll}\text { Asia } & 455.3 & 425.7 & 240.1 & 263.6 & 371.7 & 380.3 & 493.4 & 682.4 & 846.3 & 1,062.9\end{array}$
$\begin{array}{llllllllllll}\text { Oceania } & 144.2 & 148.2 & 176.5 & 171.8 & 176.7 & 162.2 & 182.2 & 215.1 & 232.8 & 236.9\end{array}$
$\begin{array}{lllllllllll}\text { Middle East } & 114.4 & 146.7 & 182.3 & 161.4 & 168.7 & 204.3 & 220.3 & 251.4 & 270.9 & 325.3\end{array}$
Overseas total 2,621.8 2,837.6 2,930.0 3,058.1 3,382.6 3,546.7 3,838.3 4,354.5 4,948.8 5,554.1 Japan $\quad 2,135.3$ 2,005.9 1,711.0 1,664.4 1,771.7 1,715.2 1,680.5 1,715.9 1,758.8 1,713.1 Worldwide total 4,757.0 4,843.6 4,641.0 4,722.5 5,154.3 5,261.9 5,518.8 6,070.4 6,707.6 7,267.3

Top 10 markets in terms of sales
( $1=1,000$ vehicles

|  | Country/Region | 2003 | Country/Region | 2004 | Country/Region | 2005 |
| :---: | :--- | :--- | :--- | :--- | :--- | ---: |
| 1 | U.S.A. | $1,866.3$ | U.S.A. | $2,060.0$ | U.S.A. | $2,260.3$ |
| 2 | Japan | $1,715.9$ | Japan | $1,758.8$ | Japan | $1,713.1$ |
| 3 | Australia | 190.9 | Thailand | 234.2 | Thailand | 278.0 |
| 4 | Thailand | 188.7 | Australia | 206.7 | Australia | 208.8 |
| 5 | Canada | 165.0 | Canada | 170.2 | China | 183.5 |
| 6 | U.K. | 133.8 | Indonesia | 140.0 | Indonesia | 179.1 |
| 7 | Italy | 125.4 | U.K. | 138.1 | Canada | 175.8 |
| 8 | Saudi Arabia | 111.2 | Taiwan | 135.3 | Taiwan | 151.2 |
| 9 | Taiwan | 108.1 | Italy | 128.7 | U.K. | 138.5 |
| 10 | Germany | 106.1 | Germany | 120.4 | Italy | 130.5 |

2005 Overseas sales by brand
$=1,000$ vehicles)

|  | Toyota brand | Lexus brand | Total |
| :--- | ---: | ---: | ---: |
| North America | $2,123.1$ | 313.0 | $2,436.1$ |
| Latin America | 269.1 | 1.4 | 270.5 |
| Europe | 966.5 | 28.8 | 995.2 |
| Africa | 227.0 | 0.2 | 227.2 |
| Asia | $1,040.9$ | 22.0 | $1,062.9$ |
| Oceania | 230.0 | 6.9 | 236.9 |
| Middle East | 311.6 | 13.7 | 325.3 |
| Overseas Total | $\mathbf{5 , 1 6 8 . 1}$ | $\mathbf{3 8 6 . 0}$ | $\mathbf{5 , 5 5 4 . 1}$ |

NOTE: Figure was rounded up.

1-3. Sales

## 2005 Japanese sales breakdown by model



1-3. Sales

| Toyota brand (continued) |  |  | (1 $=1$ vehicle) |
| :---: | :---: | :---: | :---: |
| Model name | Start of sales | 2005 | Cumulative total |
| SIENTA | 2003 | 51,145 | 145,304 |
| Soarer | 1981 | 243 | 343,059 |
| Succeed | 2002 | 24,535 | 96,853 |
| Townace | 1976 | 5,987 | 2,100,668 |
| Toyoace | 1954 | 12,383 | 1,305,309 |
| Vitz | 1999 | 131,937 | 824,540 |
| Voxy | 2001 | 73,899 | 286,113 |
| WiLL Cypha | 2002 | 1,568 | 31,833 |
| Windom | 1991 | 2,174 | 228,553 |
| WISH | 2003 | 92,014 | 377,229 |

Lexus brand
(1 = 1 vehicle)

|  | Model name | Start of sales | 2005 |
| :--- | :---: | ---: | :---: |
| GS | 2005 | 5,843 | Cumulative total |
| IS | 2005 | 3,911 | 3,843 |
| SC | 2005 | 539 | 539 |

## 1-4. Exports

## 1-4. Exports

| Export from Japan |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - Toyota's exports from Japan in 2005 came to about 2.04 million vehicles. |  |  |  |  |  |  |  |  |  |  |
| Toyota's exports from Japan by region |  |  |  |  |  |  |  | ( $1=1,000$ vehicles) |  |  |
|  | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| North America | 456.3 | 510.8 | 569.5 | 650.1 | 717.7 | 720.8 | 852.1 | 782.8 | 813.5 | 939.6 |
| Latin America | 86.2 | 135.3 | 125.1 | 89.0 | 93.9 | 97.4 | 75.2 | 71.5 | 95.6 | 120.2 |
| Europe | 303.6 | 404.1 | 372.5 | 447.9 | 491.1 | 433.1 | 392.7 | 424.6 | 419.0 | 360.5 |
| Africa | 44.2 | 47.3 | 49.2 | 42.3 | 37.4 | 38.2 | 53.6 | 58.2 | 92.0 | 100.1 |
| Asia | 184.3 | 161.6 | 79.3 | 93.4 | 117.5 | 99.0 | 147.2 | 154.7 | 156.2 | 129.8 |
| Oceania | 82.1 | 93.6 | 104.2 | 102.3 | 115.0 | 113.1 | 128.1 | 154.1 | 164.6 | 159.2 |
| Middle East | 112.1 | 133.7 | 155.7 | 114.5 | 126.3 | 158.5 | 160.4 | 182.6 | 202.1 | 226.5 |
| Total | 1,276. | 1,494.3 | 1,462.8 | 548.0 | , 726 | ,6657 | 有6. | 8260 | 2051 |  |

2005 exports by model

| Toyota brand | $\text { ( } 1=1 \text { vehicle) }$ |  |  |
| :---: | :---: | :---: | :---: |
| Model name | Start of exports | 2005 | Cumulative total |
| Camry/Camry CNG | 1982 | 60,320 | 3,113,079 |
| Celica | 1970 | 7,104 | 3,304,989 |
| Coaster | 1969 | 7,917 | 195,446 |
| Corolla | 1966 | 209,540 | 11,567,566 |
| Crown | 1954 | 7,477 | 757,609 |
| Hiace/Semi bonnet | 1967 | 75,884 | 2,119,807 |
| Highlander | 2000 | 124,459 | 655,506 |
| Highlander Hybrid | 2005 | 27,240 | 27,240 |
| Hilux/4 Runner | 1968 | 193,813 | 9,386,311 |
| Land Cruiser | 1952 | 244,000 | 4,064,783 |
| MR-S/MR2 | 1984 | 2,564 | 246,408 |
| Picnic | 1996 | 9,363 | 172,080 |
| Previa | 1990 | 16,175 | 468,688 |
| Prius | 2000 | 135,860 | 284,632 |
| RAV4/RAV4 EV | 1994 | 220,166 | 1,713,162 |
| Scion xA/xA | 2003 | 30,978 | 68,687 |
| Scion xB | 2003 | 52,996 | 117,752 |
| Scion tC | 2004 | 76,969 | 111,685 |
| Toyoace/Dyna | 1957 | 28,282 | 912,966 |
| WISH | 2003 | 4,820 | 22,490 |
| Yaris/Echo/Yaris Verso | 1998 | 172,473 | 1,576,206 |


| Lexus brand |  |  | (1 = 1 vehicle) |
| :---: | :---: | :---: | :---: |
| Model name | Start of exports | 2005 | Cumulative total |
| ES | 1989 | 77,291 | 831,063 |
| GS | 1993 | 56,195 | 312,704 |
| GX | 2002 | 35,176 | 109,026 |
| IS | 1998 | 35,703 | 208,279 |
| LS | 1989 | 31,421 | 518,877 |
| LX | 1995 | 13,167 | 130,818 |
| RX | 1997 | 41,755 | 621,377 |
| RX Hybrid | 2005 | 33,472 | 33,472 |
| SC | 1991 | 9,945 | 154,818 |

## 2-1. Japanese production sites and sales

- 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 294 Toyota dealers in Japan, consisting of four channels: "Toyota", "Toyopet", "Toyota Corolla" and "Netz".

Locations of Toyota facilities


## 2-1. Japanese production sites and sales



Toyota plants

| Name | Main products | $\begin{gathered} \text { Start of } \\ \text { operations } \end{gathered}$ | $\begin{aligned} & \text { Site area* } \\ & \left(1,000^{*}\right) \end{aligned}$ | $\begin{aligned} & \text { Bldgo area } \\ & \left(1,000 \mathrm{~m}^{2}\right) \end{aligned}$ | Number of employees |
| :---: | :---: | :---: | :---: | :---: | :---: |
| (1) Honsha Plant | Land Cruiser 100, chassis, forged parts, chassis mechanical parts | 1938 | 550 |  | 3,646 |
| (2) Motomachi Plant | Crown, Brevis, Progrès, Mark X, Mark \|| Blit | 1959 | 1,595 | 848 | 6,273 |
| (3) Kamigo Plant | Engines | 1965 | 867 | 554 | 3,243 |
| (4) Takaoka Plant | Corolla, Allex, Plazz, Vitz, ist, SIENTA, Porte, Ractis | 1966 | 1,359 | 715 | 5,352 |
| (5) Miyoshi Plant | Chassis parts, chassis mechanical parts | 1968 | 334 | 175 | 1,565 |
| (6) Tsutsumi Plant | Prius, Camry, Premio, Allion, Caldina, WISH, SciontC | 1970 | 937 |  | 5,070 |
| (7) Myochi Plant | Engines / chassis casted parts, chassis mechanical parts | 1973 | 560 | 277 | 1,692 |
| (8) Shimoyama Plant | Engines, exhaust emission control devices | 1975 | 415 | 229 | 1,446 |
| (9) Kinu-ura Plant | Drivetrain casting parts | 1978 | 836 | 380 | 3,259 |
| (10) Tahara Plant | Celsior, GS, IS, Land Cruiser Prado, 4Runner, RAV4 | 1979 | 4,029 | 1,157 | 6,989 |
| (11) Teiho Plant | Machinery, dies for casting / molds for plastic parts | 1986 | 286 | 109 | 1,466 |
| (12) Hirose Plant | R\&D and production of electronic parts and semiconductors, etc. | 1989 | 247 | 92 | 1,376 |
| Total |  |  |  |  | 41,377 |
| (1) Toyota Motor Kyushu, Inc. | Harrier, Kluger, IS | 1992 | 1,634 | 350 | 2,453 |
| (2) Toyota Motor Hokkaido, Inc. | Automatic transmissions, transfers, aluminum wheels | 1992 | 990 | 191 | 2,396 |
| (3) Toyota Motor Tohoku Co., Ltd. | Mechanical and electronic parts | 1998 | 290 | 30 | 200 |

*Site areas include leased properties.
NOTES: 1) Toyota Motor Kyushu, Inc., Toyota Motor Hokkaido, Inc., and Toyota Motor Tohoku Co., Ltd. are wholly owned subsidiaries of Toyota Motor Corp.
2) As of March 2005; data of main products as of November 2005

## 2-2. Japanese automobile sales network

- There are 294 Toyota dealers in Japan, consisting of four channels: "Toyota", "Toyopet", "Toyota Corolla" and "Netz".
- In August 2005, Lexus, which began as a premium brand in North America in 1989, debuted in Japan. In every aspect of product development, sales, marketing and customer service, Toyota is determined to clearly give Lexus its own unique identity. Creation of an approx. 150 -dealer network was completed at the end of 2005 . The GS, SC and IS was initially marketed. The LS will be introduced in 2006.


Each channel deals with different market segments.
TOYOTA: The luxury channel for the Toyota brand
TOYOPET: The leading channel in Japan's midsize market
TOYOTA COROLLA: Toyota's large-volume channel with an emphasis on (but not limited to) compact vehicles
Netz: A 21st century channel targeting customers who have new and evolving values
Lexus: Aims to provide the highest-quality products and an unparalleled purchasing and after-sales service experience through a global luxury brand for the 21st century

- In addition, DUO sales outlets, which sell Volkswagen vehicles, have been operating since April 1992.


## 2-3. Toyota group and supplier organizations

The Toyota Group*1

| Company name | Main products / activities | Establishment Equity sh <br> (\%) |  | Capital Number of ( $\ddagger$ milion) employees |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Toyota Industries Corporation | - Manufacture and sales of spinning and weaving machines, industrial vehicles and automobiles | Nov. 1926 | 23.51 | 80,462 | 30,990 |
| Aichi Steel Corporation | - Manufacture and sales of speciality steel and forged steel products | Mar. 1940 | 24.22 | 25,016 | 2,359 |
| Toyoda Machine Works, Ltd.*2 | - Manufacture and sales of machine tools and auto parts | May 1941 | 23.62 | 24,805 | 3,878 |
| Toyota Auto Body Co., Ltd. | - Manufacture of auto and special vehicle bodies and parts | Aug. 1945 | 56.03 | 10,371 | 10,421 |
| Toyota Tsusho Corporation | Import, export and trading of raw materials and products | July 1948 | 22.99 | 26,748 | 1,963 |
| Aisin Seiki Co., Ltd. | - Manufacture and sales of auto parts, household appliances and die-cast parts | June 1949 | 22.25 | 45,049 | 10,456 |
| DENSO CORPORATION | - Manufacture and sales of electric auto components and household appliances | Dec. 1949 | 22.98 | 187,456 | 33,310 |
| Toyoda Boshoku Corporation | - Vehicle interior parts <br> - Filters and mechanical powertrain parts - Texiles | May 1950 | 46.82 | 8,400 | 6,476 |
| Towa Real Estate Co., Ltd. | - Real estate development, management and rental | Aug. 1953 | 45.00 | 23,750 | 77 |
| Toyota Central Research and Development Laboratories, Incorporated | - Fundamental technical research for the Toyota Group | Nov. 1960 | 54.00 | 3,000 | 923 |
| Kanto Auto Works, Ltd. | - Manufacture of auto bodies and parts and equipment for housing construction | Apr. 1946 | 50.08 | 6,850 | 5,377 |
| Toyoda Gosei Co., Ltd. | - Manufacture and sales of synthetic resin, rubber and cork products | June 1949 | 42.66 | 28,027 | 5,348 |
| Hino Motors, Ltd. | - Manufacture and sales of large trucks and buses | May 1942 | 50.11 | 72,717 | 9,030 |
| Daihatsu Motor Co., Ltd. | - Manufacture and sales of automobiles | Mar. 1907 | 51.19 | 28,404 | 10,476 |

${ }^{* 1}$ As of the end of fiscal year 2005
*2 Toyoda Machine Works, Ltd. and Koyo Seiko Co., Ltd. merged to form JTEKT Corporation in January 2006.

Supplier organizations*

| Association | Establishment | Number of companies | Main products lactivities |
| :--- | :---: | :---: | :---: |
| Kyohokai | Dec. 1943 | 207 | O Manufacture of auto parts and components |
| Eihokai | Apr. 1983 | 122 | O Manufacture of molds, gauges, jigs, etc. and <br> contractors for plant facilities |

*As of June 2005

2-4. Major investments in non-automotive industries

Outline of major Toyota investments in non-automotive industries

| Company name |  | Main products / activities | Establishment | Equity share (\%) | Capital <br> ( $\ddagger$ billion) | Number of employees |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Finance | Toyota Financial Sevices Corporation | - Overseeing the management of Toyota financing companies | 2000 | 100.0 | 78.52 | 69 |
|  | Aioi Insurance Co., Ltd. | - Nonlife insurance business | 1918 | 33.4 | 100.00 | 8,578 |
| IT | KDDI Corporation* | - Telephone and cellular phone service <br> - Internet service <br> - Data center service | 1984 | 11.24 | 141.85 | 10,000 |
|  | Toyota Digital Cruise Inc. | - Value Added Network (VAN) business <br> Intranet service, and system integration | 1996 | 60.8 | 0.80 | 258 |
|  | Toyota Communication Systems Co., Ltd. | - Development, maintenance and operation of key global design, procurement, production, sales and managerial systems, as well as consultation concerring such systems | 2001 | 100.0 | 1.42 | 1,280 |
|  | Toyota Calum Inc. | - Development, sales, and service of business improvement systems (particularly CAD/CAM systems) for the manufacturing industry | 1993 | 77.9 | 0.70 | 172 |
|  | Toyota Info Technology Center Co., Ltd. | - Development of IT-related technologies and discovery and development of new business models | 2001 | 65.0 | 3.00 | 30 |
|  | Digital Media Service Co. | - Sales support and maintenance service of Gazoo system hardware - System integration | 2000 | 75.0 | 0.15 | 152 |
|  | TAS Co., Ltd. | - Provision of real estate appraisals/ information via the internet | 2000 | 22.2 | 0.18 | 5 |
| Media | Nagoya Broadcasting Network | - TV broadcasting | 1961 | 34.6 | 0.40 | 232 |
|  | Himawari Network Inc. | - Operation of cable television service and Internet service | 1989 | 21.5 | 2.31 | 69 |
|  | ZIP-FM Inc.* | - General broadcasting business and music entertainment business | 1992 | 10.0 | 1.20 | 28 |
| Adverisement | Delphys Inc. | - Advertisements, marketing senvices, business solutions for shops/education/T etc. | 1949 | 100.0 | 0.05 | 437 |
|  |  | - Management of welware-related site |  |  |  |  |
| ITS | Satellite Positioning Information Service, Ltd. | - Providing solutions for correcting discrepancies in GPS data for car navigation systems | 1996 | 20.8 | 0.48 | 2 |
|  | Toyota Mapmaster Incorporated | - Production and sales of map data for navigation systems | 1998 | 51.1 | 0.48 | 120 |
|  | Japan Mayday Service Co., Ltd. | - Relay of requests for emergency assistance to police, rescue services, etc. | 1999 | 22.3 | 1.15 | 15 |

NOTE: As of March 2005
*As of January 2006

## 2-4. Major investments in non-automotive industries

Outline of major Toyota investments in non-automotive industries (continued)


NOTE: As of March 2005

2-4. Major investments in non-automotive industries

Outline of major Toyota investments in non-automotive industries (continued)


[^0]*2 As of August 2005

## 2-4. Major investments in non-automotive industries

Outline of major Toyota investments in non-automotive industries (continued)

| Company name |  | Main products / activities | Estabishment | Equity Capital Number of share (\%) ( $\ddagger$ billion) employees |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Others | Toyota Mizunami Development Co., Ltd. | - Operation of golf courses | 1989 | 38.1 | 0.25 | 48 |
|  | Toyota Tourist International., Inc. | - Authorized agent of overseas airline companies and agent for shipping companies | 1973 | 52.0 | 0.12 | 207 |
|  |  | - Consultation and conciliation for overseas travel, representing foreign traveler's proceedings and preparation of documentation for foreign travel |  |  |  |  |
|  |  | - Tour planning |  |  |  |  |
|  |  | - Reservation for air flight tickets and passages |  |  |  |  |
|  |  | - Issuance of air flight tickets |  |  |  |  |
|  |  | - Foreign exchange banking |  |  |  |  |
|  |  | - Investment in various business |  |  |  |  |
|  |  | - Other items related to aforementioned items |  |  |  |  |
|  | Nagoya Grampus Eight Inc. | - Organization and management of a professional soccer team | 1991 | 22.5 | 0.40 | 30 |
|  | TOYOTAMMENTY Inc. | - Management and consulting service for hotels, wedding halls, restaurants and sporting facilities | 1992 | 100.0 | 0.10 | 69* |
|  | OJT Solutions Co., Ltd. | Implementation of production line improving of production plan | 2002 | 51.0 | 0.25 | 84 |
|  | TOYOTAPersonal Support Co., Ltd. | - Company's welfare management | 2002 | 100.0 | 0.06 | 301* |
|  | GENDAI Advanced Studies Research Organization | - Automobile-related research | 1968 | 92.0 | 0.025 | 53 |

NOTE: As of March 2005
*As of January 2006

## 3-1. R\&D organization

TMC now conducts body and major component design and evaluation at R\&D facilities in five market regions-North America, Europe, Australia, Asia and Japan. R\&D bases in North America, Europe, Australia and Asia function, taking platforms and base models developed in Japan and modifying the specifications and body to reflect the tastes of each market.

Calty Design Research, Inc.



Toyota Motor Engineering \& Manufacturing North America, Inc. (TEMA)*
*See Page 21.


Toyota Motor Europe R\&DManufacturing (TME-RDM)

Arizona Proving Ground


## 3-1. R\&D organization



Head Office Technical Center


Toyota Central Research \& Development Laboratories, Inc.

3-1. R\&D organization

| Japan |  |  |
| :--- | :--- | :--- |
| Toyota <br> Technical <br> Center <br> (Head Office) | Location | Toyota City, Aichi Prefecture |
| Establishment Activities Planning, design, vehicle evaluation, prototypes, <br> etc. <br> Higashi-Fuji Location Mishuku, Susono City, Shizuoka Prefecture <br> Technical Establishment November 1966 <br> Center Activities Research and advanced development <br> Shibetsu Location Onnebetsu, Shibetsu City, Hokkaido <br> Proving Ground Establishment October 1984 <br>  Activities Vehicle testing and evaluation <br> Toyota Central Location Aichi County, Aichi Prefecture <br> Research \& Establishment November 1960 <br> Development Activities Fundamental technical research for the Toyota Group <br> Laboratories, Inc.   |  |  |

U.S.A.

| Toyota Motor |  |  |
| :--- | :--- | :--- |
|  |  |  |
| Manufacturing |  |  |
| North America, | Location | Ann Arbor, Michigan (with offices in Plymouth, <br> Michigan; Torrance and Gardena, California; <br> Inc. (TEMA)* |
|  | Wittmann, Arizona; and Washington, D.C.) |  |

[^1]
## 3-1. R\&D organization

Europe

| Toyota Motor <br> Europe R\&D/ <br> Manufacturing <br> (TME-RDM) | Location | Zaventem, Belgium (with offices in Derbyshire, Great <br> Britain and Kerpen, Germany) |
| :--- | :--- | :--- |
| Establishment | September 1987 |  |
| Activities | Support to Toyota's European projects; Evaluation of <br> vehicles and material in European conditions and <br> environments; Research and investigation of <br> technologies in Europe; Homologation of Toyota's <br> vehicles |  |
| Toyota Europe <br> Design <br> Development <br> (ED2) | Location | Côe d'Azur, France |
| Activities | November 1998 |  |
| Toyota <br> Motorsport <br> GmbH | Design development (exterior styling, interior and <br> color design), model production and design survey |  |

Asia Pacific

| Toyota Technical | Location | Samut Prakan Province, Thailand |
| :--- | :--- | :--- |
| Center Asia | Establishment | September 2003 |
| Pacific Thailand | Activities | TTCAP-TH conducts research and development <br> work on product design, testing and evaluation. <br> Co. Ltd. <br> (TTCAP-TH) |
|  | TTCAP-TH also distributes technology-related <br> information within the Asia Pacific region. |  |
| Toyota Technical | Location | Melbourne, Victoria, Australia |
| Center Asia | Establishment | June 2003 |
| Pacific Australia Activities | TTCAP-AU conducts research and development work <br> Pty. Ltd. |  |
| (TTCAP-AU) |  |  |

## 3-2. Overseas operations

- At the end of 2005, Toyota had a total of 52 overseas manufacturing companies in 27 countries/regions. Toyota markets vehicles in more than $170^{*}$ countries and regions.
*As of May 2005


## 3-2. Overseas operations

|  | Manufacturing companies |
| :--- | :---: |
| North America | 10 |
| Lathin America | 5 |
| Europe | 8 |
| Africa | 2 |
| Asia (excluding Japan) | 25 |
| Oceania | 1 |
| Middle East | 1 |
| Overseas total | $\mathbf{5 2}$ |

Toyota's overseas manufacturing companies (continued)

| Asia | Country/Region | Name |
| :---: | :---: | :---: |
|  | Indonesia | PT. Toyota Motor Manufacturing Indonesia |
|  | Malaysia | Assembly Services Sdn. Bhd. (ASSB) |
|  | Pakistan | Indus Motor Company Ltd. |
|  | Philippines | Toyota Motor Philippines Corp. (TMP) |
|  |  | Toyota Autoparts Philippines Inc. (TAP) |
|  | Taiwan | Kuozui Motors, Ltd. |
|  | Thailand | Toyota Motor Thailand Co., Ltd. (TMT) |
|  |  | Toyota Auto Body Thailand Co., Ltd. |
|  |  | Thai Auto Work Co., Ltd. (TAW) |
|  |  | Siam Toyota Manufacturing Co., Ltd. (STM) |
|  | Vietnam | Toyota Motor Vietnam Co., Ltd. |
|  | China | Tianjin Jinfeng Auto Parts Co., Ltd. (TJAC) |
|  |  | Tianjin Fengjin Auto Parts Co., Ltd. (TFAP) |
|  |  | Tianjin Toyota Motor Engine Co., Ltd. (TTME) |
|  |  | Tianjin Toyota Forging Co., Ltd. (TTFC) |
|  |  | Tianjin Toyota Press Co., Ltd. |
|  |  | Tianjin Toyota Resin Co., Ltd. |
|  |  | Tianjin FAW Toyota Motor Co., Ltd. (TFTM) |
|  |  | FAW Toyota (Changchun) Engine Co., Ltd. (FTCE) |
|  |  | Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD) |
|  |  | Guangqi Toyota Engine Co., Ltd. (GTE) |
|  |  | Sichuan FAW Toyota Motor Co., Ltd. (SFTM) |
|  |  | Guangzhou Toyota Motor Co., Ltd. (GTMC) (2006)* |
| Oceania | Australia | Toyota Motor Corporation Australia Ltd. (TMCA) |
| Middle East | Bangladesh | Aftab Automobiles Ltd. |

*Planned year of operational start

## 3－3．Overseas model offerings

Overseas model offerings

|  | Toyota brand |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{array}{\|l\|l\|} \hline \frac{0}{2} \\ \frac{2}{c} \\ \hline \end{array}$ |  |  | N 진 | $1$ |  |  |  |  |  |  |  |  | － |  |  |  | 亚 |  |  |  |  |  |  |  |
| Argentina |  |  |  | － |  |  |  |  | － |  |  |  |  |  |  |  |  | － | $\bigcirc$ |  |  |  |  | － |  |
| Australia |  | － |  |  | － |  | － |  | － |  |  |  | $\bigcirc$ | O | 0 |  | － | － | － |  |  | － | － | － | － |
| Austria |  |  | － | － | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － | － | － |
| Belgium |  |  | － |  | $\bigcirc$ |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － | － | － |
| Brazil |  |  |  | － |  |  |  |  | － |  |  |  |  |  |  |  |  |  | － |  |  |  |  | － |  |
| Canada |  | － |  |  | － |  |  |  | － |  |  |  |  | － | － |  |  |  | － |  | $\bigcirc$ |  |  |  | － |
| China |  |  |  | － |  | － | － |  | － |  |  | － |  |  | － |  |  |  | － |  | － |  |  | － | － |
| Czech Republic |  |  | － |  |  |  |  |  | － | － | － |  |  |  |  |  | － | O | － |  |  |  | － |  |  |
| Denmark |  |  | － |  | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － | － | － |
| Finland |  |  | － | － | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － | － | － |
| France |  |  | － |  | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － | － | － |
| Germany |  |  | － | － | $\bigcirc$ |  |  |  | － | － | － |  |  |  |  |  | － | － | － |  |  | － | － | $\bigcirc$ | － |
| Grece |  |  | － |  | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － |  | － |
| Hawaii |  | － |  |  | － |  |  |  | － |  |  |  |  | － | － | － |  |  | $\bigcirc$ |  | － | － |  |  | － |
| Hong Kong | － |  |  | － |  | － | － | － | － |  |  | － |  |  | － |  |  |  | － |  |  |  | － | － | － |
| Hungary |  |  | － |  | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  |  | － |  | － |
| India |  |  |  | － |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  |  |  |  |  |
| Indonesia |  |  |  | － |  |  |  |  | － |  |  | － | － |  |  |  |  | － | － |  |  |  |  | － |  |
| Ireland |  |  | － | － | O |  |  |  | － | － | － |  | － |  |  |  | － | － | O |  |  | － | － | － | － |
| Israel |  |  |  | － |  |  |  |  | － |  | － |  |  |  |  |  | － | － | － |  |  |  | － |  | － |
| Italy |  |  | － |  | － |  |  |  | － | － | － |  |  |  |  |  | － | － | － |  |  | － | － | － | － |
| Kuwait |  | － |  | － |  |  | － |  | － |  |  |  | $\bigcirc$ | － | － |  |  | － | － |  |  |  |  | － |  |
| Malaysia |  |  |  | － |  |  | － |  | － |  |  | － |  |  | － |  | － | － | － |  |  |  |  | － |  |
| Mexico |  |  |  | － |  |  |  |  | － |  |  |  |  |  | － |  | － | － | － |  | － | － |  |  |  |
| Netherlands |  |  | － | － | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － | － | － |
| New Zealand |  | － |  |  | $\bigcirc$ |  |  |  | － |  | － |  |  | － | 0 |  | － | $\bigcirc$ | － |  |  |  | － | － | － |
| Norway |  |  | － |  | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － |  | － | － |
| Oman |  | － |  | － |  |  | － |  | － |  |  |  | $\bigcirc$ | － | － |  | － | － | － |  |  |  |  | － |  |
| Pakistan |  |  |  | － |  |  | － |  | － |  | － | － |  |  | － |  | － | － | － |  |  |  |  |  |  |
| Philippines |  |  |  | － |  |  | － |  | － |  |  |  |  |  | － |  | － | － | － |  |  |  |  | － |  |
| Poland |  |  | － |  | － |  |  |  | － | － | － |  |  |  |  |  | － | － | － |  |  | － | － | － | $\bigcirc$ |
| Portugal |  |  | － |  | － |  | － |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － | － | － | － |
| Puerto Rico |  | － |  |  | O |  |  |  | － |  |  |  |  | － | － | 0 |  |  | － |  | $\bigcirc$ | $\bigcirc$ |  |  | $\bigcirc$ |
| Russia |  |  |  | － |  |  |  |  | － | － | － |  |  |  | － |  |  |  | － |  |  |  |  |  |  |
| Saudi Arabia |  | － |  | － |  |  | － |  | － |  |  |  | － | $\bigcirc$ | － |  | － | － | － |  |  |  |  | － |  |
| Singapore |  |  |  | － |  |  | － | － | － |  |  | － | － |  | － |  |  | － |  | － |  |  | － | － | － |
| Slovenia |  |  | － |  |  |  |  |  | － | － | － |  |  |  |  |  | － | $\bigcirc$ | － |  |  |  | － |  | － |
| South Africa |  |  |  | － |  |  |  |  | － | － |  |  | － |  | － |  | － | － | － |  |  |  |  |  | － |
| Spain |  |  | － |  | － |  |  |  | － | － | － |  |  |  |  |  |  | － | － |  |  | － | － | － | $\bigcirc$ |
| Sweden |  |  | $\bigcirc$ |  | － |  |  |  | － | － | － |  | － |  |  |  | － | $\bigcirc$ | － |  |  | － | － |  | $\bigcirc$ |
| Switzerland |  |  | － |  | － |  |  |  | － | － | － |  | － |  |  |  | － | － | － |  |  | － |  | － | $\bigcirc$ |
| Taiwan |  |  |  | － |  |  | － |  | － |  |  |  | － |  |  |  |  |  |  |  |  |  |  | － | $\bigcirc$ |
| Thailand |  |  |  |  | － |  | － |  | － |  |  | － |  |  | － |  |  | O | － |  |  |  |  |  |  |
| Turkey |  |  |  | － |  |  |  |  | － | － | － |  |  |  | － |  | － | － | － |  |  |  |  | $\bigcirc$ |  |
| U．A．E |  | － |  | － |  | － | － |  | － |  |  |  |  | $\bigcirc$ | － |  | － | $\bigcirc$ | $\bigcirc$ |  |  |  |  | － |  |
| U．K． |  |  | － | － | － |  |  |  | － | － | － |  | － |  |  |  | － | $\bigcirc$ | O |  |  | － | － | － | － |
| U．S．A．（exc．HAWAII） |  | － |  |  | $\bigcirc$ |  |  |  | － |  |  |  |  | － |  | $\bigcirc$ |  |  | $\bigcirc$ |  | － | $\bigcirc$ |  |  | － |
| Venezuela |  |  |  |  | － |  | － |  | ． |  |  |  | － |  |  |  | － | － | － |  |  |  |  |  |  |

## 3－3．Overseas model offerings

Overseas model offerings

|  | Toyota brand |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Lexus brand |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  | $\stackrel{y y y}{\|c\|}$ |  |  |  |  |  |  |  |  | Х | の | 0 | $\bigcirc$ | 不 |  |  |
| Argentina | $\bigcirc$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  | － |  |  |  |  |
| Australia | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | $\bigcirc$ |  |  | － | － |  | － | － | － | － |  | － |
| Austria | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| Belgium | － |  |  |  |  | － | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | $\bigcirc$ |
| Brazil | － |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  |  | － |  |  |  |  |
| Canada | － |  |  |  |  |  | － | － | － | － | － | － |  |  |  | － |  | － | － | － | － | － | － | － | － | － | － |
| China | － |  |  |  |  |  |  |  |  |  |  |  |  | $\bigcirc$ |  |  |  |  |  | － |  | － | － | － | － |  | － |
| Czech Republic | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － |  |  |  | － |  | － |  |  | － |  | $\bigcirc$ |
| Denmark | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | $\bigcirc$ |  |  | － |  | － |  |  | － | － |  |
| Finland | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | $\bigcirc$ |
| France | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| Germany | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | $\bigcirc$ |
| Greece | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| Hawaii | － |  | － | $\bigcirc$ | 0 | － | － | － | － | － | － | － |  |  |  |  |  | － | － | － | － | － | － | － | － | － | － |
| Hong Kong | － |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － | － |  | － | － |  | － | － |  | － |  | － |
| Hungary | － |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| India |  |  |  |  |  |  |  |  |  |  |  | － | ． |  |  |  |  |  |  |  |  |  | － |  |  |  |  |
| Indonesia |  |  |  |  |  |  |  |  |  |  |  |  | 0 | － |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ireland | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | $\bigcirc$ |
| ｜srael | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  |  |  |  | － |  |  |  |  |
| Italy | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | $\bigcirc$ |  | － | － |  | － | － | $\bigcirc$ |
| Kuwait | $\bigcirc$ |  |  | － | ， |  |  |  |  |  |  |  |  |  |  | － |  |  | － | － |  |  | － | － | － |  | $\bigcirc$ |
| Malaysia | $\bigcirc$ |  |  |  |  |  |  |  |  |  |  |  |  | $\bigcirc$ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Mexico | $\bigcirc$ |  |  |  |  |  |  | － | O | － |  |  |  |  |  | － |  | $\bigcirc$ |  |  |  |  |  |  |  |  |  |
| Netherlands | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| New Zealand | $\bigcirc$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  | － | － |  | － | － | － | － |  | $\bigcirc$ |
| Norway | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － |  |  | － | － |  |
| Oman | － |  |  | $\bigcirc$ | ， |  |  |  |  |  |  |  |  |  |  | － |  |  | － | － |  |  | － | － | － |  |  |
| Pakistan | $\bigcirc$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Philippines | － |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － |  |  |  |  |
| Poland | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － |  |  |  | － |  | － | － |  | － | － | $\bigcirc$ |
| Portugal | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| Puerto Rico | $\bigcirc$ |  | － | － | O | － | － | － | － | － |  | － |  |  |  | － |  | $\bigcirc$ | － | － | － | － | － | － | － | － | － |
| Russia | $\bigcirc$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  |  | － |  | － | － | － | － | － | － |
| Saudi Arabia | － |  |  | $\bigcirc$ | ， |  |  |  |  |  |  |  |  |  |  | － |  |  | － | － |  |  | － | － | － |  | － |
| Singapore | $\bigcirc$ |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  |  |  | － | － |  | － | － |  | － |  | － |
| Slovenia | － |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  |  |  |  |  |  |  |  |  |  |
| South Africa | － |  |  |  |  |  |  |  |  |  |  | － | － |  |  | － |  |  |  | $\bigcirc$ |  | － | － |  | － |  |  |
| Spain | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| Sweden | $\bigcirc$ |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| Switzerland | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| Taiwan |  |  |  |  |  |  | － |  |  |  |  | － |  |  | － |  |  |  | － | － |  | － | － | － | － |  | － |
| Thailand |  |  |  |  |  |  |  |  |  |  |  |  |  | 0 | － |  |  |  | － | － |  |  | － |  | － |  |  |
| Turkey | － |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － |  |  |  | － |  |  |  |  |  |  |  |
| U．A．E | $\bigcirc$ |  |  | $\bigcirc$ | ， |  |  |  |  |  |  |  |  |  |  | － |  |  | － | － |  |  | － | － | － |  | $\bigcirc$ |
| U．K． | － |  |  |  |  |  | － |  |  |  |  |  |  |  |  | － | － |  |  | － |  | － | － |  | － | － | － |
| U．S．A．exel．HAWAII） | － | $\bigcirc$ | － |  |  |  | － | － | － | － |  | － |  |  |  |  |  | － | － | － | － | － | － | － | － | － | － |
| Venezuela |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | － |  | $\bigcirc$ |  |  |  |  |  |  |  |  |  |

## 4-1. North America



Regional headquarters

|  | Company name | Establishment | Activities |
| :---: | :---: | :---: | :---: |
| U.S.A. | Toyota Motor North America, Inc. (TMA) | Mar. 1996 | Handling corporate affairs for Toyota in North America; holding company of TMS and TMMNA |
|  | Toyota Motor Engineering \& Manufacturing North America, Inc. (TEMA)* | Apr. 2006 | R\&D and assistance of manufacturing related to vehicles |

*Replaced Toyota Motor Manufacturing North America, Inc. (TMMNA); includes R\&D functions described on Page 21.
Manufacturing companies in North America

|  |  | Name | Start of operations | Number of employees | Main products | 2005 unit production |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Canada | (1) | Canadian Autoparts Toyota Inc. (CAPTIN) | Feb. 1985 | 242 | Aluminum wheels |  |
|  | (2) | Toyota Motor Manufacturing Canada Inc. (TMMC) | Nov. 1988 | 4,518 | Corolla, Matrix, RX330 Engines | $\begin{aligned} & 306.0 \\ & \hline 217.8 \end{aligned}$ |
| U.S.A. | 3 | TABC, Inc. | Nov. 1971 | 662 | Truck beds, catalytic converters, stamped parts, steering columns, engines | - |
|  | (4) | New United Motor Manufacturing, Inc. (NUMMI) | Dec. 1984 | 5,402 | Corolla, Tacoma, Voltz | 355.1* |
|  | 5 | Toyota Motor Manufacturing, Kentucky, Inc. (TMMK) | May 1988 | 6,820 | Avalon, Camry, Solara Engines | $\begin{aligned} & 509.1 \\ & \hline 444.2 \end{aligned}$ |
|  | 6 | Bodine Aluminum, Inc. | Jan. 1993 | 980 | Aluminum castings | - |
|  | 7 | Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV) | Nov. 1998 | 926 | Engines Transmissions | $\begin{aligned} & 464.4 \\ & \hline 394.5 \end{aligned}$ |
|  | 8 | Toyota Motor Manufacturing, Indiana, Inc. (TMMI) | Feb. 1999 | 4,634 | Tundra, Sequoia, Sienna | 364.9 |
|  | 0 | Toyota Motor Manufacturing, Alabama, Inc. (TMMAL) | Apr. 2003 | 480 | Engines | 168.8 |
|  | (1) | Toyota Motor Manufacturing, Texas,Inc. (TMMTX) | 2006(plan) | 447 | Tundra | - |

*The 2005 vehicle production figures for NUMMI do not include those of the GM Vibe ( 62,000 units).
Sales

| The number of distributors* | 2005 North America sales ( $1=1,000$ vehicles $)$ |
| :--- | :--- |
| 3 |  |

## 4-1. North America

## 1. Canada

## 2005 Market



2005 Tovota sales and production


## 4-1. North America

## 2. U.S.A.

$$
\text { ( } 1=1,000 \text { vehicles) }
$$

## 2005 Market



## 4-2. Latin America



Manufacturing companies in Latin America

|  |  | Name | Start of operations | Number of employees | Main products | 2005 unit production |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Argentina | (1) | Toyota Argentina S.A. (TASA) | Mar. 1997 | 2,432 | Hilux | 46.2 |
| Brazil | (2) | Toyota do Brasil LTDA. | May 1959 | 2,487 | Corolla Fielder | 57.8 |
| Colombia | (3) | Sociedad de Fabricacion de Automotores S.A. | Mar. 1992 | 1,316 | Hilux, Land Cruiser Prado | 12.6 |
| Mexico | (4) | Toyota Motor Manufacturing de Baja California, S. de R. L. de C.V. (TMMBC) | Sept. 2004 | 794 | Truck beds | - |
|  |  |  |  |  | Tacoma | 23.7 |
| Venezuela | 5 | Toyota de Venezuela Compania Anonima (TDV) | Nov. 1981 | 1,289 | Corolla, Dyna, Land Cruiser, Terios*, Hilux | 16.5 |

*A Daihatsu-brand vehicle; therefore, the figure does not include this model
Sales

| The number of distributors* | 2005 Latin America sales ( $1=1,000$ vehicles) |
| :---: | :---: |
| 44 | 270.5 |

*As of May 2005

## 4-2. Latin America

## 1. Argentina

( $1=1,000$ vehicles)

## 2005 Market



2005 Toyota sales and production


## 4-2. Latin America

## 2. Brazil

( $1=1,000$ vehicles)


2005 Toyota sales and production


## 4-2. Latin America

## 3. Mexico

( $1=1,000$ vehicles)

## 2005 Market




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

## 4-2. Latin America

## 4. Venezuela

( $1=1,000$ vehicles)


2005 Toyota sales and production


## 4-3. Europe



Regional headquarter
Belgium Toyota Motor Europe NV/SA Establishment Oct. 2005

Activities Coordination of Toyota's entire European business

Manufacturing companies in Europe

|  |  | Name | Start of operations | Number of employees | Main products | $\begin{aligned} & 2005 \text { unit } \\ & \text { production } \end{aligned}$ $(1=1,0,00 \mathrm{units})$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Czech Republic | (1) | Toyota Peugeot Citroën Automobile Czech, s.r.o. (TPCA) | Feb. 2005 | 3,225 | Aygo | 34.6* |
| France | (2) | Toyota Motor Manufacturing France S.A.S. (TMMF) | Jan. 2001 | 3,829 | Yaris | 180.6 |
|  |  |  |  |  | Engines | 191.6 |
| Poland | 3 | Toyota Motor Manufacturing Poland SP.zo.o. (TMMP) | Apr. 2002 | 1,967 | Transmissions | 331.4 |
|  |  |  |  |  | Engines | 101.5 |
|  | (4) | Toyota Motor Industries Poland SP. zo. o.(TMIP) | $\text { Mar. } 2005$ | 834 | Engines | 45.0 |
| Portugal | 5 | Salvador Caetano I.M.V.T., S.A. | Aug. 1968 | 950 | Dyna, Hiace, Optimo | 3.9 |
| Russia | 6 | Toyota Motor Manufacturing Russia Ltd. (TMMR) | 2007 (plan) | 500 | Camry | - |
| Turkey | 7 | Toyota Motor Manufacturing Turkey Inc. (TMMT) | Sept. 1994 | 3,421 | Corolla | 158.6 |
| U.K. | 8 | Toyota Motor Manufacturing (UK) Ltd. (TMUK) | Sept. 1992 | 4,897 | Avensis, Corolla | 264.3 |
|  |  |  |  |  | Engines | 174.6 |

*The 2005 vehicle production figures for TPCA do not include those of the PSA brand.
Sales

| The number of distributors* | 2005 Europe sales ( $1=1,000$ vehicles) |
| :---: | :---: |
| 28 | 995.2 |

[^2]4-3. Europe

## ( $1=1,000$ vehicles)

2005 Market


2005 Toyota sales and production


## 4-4. Africa



Manufacturing companies in Africa

|  |  | Name | Start of operations | Number of employees | Main products | 2005 unit production ( $1=1.000$ unis |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Kenya | (1) | Associated Vehicle Assemblers Ltd. | Aug. 1977 | 360 | Hiace, Land Cruiser | 1.7 |
| South Africa | (2) | Toyota South Africa Motors (Pty) Ltd. | June 1962 | 8,690 | Corolla, Dyna, Hiace, Hilux Engines | 123.8 |

Sales

| The number of distributors* | 2005 Africa sales ( $1=1,000$ vehicles) |
| :--- | :---: |
| *As of May 2005 | 227.2 |

*As of May 2005

## 4-4. Africa





Regional headquarter
Singapore Toyota Motor Asia Pacific Pte Ltd. (TMAP)

Activities program for ASEAN program for ASEAN nations and support

Manufacturing companies in Asia

|  |  | Name | Start of operations | Number of employees | Main products | $\begin{gathered} 2005 \text { unit } \\ \text { production } \\ (1=1,000 \text { iniss) } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| India | (1) | Toyota Kirloskar Motor Private Ltd. (TKM) | Dec. 1999 | 2,378 | Innova, Corolla | 44.5 |
|  | (2) | Toyota Kirloskar Auto Parts Private Ltd. (TKAP) | July 2002 | 800 | Axles, transmissions, propeller shafts | - |
| Indonesia | (3) | PT. Toyota Motor Manufacturing Indonesia | May 1970 | 3,895 | Kijang Innova, Kijang P/U Engines | $\begin{array}{r} 113.2 \\ \hline 232.8 \end{array}$ |
| Malaysia | (4) | Assembly Services Sdn. Bhd. (ASSB) | Feb. 1968 | 3,236 | Camry, Corolla, Hiace, Hilux, Vios, Innova, Fortuner | 54.5 |
|  |  |  |  |  | Engines | $10.5^{* 1}$ |
| Pakistan | (5) | Indus Motor Company Ltd. | Mar. 1993 | 1,634 | Corolla, Hilux, Cuore*2 | 28.5 |
| Philippines | (6) | Toyota Motor Philippines Corp. (TMP) | Feb. 1989 | 1,287 | Camry, Corolla, Innova | 17.8 |
|  | $(7$ | Toyota Autoparts Philippines Inc. (TAP) | Sept. 1992 | 581 | Transmissions, constant velocity joints | 220.7 |
| Taiwan | (8) | Kuozui Motors, Ltd. | Jan. 1986 | 2,502 | Camry, Corolla, Vios, WISH, Hiace, Zace, Dyna, engines, stamped parts | 139.7 |
| Thailand | (9) | Toyota Motor Thailand Co ., Ltd. (TMT) | Dec. 1964 | 5,909 | Camry, Corolla, Hilux VIGO, Vios, WISH | 366.9 |
|  | (10) | Toyota Auto Body Thailand Co., Ltd. | May 1979 | 134 | Stamped parts | - |
|  | (11) | Thai Auto Work Co., Ltd. (TAW) | May 1988 | 464 | Fortuner | 49.4 |
|  | (12) | Siam Toyota Manufacturing Co., Ltd. (STM) | July 1989 | 2,256 | Engines <br> Propeller shafts, casting (block, head) | 403.9 |
| Vietnam | (13) | Toyota Motor Vietnam Co., Ltd. | Aug. 1996 | 559 | Camry,Corolla, Hiace, Land Cruiser, Vios, Innova | 13.3 |

${ }^{* 1}$ Engine Assembly
${ }^{*}$ a Daihatsu-brand vehicle; therefore, the figure does not include this model
Sales

| The number of distributors*1 | 2005 Asia sales ( $1=1,000$ vehicles) |
| :---: | :---: |
| 11 | 879.4*2 |

*2 Excluding China sales

## 1. India

## 2005 Market



2005 Toyota sales and production


## 4-5. Asia

## 2. Indonesia

( $1=1,000$ vehicles)

## 2005 Market




4-5. Asia

## 3. Malaysia

## 2005 Market



2005 Toyota sales and production


## 4-5. Asia

## 4. Pakistan

( $1=1,000$ vehicles)
2005 Market


4-5. Asia

## 5. Philippines

## 2005 Market



2005 Toyota sales and production


4-5. Asia

## 6. Taiwan

( $1=1,000$ vehicles)
2005 Market



4-5. Asia

## 7. Thailand

## ( $1=1,000$ vehicles)

2005 Market


2005 Toyota sales and production


## 4-5. Asia

## 8. China



Manufacturing companies in China

|  |  | Name | Start of operations | Number of employees | Main products | $\begin{gathered} 2005 \text { unit } \\ \text { production } \\ (1=1=100) \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| China | (1) | Tianjin Jinfeng Auto Parts Co., Ltd. (TJAC) | Oct. 1997 | 410 | Steering assy, propeller shafts | - |
|  | (2) | Tianjin Fengjin Auto Parts Co., Ltd. (TFAP) | May 1998 | 350 | Constant velocity joints, axles | - |
|  | (3) | Tianjin Toyota Motor Engine Co., Ltd. (TTME) | July 1998 | 800 | Engines | 133.8 |
|  | (4) | Tianjin Toyota Forging Co., Ltd. (TTFC) | Jan. 1999 | 100 | Forged parts | - |
|  | 5 | Tianjin Toyota Press Co., Ltd. | May 2002 | 260 | Pressed parts | - |
|  | 6 | Tianjin Toyota Resin Co., Ltd. | May 2002 | 190 | Plastic parts | - |
|  | 7 | Tianjin FAW Toyota Motor Co., Ltd. (TFTM) | Oct. 2002 | 2,310 | Vios, Corolla, Crown, Reiz | 131.1 |
|  | 8 | FAW Toyota (Changchun) Engine Co., Ltd. (FTCE) | Dec. 2004 | 250 | Engines | - |
|  | 0 | Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD) | Dec. 2004 | 160 | Stamping dies for vehicles | - |
|  | (10) | Guangqi Toyota Engine Co., Ltd. (GTE) | Jan. 2005 | 50 | Engine parts (cam shafts, crank shafts), engines | - |
|  | (11) | Sichuan FAW Toyota Motor Co., Ltd. (SFTM) | Dec. 2005 | 1,500 | Coaster, Land Cruiser Prado, Land Cruiser, Prius | 13.4 |
|  | (12) | Guangzhou Toyota Motor Co., Ltd. (GTMC) | 2006 (plan) | 1,400 | Camry | - |

Sales

| The number of distributors* | 2005 China sales ( $1=1,000$ vehicles) |
| :---: | :---: |
| 3 | 183.5 |

*As of May 2005

## 4-5. Asia

## 8. China

## 2005 Market


*According to the China Association of Automobile Manufacturers
2005 Toyota sales and production


## 4-6. Oceania and Middle East



Manufacturing companies in Oceania and Middle East

|  |  | Name | Start of operations | Number of employees | Main products | 2005 unit production (1=1,000units) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Australia | (1) | Toyota Motor | Apr. 1963 | 4,497 | Avalon, Camry | 109.2 |
|  |  | Corporation Australia Ltd. (TMCA) |  |  | Engines | 87.3 |
| Bangladesh | (2) | Aftab Automobiles Ltd. | June 1982 | 110 | Land Cruiser Prado, Hino bus* | 0.1 |

*Hino brand. The figures for Hino vehicles are not included.
Sales

| The number of distributors* | 2005 Oceania sales ( $1=1,000$ vehicles) |
| :---: | :---: |
| 15 | 236.9 |
| The number of distributors* | 2005 Middle East sales ( $1=1,000$ vehicles) |
| 15 | 325.3 |

*As of May 2005

4-6. Oceania and Middle East

## Australia

## 2005 Market




Financial services

TMC established a 100\% TMC-owned subsidiary, Toyota Financial Services Corporation (TFS), for overseeing the management of sales finance companies worldwide in July 2000.
Overview of the TFS Group


Overseas sales finance companies

|  | Company | Establishment | Country/Region |
| :---: | :---: | :---: | :---: |
| North Americal Latin America | Toyota Compania Financiera de Argentina S.A. | Nov. 2004 | Argentina |
|  | Banco Toyota do Brasil S.A. | Jan. 1999 | Brazil |
|  | Toyota Credit Canada Inc. | Feb. 1990 | Canada |
|  | Toyota Services de Mexico, S.A. de C.V. | Oct. 2001 | Mexico |
|  | Toyota Credit de Puerto Rico Corporation | Jan. 1996 | Puerto Rico |
|  | Toyota Motor Credit Corporation | Oct. 1982 | United States |
|  | Toyota Services de Venezuela, C.A. | Oct. 2001 | Venezuela |
| Europe/Africa | Toyota Financial Services Czech s.r.o. | May 2000 | Czech Republic |
|  | Toyota Financial Services Danmark A/S | Mar. 2002 | Denmark |
|  | Toyota Finance Finland Oy | Aug. 1995 | Finland |
|  | Toyota France Financement (Branch of TKG) | Dec. 1997 | France |
|  | Toyota Kreditbank GmbH (TKG) | Apr. 1988 | Germany |
|  | Toyota Financial Services Hungary Rt. | July 2002 | Hungary |
|  | Toyota Financial Services Italy (Branch of TFSUK) | July 1997 | Italy |
|  | Toyota Finans Service Norway (Branch of TKG) | July 1997 | Norway |
|  | Toyota Bank Polska S.A. | Mar. 2000 | Poland |
|  | Toyota Financial Services Slovakia s.r.o. | Jan. 2005 | Slovakia |
|  | Toyota Financial Services South Africa (Pty) Ltd. | Apr. 2000 | South Africa |
|  | Toyota Financial Services Espana (Branch of TKG) | Apr. 2003 | Spain |
|  | Toyota Financial Services Sweden (Branch of TKG) | Mar. 2000 | Sweden |
|  | Toyota Financial Services (U.K.) Plc (TFSUK) | Nov. 1988 | United Kingdom |
| Asia/Oceania | Toyota Finance Australia Ltd. | June 1982 | Australia |
|  | Toyota Motor Finance (China) Co., Ltd. | Jan. 2005 | China |
|  | Toyota Financial Services Korea Co., Ltd. | Feb. 2005 | Korea |
|  | UMW Toyota Capital Sdn. Bhd. | Dec. 2001 | Malaysia |
|  | Toyota Finance New Zealand Ltd. | July 1989 | New Zealand |
|  | Toyota Financial Services Philippines Corp. | Aug. 2002 | Philippines |
|  | Hotai Finance Corp. | June 1999* | Taiwan |
|  | Hotai Leasing Corp. | June 1999* | Taiwan |
|  | Toyota Leasing (Thailand) Co., Ltd. | Oct. 1993 | Thailand |

*TFS equity participation started in December 2002.
Other financial operations

| Company | Establishment | Country |
| :--- | :--- | :--- |
| Toyota Finance Corporation | Nov. 1988 | Japan |
| Toyota Financial Services Securities Corporation | July 2000 | Japan |
| Toyota Asset Management Co., Ltd. | Feb. 1990 | Japan |
| Toyota Accounting Service Co. | July 1999 | Japan |

Business partner

|  | Company | Establishment |
| :--- | :---: | :---: |
| Aioi Insurance Co., Ltd. | June 1918 | Country |

## 5-1. Product and brand strategy

To heighten its value in markets worldwide, Toyota will put into effect product and brand strategies that reflect local needs and market environments.

Strengthening Product Lineups That Match Local Needs
Drawing from our extensive lineup of vehicles, we are creating regional product strategies aimed at motivating as many customers as possible around the world to choose Toyota vehicles.
Toyota is taking steps to tap local demand in markets worldwide. For example, to draw young, first-time Toyota customers, we began full-scale marketing of Scion-marque vehicles in North America. Additionally, local production in the U.S. of a full-size pickup truck was increased in 2006. In Europe, we began joint manufacturing of small passenger cars with a local automaker in February 2005. In China, Toyota is steadily assembling a full model lineup that ranges from compact cars and SUVs to high-end sedans. Further, as the IMV project got under way, other regions, centered on ASEAN countries, saw the rollout of a series of five new models-three pickup trucks, an SUV and a minivan.


Mark X

Developing Hybrid Vehicles and Other Market-creating Products
Toyota helps expand the automotive market through Hybrid Vehicle Sales tireless development of vehicles that create markets by offering new value. Launched in 2003, the new Prius earned resounding endorsement the world over. In fiscal 2005, hybrid sales surged 2.5 times year on year, to approximately 151,000 vehicles. And, March 2005 witnessed the unveiling of two SUVs, the Harrier and the Kluger, powered by hybrid systems. We will continue filling out our team of hybrid vehicles, including the introduction of hybrid Lexus models.

Also, we made efforts to invigorate Japan's market by introducing the Porte new-concept vehicle, the Isis midsize minivan and the Mark X luxury sedan.

| (Thousands of units) $240$ | (Thousands of units) 600 |
| :---: | :---: |
|  |  |
| 200 | 500 |
| 160 | 400 |
| 120 | 300 |
| 80 | \% 200 |
| 40 | -1...-1-100 |
| $0$ | 0 |
| CY'97 '98 '99 '00 '01 '02 $03{ }^{\prime} 04{ }^{\prime} 05$ |  |
| Cumulative vehicle sales (Right scale) |  |
|  |  |

Bringing a New Global, Premium Lexus Brand to Japan
In 1989, Toyota began marketing Lexus as its premium brand in North America. Since then, the success of Lexus-brand automobiles has been breathtaking. For the past five years, the Lexus has been the best-selling high-end car in the U.S. In fiscal 2005, Lexus sales grew an impressive $3.7 \%$ year on year, to approximately 358,000 vehicles.
In August 2005, Lexus debuted in Japan. In every aspect of product development, sales, marketing and customer service, we are determined to clearly differentiate Lexus from the Toyota brand. Lexus will strive to become the premium brand of the 21st century and beyond through the relentless pursuit of perfection and the true meaning of luxury. Lexus will continuously make efforts to provide its customers with the finest products and the most satisfying automobile ownership experience.


Lexus GS

## 5-1. Product and brand strategy

## 5-2. Globally optimal production and supply system

## TOPICS NEW R\&D CENTERS OPENED IN AUSTRALIA AND THAILAND

In response to growing regional sales, we upgraded our product development capabilities in Asia and Oceania in 2005 by establishing new research and development facilities in Australia in March and in Thailand in May. The new facilities reflect local demand by tailoring the bodywork and specifications of vehicle platforms and basic models developed in Japan.


- Overview of Lexus Operations in Japan

Operational start-up .................. August 2005 Dealer network ........................ 180 dealers*1 Models .......................... GS, SC, IS, LS*2
${ }^{* 1}$ At the launch of operations, there was 143 dealers. Creation of 150 -dealer network was completed at the end of 2005.
*2 The GS, SC and IS was initially marketed. The LS will be introduced in 2006.


Taking on the challenge of building a global production and supply system, the IMV* project is providing vehicles with enhanced appeal to growth markets the world over.

* Innovative International Multi-purpose Vehicle

Building a Globally Optimal Production and Supply System
Production of the IMV series started in August 2004. Setting its sights on constructing a globally optimal production and supply system that will bring vehicles to the markets of more than 140 countries and regions, the IMV project began developing pickup trucks and other vehicles exclusively for overseas demand. IMVs built in four main assembly nations-Thailand, Indonesia, South Africa and Argentina-are shipped to countries in Asia, Europe, Africa, Oceania, Central and South America, and the Middle East. In addition, such countries as India, the Philippines and Malaysia manufacture vehicles for their respective domestic markets.
Also, plants in Thailand, Indonesia, the Philippines and India split the production of such major components as engines for supply to vehicle-producing countries. For Toyota, IMV is a ground-breaking initiative because vehicles and components are built and supplied by a global operating platform that consists entirely of bases outside Japan and because production starts up almost simultaneously in the four main vehicle assembly nations mentioned.

■ Overview of the IMV Project


## Marketing More Attractive and Affordable Products

The IMV project's starting lineup comprises five models: three pickup trucks, a minivan and an SUV. To ensure that as many people as possible can enjoy those vehicles, we have sought to make everything about them "globally, the best", including quality, performance and pricing.
For example, while we have curbed costs by using the same platform for the five models, we have realized class-leading power and fuel economy by putting newly developed gasoline engines and clean common-rail diesel engines under the hoods. Further, the vehicle's distinctive shared traits include heading-turning styling; roomy, upmarket cabin interiors that afford passenger-car comfort; and the durability to cope with a wide variety of driving conditions. Toyota is able to produce such high-quality IMVs by working in close collaboration with local suppliers. For example, in Thailand the local purchasing ratio is now $96 \%$.


IMV-series Fortuner

## 5-2. Globally optimal production and supply system

## Stepping Up Our Ability to Supply Growth Markets

The backdrop to our pursuit of the IMV project is the rapid growth of automotive markets in ASEAN countries centered on Thailand. Demand for pickup trucks and multipurpose vehicles is particularly robust. So strong in fact that we had to upwardly revise initial production plans for the IMV project from approximately 500,000 vehicles to about 700,000 vehicles. To meet such demand, Toyota is expanding its production platform by building a new plant in Thailand and ramping up capacity in Indonesia.

In only three years, Toyota's consolidated vehicle sales in Asia have more than tripled, clearing approximately 830,000 units in fiscal 2005 . Markets in Africa and Central and South America are also moving toward expansion, and Toyota aims to make a large stride forward through decisive deployment of the IMV project.

Toyota's Rapidly Growing Unit Sales in Asia

## Thousands of units)



■ Main Production Bases of the IMV Project

| Country | Production model | Start of production | Annual production capacity | Export destination |
| :--- | :--- | :--- | :--- | :--- |
| Thailand | Pickup trucks  <br>  SUV | Aug. 2004 <br> Nov. 2004 | Total 350,000 vehicles: 2007 <br> (approximately 152,000 <br> vehicles for export) | Asia, Europe and other <br> regions, including Oceania |
| Indonesia | Minivan | Sept. 2004 | 120,000 vehicles: 2006 <br> (approximately 12,000 <br> vehicles for export) | Asia and Middle East |
| South Africa | Pickup trucks/SUV | Apr. 2005 | 120,000 vehicles: 2007 <br> (approximately 60,000 <br> vehicles for export) | Regions including Europe and <br> Africa |
| Argentina | Pickup trucks/SUV | Feb. 2005 | 65,000 vehicles: 2006 <br> (approximately 45,000 <br> vehicles for export) | Central and South America |
|  |  |  |  |  |

The names of production bases in respective countries are as follows:
Thailand: Toyota Motor Thailand Co., Ltd. Indonesia: PT. Toyota Motor Manufacturing Indonesia South Africa: Toyota South Africa Motors (Pty) Ltd. Argentina: Toyota Argentina S.A.

## 5-3. Motorsports

- Approximately 50 years, Toyota has engaged in motorsports - not only in Japan, but also on a global scale - with two objectives: 1) increasing the number of Toyota fans by offering people around the world an exciting way to experience the "joy of automobiles" and 2 ) enhancing Toyota's technological prowess. Building on its vast experience and notable results in this field, Toyota is determined to continue its positive engagement in motorsports to help people in the $21^{\text {st }}$ century enjoy a life full of dreams and aspirations.


## FIA Formula One World Championship (F1)

Toyota has been participating in Formula One as full-constructor team "Panasonic Toyota Racing" since 2002 and scored world championship points in its debut race in Australia. With Italian Jarno Trulli, German driver Ralf Schumacher and the TF106 race car, the team will compete in the 2006 season.

- Toyota's F1 activities are centered in Toyota
 Motorsport GmbH—Toyota Motor Corporation's motorsports subsidiary in Germany.


## Panasonic Toyota Racing

| Season | Race Drivers (Nationality) | F1 Car | Engine | Constructor's <br> Position |
| :---: | :--- | :--- | :--- | :---: |
| 2002 | - Mika Salo (Finland) <br> - Allan McNish (UK) | TF102 | RVX-02 | 10th |
| 2003 | - Olivier Panis (France) <br> - Cristiano da Matta (Brazil) | TF103 | RVX-03 | 8th |
| 2004 | - Cristiano da Matta (Brazil) <br> - Olivier Panis (France) <br> - Ricardo Zonta (Brazil) <br> - Jarno Trulli (Italy) | TF104 | RVX-04 | 8th |
| 2005 | - Jarno Trulli (Italy) <br> - Ralf Schumacher (Germany) | TF105 | RVX-05 | 4th |
| 2006 | - Jarno Trulli (Italy) <br> - Ralf Schumacher (Germany) | TF106 | RVX-06 |  |



## 5－3．Motorsports

## NASCAR

Toyota has been participating in NASCAR Craftsman Truck Series with the Tundra from 2004，and last year，got the $2^{\text {nd }}$ manufacturer＇s position and nine wins．In 2006，Toyota continues to participate with Tundras． Adding to that，Toyota plans to compete in the＂NASCAR NEXTEL Cup Series＂and the ＂NASCAR Busch Series＂with the Camry from the 2007 season．


## Activities in Japan

1）Super GT World Challenge Series（Super GT）— Toyota provides cars（the SC430， Supra，Celica and MR－S）to a number of teams through Toyota Technocraft Co．，Ltd． （TRD）．
2）Other race promotion activities carried out by Toyota：
－support of Japanese F3 teams
－sponsorship of the ESSO Formula Toyota Series
－sponsorship of the Netz Cup races
－the Toyota Young Driver Program（TDP）


## Fuil Speedway

In November 2000，Toyota acquired the management rights of Fuji International Speedway Co．，Ltd．Under Toyota，Fuji Speedway and its facitities were due to reopen in April 2005 after a major reformation and centered on three main themes：1） motorsports promotion，2）youth－oriented information dissemination and 3）safe－driving education．


## 5－4．Environment

## Improving Fuel Efficiency

Six Vehicle Categories Achieve 2010 Fuel Efficiency Standards In FY2004，eight out of nine Toyota vehicle series that were new or underwent complete redesign cleared the 2010 Fuel Efficiency Standards．Of the seven vehicle weight categories，a total of six achieved the 2010 Fuel Efficiency Standards，and the number of gasoline－powered passenger vehicles meeting the 2010 Fuel Efficiency Standards increased by four percentage points from the previous year to reach $87 \%$ of total production．

## ■ Actual Fuel Efficiency of Toyota Vehicles in FY2004 and 2010 Fuel Efficiency Standards



## Reducing Exhaust Emissions

Promotion of Widespread Adoption of Low－Emission Vehicles
In FY2004，Toyota increased the number of vehicle series that meet the 2005 Exhaust Emissions Standards in the Ministry of Land，Infrastructure and Transport＇s Approval System for Low－Emission Vehicles．As a result，the combined total number of vehicle series that meet or surpass the 2000 Exhaust Emissions Standards reached $99.5 \%$ of total production．The number of vehicle series that achieved an exhaust emission level 75\％lower than the 2005 Exhaust Emissions Standards（Super Ultra－Low Emission Vehicle level）reached $23.5 \%$ of total production．The percentage of vehicles that meet or surpass the Ultra Low－Emission Vehicle level，including those that meet the Approval System for Low－Emission Vehicles based on the 2000 Exhaust Emissions Standards and the 2005 Exhaust Emissions Standards in FY2004 reached 90．8\％ of total production in FY2004，for an increase of 14.3 percentage points compared to the previous year．The number of vehicle series that meet or surpass the Ultra Low－Emission Vehicle level and also meet the 2010 Fuel Efficiency Standards reached $81.4 \%$ of total production in FY2004，increasing by 13.5 percentage points from FY2003．
In FY2004，among Toyota＇s gasoline－powered passenger vehicles， 29 models were approved as $50 \%$ lower than the 2005 Exhaust Emissions Standards and 16 models were approved as $75 \%$ lower than the 2005 Exhaust Emissions Standards．
In response to the Low－Pollution Vehicle Designation System，in FY2004，Toyota submitted its vehicles to the low－pollution vehicle designation system administered by eight Tokyo area municipalities，and received certification for 103 of its models，reaching a cumulative total of 517 models．
－Percentage of Total Production that Met the Approval System for Low－Emission Vehicles based on the 2000 Exhaust Emissions Standards in FY2004

| Category | Reduction level | Percentage of total production（No．of models） |
| :---: | :---: | :---: |
| Transitional Low－Emission Vehicles | $25 \%$ lower than standard levels for 2000 | $\begin{aligned} & 8.5 \% \\ & (54) \end{aligned}$ |
| Low－Emission Vehicles | $50 \%$ lower than standard levels for 2000 | $\begin{gathered} 0.2 \% \\ (7) \\ \hline \end{gathered}$ |
| 动穴动 Ultra Low－Emission Vehicles | $75 \%$ lower than standard levels for 2000 | $\begin{gathered} 0.1 \% \\ (9) \end{gathered}$ |

## 5-4. Environment

## Production

Total $\mathrm{CO}_{2}$ emissions including emissions from non-production areas disclosed
TMC's total $\mathrm{CO}_{2}$ emissions (unconsolidated) including emissions from both production and non-production areas were 1.78 million tons in FY2004, or 194 tons per billion yen in sales.

- Company-wide $\mathrm{CO}_{2}$ Emissions (Energy Consumption) and $\mathrm{CO}_{2}$ Emissions per Sales Unit


NOTES: 1) Data for housing works as well as that for non-production areas such as offices were added to the previously reported figure for the automobile production process
2) For facilities in non-production areas for which FY1990 or FY2000 emissions data is not available, the oldest subsequent data available is used for the graph

## Reducing Waste

After achieving zero landfill waste* from production plants in December 2000,Toyota achieved the same goal at its non-production bases in December 2003. The volume of landfill waste generated from both production plants and non-production bases in FY2004 was less than 1\% of the FY1995 level, and the goal of zero landfill waste was met once again. Toyota significantly reduced the volume of waste generated in FY2004, including the portion that was recycled, through reduction measures at the source, such as reduction in the volume of industrial dust collected from casting processes and selling off scrap from grinding processes.
Excluding the amount that was recycled, the volume of waste generated was 10,482 tons/year, achieving the FY2004 goal.
*Zero landfill waste:
A reduction in landfill waste generated directly by plants to less than $5 \%$ of the 1995 level

## ■ Volume of Waste Generated



## 5-4. Environment

## Global Environmental Data

$\mathrm{CO}_{2}$ emissions, volume of waste generated and water consumption per vehicle have all decreased due to global expansion and steady implementation of improvements by each company.

## - $\mathrm{CO}_{2}$ Emissions Volume



■ Volume of Waste Generated


- Water Consumption (Vehicle Assembly Plants)



## 5-5. Social contributions

- With the aim of becoming a corporate citizen respected by international society, Toyota is conducting a wide range of philanthropic activities throughout the world. Its activities cover five major areas: education, the environment, culture and the arts, international exchange and local communities.


## INTERNATIONAL: ENVIRONMENT AND TECHNOLOGY

In 2000, Toyota Motor Corporation (TMC) launched the Toyota Environmental Activities Grant Program, in commemoration of TMC's receipt of the Global 500 Award* received in 1999 from the United Nations Environment Programme (UNEP). Based on the theme of "Environmental Technology and Human Resource Development Contributing to Environmental
 Revitalization and Conservation", the program provides grants to practical, regionally rooted projects in Japan and overseas. A total of 170 million yen will be awarded in grants to the 25 winners that were selected for FY2005. Since the program started in 2000, 89 recipients have been awarded a total of more than 1 billion yen.

* Established by UNEP to recognize individuals or organizations that contribute to greater environmental protection or improvement in terms of sustainable development.


## U.S.A.: EDUCATION

Toyota has supported the Parent and Child Education (PACE) program in partnership with the National Center for Family Literacy (NCFL) since 1991, to promote literacy between children and their parents. In 1998, the Toyota Families in Schools Program (TFSP) was established to bring fundamental changes in the interaction between schools and parents. In
 this program, unemployed parents without high school diplomas share in an educational experience with their school-aged children.

## EUROPE: ENVIRONMENT

Since 2003, Toyota and its overseas affiliates has been supporting the Schools for Sustainable Development Community Action Program in partnership with Groundwork, aiming to promote local school-community partnerships to identify and implement practical small-scale environment-improvement projects in the U.K., Poland
 and the Czech Republic. It raises environmental awareness and provides hands-on experience for students, teachers and local communities.

## EUROPE: TRAFFIC SAFETY

Since 2004, Toyota and its overseas affiliates has been supporting a Red Cross road safety and first-aid campaign for children in 26 European countries.
The overall objective is to reduce the number of children and young people who are injured or killed in traffic accidents. So far, some 750,000 schoolchildren have learned about road safety and what to do in the


## 5-5. Social contributions

## MIDDLE EAST: HUMANITARIAN SERVICES

TMC and its overseas affiliates supported contributions for the victims of the Oct. 11 Pakistan Earthquake, in addition to various relief supplies for the disaster, hoping for full recovery of the affected communities.

## CHINA: ENVIRONMENT

In 2001, Toyota started an afforestation program in cooperation with the Green Earth Center, the forestry bureau of the Fengning Man Autonomous County and the Chinese Academy of Sciences, in the suburban Beijing province of Hebei, which is in a critical state of desertification. So far, Toyota has planted 2,174 hectares in this region. For the prevention of
 desertification, this project includes improvement in the lifestyle of residents in this region and the conduction of environment research.

## KOREA: EDUCATION

Toyota initiated a Lecture Course at Seoul National University in 2004. The course aims to spread understanding of Korean and Japanese culture for the younger generation, primarily undergraduate and graduate students. As part of the program, Seoul National University provides an open lecture for the general public.


CAMBODIATHAILAND: HUMANITARIAN SERVICES
Toyota has been supporting land mine abolition activities organized by the Japan Alliance for Humanitarian Demining Support (JAHDS). The group develops mine detection technologies and demining systems. It aims to save people in warring areas from becoming land mine victims.


## ASIA AND PACIFIC REGION: HUMANITARIAN SERVICES

TMC and its overseas affiliates supported contributions for the victims of the 2004 Indian Ocean tsunami (including employee fund-raising and company match-funding), hoping for the full recovery of the affected communities, in addition to various relief supplies for the disaster.

## JAPAN: CULTURE AND THE ARTS

Toyota established the Choreography Award with a public theater in Tokyo since 2001 to provide young promising choreographers with performance opportunities for performance.
The performance of winning work receives extensive publicity and the award has attracted epoch-making attention in the field of the contemporary dance in Japan.


## 5-5. Social contributions

## JAPAN: INTERNATIONAL EXCHANGE

The international educational organization, "Up With People" gives students all over the world the opportunity to travel abroad and give musical performances onstage. Toyota has sponsored this international exchange program in Japan since 1996.


## JAPAN: ENVIRONMENT

Toyota opened the Toyota Shirakawa-Go Eco-Institute in April 2005. This new institute offers a unique combination of outdoor learning, cultural study and hands-on participation in meaningful conservation projects.


## THE TOYOTA FOUNDATION (JAPAN)

The Toyota Foundation was established in October 1974. It presently has a fund of $¥ 29.7$ billion (as of 2004) and supports both Japanese and overseas research and projects related to human and natural environments, social welfare, education, culture and other matters.

| Grants (FY2004) | ( $1=¥ 1$ million) |  |
| :---: | :---: | :---: |
| Type of grant | Number | Amount |
| Research Grant Program | 71 | 160 |
| Grant Program For Community Activities | 56 | 55 |
| Southeast Asian National Research Program | 40 | 58 |
| Southeast Asian Studies Regional Exchange Program | 17 | 25 |
| Foundation Initiative Grant Program | 16 | 55 |
| Others | 7 | 11 |
| Total | 207 | 364 |

SOURCE: Toyota Foundation

TOYOTA'S OVERSEAS FOUNDATION

|  | Country | Name | Establishment |  |
| :--- | :--- | :--- | :--- | :--- |
| North America | U.S.A. | Toyota USA Foundation | Jun. | 1987 |
|  | Canada | Toyota Canada Foundation | May | 1985 |
| Europe | Germany | Toyota Deutschland Stiftung | Dec. | 1992 |
| Africa | South Africa | Toyota South Africa Foundation | May | 1989 |
| Kenya | Toyota Kenya Foundation | May | 1990 |  |
| Asia | Indonesia | Toyota \& Astra Foundation | Oct. | 1974 |
|  | Philippines | Toyota Motor Philippines Foundation | Jul. | 1990 |
|  | Thailand | Toyota Thailand Foundation | Oct. | 1992 |



NOTE: The numbers in parentheses refers to the number of vehicles produced on a line-off basis.

6-1. Toyota chronology
(1 = 1 vehicle)

| Year | Japanese production | Overseas production | History |
| :---: | :---: | :---: | :---: |
| 1965 | 477,643 | $\begin{gathered} 0 \\ (12,446) \end{gathered}$ | Oct. Toyota (GB) Ltd. (TGB) est'd. in the U.K. <br> Nov. Kamigo Plant begins operation Toyota awarded the Deming Prize |
| 1966 | 587,539 | $\begin{array}{r} 0 \\ (23,391) \end{array}$ | Jul. Toyota Motor Sales Co., Ltd. enters the rent-a-car business <br> Sept. Takaoka Plant begins operation <br> Oct. Business tie-up agreement signed between Toyota Motor Co., Ltd., Toyota Motor Sales Co., Ltd. Hino Motors, Ltd. and Hino Motor Sales, Ltd. <br> Nov. Higashi-Fuji Automobile Performance Testing Center (now Higashi-Fuji Technical Center) completed |
| 1967 | 832,130 | $\begin{gathered} 0 \\ (35,036) \end{gathered}$ | Oct. "Auto" (now "Netz") dealer channel est'd. |
| 1968 | 1,097,405 | $\begin{gathered} 0 \\ (63,934) \end{gathered}$ | Feb. Assembly Services Sdn. Bhd. begins operation in Malaysia <br> Jul. Miyoshi Plant begins operation |
| 1969 | 1,471,211 | $\begin{gathered} 0 \\ (80,340) \end{gathered}$ |  |
| 1970 | 1,609,190 | $\begin{array}{r} 0 \\ (75,575) \end{array}$ | Aug. Toyota Motor Co., Ltd. Brussels Office opens in Belgium |
| 1971 | 1,955,033 | $\begin{gathered} 0 \\ (103,478) \end{gathered}$ | Jan. Toyota Deutschland GmbH (TDG) est'd. in Germany <br> Feb. Higashi-Fuji Technical Center opens |
| 1972 | 2,087,133 | $\begin{array}{r} 0 \\ (102,234) \end{array}$ | Jan. $10,000,000^{\text {th }}$ Toyota vehicle produced in Japan PT. Toyota-Astra Motor est'd. in Indonesia |
| 1973 | 2,308,098 | $\begin{array}{r} 0 \\ (123,869) \end{array}$ | Jun. Myochi Plant begins operation <br> Oct. Calty Design Research, Inc. est'd. in the U.S. |
| 1974 | 2,114,980 | $\begin{array}{r} 0 \\ (138,371) \end{array}$ | Apr. Procurement of parts from overseas begins |
| 1975 | 2,336,053 | $\begin{gathered} 0 \\ (154,208) \end{gathered}$ | Mar. Shimoyama Plant begins operation |
| 1976 | 2,487,851 | $\begin{array}{r} 0 \\ (160,715) \end{array}$ | Dec. Toyota enters the prefabricated housing industry Jul. $20,000,000^{\text {th }}$ Toyota vehicle produced in Japan |
| 1977 | 2,720,758 | $\begin{array}{r} 0 \\ (176,855) \end{array}$ | Feb. Toyota Manufacturing Australia Ltd. begins operation in Australia (now part of TMCA) <br> Jun. Toyota Technical Center, U.S.A., Inc. (TTC-USA) est'd. in the U.S. |
| 1978 | 2,929,157 | $\begin{array}{r} 0 \\ (199,991) \end{array}$ | Aug. Kinu-ura Plant begins operation |
| 1979 | 2,996,225 | $\begin{gathered} 78,607 \\ (209,448) \end{gathered}$ | Jan. Tahara Plant begins operation |
| 1980 | 3,293,344 | $\begin{gathered} 84,238 \\ (261,202) \end{gathered}$ | Jan. $30,000,000^{n}$ Toyota vehicle produced in Japan <br> Apr. "Vista" dealer channel est'd (now merged with "Netz"). |
| 1981 | 3,220,418 | $\begin{gathered} 106,882 \\ (298,357) \end{gathered}$ |  |
| 1982 | 3,144,557 | $\begin{gathered} 138,815 \\ (301,848) \end{gathered}$ | Jul. Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd. merge to become Toyota Motor Corporation (TMC) <br> Oct. UMW Toyota Motor Sdn. Bhd. est'd. in Malaysia |

NOTE: The numbers in parentheses refers to the number of vehicles produced on a line-off basis.

6-1. Toyota chronology

|  |  |  | (1 = 1 vehicle) |
| :---: | :---: | :---: | :---: |
| Year | Japanese production | Overseas production | History |
| 1983 | 3,272,335 | $\begin{gathered} 134,096 \\ (269,567) \end{gathered}$ | Mar. 40,000,000 ${ }^{\text {th }}$ Toyota vehicle produced domestically |
| 1984 | 3,429,249 | $\begin{gathered} 154,071 \\ (283,465) \end{gathered}$ | Oct. Shibetsu Proving Ground completed (first stage) <br> Dec. New United Motor Manufacturing, Inc. (NUMMII), a joint venture with General Motors, begins operation in the U.S. |
| 1985 | 3,665,622 | $\begin{gathered} 136,307 \\ (309,125) \end{gathered}$ |  |
| 1986 | 3,660,167 | $\begin{gathered} 152,524 \\ (448,233) \end{gathered}$ | Jan. $50,000,000^{n}$ Toyota vehicle produced in Japan Kuozui Motors, Ltd. begins operation in Taiwan <br> Feb. Teiho Plant begins operation |
| 1987 | 3,638,279 | $\begin{gathered} 92,260 \\ (444,359) \end{gathered}$ | Apr. Kasugai Housing Works begins operation <br> Sept. Toyota Technical Center of Europe completed in Belgium (now TMME Technical Center) |
| 1988 | 3,968,697 | $\begin{gathered} 244,371 \\ (442,755) \end{gathered}$ | Jan. Toyota Motor Sales Australia Ltd. est'd. in Australia <br> May Shibetsu Proving Ground completed <br> Toyota Motor Manufacturing, U.S.A., Inc. (TMM) begins operation in the U.S. (now Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)) <br> United Australian Automotive Industries Ltd. (UAAI) est'd. in joint venture with General Motors in Australia (no longer exists; joint venture dissolved March 1996) <br> Sept. $60,000,000^{\text {th }}$ Toyota vehicle produced domestically Nov. Toyota Motor Manufacturing Canada Inc. (TMMC) begins operation in Canada |
| 1989 | 3,975,902 | $\begin{gathered} 471,581 \\ (713,646) \end{gathered}$ | Jan. Toyota Motor Philippines Corp. (TMP) est'd. in the Philippines <br> Mar. Hirose Plant begins operation <br> Jun. N.V. Toyota Motor Marketing Services Europe S.A. (TMSE) est'd. in Belgium (now N.V. Toyota Motor Europe Marketing \& Engineering S.A. (TMME)) <br> Aug. Tochigi Housing Works completed <br> Sept. Toyota Europe Office of Creation (Toyota EPOC) opens in Brussels <br> Oct. TMP begins operation in the Philippines |
| 1990 | 4,212,373 | $\begin{gathered} 677,655 \\ (927,175) \end{gathered}$ | May Tokyo Design Center (now "Tokyo Design \& Research Laboratory") opens <br> Jul. Toyotasa Toyota-Sabanci Automotive Industry \& Trade Inc. est'd. in Turkey |
| 1991 | 4,085,081 | $\begin{gathered} 669,912 \\ (909,066) \end{gathered}$ | Feb. $70,000,000^{\text {th }}$ Toyota vehicle produced domestically |
| 1992 | 3,931,341 | $\begin{gathered} 764,466 \\ (981,271) \end{gathered}$ | Apr. Duo Volkswagen/Audi dealership est'd. <br> Sept. Toyota Supplier Support Center (TSSC) est'd. in the U.S. <br> Oct. Toyota Motor Hokkaido begins production <br> Dec. Toyota Motor Kyushu begins production Toyota Motor Manufacturing (UK) Ltd. (TMUK) begins production |
| 1993 | 3,561,750 | $\begin{gathered} 888,714 \\ (1,158,178) \end{gathered}$ | Sept. $80,000,000^{\text {th }}$ Toyota vehicle produced domestically |

NOTE: The numbers in parentheses refers to the number of vehicles produced on a line-off basis.

6-1. Toyota chronology


NOTE: The numbers in parentheses refers to the number of vehicles produced on a line-off basis.

6-1. Toyota chronology

\section*{(1 = 1 vehicle) <br> Year | Japanese | Overseas |
| :--- | :--- | :--- | :--- |
| production |  |
| production |  |$\quad$ History Exchange <br> Oct. 100,000,000 ${ }^{\text {h }}$ Toyota vehicle produced domestically}

Dec. Toyota Kirloskar Motor Ltd. (TKM) begins production in India
Jan. Toyota Motor North America, Inc. (TMA) begins operation
Mar. Toyota Motor Korea Ltd. (TMKR) est'd in Korea
Jul. Toyota Financial Services Corp. (TFS) est'd
Dec. Sichuan Toyota Motor Co., Ltd. (SCTM) begins production
2001 3,354,424
1,780,603
$(1,908,942)$
Jan. TMMF begins production
TMKR begins sales of Lexus models
Mar. Camry sales reach $5,000,000$ in the U.S.
Apr. Toyota Motor Asia Pacific Pte Ltd. (TMAP) est'd in Singapore
ADVICS Co., Ltd. est'd jointly with Aisin Seiki Co., Ltd., Denso Corp., Sumitomo Electric Industries, Ltd.
May Toyota Motor Sales de Mexico, S. de R.L. de C.V. (TMEX) est'd in Mexico
Jun. Toyota Motor Manufacturing, Alabama, Inc. (TMMAL) holds a ground-breaking ceremony
TMMF holds an opening ceremony
Jul. Toyota Motor (China) Investment Co., Ltd. (TMCL) est'd in China 000 "TOYOTA MOTOR" (TMR), a new sales and marketing company in Russia, est'd
Nov. Toyota de Venezuela C.A. (TDV) begins production of Daihatsu's 1.3-liter Terios

## Dec. Toyota Institute est'd

Jan. TMC and PSA Peugeot Citroën sign agreement for the joint development and production of small cars in Czech Republic
Feb. Toyota Motor Manufacturing Turkey Inc. (TMMT) begins exporting vehicles to Europe
Mar. Toyota hybrid vehicle (Prius, Estima Hybrid, Crown Mild Hybrid, Coaster Hybrid) sales reach 100,000 worldwide. Participates in first Formula One race.
Apr. Toyota Motor Europe (TME) est'd in Belgium
Construction starts on Toyota Peugeot Citroën Automobile Czech (TPCA)
Toyota Kirloskar Auto Parts Ltd. est'd in India
Toyota Motor Manufacturing Poland Sp.z 0.0 (TMMP) begins production of manual transmissions
Jun. $10,000,000^{n \pi}$ Toyota vehicle produced in North America Prius sales top 100,000 units worldwide
Aug. China FAW Group Corporation (FAW) and TMC establish long-term strategic relationship
Sept. TMC and Nissan agree to tie up on hybrid technology
TMC and FAW tie up on Chinese auto industry
Oct. Tianjin Toyota Motor Co., Ltd (TTMC) begins production in China

NOTE: The numbers in parentheses refers to the number of vehicles produced on a line off basis.

6-1. Toyota chronology

|  |  |  | (1 $=1$ vehicle) |
| :---: | :---: | :---: | :---: |
| Year | Japanese production | Overseas production | History |
|  |  |  | Nov. TOYOTA FCHV becomes first-ever market-ready fuel cell vehicle to be certified by Japan's Ministry of Land, Infrastructure and Transport <br> TMC-Hino fuel cell hybrid bus first to be certified for use on Japanese roads <br> Dec. TMC and TMS begin leasing the TOYOTA FCHV in Japan and North America |
| 2003 | 3,520,317 | $\begin{aligned} & 2,557,979 \\ & (2,611,416) \end{aligned}$ | Feb. TMC and Fuji Heavy Industries agree to tie up on G-BOOK <br> 12 TMC sales and marketing companies in Europe are rearranged to become subsidiaries or affiliated companies of Toyota Motor Marketing Europe <br> Mar. Toyota Motor Manufacturing, Texas, Inc. (TMMTX) est'd in the U.S. <br> Apr. TMC and China FAW group agree to jointly produce the Crown, Corolla, Land Cruiser and Land Cruiser Prado. TMMAL begins V8 engine production <br> Jun. Toyota Technical Center Asia Pacific (TTCAP) est'd in Thailand and Australia <br> Jul. PT. Toyota-Astra Motor is divided into a marketing company and a production company <br> Sept. The second generation Prius launched <br> TMC and Mitsubishi Motors agree to tie up on G-BOOK TMMC begins production of Lexus RX330 |
| 2004 | 3,680,946 | $\begin{gathered} 3,042,728 \\ (3,139,132) \end{gathered}$ | Feb. NUMMII marks 20th Anniversary <br> Guangqi Toyota Engine Co, Ltd.(GTE) est'd in China <br> Aug. TKAP begins transmission production <br> TMT begins production of IMV (Hilux VIGO) <br> Sept. Guangzhou Toyota Motor Co., Ltd. (GTMC) est'd in China TMC and FAW tie up on hybrid vehicles <br> Toyota Motor Manufacturing de Baja California (TMMBC) begins production <br> TIMMIN begins production of IMV (Kijang Innova) <br> Nov. Prius wins 2005 European Car of the Year <br> Dec. TMMBC begins production of Tacoma <br> Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD) begins production <br> FAW Toyota (Changchun) Engine Co., Ltd. (FTCE) begins production |
| 2005 | 3,789,582 | $\begin{gathered} 3,571,303 \\ (3,603,150) \end{gathered}$ | Jan. GTE starts making engine parts in China <br> Feb. TMMBC celebrates grand opening of Tijuana Plant in Mexico <br> TKM begins production of IMV (Innova) PSA Peugeot Citroën and TMC celebrate a major step in their successful collaboration in Czech Republic <br> Mar. Tsinghua University and TMC establish research center in China <br> TASA begins production of IMV (Hilux) TTCAP-AU inaugurates Australian R\&D Base <br> Toyota Group holds opening ceremony for Toyota Group Pavilion at EXPO 2005 Aichi, Japan, displaying the i-unit, i-foot and the Toyota Partner Robots <br> TFTM begins production of the Crown in China |

NOTE: The numbers in parentheses refers to the number of vehicles produced on a line-off basis.

6-1. Toyota chronology

| Year | Japanese production | Overseas production | History |
| :---: | :---: | :---: | :---: |
| 2006 |  |  | TMIP starts new diesel engine production in Poland <br> Apr. TSAM begins production of IMV (Hilux) <br> May TTCAP-TH inaugurates R\&D Base in Thailand <br> TPCA car production plant officially opens in Kolín, Czech Republic <br> Jun. TMMR marks start of construction of Russian Plant <br> Jul. TMC backs environmental activities by China's Youth <br> Aug. TMC introduces Lexus to Japan <br> Sept. TMV commemorates $10^{\text {th }}$ anniversary with plans to launch the Toyota Vietnam Foundation <br> TMIP officially inaugurates diesel engine plant in Poland <br> Oct. TMC and Fuji Heavy Industries agree on a business tie-up <br> 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 <br> Nov. GTE marks AZ engine production start in China Hybrid sales top 500,000 units worldwide <br> Dec. TMT holds stone-laying ceremony for new plant in Thailand <br> SFTM starts making Prius in Changchun, China <br> Feb. $15,000,000^{\text {th }}$ Toyota vehicle produced in North America |

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| Antigua and Barbuda | www.toyota-caribbean.com/countrytop/antigua |
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| Aruba | www.toyota-caribbean.com/countrytop/aruba |
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[^0]:    NOTE: As of March 2005
    *As of June 2005

[^1]:    *Replaced Toyota Technical Center, U.S.A., Inc. (TTC-USA); other functions described on Page 27.

[^2]:    *As of May 2005

