

# 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, CKD\* 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 Manufacturers 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 (calendar 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)

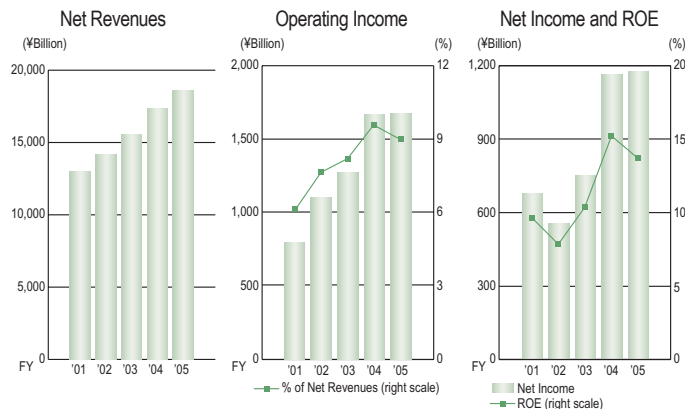
(1 = ¥1 million)\*1

Period	2003	2004	2005
	April 2002- March 2003	April 2003- March 2004	April 2004- March 2005
Net Revenues:			
Sales of Products	¥ 14,793,973	¥ 16,578,033	¥ 17,790,862
Financing Operations	707,580	716,727	760,664
<b>Total</b>	<b>15,501,553</b>	<b>17,294,760</b>	<b>18,551,526</b>
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.
- Overseas production was about 3.57 million vehicles.

### Production by region

(1 = 1,000 vehicles)

	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
<b>Overseas total</b>	<b>1,346.1</b>	<b>1,387.9</b>	<b>1,468.1</b>	<b>1,611.5</b>	<b>1,751.3</b>	<b>1,780.3</b>	<b>2,150.5</b>	<b>2,558.0</b>	<b>3,042.7</b>	<b>3,571.3</b>
<b>Japan</b>	<b>3,410.1</b>	<b>3,502.0</b>	<b>3,165.8</b>	<b>3,118.2</b>	<b>3,429.2</b>	<b>3,354.4</b>	<b>3,485.2</b>	<b>3,520.3</b>	<b>3,680.9</b>	<b>3,789.6</b>
<b>Worldwide total</b>	<b>4,756.1</b>	<b>4,890.0</b>	<b>4,634.0</b>	<b>4,729.7</b>	<b>5,180.5</b>	<b>5,134.7</b>	<b>5,635.7</b>	<b>6,078.3</b>	<b>6,723.7</b>	<b>7,360.9</b>

### 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
	Alllex	2001	11,541	94,567
	Allion	2001	32,599	167,728
	Alphard	2002	86,630	315,636
		Alphard Hybrid	2003	4,604
	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		<i>(1 = 1 vehicle)</i>	
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
MarkII	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		<i>(1 = 1 vehicle)</i>	
Model name	Start of production	2005	Cumulative total
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

### Regional 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

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
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	2,436.1
Latin America	100.4	135.4	151.6	125.9	129.1	132.0	128.8	162.1	214.9	270.5
Europe	438.8	501.8	560.5	606.8	671.9	672.3	764.8	851.5	946.9	995.2
Africa	135.5	143.6	129.7	123.2	121.8	126.5	139.8	160.6	206.7	227.2
Asia	455.3	425.7	240.1	263.6	371.7	380.3	493.4	682.4	846.3	1,062.9
Oceania	144.2	148.2	176.5	171.8	176.7	162.2	182.2	215.1	232.8	236.9
Middle East	114.4	146.7	182.3	161.4	168.7	204.3	220.3	251.4	270.9	325.3
<b>Overseas total</b>	<b>2,621.8</b>	<b>2,837.6</b>	<b>2,930.0</b>	<b>3,058.1</b>	<b>3,382.6</b>	<b>3,546.7</b>	<b>3,838.3</b>	<b>4,354.5</b>	<b>4,948.8</b>	<b>5,554.1</b>
<b>Japan</b>	<b>2,135.3</b>	<b>2,005.9</b>	<b>1,711.0</b>	<b>1,664.4</b>	<b>1,771.7</b>	<b>1,715.2</b>	<b>1,680.5</b>	<b>1,715.9</b>	<b>1,758.8</b>	<b>1,713.1</b>
<b>Worldwide total</b>	<b>4,757.0</b>	<b>4,843.6</b>	<b>4,641.0</b>	<b>4,722.5</b>	<b>5,154.3</b>	<b>5,261.9</b>	<b>5,518.8</b>	<b>6,070.4</b>	<b>6,707.6</b>	<b>7,267.3</b>

### Top 10 markets in terms of sales

	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

	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
<b>Overseas Total</b>	<b>5,168.1</b>	<b>386.0</b>	<b>5,554.1</b>

NOTE: Figure was rounded up.

## 1-3. Sales

### 2005 Japanese sales breakdown by model

#### Toyota brand

Model name	Start of sales	2005	(1 = 1 vehicle) Cumulative total
Allex	2001	11,324	97,014
Allion	2001	33,276	165,163
Alphard	2002	81,660	304,586
Altezza	1998	2,359	111,470
Aristo	1991	364	144,285
Avensis	2003	11,961	36,762
bB	2000	39,048	321,496
Belta	2005	5,485	5,485
Brevis	2001	1,746	31,358
Caldina	1992	14,717	783,680
Cami	1999	1,329	40,187
Camry	1980	4,868	1,193,177
Celica	1970	1,600	864,125
Celsior	1989	6,682	359,406
Century	1967	591	39,247
Coaster	1963	2,357	135,154
Comfort	1995	8,150	112,945
Corolla	1966	149,810	11,421,495
Crown	1955	75,534	4,870,738
Dyna	1956	18,092	1,141,644
Estima	1990	35,112	1,278,050
FunCargo	1999	9,950	359,602
Harrier	1997	30,843	219,057
Hiace	1967	53,186	2,595,348
Hilux	1968	8,552	1,142,637
Ipsum	1996	12,312	506,599
Isis	2004	66,521	87,788
ist	2002	51,914	347,381
Kluger	2000	11,067	70,830
Land Cruiser	1951	19,487	642,458
Liteace	1970	4,819	1,720,435
MarkII	1968	3,466	4,809,447
MarkX	2004	63,742	76,829
MR-S	1999	1,368	18,511
Noah	2001	71,962	337,525
Opa	2000	1,187	78,880
Passo	2004	87,958	156,942
Platz	1999	8,432	181,530
Porte	2004	45,477	80,348
Premio	2001	38,067	177,155
Prius	1997	43,673	183,912
Probox	2002	49,897	197,310
Progrès	1998	2,269	75,087
Ractis	2005	30,251	30,251
Raum	1997	23,631	266,328
RAV4	1994	13,618	355,815
Regiusace	1997	20,626	188,656

## 1-3. Sales

#### Toyota brand (continued)

Model name	Start of sales	2005	(1 = 1 vehicle) 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

Model name	Start of sales	2005	(1 = 1 vehicle) Cumulative total
GS	2005	5,843	5,843
IS	2005	3,911	3,911
SC	2005	539	539

## 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
<b>Total</b>	<b>1,276.7</b>	<b>1,494.3</b>	<b>1,462.8</b>	<b>1,548.0</b>	<b>1,706.2</b>	<b>1,665.7</b>	<b>1,816.8</b>	<b>1,836.0</b>	<b>1,951.7</b>	<b>2,043.2</b>

## 1-4. Exports

### 2005 exports by model

#### Toyota brand

(1 = 1 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

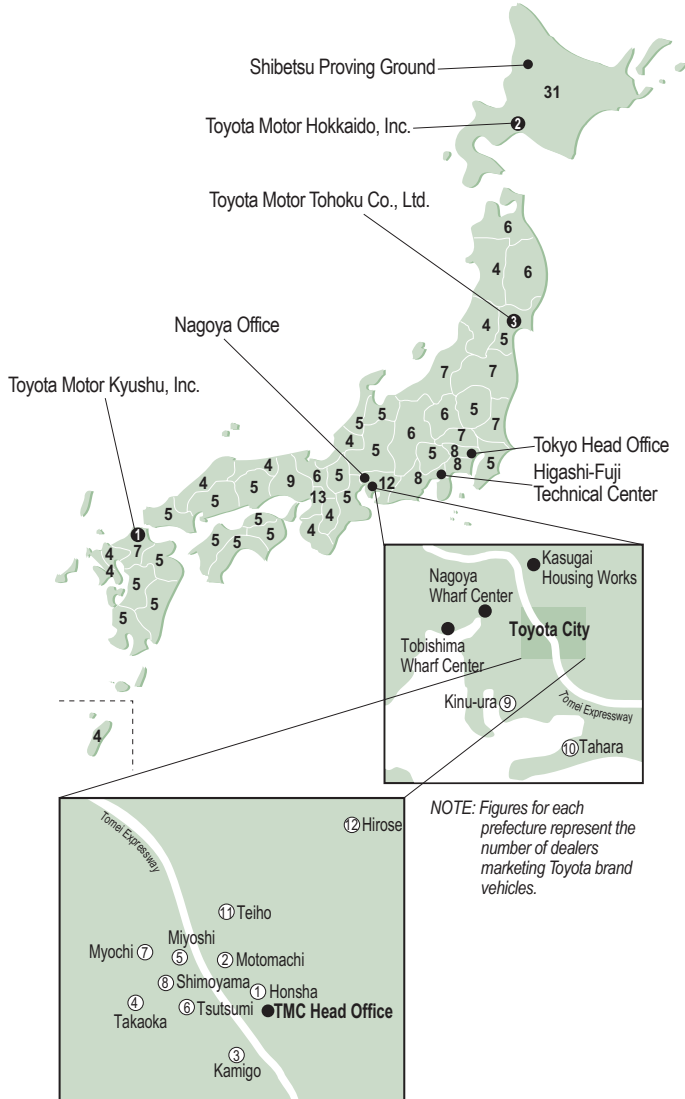
(1 = 1 vehicle)

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

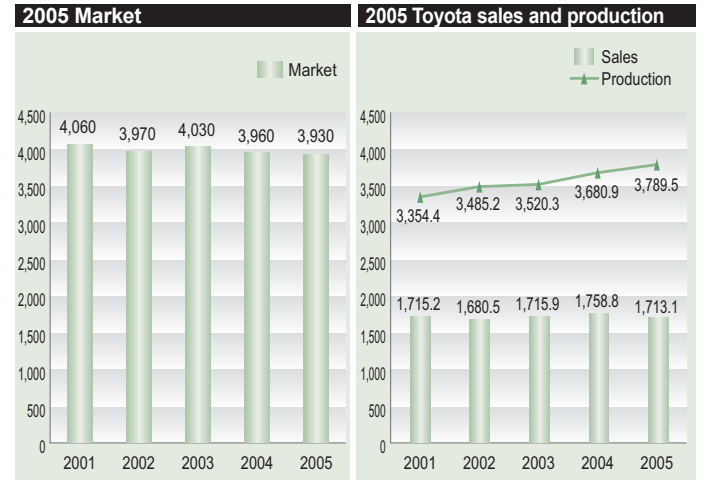
- A total of 12 Toyota plants are located in and around Toyota City and other areas of Aichi Prefecture. Toyota has established three other domestic manufacturing companies outside of Aichi—in Kyushu, Hokkaido and Tohoku.
- There are 294 Toyota dealers in Japan, consisting of four channels: "Toyota", "Toyopet", "Toyota Corolla" and "Netz".

### Locations of Toyota facilities



## 2-1. Japanese production sites and sales

(1=1,000 vehicles)



### Toyota plants

Name	Main products	Start of operations	Site area* (1,000m <sup>2</sup> )	Bldg. area (1,000m <sup>2</sup> )	Number of employees
① Honsha Plant	Land Cruiser 100, chassis, forged parts, chassis mechanical parts	1938	550	517	3,646
② Motomachi Plant	Crown, Brevis, Progrès, Mark X, Mark II Blit	1959	1,595	848	6,273
③ Kamigo Plant	Engines	1965	867	554	3,243
④ Takaoka Plant	Corolla, Allex, Platz, 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, Scion tC	1970	937	611	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
<b>Total</b>					<b>41,377</b>
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

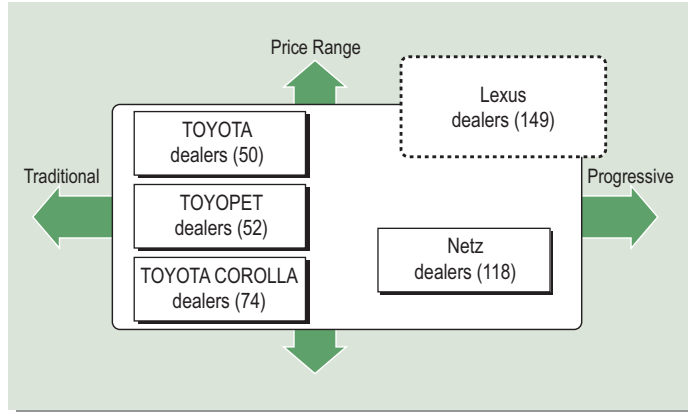
\*Site areas include leased properties.

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\*<sup>1</sup>

Company name	Main products / activities	Establishment	Equity sh (%)	Capital (¥ million)	Number of 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.* <sup>2</sup>	● 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 ● Filters and mechanical powertrain parts ● Textiles	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

\*<sup>1</sup> As of the end of fiscal year 2005

\*<sup>2</sup> 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 /activities
Kyohokai	Dec. 1943	207	● Manufacture of auto parts and components
Eihokai	Apr. 1983	122	● Manufacture of molds, gauges, jigs, etc. and 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 (\$ billion)	Number of employees
Finance	Toyota Financial Services 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 ● Internet service ● Data center service	1984	11.24	141.85	10,000
	Toyota Digital Cruise Inc.	● Value Added Network (VAN) business ● 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 concerning such systems	2001	100.0	1.42	1,280
	Toyota Caelum 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 Gazo 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
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
Advertisement	Delphys Inc.	● Advertisements, marketing services, business solutions for shops/education/IT etc. ● Management of welfare-related site	1949	100.0	0.05	437
	ITS	Satellite Positioning Information Service, Ltd.	● Providing solutions for correcting discrepancies in GPS data for car navigation systems	1996	20.8	0.48
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)

	Company name	Main products / activities	Establishment	Equity share (%)	Capital (\$ billion)	Number of employees
Logistics	TOYOTA TRANSPORTATION CO., LTD.	● Vehicle and related parts transportation	1952	90.5	1.25	1,062
	TAS EXPRESS CO., LTD.	● Agency business for international airline service freight transportation	1966	54.6	0.12	158
	TOYOFUJI SHIPPING CO., LTD.	● Marine transportation ● Terminal operation ● Customs clearance ● Transportation and handling ● Other business relating to the above	1964	50.0	0.12	250
Auto-peripheral business	Amlux Toyota Co., Ltd.	● Operation of automotive showrooms	1990	100.0	0.05	42
	Toyota Automall Development Corp.	● Planning and operation of automobile sales facilities and shopping centers	1999	100.0	0.49	4
	Fuji International Speedway Co., Ltd.	● Management of facilities for various motorsports races	1963	93.4	10.09	79
	LIFE CREATION CO., LTD.	● Management of off-road courses in Aichi Prefecture	1993	40.0	0.08	5
	TACTI Corporation	● Sales of automobile-related parts and accessories ● Car shop franchises	1996	80.0	0.45	396
	Panasonic EV Energy Co., Ltd.	● Development, manufacture and sales of batteries and related devices for electric and hybrid electric vehicles	1996	60.0	3.00	831
	Toyota Modellista International Corporation	● Development and sales of customized vehicles and components, and offering individualized services	1997	85.0	0.10	77
	TOYOTA TECHNO SERVICE CORP.	● Vehicle development ● Developing and managing information system ● Gathering and analysis of technological information ● Cultivating vehicle engineers	1982	100.0	0.10	1,846
	TOYOTA TECHNOCRAFT Co., LTD.	● Maintenance of various cars, and repair of used cars and cars involved in accidents ● Customization of specialized cars ● Production of motorsports cars and car parts, sales of related goods and clothing	1954	100.0	1.7	706
		Bio	Toyota Floritech Co., Ltd.	● Production and sales of floriculture	1999	50.0
Toyota Roofgarden Corporation	● Roofgarden construction and sales of floricultural and gardening materials		2001	70.0	0.055	11

NOTE: As of March 2005

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

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

	Company name	Main products / activities	Establishment	Equity share (%)	Capital (¥ billion)	Number of employees
Energy	Toyota Turbine and System	● Production and sales of small gas turbine co-generation system	1998	100.0	1.60	73
Environment	Eco-Research Corporation	● Service of Internet-based environmental information	2001	51.0	0.10	6
Life	WELLNESS FRONTIER CENTER, CO., LTD.	● Creating network-based communities for the enhancement of wellness	2000	14.2	0.15	15 <sup>*1</sup>
	GOOD LIFE DESIGN CO., LTD.	● Supporting local medical institutions & care facilities	2002	51.0	0.26	74
Marine	GAMAGORI Marine Development Co., Ltd.	● Management of the compound recreation institution	1991	15.8	0.10	130
	Nagasaki Sunset Marina Co., Ltd.	● Development of resort-related business	1993	76.9	0.14	5
Aero-space	AIRFLITE JAPAN Corp.	● Flight training, airport management	1992	75.0	0.40	27
	Aero Asahi Corporation	● Helicopter flight service and aerial surveying	1955	97.4	3.19	930
New material	Admatechs Co., Ltd.	● Manufacturing and sales of raw materials for ceramics	1990	53.4	0.35	59
Engineering	Sanritz Automation Co., Ltd.	● Development, manufacture and sales of board computer and ITS	1971	30.0	0.13	100 <sup>*2</sup>
	BPA INCORPORATED	● Design of vehicle production engineering	1991	100.0	0.40	138
	MTA INCORPORATED	● Designing production equipment through digital engineering	1991	100.0	0.25	82
	LATTICE TECHNOLOGY, INC.	● Development and sales of a group of tools using ultra-Small 3D	1997	28.8	0.43	37 <sup>*1</sup>
Employee enterprise promotion project	CARTEC FUJI Inc.	● Outside certification testing of brakes ● Vehicle inspection and maintenance	1996	24.5	0.02	55
	Media Click Inc.	● Providing broadcast-correlated information accessible by cellular phones and other types of portable terminals	2001	40.0	0.10	4

NOTE: As of March 2005

\*As of June 2005

\*<sup>2</sup>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	Establishment	Equity share (%)	Capital (¥ billion)	Number of 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 ● 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	1973	52.0	0.12	207
	Nagoya Grampus Eight Inc.	● Organization and management of a professional soccer team	1991	22.5	0.40	30
	TOYOTA AMENITY Inc.	● Management and consulting service for hotels, wedding halls, restaurants and sporting facilities	1992	100.0	0.10	69 <sup>*</sup>
	OJT Solutions Co., Ltd.	● Implementation of production line improving of production plan	2002	51.0	0.25	84
	TOYOTA Personal Support Co., Ltd.	● Company's welfare management	2002	100.0	0.06	301 <sup>*</sup>
	GENDAI Advanced Studies Research Organization	● Automobile-related research	1968	92.0	0.025	53

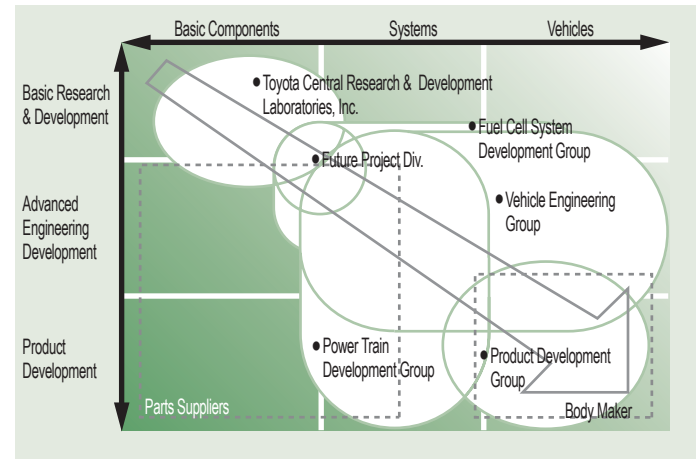
NOTE: As of March 2005

\*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.

### 3-1. R&D organization



GLOBAL OPERATIONS

Caly Design Research, Inc.



Arizona Proving Ground



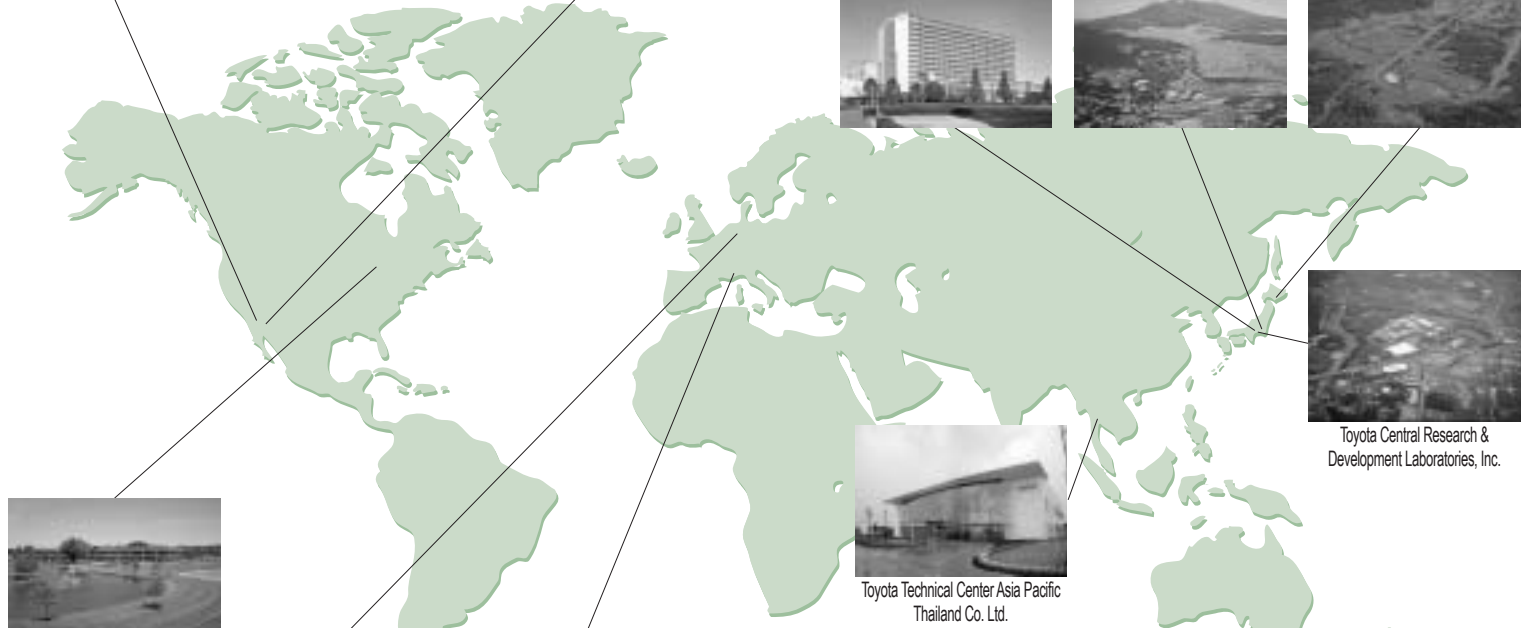
Head Office Technical Center



Higashi-Fuji Technical Center



Shibetsu Proving Ground



Toyota Central Research & Development Laboratories, Inc.



Toyota Technical Center Asia Pacific Thailand Co. Ltd.



Toyota Technical Center Asia Pacific Australia Pty. Ltd.



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

\*See Page 21.



Toyota Motor Europe R&D/Manufacturing (TME-RDM)



Toyota Europe Design Development (ED²)

## 3-1. R&D organization

### Japan

Toyota Technical Center (Head Office)	Location	Toyota City, Aichi Prefecture
	Establishment	1954
	Activities	Planning, design, vehicle evaluation, prototypes, etc.
Higashi-Fuji Technical Center	Location	Mishuku, Susono City, Shizuoka Prefecture
	Establishment	November 1966
	Activities	Research and advanced development
Shibetsu Proving Ground	Location	Onnebetsu, Shibetsu City, Hokkaido
	Establishment	October 1984
	Activities	Vehicle testing and evaluation
Toyota Central Research & Development Laboratories, Inc.	Location	Aichi County, Aichi Prefecture
	Establishment	November 1960
	Activities	Fundamental technical research for the Toyota Group

### U.S.A.

Toyota Motor Engineering & Manufacturing North America, Inc. (TEMA)*	Location	Ann Arbor, Michigan (with offices in Plymouth, Michigan; Torrance and Gardena, California; Wittmann, Arizona; and Washington, D.C.)
	Establishment	April 2006
	Activities	Conducts automotive R&D work in everything from the testing and evaluation of U.S. parts and materials to emissions certification and technical research; also plays an increasingly important role in the design-engineering and development of Toyota products, particularly those developed for the North American market.
Caltly Design Research, Inc.	Location	Newport Beach, California
	Establishment	October 1973
	Activities	Toyota's first overseas design base, where Japanese and American designers cooperate in the research and development of new designs. Design development thus far includes the second generation Celica, Estima (U.S. name: Previa), Soarer (U.S. name: Lexus SC430), Tacoma, Prius and Solara. Furthermore, a new building for advanced exterior, interior and color design was completed in May 1991, and existing facilities were also improved.

\*Replaced Toyota Technical Center, U.S.A., Inc. (TTC-USA); other functions described on Page 27.

## 3-1. R&D organization

### Europe

Toyota Motor Europe R&D/ Manufacturing (TME-RDM)	Location	Zaventem, Belgium (with offices in Derbyshire, Great Britain and Kerpen, Germany)
	Establishment	September 1987
	Activities	Support to Toyota's European projects; Evaluation of vehicles and material in European conditions and environments; Research and investigation of technologies in Europe; Homologation of Toyota's vehicles
Toyota Europe Design Development (ED <sup>2</sup> )	Location	Côte d'Azur, France
	Establishment	November 1998
	Activities	Design development (exterior styling, interior and color design), model production and design survey
Toyota Motorsport GmbH	Location	Cologne, Germany
	Establishment	July 1993
	Activities	Development of Formula One race cars; Participation in F1 races

### Asia Pacific

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

## 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
Latin America	5
Europe	8
Africa	2
Asia (excluding Japan)	25
Oceania	1
Middle East	1
<b>Overseas total</b>	<b>52</b>



### Toyota's overseas manufacturing companies

Country/Region	Name	
North America	Canada Canadian Autoparts Toyota Inc. (CAPTIN) Toyota Motor Manufacturing Canada Inc. (TMMC)	
	U.S.A. TABC, Inc. New United Motor Manufacturing, Inc. (NUMMI) Toyota Motor Manufacturing, Kentucky, Inc. (TMMK) Bodine Aluminum, Inc. Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV) Toyota Motor Manufacturing, Indiana, Inc. (TMMI) Toyota Motor Manufacturing, Alabama, Inc. (TMMAL) Toyota Motor Manufacturing, Texas, Inc. (TMMTX) (2006)*	
	Latin America	Argentina Toyota Argentina S.A. (TASA)
		Brazil Toyota do Brasil LTDA.
		Colombia Sociedad de Fabricacion de Automotores S.A.
		Mexico Toyota Motor Manufacturing de Baja California, S.de R.L.de C.V. (TMMBC)
	Venezuela Toyota de Venezuela Compania Anonima (TDV)	
	Europe	Czech Republic Toyota Peugeot Citroën Automobile Czech, s.r.o. (TPCA)
		France Toyota Motor Manufacturing France S.A.S. (TMMF)
		Poland Toyota Motor Manufacturing Poland SP.zo.o. (TMMP) Toyota Motor Industries Poland SP.zo.o. (TMIP)
Portugal Salvador Caetano I.M.V.T., S.A.		
Russia Toyota Motor Manufacturing Russia Ltd. (TMMR) (2007)*		
Turkey Toyota Motor Manufacturing Turkey Inc. (TMMT)		
U.K. Toyota Motor Manufacturing (UK) Ltd. (TMUK)		
Africa		Kenya Associated Vehicle Assemblers Ltd.
South Africa Toyota South Africa Motors (Pty) Ltd.		
Asia		India Toyota Kirloskar Motor Private Ltd. (TKM) Toyota Kirloskar Auto Parts Private Ltd. (TKAP)

### Toyota's overseas manufacturing companies (continued)

Country/Region	Name	
Asia	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																											
	Alphard	Avalon	Aygo	Camry	Celica	Century	Comfort	Corolla	Corolla Verso	Corona/Avenis	Crown	Dyna	Echo	Hiace	High Lander	Highlander HV	Hilux	IMV	Land Cruiser	Liteace	Mark II	Matrix	MR-2	Pranic/Avenis Verso	Previa	Plus		
Argentina				•			•										•								•			
Australia	•	•		•	•		•							•	•			•	•						•	•		
Austria			•	•			•		•	•								•					•		•	•	•	
Belgium			•	•			•			•								•						•		•	•	
Brazil				•			•											•							•		•	
Canada	•			•			•																				•	
China						•	•																					
Czech Republic			•	•			•		•	•													•		•	•	•	
Denmark			•	•			•		•	•														•		•	•	
Finland			•	•			•		•	•														•		•	•	
France				•			•		•	•														•		•	•	
Germany				•			•		•	•														•		•	•	
Greece			•	•			•		•	•														•		•	•	
Hawaii		•		•			•		•	•			•														•	
Hong Kong	•						•		•	•																	•	
Hungary			•	•			•											•							•		•	
India				•			•		•	•																	•	
Indonesia				•			•		•	•																	•	
Ireland			•	•			•		•	•														•		•	•	
Israel			•	•			•		•	•																	•	
Italy				•			•		•	•														•		•	•	
Kuwait		•		•			•		•	•			•	•													•	
Malaysia				•			•		•	•																	•	
Mexico				•			•		•	•																	•	
Netherlands			•	•			•		•	•														•		•	•	
New Zealand		•		•			•		•	•																	•	
Norway			•	•			•		•	•																	•	
Oman		•		•			•		•	•																	•	
Pakistan				•			•		•	•																	•	
Philippines				•			•		•	•																	•	
Poland			•	•			•		•	•														•		•	•	
Portugal				•			•		•	•														•		•	•	
Puerto Rico		•		•			•		•	•																	•	
Russia				•			•		•	•																	•	
Saudi Arabia		•		•			•		•	•																	•	
Singapore				•			•		•	•																	•	
Slovenia			•	•			•		•	•																	•	
South Africa				•			•		•	•																	•	
Spain			•	•			•		•	•																	•	
Sweden			•	•			•		•	•														•		•	•	
Switzerland			•	•			•		•	•														•		•	•	
Taiwan				•			•		•	•																	•	
Thailand				•			•		•	•																	•	
Turkey				•			•		•	•																	•	
U.A.E		•		•			•		•	•																	•	
U.K.			•	•			•		•	•														•		•	•	
U.S.A. (excl.HAWAII)	•			•			•		•	•																	•	
Venezuela			•	•			•		•	•																	•	

## 3-3. Overseas model offerings

### Overseas model offerings

	Toyota brand																		Lexus brand									
	RAV4	RAV4 EV	Sion IC	Sion VA	Sion XB	Semi bonnet	Sequoia	Siena	Solara	Tacoma	Tundra	TUV	Under IMV	Vos	WISH	Yaris	Yaris Verso	4 Runner	ES	GS	GX	IS	LS	LX	RX	RX HV	SC	
Argentina	•																			•								
Australia	•																				•	•		•	•	•	•	•
Austria	•																•							•	•	•	•	•
Belgium	•																							•	•	•	•	•
Brazil	•																											•
Canada	•																				•							•
China	•																											•
Czech Republic	•																											•
Denmark	•																											•
Finland	•																											•
France	•																											•
Germany	•																											•
Greece	•																											•
Hawaii	•																											•
Hong Kong	•																											•
Hungary	•																											•
India	•																											•
Indonesia	•																											•
Ireland	•																											•
Israel	•																											•
Italy	•																											•
Kuwait	•																											•
Malaysia	•																											•
Mexico	•																											•
Netherlands	•																											•
New Zealand	•																											•
Norway	•																											•
Oman	•																											•
Pakistan	•																											•
Philippines	•																											•
Poland	•																											•
Portugal	•																											•
Puerto Rico	•																											•
Russia	•																											•
Saudi Arabia	•																											•
Singapore	•																											•
Slovenia	•																											•
South Africa	•																											•
Spain	•																											•
Sweden	•																											•
Switzerland	•																											•
Taiwan	•																											

## 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 (1=1,000 units)
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	306.0 217.8
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	509.1 444.2
	⑥ Bodine Aluminum, Inc.	Jan. 1993	980	Aluminum castings	-
	⑦ Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)	Nov. 1998	926	Engines Transmissions	464.4 394.5
	⑧ Toyota Motor Manufacturing, Indiana, Inc. (TMMI)	Feb. 1999	4,634	Tundra, Sequoia, Sienna	364.9
	⑨ Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)	Apr. 2003	480	Engines	168.8
	⑩ 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	2,436.1

\*As of May 2005

## 4-1. North America

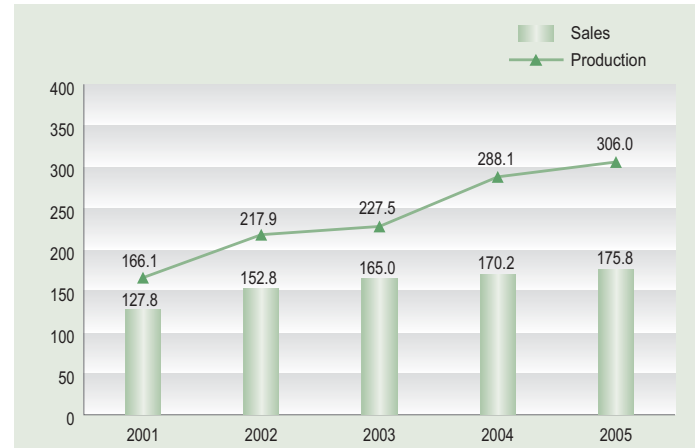
### 1. Canada

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production

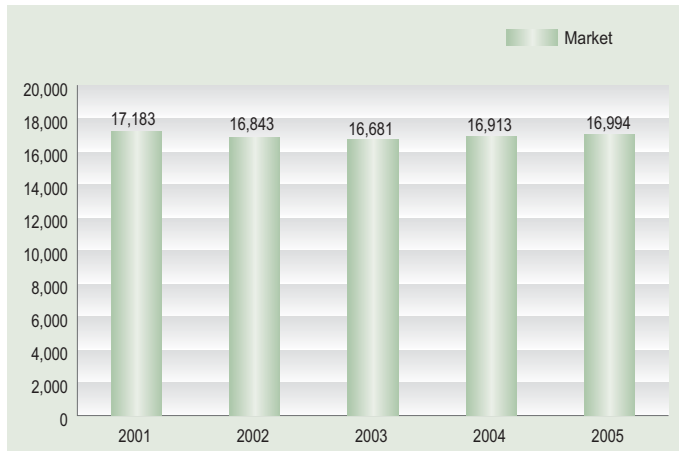


## 4-1. North America

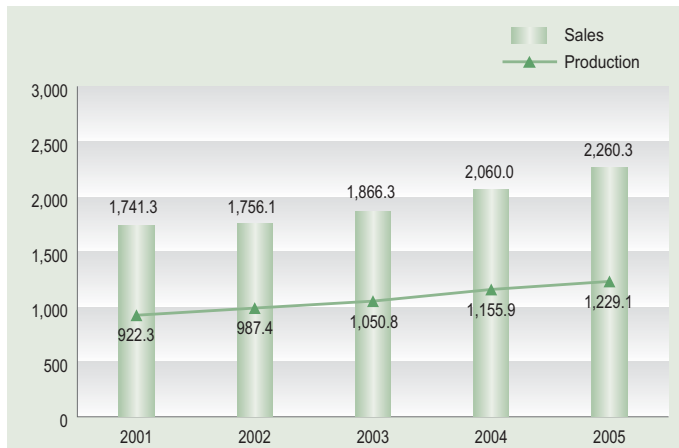
### 2. U.S.A.

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-2. Latin America



### Manufacturing companies in Latin America

	Name	Start of operations	Number of employees	Main products	2005 unit production (1=1,000units)
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

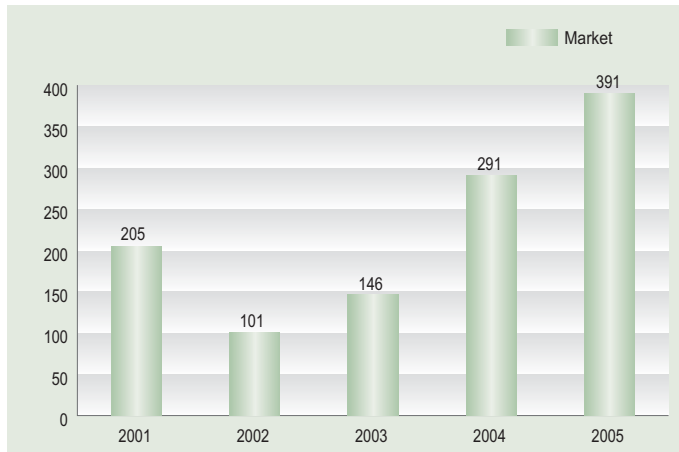


## 4-2. Latin America

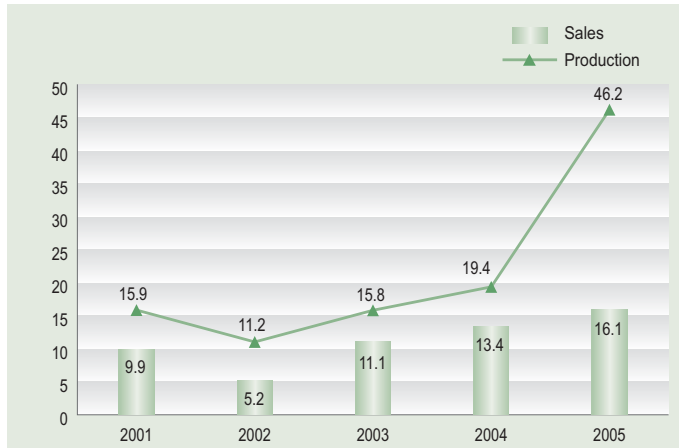
### 1. Argentina

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-2. Latin America

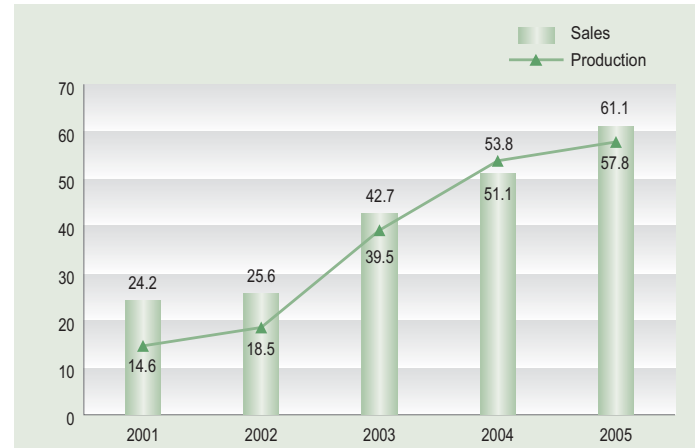
### 2. Brazil

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-2. Latin America

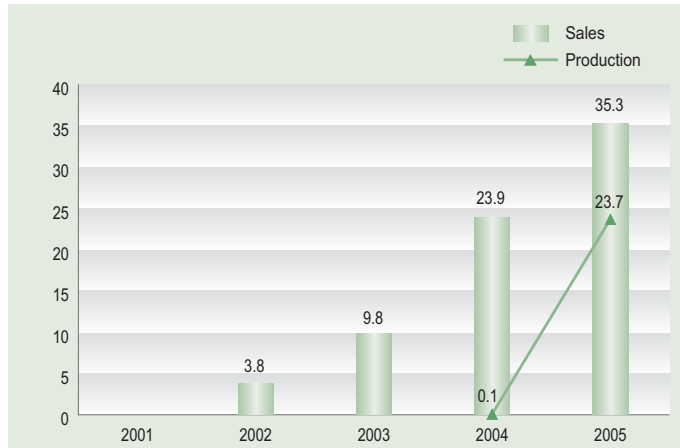
### 3. Mexico

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



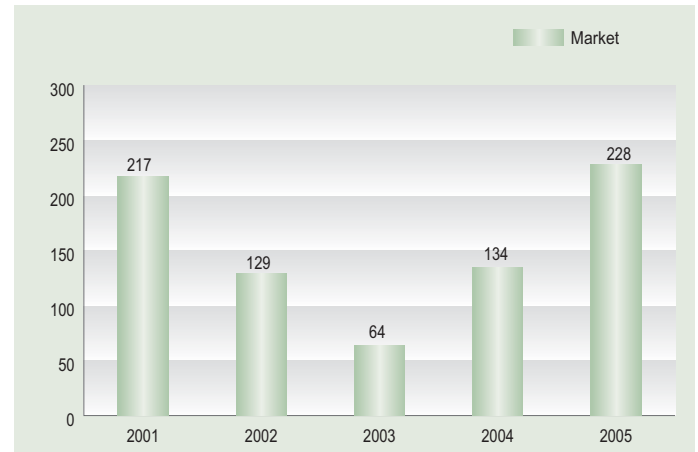
NOTE: Toyota sales in Mexico began in 2002; production in Mexico began in 2004.

## 4-2. Latin America

### 4. Venezuela

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-3. Europe



### Regional headquarter

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

### Manufacturing companies in Europe

Name	Start of operations	Number of employees	Main products	2005 unit production (1=1,000units)
Czech Republic <b>1</b> Toyota Peugeot Citroën Automobile Czech, s.r.o. (TPCA)	Feb. 2005	3,225	Aygo	34.6*
France <b>2</b> Toyota Motor Manufacturing France S.A.S. (TMMF)	Jan. 2001	3,829	Yaris Engines	180.6 191.6
Poland <b>3</b> Toyota Motor Manufacturing Poland SP.zo.o. (TMMP)	Apr. 2002	1,967	Transmissions Engines	331.4 101.5
<b>4</b> Toyota Motor Industries Poland SP. zo. o.(TMIP)	Mar. 2005	834	Engines	45.0
Portugal <b>5</b> Salvador Caetano I.M.V.T., S.A.	Aug. 1968	950	Dyna, Hiace, Optimo	3.9
Russia <b>6</b> Toyota Motor Manufacturing Russia Ltd. (TMMR)	2007 (plan)	500	Camry	—
Turkey <b>7</b> Toyota Motor Manufacturing Turkey Inc. (TMMT)	Sept. 1994	3,421	Corolla	158.6
U.K. <b>8</b> Toyota Motor Manufacturing (UK) Ltd. (TMUK)	Sept. 1992	4,897	Avensis, Corolla Engines	264.3 174.6

\*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

\* As of May 2005

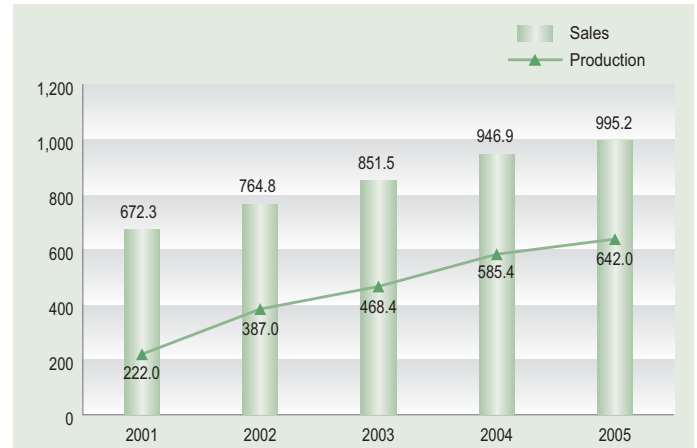
## 4-3. Europe

(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=1,000units)
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 96.1

### Sales

The number of distributors*	2005 Africa sales (1=1,000 vehicles)
48	227.2

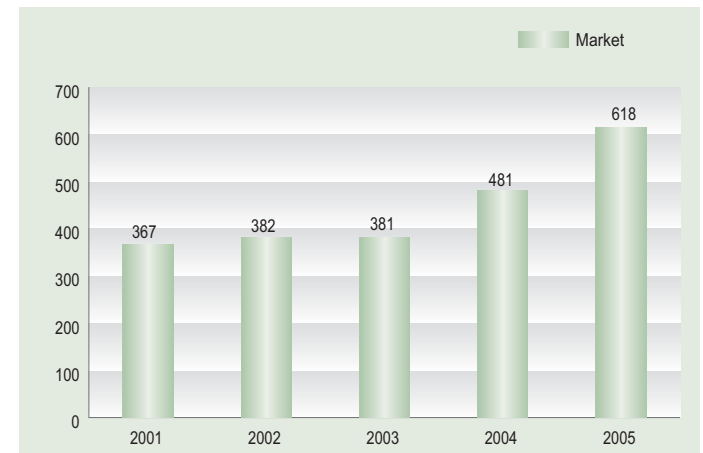
\* As of May 2005

## 4-4. Africa

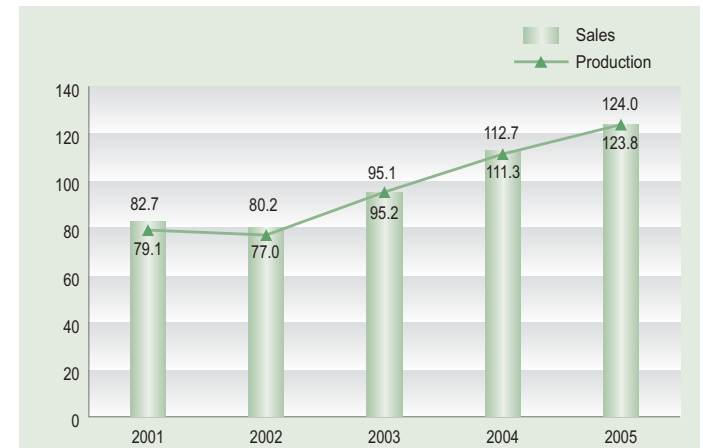
### South Africa

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-5. Asia



### Regional headquarter

Company name	Establishment	Activities
Singapore Toyota Motor Asia Pacific Pte Ltd. (TMAP)	July 1990	Organization of parts complementation program for ASEAN nations and support of marketing and sales operations in Asia

### Manufacturing companies in Asia

	Name	Start of operations	Number of employees	Main products	2005 unit production (1=1,000units)
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	113.2 232.8
Malaysia	④ Assembly Services Sdn. Bhd. (ASSB)	Feb. 1968	3,236	Camry, Corolla, Hiace, Hilux, Vios, Innova, Fortuner Engines	54.5 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 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

\*2 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

\*1 As of May 2005

\*2 Excluding China sales

## 4-5. Asia

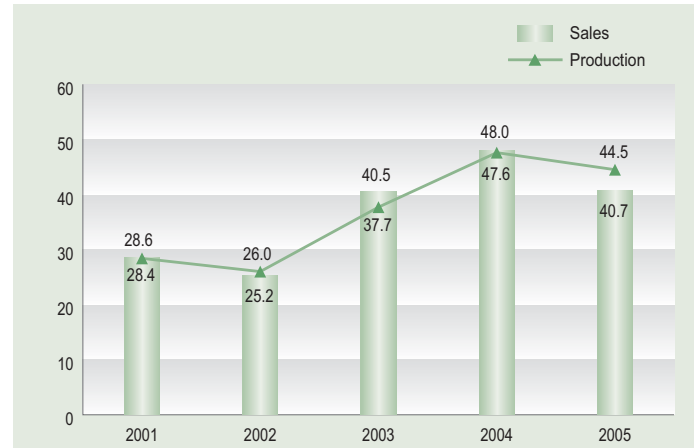
### 1. India

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production

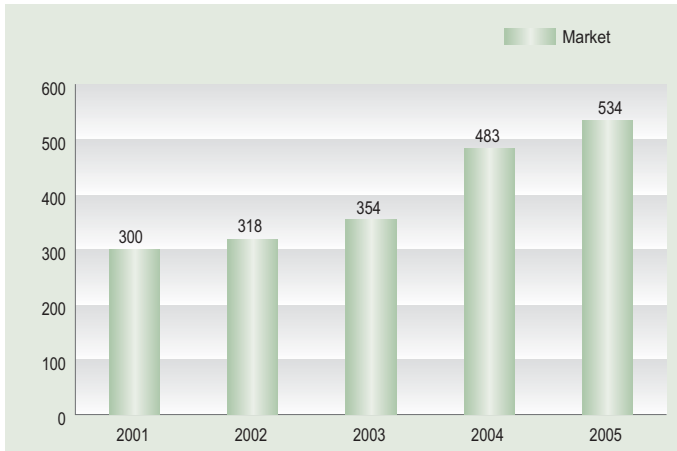


## 4-5. Asia

### 2. Indonesia

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-5. Asia

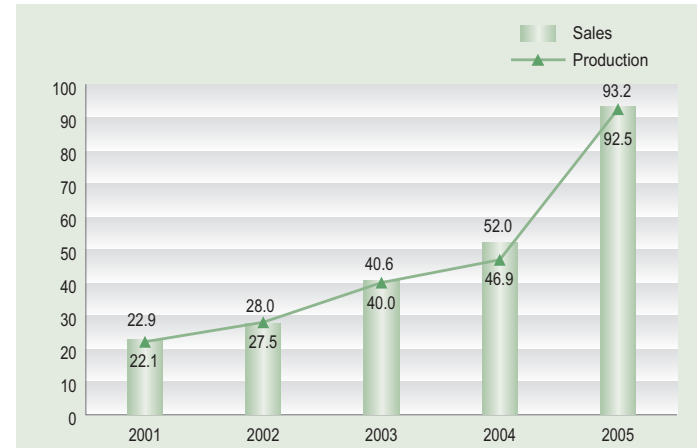
### 3. Malaysia

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production

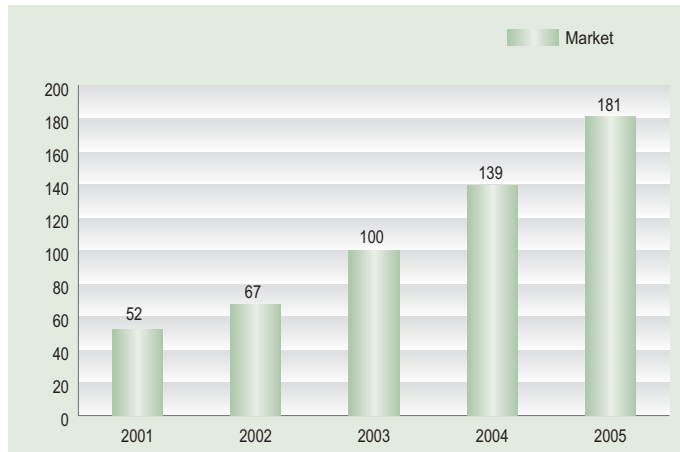


## 4-5. Asia

### 4. Pakistan

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-5. Asia

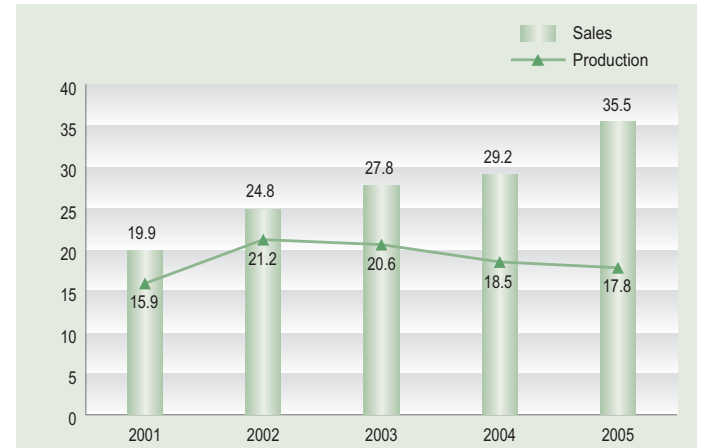
### 5. Philippines

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-5. Asia

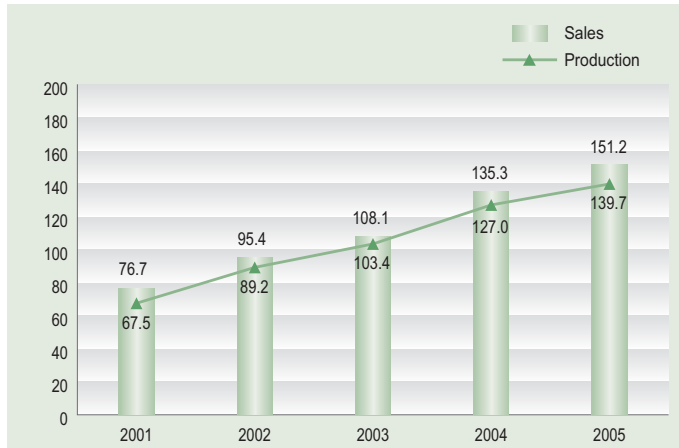
### 6. Taiwan

(1 = 1,000 vehicles)

#### 2005 Market



#### 2005 Toyota sales and production



## 4-5. Asia

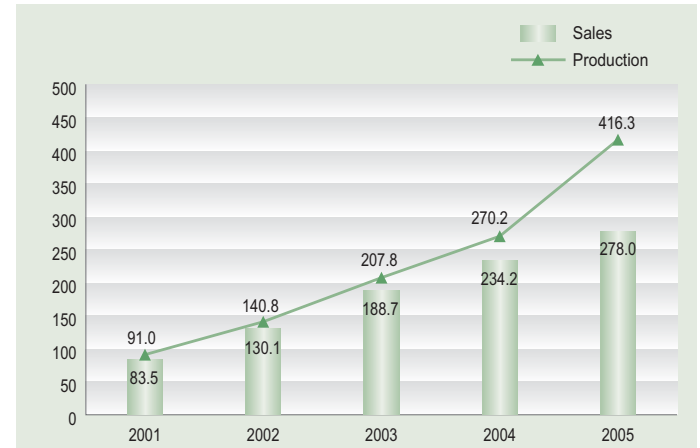
### 7. Thailand

(1 = 1,000 vehicles)

#### 2005 Market

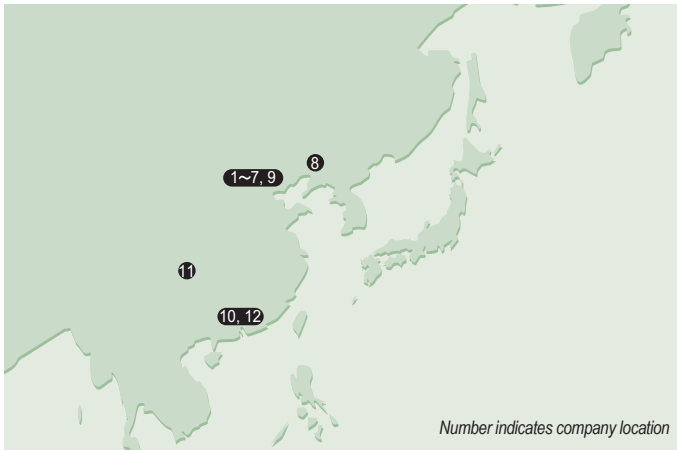


#### 2005 Toyota sales and production





## 8. China



## Manufacturing companies in China

	Name	Start of operations	Number of employees	Main products	2005 unit production (1=1,000units)
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	—
	⑨ 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

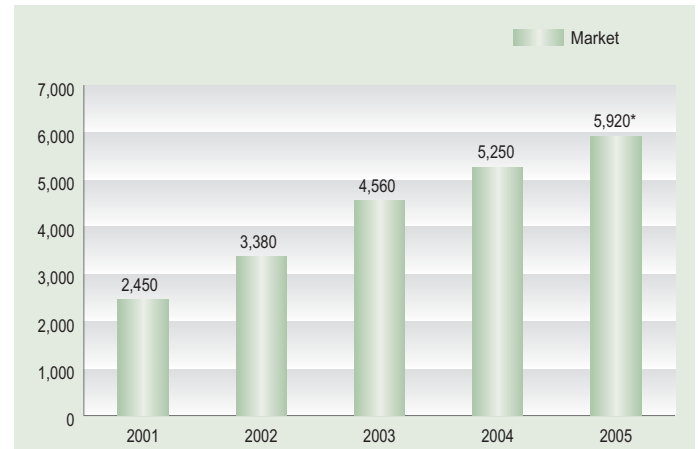
The number of distributors*	2005 China sales (1=1,000 vehicles)
3	183.5

\* As of May 2005

## 8. China

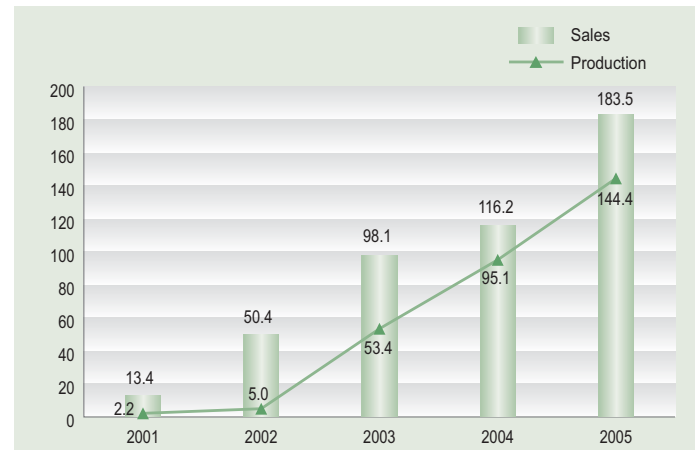
(1 = 1,000 vehicles)

## 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 Corporation Australia Ltd. (TMCA)	Apr. 1963	4,497	Avalon, Camry Engines	109.2 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

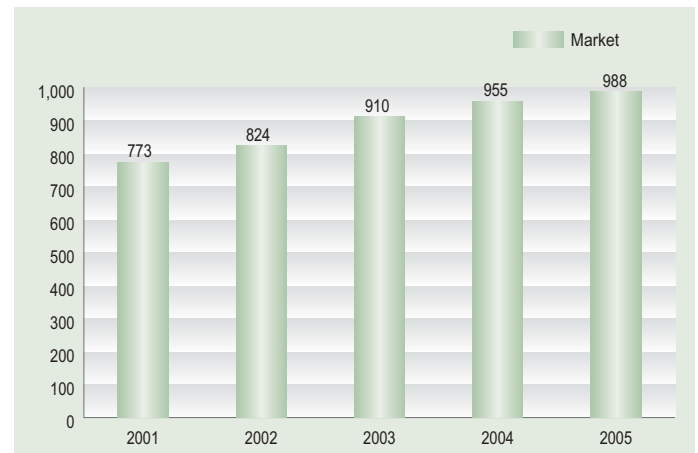
\*As of May 2005

## 4-6. Oceania and Middle East

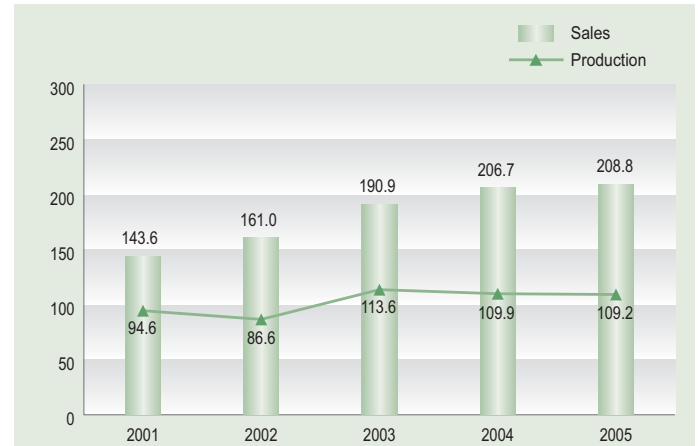
### Australia

(1 = 1,000 vehicles)

#### 2005 Market



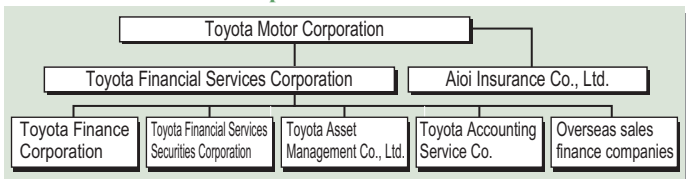
#### 2005 Toyota sales and production



## 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 America/ 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	Country
Aioi Insurance Co., Ltd.	June 1918	Japan

## 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.



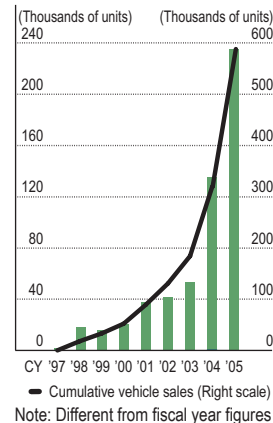
Mark X

### Developing Hybrid Vehicles and Other Market-creating Products

Toyota helps expand the automotive market through 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.

#### Hybrid Vehicle Sales



### 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

### 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.

#### Lexus Vehicle Sales by Model (FY 2005)

	(Thousands of units)
LS .....	40
GS .....	10
ES .....	89
IS .....	20
SC .....	11
LX .....	14
RX .....	138
GX .....	36
Total .....	358

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

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.

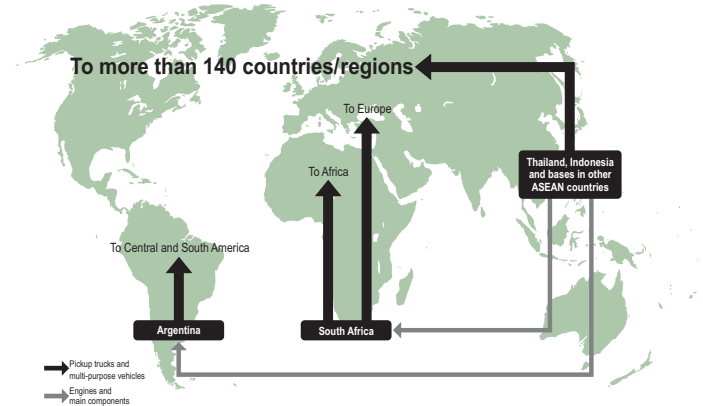
\* Innovative International Multi-purpose Vehicle

### 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

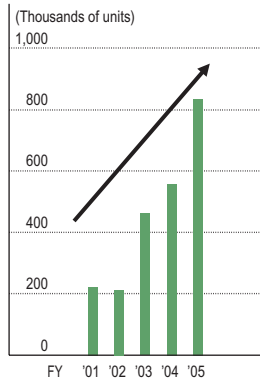
## 5-2. Globally optimal production and supply system

### 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



#### ■ Main Production Bases of the IMV Project

Country	Production model	Start of production	Annual production capacity	Export destination
Thailand	Pickup trucks SUV	Aug. 2004 Nov. 2004	Total 350,000 vehicles: 2007 (approximately 152,000 vehicles for export)	Asia, Europe and other regions, including Oceania
Indonesia	Minivan	Sept. 2004	120,000 vehicles: 2006 (approximately 12,000 vehicles for export)	Asia and Middle East
South Africa	Pickup trucks/SUV	Apr. 2005	120,000 vehicles: 2007 (approximately 60,000 vehicles for export)	Regions including Europe and Africa
Argentina	Pickup trucks/SUV	Feb. 2005	65,000 vehicles: 2006 (approximately 45,000 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<sup>st</sup> 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 Position
2002	- Mika Salo (Finland) - Allan McNish (UK)	TF102	RVX-02	10th
2003	- Olivier Panis (France) - Cristiano da Matta (Brazil)	TF103	RVX-03	8th
2004	- Cristiano da Matta (Brazil) - Olivier Panis (France) - Ricardo Zonta (Brazil) - Jarno Trulli (Italy)	TF104	RVX-04	8th
2005	- Jarno Trulli (Italy) - Ralf Schumacher (Germany)	TF105	RVX-05	4th
2006	- Jarno Trulli (Italy) - 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<sup>nd</sup> 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)



### Fuji Speedway

In November 2000, Toyota acquired the management rights of Fuji International Speedway Co., Ltd. Under Toyota, Fuji Speedway and its facilities 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.



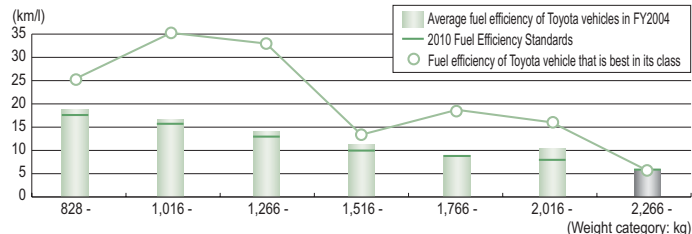
## 5-4. Environment

### 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	8.5% (54)
☆☆ Low-Emission Vehicles	50% lower than standard levels for 2000	0.2% (7)
☆☆☆ Ultra Low-Emission Vehicles	75% lower than standard levels for 2000	0.1% (9)

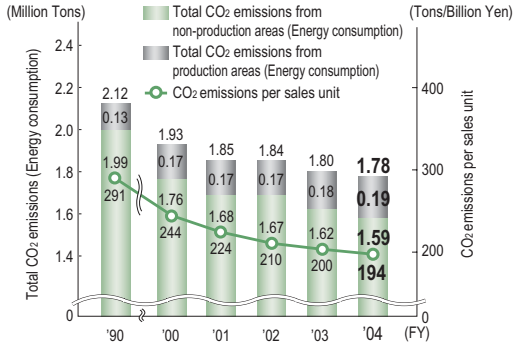
## 5-4. Environment

### Production

#### Total CO<sub>2</sub> emissions including emissions from non-production areas disclosed

TMC's total CO<sub>2</sub> 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 CO<sub>2</sub> Emissions (Energy Consumption) and CO<sub>2</sub> 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

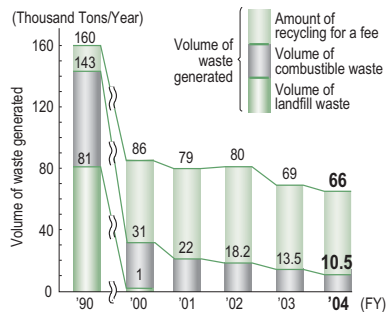
After achieving zero landfill waste\* from production plants in December 2000, Toyota achieved the same goal at its non-production bases in December 2003. The volume of landfill waste generated from both production plants and non-production bases in FY2004 was less than 1% of the FY1995 level, and the 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

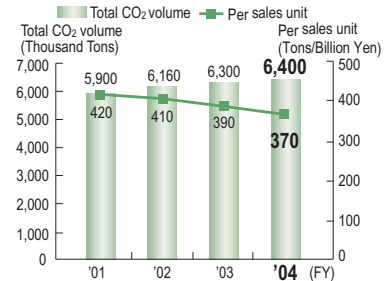


## 5-4. Environment

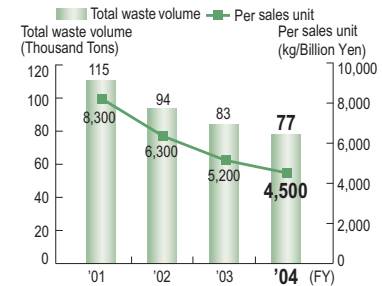
### Global Environmental Data

CO<sub>2</sub> 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.

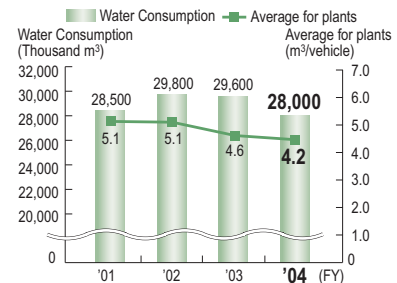
#### CO<sub>2</sub> Emissions Volume



#### 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 event of an accident.



## 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.



### CAMBODIA/THAILAND: 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
<b>Total</b>	<b>207</b>	<b>364</b>

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

## 6-1. Toyota chronology

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
1918	–	–	Jan. Sakichi Toyoda establishes Toyoda Spinning & Weaving Co., Ltd.
1926	–	–	Nov. Toyoda Automatic Loom Works, Ltd. est'd.
1933	–	–	Sept. Automobile Department est'd. within Toyoda Automatic Loom Works
1935	20	–	Aug. First Model G1 truck completed Oct. The Toyota Precepts est'd. Nov. First Toyota dealership est'd.
1936	1,142	–	Apr. Production of the Model AA passenger car begins May Kariya Assembly Plant (no longer exists) begins operation Jun. Shibaura Laboratory (no longer exists) est'd.
1937	4,013	–	Aug. <b>Toyota Motor Co., Ltd.</b> est'd.
1938	4,615	–	Nov. Koromo Plant (now Honsha Plant) begins operation
1940	14,787	–	
1943	9,827	–	Nov. <b>Toyota Motor Co., Ltd.</b> merges with Chuo Spinning Company
1945	3,275	–	
1947	3,922	–	May 100,000 <sup>th</sup> Toyota vehicle produced domestically Oct. Production of the Model SA passenger car begins
1949	10,824	–	– <b>Ho Tai Motor Co., Ltd.</b> est'd. in Taiwan
1950	11,706	–	Apr. <b>Toyota Motor Sales Co., Ltd.</b> est'd. as a separate, independent company
1955	22,786	–	Apr. <b>Abdul Latif Jameel Import &amp; Distribution Co., Ltd.</b> est'd. in Saudi Arabia
1956	46,417	–	Mar. Model LA forklift marketed, Toyota enters industrial vehicle field Apr. "Toyopet" dealer channel est'd.
1957	79,527	–	Feb. <b>Toyota Motor Sales Co., Ltd.</b> Bangkok Office opens in Thailand Aug. First made-in-Japan passenger car exported to the U.S. (Crown) Oct. <b>Toyota Motor Sales, U.S.A., Inc. (TMS)</b> est'd. in the U.S.
1958	78,856	–	Jan. <b>Toyota do Brasil S.A., Indústria e Comércio (TDB)</b> est'd. in Brazil
1959	101,194	0 (489)	Jan. Overseas production begins (in Brazil) Jul. <b>Toyota Motor Sales Australia Ltd.</b> est'd. in Australia Aug. Motomachi Plant begins operation
1960	154,770	0 (459)	
1961	210,937	0 (2,503)	Jun. "Publica" dealer channel (now "Corolla" dealer channel) est'd.
1962	230,350	0 (2,029)	Jun. 1,000,000 <sup>th</sup> Toyota vehicle produced domestically <b>Toyota South Africa Motors (Pty), Ltd.</b> begins operation in South Africa Oct. <b>Toyota Motor Thailand Co., Ltd. (TMT)</b> est'd. in Thailand
1963	318,495	0 (7,586)	Apr. <b>Toyota Motor Corporation Australia, Ltd. (TMCA)</b> begins operation in Australia May <b>Toyota Danmark A/S</b> est'd. in Denmark
1964	425,764	0 (10,824)	Feb. <b>TMT</b> begins operation in Thailand Mar. <b>Louwman &amp; Parqui B.V.</b> est'd. in the Netherlands Nov. <b>Toyota Canada</b> est'd. in Canada

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	0 (12,446)	Oct. <b>Toyota (GB) Ltd. (TGB)</b> est'd. in the U.K. Nov. Kamigo Plant begins operation Toyota awarded the Deming Prize
1966	587,539	0 (23,391)	Jul. <b>Toyota Motor Sales Co., Ltd.</b> enters the rent-a-car business Sept. Takaoka Plant begins operation Oct. Business tie-up agreement signed between <b>Toyota Motor Co., Ltd., Toyota Motor Sales Co., Ltd.</b> Hino Motors, Ltd. and Hino Motor Sales, Ltd. Nov. Higashi-Fuji Automobile Performance Testing Center (now Higashi-Fuji Technical Center) completed
1967	832,130	0 (35,036)	Oct. "Auto" (now "Netz") dealer channel est'd.
1968	1,097,405	0 (63,934)	Feb. <b>Assembly Services Sdn. Bhd.</b> begins operation in Malaysia Jul. Miyoshi Plant begins operation
1969	1,471,211	0 (80,340)	
1970	1,609,190	0 (75,575)	Aug. <b>Toyota Motor Co., Ltd.</b> Brussels Office opens in Belgium Dec. Tsutsumi Plant begins operation
1971	1,955,033	0 (103,478)	Jan. <b>Toyota Deutschland GmbH (TDG)</b> est'd. in Germany Feb. Higashi-Fuji Technical Center opens
1972	2,087,133	0 (102,234)	Jan. 10,000,000 <sup>th</sup> Toyota vehicle produced in Japan <b>PT. Toyota-Astra Motor</b> est'd. in Indonesia
1973	2,308,098	0 (123,869)	Jun. Myochi Plant begins operation Oct. <b>Calty Design Research, Inc.</b> est'd. in the U.S.
1974	2,114,980	0 (138,371)	Apr. Procurement of parts from overseas begins
1975	2,336,053	0 (154,208)	Mar. Shimoyama Plant begins operation Dec. Toyota enters the prefabricated housing industry
1976	2,487,851	0 (160,715)	Jul. 20,000,000 <sup>th</sup> Toyota vehicle produced in Japan
1977	2,720,758	0 (176,855)	Feb. <b>Toyota Manufacturing Australia Ltd.</b> begins operation in Australia (now part of <b>TMCA</b> ) Jun. <b>Toyota Technical Center, U.S.A., Inc. (TTC-USA)</b> est'd. in the U.S.
1978	2,929,157	0 (199,991)	Aug. Kinu-ura Plant begins operation
1979	2,996,225	78,607 (209,448)	Jan. Tahara Plant begins operation
1980	3,293,344	84,238 (261,202)	Jan. 30,000,000 <sup>th</sup> Toyota vehicle produced in Japan Apr. "Vista" dealer channel est'd (now merged with "Netz").
1981	3,220,418	106,882 (298,357)	
1982	3,144,557	138,815 (301,848)	Jul. <b>Toyota Motor Co., Ltd.</b> and <b>Toyota Motor Sales Co., Ltd.</b> merge to become <b>Toyota Motor Corporation (TMC)</b> Oct. <b>UMW Toyota Motor Sdn. Bhd.</b> 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	134,096 (269,567)	Mar. 40,000,000 <sup>th</sup> Toyota vehicle produced domestically
1984	3,429,249	154,071 (283,465)	Oct. Shibetsu Proving Ground completed (first stage) Dec. <b>New United Motor Manufacturing, Inc. (NUMMI)</b> , a joint venture with General Motors, begins operation in the U.S.
1985	3,665,622	136,307 (309,125)	
1986	3,660,167	152,524 (448,233)	Jan. 50,000,000 <sup>th</sup> Toyota vehicle produced in Japan <b>Kuozui Motors, Ltd.</b> begins operation in Taiwan Feb. Teiho Plant begins operation Apr. Kasugai Housing Works begins operation
1987	3,638,279	92,260 (444,359)	Sept. <b>Toyota Technical Center of Europe</b> completed in Belgium (now <b>TMME Technical Center</b> ) Jan. <b>Toyota Motor Sales Australia Ltd.</b> est'd. in Australia
1988	3,968,697	244,371 (442,755)	May Shibetsu Proving Ground completed <b>Toyota Motor Manufacturing, U.S.A., Inc. (TMM)</b> begins operation in the U.S. (now <b>Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)</b> ) <b>United Australian Automotive Industries Ltd. (UAAI)</b> est'd. in joint venture with General Motors in Australia (no longer exists; joint venture dissolved March 1996) Sept. 60,000,000 <sup>th</sup> Toyota vehicle produced domestically Nov. <b>Toyota Motor Manufacturing Canada Inc. (TMMC)</b> begins operation in Canada
1989	3,975,902	471,581 (713,646)	Jan. <b>Toyota Motor Philippines Corp. (TMP)</b> est'd. in the Philippines Mar. Hirose Plant begins operation Jun. <b>N.V. Toyota Motor Marketing Services Europe S.A. (TMSE)</b> est'd. in Belgium (now <b>N.V. Toyota Motor Europe Marketing &amp; Engineering S.A. (TMME)</b> ) Aug. Tochigi Housing Works completed Sept. <b>Toyota Europe Office of Creation (Toyota EPOC)</b> opens in Brussels
1990	4,212,373	677,655 (927,175)	Oct. <b>TMP</b> begins operation in the Philippines May <b>Tokyo Design Center</b> (now <b>Tokyo Design &amp; Research Laboratory</b> ) opens Jul. <b>Toyotasa Toyota-Sabanci Automotive Industry &amp; Trade Inc.</b> est'd. in Turkey
1991	4,085,081	669,912 (909,066)	Feb. 70,000,000 <sup>th</sup> Toyota vehicle produced domestically
1992	3,931,341	764,466 (981,271)	Apr. Duo Volkswagen/Audi dealership est'd. Sept. <b>Toyota Supplier Support Center (TSSC)</b> est'd. in the U.S. Oct. Toyota Motor Hokkaido begins production Dec. Toyota Motor Kyushu begins production <b>Toyota Motor Manufacturing (UK) Ltd. (TMUK)</b> begins production
1993	3,561,750	888,714 (1,158,178)	Sept. 80,000,000 <sup>th</sup> 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

(1 = 1 vehicle)

Year	Japanese production	Overseas production	History
1994	3,508,456	1,051,292 (1,353,686)	Oct. Joint-venture <b>TOYOTASA</b> Plant begins operation in Turkey
1995	3,171,277	1,253,423 (1,522,650)	
1996	3,410,060	1,346,033 (1,586,417)	Sept. 90,000,000 <sup>th</sup> Toyota vehicle produced domestically Oct. <b>Toyota Motor Manufacturing North America, Inc. (TMMNA)</b> est'd. in the U.S.
1997	3,502,046	1,390,071 (1,610,574)	Jan. <b>Toyota Autoparts Philippines Inc. (TAP)</b> begins production of constant velocity joints in the Philippines Mar. Toyota Hybrid System introduced <b>Toyota Argentina S.A. (TASA)</b> Zarate plant begins operation in Argentina Jul. <b>Tianjin Jinfeng Auto Parts Co., Ltd.</b> begins operation in China Dec. Prius hybrid vehicle launched
1998	3,165,805	1,467,565 (1,613,453)	Feb. <b>TMC</b> and Hino Motors begin mutual supply of trucks in Thailand Jun. "Netz" dealer channel est'd. (formerly "Auto" dealer channel) <b>Tianjin Fengjin Auto Parts Co., Ltd. (TFAP)</b> begins production in China Jul. <b>Tianjin Toyota Motor Engine Co., Ltd. (TTME)</b> begins production in China <b>Toyota Mapmaster Inc.</b> est'd jointly with Aisin AW Co., Ltd., Denso Corp., Matsushita Communication Industrial Co., Ltd., Zenrin Co., Ltd. and Fujitsu Ten Ltd. <b>TMC</b> and Volkswagen sign agreement regarding recycling, navigation systems and telematics Aug. <b>Australian Afforestation Pty. Ltd.</b> est'd jointly with Mitsui & Co. Ltd. and Nippon Paper Industries Co. in Australia Sept. <b>TDB</b> opens a second manufacturing facility in Brazil Oct. <b>Toyota Motor Tohoku</b> begins production <b>Toyota Motor Europe Manufacturing (TMEM)</b> est'd in Belgium <b>Automotive Multimedia Interface Consortium (AMIC)</b> est'd jointly with General Motors, Ford, Daimler-Benz, Renault and Chrysler <b>TMUK</b> opens a second assembly plant in the UK Nov. <b>Sichuan Toyota Motor Co., Ltd. (SCMT)</b> est'd. in China <b>Toyota Motor Manufacturing France S.A.S. (TMMF)</b> est'd in France Dec. <b>Toyota Motor Manufacturing Indiana, Inc. (TMMI)</b> begins production <b>Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)</b> begins production
1999	3,118,226	1,611,040 (1,777,126)	Jan. <b>Tianjin Toyota Forging Co., Ltd. (TTFC)</b> begins production Mar. <b>Toyota Europe Design Development S.A.R.L. (ED<sup>2</sup>)</b> (formerly Toyota EPOC) holds a ground breaking ceremony in Niece, France Apr. Tokyo Design Research & Laboratory expansion completed Sept. <b>Toyota Parts Centre Europe (TPCE)</b> expansion completed

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
			<b>TMC</b> lists on New York Stock Exchange and London Stock Exchange
			Oct. 100,000,000 <sup>th</sup> Toyota vehicle produced domestically Dec. <b>Toyota Kirloskar Motor Ltd. (TKM)</b> begins production in India
2000	3,429,209	1,751,442 (1,956,574)	Jan. <b>Toyota Motor North America, Inc. (TMA)</b> begins operation Mar. <b>Toyota Motor Korea Ltd. (TMKR)</b> est'd in Korea Jul. <b>Toyota Financial Services Corp. (TFS)</b> est'd Dec. <b>Sichuan Toyota Motor Co., Ltd. (SCTM)</b> begins production
2001	3,354,424	1,780,603 (1,908,942)	Jan. <b>TMMF</b> begins production <b>TMKR</b> begins sales of Lexus models Mar. Camry sales reach 5,000,000 in the U.S. Apr. <b>Toyota Motor Asia Pacific Pte Ltd. (TMAP)</b> est'd in Singapore <b>ADVICS Co., Ltd.</b> est'd jointly with Aisin Seiki Co., Ltd., Denso Corp., Sumitomo Electric Industries, Ltd. May <b>Toyota Motor Sales de Mexico, S. de R.L. de C.V. (TMEX)</b> est'd in Mexico Jun. <b>Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)</b> holds a ground-breaking ceremony <b>TMMF</b> holds an opening ceremony Jul. <b>Toyota Motor (China) Investment Co., Ltd. (TMCL)</b> est'd in China <b>OOO "TOYOTA MOTOR" (TMR)</b> , a new sales and marketing company in Russia, est'd Nov. <b>Toyota de Venezuela C.A. (TDV)</b> begins production of Daihatsu's 1.3-liter Terios
2002	3,485,162	2,155,221 (2,278,090)	Dec. <b>Toyota Institute</b> est'd Jan. <b>TMC</b> and PSA Peugeot Citroën sign agreement for the joint development and production of small cars in Czech Republic Feb. <b>Toyota Motor Manufacturing Turkey Inc. (TMMT)</b> 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. <b>Toyota Motor Europe (TME)</b> est'd in Belgium Construction starts on <b>Toyota Peugeot Citroën Automobile Czech (TPCA)</b> <b>Toyota Kirloskar Auto Parts Ltd.</b> est'd in India <b>Toyota Motor Manufacturing Poland Sp.z o.o (TMMP)</b> begins production of manual transmissions Jun. 10,000,000 <sup>th</sup> Toyota vehicle produced in North America Prius sales top 100,000 units worldwide Aug. China FAW Group Corporation (FAW) and <b>TMC</b> establish long-term strategic relationship Sept. <b>TMC</b> and Nissan agree to tie up on hybrid technology <b>TMC</b> and FAW tie up on Chinese auto industry Oct. <b>Tianjin Toyota Motor Co., Ltd (TTMC)</b> 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			
2003	3,520,317	2,557,979 (2,611,416)	Nov. TOYOTA FCHV becomes first-ever market-ready fuel cell vehicle to be certified by Japan's Ministry of Land, Infrastructure and Transport TMC-Hino fuel cell hybrid bus first to be certified for use on Japanese roads			
			Dec. <b>TMC</b> and <b>TMS</b> begin leasing the TOYOTA FCHV in Japan and North America			
			Feb. <b>TMC</b> and Fuji Heavy Industries agree to tie up on G-BOOK 12 <b>TMC</b> sales and marketing companies in Europe are rearranged to become subsidiaries or affiliated companies of <b>Toyota Motor Marketing Europe</b>			
			Mar. <b>Toyota Motor Manufacturing, Texas, Inc. (TMMTX)</b> est'd in the U.S.			
			Apr. <b>TMC</b> and China FAW group agree to jointly produce the Crown, Corolla, Land Cruiser and Land Cruiser Prado. <b>TMMAL</b> begins V8 engine production			
			Jun. <b>Toyota Technical Center Asia Pacific (TTCAP)</b> est'd in Thailand and Australia			
			Jul. <b>PT. Toyota-Astra Motor</b> is divided into a marketing company and a production company			
			Sept. The second generation Prius launched <b>TMC</b> and Mitsubishi Motors agree to tie up on G-BOOK <b>TMMC</b> begins production of Lexus RX330			
			2004	3,680,946	3,042,728 (3,139,132)	Feb. <b>NUMMI</b> marks 20th Anniversary <b>Guangqi Toyota Engine Co., Ltd.(GTE)</b> est'd in China
						Aug. <b>TKAP</b> begins transmission production <b>TMT</b> begins production of IMV (Hilux VIGO)
Sept. <b>Guangzhou Toyota Motor Co., Ltd. (GTMC)</b> est'd in China <b>TMC</b> and FAW tie up on hybrid vehicles <b>Toyota Motor Manufacturing de Baja California (TMMBC)</b> begins production <b>TIMMIN</b> begins production of IMV (Kijang Innova)						
Nov. Prius wins 2005 European Car of the Year						
Dec. <b>TMMBC</b> begins production of Tacoma <b>Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD)</b> begins production <b>FAW Toyota (Changchun) Engine Co., Ltd. (FTCE)</b> begins production						
2005	3,789,582	3,571,303 (3,603,150)				Jan. <b>GTE</b> starts making engine parts in China
						Feb. <b>TMMBC</b> celebrates grand opening of Tijuana Plant in Mexico <b>TKM</b> begins production of IMV (Innova) PSA Peugeot Citroën and <b>TMC</b> celebrate a major step in their successful collaboration in Czech Republic
						Mar. Tsinghua University and <b>TMC</b> establish research center in China <b>TASA</b> begins production of IMV (Hilux) <b>TTCAP-AU</b> inaugurates Australian R&D Base <b>Toyota Group</b> holds opening ceremony for Toyota Group Pavilion at EXPO 2005 Aichi, Japan, displaying the i-unit, i-foot and the Toyota Partner Robots <b>TFTM</b> 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			<b>TMIP</b> starts new diesel engine production in Poland
			Apr. <b>TSAM</b> begins production of IMV (Hilux)
			May <b>TTCAP-TH</b> inaugurates R&D Base in Thailand <b>TPCA</b> car production plant officially opens in Kolín, Czech Republic
			Jun. <b>TMMR</b> marks start of construction of Russian Plant
			Jul. <b>TMC</b> backs environmental activities by China's Youth
			Aug. <b>TMC</b> introduces Lexus to Japan
			Sept. <b>TMV</b> commemorates 10 <sup>th</sup> anniversary with plans to launch the Toyota Vietnam Foundation <b>TMIP</b> officially inaugurates diesel engine plant in Poland
			Oct. <b>TMC</b> and Fuji Heavy Industries agree on a business tie-up <b>TMMC</b> breaks ground in Woodstock, Canada Camry Sedan sales top 10,000,000 units worldwide <b>TFTM's</b> plant No. 2 starts rolling off Reiz Sedan in China
			Nov. <b>GTE</b> marks AZ engine production start in China Hybrid sales top 500,000 units worldwide
			Dec. <b>TMT</b> holds stone-laying ceremony for new plant in Thailand <b>SFTM</b> starts making Prius in Changchun, China
Feb. 15,000,000 <sup>th</sup> Toyota vehicle produced in North America			

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

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Indonesia	<a href="http://www.toyota.astra.co.id">www.toyota.astra.co.id</a>
Japan	<a href="http://www.toyota.co.jp">www.toyota.co.jp</a> <a href="http://toyota.jp">toyota.jp</a> <a href="http://lexus.jp">lexus.jp</a>
Korea	<a href="http://www.lexus.co.kr">www.lexus.co.kr</a>
Malaysia	<a href="http://www.toyota.com.my">www.toyota.com.my</a>
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Philippines	<a href="http://www.toyota.com.ph">www.toyota.com.ph</a>
Singapore	<a href="http://www.toyotasingapore.com.sg">www.toyotasingapore.com.sg</a> <a href="http://www.lexus.com.sg">www.lexus.com.sg</a>
Taiwan	<a href="http://www.toyota.com.tw">www.toyota.com.tw</a> <a href="http://www.lexus.com.tw">www.lexus.com.tw</a>
Thailand	<a href="http://www.toyota.co.th">www.toyota.co.th</a> <a href="http://www.lexus.co.th">www.lexus.co.th</a>
Vietnam	<a href="http://www.toyotavn.com.vn">www.toyotavn.com.vn</a>

### Oceania

American Samoa	<a href="http://www.toyota-southpacific.com/countrytop/a_samoa">www.toyota-southpacific.com/countrytop/a_samoa</a>
Australia	<a href="http://www.toyota.com.au">www.toyota.com.au</a> <a href="http://www.lexus.com.au">www.lexus.com.au</a>
Fiji	<a href="http://www.toyota-southpacific.com/countrytop/fiji">www.toyota-southpacific.com/countrytop/fiji</a>
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Kiribati	<a href="http://www.toyota-southpacific.com/countrytop/kiribati">www.toyota-southpacific.com/countrytop/kiribati</a>
New Caledonia	<a href="http://www.toyota-southpacific.com/countrytop/nc">www.toyota-southpacific.com/countrytop/nc</a>
New Zealand	<a href="http://www.toyota.co.nz">www.toyota.co.nz</a> <a href="http://www.lexus.co.nz">www.lexus.co.nz</a>

## Websites

Papua New Guinea	<a href="http://www.toyota-southpacific.com/countrytop/png">www.toyota-southpacific.com/countrytop/png</a>
Saipan	<a href="http://www.microlsaipan.com">www.microlsaipan.com</a>
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### Middle East

Bahrain	<a href="http://www.toyota.com.bh">www.toyota.com.bh</a> <a href="http://www.lexus.com.bh">www.lexus.com.bh</a>
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Israel	<a href="http://www.toyota.co.il">www.toyota.co.il</a>
Kuwait	<a href="http://www.alsayeronline.com">www.alsayeronline.com</a>
Lebanon	<a href="http://www.toyotalebanon.com/TOYOTA.asp">www.toyotalebanon.com/TOYOTA.asp</a> <a href="http://www.toyotalebanon.com/LEXUS.asp">www.toyotalebanon.com/LEXUS.asp</a>
Nepal	<a href="http://www.toyota-southasia.com/countrytop/nepal">www.toyota-southasia.com/countrytop/nepal</a>
Oman	<a href="http://www.toyotaoman.com">www.toyotaoman.com</a> <a href="http://www.lexusoman.com">www.lexusoman.com</a>
Saudi Arabia	<a href="http://www.toyota.com.sa">www.toyota.com.sa</a> <a href="http://www.lexus.com.sa">www.lexus.com.sa</a>
Sri Lanka	<a href="http://toyota-southasia.com/countrytop/sri_lanka">toyota-southasia.com/countrytop/sri_lanka</a>
United Arab Emirates	<a href="http://www.toyotauae.com/international">www.toyotauae.com/international</a> <a href="http://www.lexusuae.com">www.lexusuae.com</a>

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# TOYOTA PRODUCT LINEUP



Alex



Allion



Alphard



Avalon



AVANZA



Avensis



Aygo



bB



Belta



Brevis



Caldina



Camry



Camry Solara



Celica



Celsior



Century



Coaster



Corolla



Corolla Fielder



Corolla Runx



Corolla Spacio



Corolla Verso



Crown Athlete



Crown Majesta



Crown Royal



Dyna



Estima



Fortuner



Harrier



Hiace



Hilux



Hilux Surf



Hilux VIGO



Innova



Ipsum



Isis



ist (Scion xA)



Kijang Innova



Kluger (Highlander)



Highlander HV



Land Cruiser 70



Land Cruiser 100



Land Cruiser Cygnus



Land Cruiser Prado



Liteace



Mark X



Mark II Blit



Matrix



MR-S



Noah



Passo



Porte



Premio



Prius



Probox



Progrès



Ractis



Raum



RAV 4



Regius Ace



Reiz



Rush



Scion tC



Sequoia



Sienna



SIENTA



Soluna Vios



Succeed



Tacoma



Townace



Toyoace



Tundra



Vios



Vitz



Voxy



Windom



WISH

