

## Toyota By The Numbers <sup>1</sup>

Toyota has been a part of the cultural fabric in the U.S. for 61 years. See below for a showcase of our commitment to the U.S.



## Our History

- 1957 Toyota Motor Sales established
- 1972 Manufacturing operations begin in U.S.
- 1973 Caltly Design Research established
- 1977 Toyota Technical Center, U.S.A. incorporated
- 1986 Toyota breaks ground in Georgetown, KY. The future home of TMMK, Toyota's first wholly-owned vehicle manufacturing plant in the U.S.
- 1987 Toyota U.S.A. Foundation established
- 1993 Arizona Proving Ground established
- 1996 North American manufacturing headquarters established
- 1997 Five millionth North American vehicle produced
- 2000 First hybrid vehicle sold in U.S.
- 2002 Ten millionth North American vehicle produced
- 2006 Hybrid production begins in U.S.
- 2008 One millionth Prius sold globally
- 2010 Toyota North American Center for Quality Excellence established
- 2011 Collaborative Safety Research Center (CSRC) launched
- 2012 25 Millionth North American vehicle produced
- 2015 Toyota breaks ground on its new North American headquarters in Plano, Texas
- 2016 Toyota's hybrid sales hit 3 million.
- 2019 Toyota breaks ground on Mazda Toyota Manufacturing, USA, a joint-venture plant with Mazda in Alabama.
- 2021 More than 30 million vehicles produced in U.S. Toyota also announces establishment of a full line-up of electrified vehicles.

<sup>1</sup> All data as of December 2020, except where noted. <sup>2</sup> Toyota vehicles and components assembled using U.S. and globally sourced parts. <sup>3</sup> Parts, materials and components (CY2020), Goods and Services (CY 2020). <sup>4</sup> As of Dec. 31, 2020. <sup>5</sup> Based on Toyota data. Includes direct and dealer employees. <sup>6</sup> Including our joint venture plant in Alabama. <sup>7</sup> Includes U.S. (not HI) and Puerto Rico. <sup>8</sup> Global estimate based on FY18 projections of Toyota Motor Corporation. <sup>9</sup> As of CY 2020. <sup>10</sup> 2015 Center for Automotive Research Study. Includes direct, dealer and supplier employees, and jobs created through their spending.

# 2020 TOYOTA OPERATIONS BY STATE



## UNITED STATES



**Sienna**  
since 1997  
(in IN since 2003)



**Sequoia**  
since 2000



**Highlander**  
since 2009  
(Highlander Hybrid in IN since 2013)



**RAV4 Hybrid**  
since 2020



**Camry**  
since 1988  
(Camry Hybrid in KY since 2006)



**Avalon**  
since 1994  
(Avalon Hybrid in KY since 2012)



**Lexus ES 350**  
since 2015

Dots represent category presence within a state and not quantity of location.

- Offices
- Engineering & Manufacturing
- Design, Research & Development
- Dealerships

### INDIANA

### KENTUCKY

### TEXAS

### MISSISSIPPI



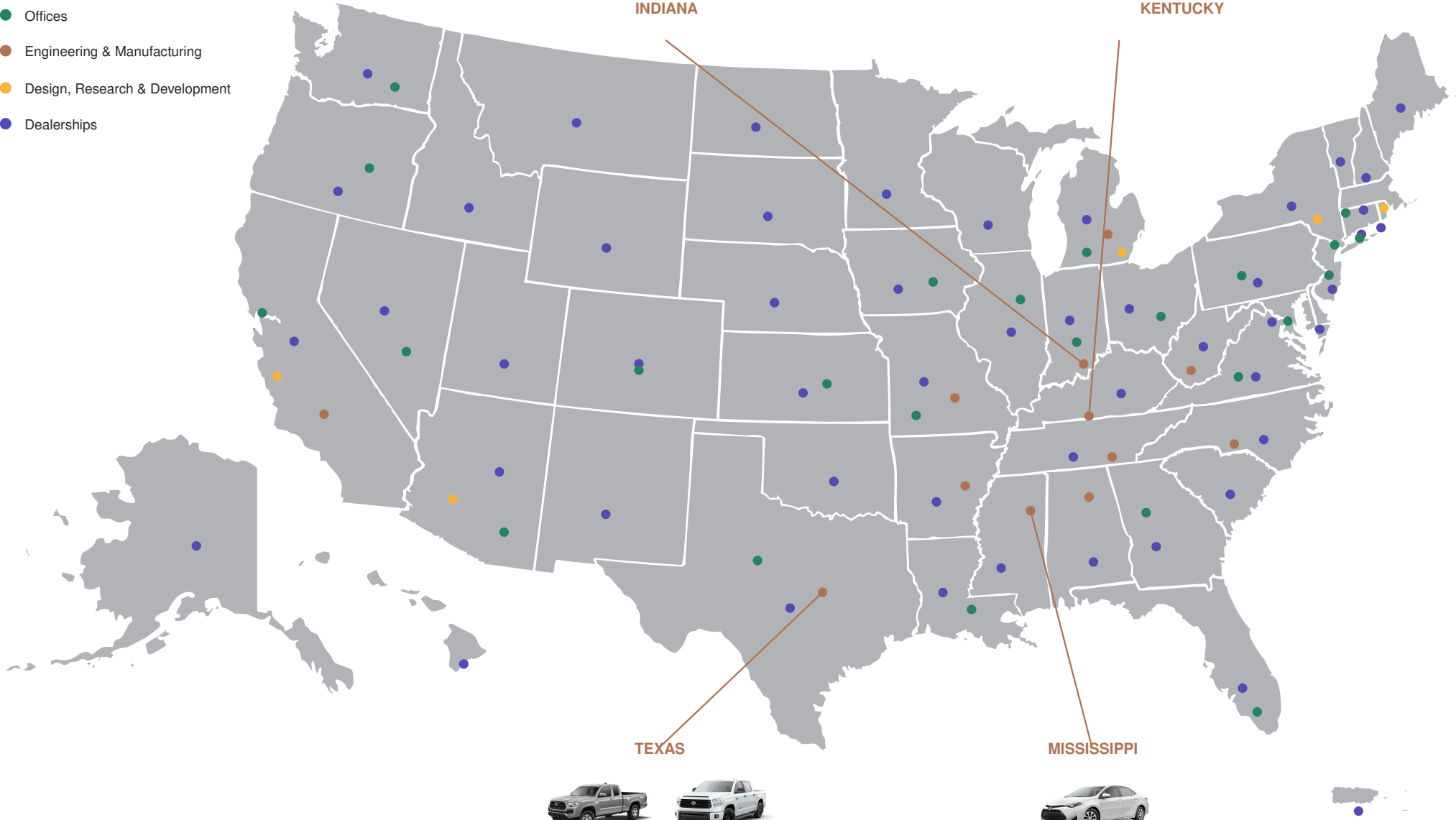
**Tacoma**  
since 1991  
(in TX since 2010)



**Tundra**  
since 1998  
(in TX since 2006)



**Corolla**  
since 1986  
(in MS Since 2011)



UNITED STATES

American Assembled Vehicles <sup>1</sup>

Many of the Toyotas you see on the road are assembled right here in your own backyard. See all of the vehicles that roll off the line in our U.S. plants, below. <sup>1</sup>

INDIANA

TEXAS



Sienna

Sequoia

Highlander

Tacoma

Tundra

Toyota Motor Manufacturing, Indiana, Inc. (TMMI)

Toyota Motor Manufacturing, Indiana, Inc. (TMMI)

Toyota Motor Manufacturing, Indiana, Inc. (TMMI)

Toyota Motor Manufacturing, Texas, Inc. (TMMTX)

Toyota Motor Manufacturing, Texas, Inc. (TMMTX)

since 1997 (in IN since 2003)

since 2000

since 2009 (Highlander Hybrid in IN since 2013)

since 1991 (in TX since 2010)

since 1998 (in TX since 2006)

KENTUCKY

MISSISSIPPI



RAV4 Hybrid

Camry

Avalon

Lexus ES 350

Corolla

Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)

Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)

Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)

Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)

Toyota Motor Manufacturing, Mississippi, Inc. (TMMMS)

since 2020

since 1988 (Camry Hybrid in KY since 2006)

since 1994 (Avalon Hybrid in KY since 2012)

since 2015

since 1986 (in MS Since 2011)

<sup>1</sup> Toyota vehicles and components assembled using U.S. and globally sourced parts.

**UNITED STATES**

DESIGN RESEARCH & DEVELOPMENT	LOCATIONS	OPERATIONS	INVESTMENT <sup>1</sup>	EMPLOYMENT <sup>1</sup>
<b>Calty Design Research, Inc.</b>	Headquartered in Newport Beach, California. Production design studio in Ann Arbor, Michigan, and Toyota Innovation Hub in San Francisco, California. Established in 1973.	Calty provides innovative design solutions for Toyota and Lexus product development, and supports North American production design, including color and trim. Activities include research, advanced design, competition design, production design, and philanthropic outreach. Calty has contributed styling for production models such as the '13 Toyota Avalon, '14 Tundra, '14 Highlander, '15 Camry, '16 Tacoma, '18 CHR, '18 Lexus LC500, '18 Camry, and created the concept vehicles FUN-vii, Lexus LF-LC, U-Squared, FT-1, Concept-i and FT-4X.	\$8M (includes CALTY in MI)	100
<b>Toyota Motor North America, Research and Development (TMNA R&amp;D)</b>	Headquartered in Saline, MI with locations in Ann Arbor, MI and Gardena, CA. Established in 1977.	TMNA R&D provides everything from engineering design and prototype building to testing and evaluation of vehicles, parts and materials for Toyota's North American vehicles. It is also the home of Toyotas newly established North American purchasing and supplier center. With facilities in Michigan, California and Arizona, TMNA R&D also handles emissions certification, technical research, regulatory affairs and more. The Gardena campus is engaged in engineering design, vehicle evaluation, powertrain development & calibration, regulatory affairs, and alternative powertrain research for Toyota and Lexus vehicles manufactured or sold in North America.	N/A	1,300
<b>Toyota Info Technology Center, U.S.A., Inc.</b>	Headquartered in Mountain View, California. Branch office in New York. Established in 2001.	ITC evaluates and develops new technologies to contribute to Toyota's next-generation in-car service and application platforms for improved communications, safety, efficiency, and performance.	N/A	N/A

**ENGINEERING & MANUFACTURING**
**LOCATIONS**
**OPERATIONS**
**INVESTMENT<sup>1</sup>**
**EMPLOYMENT<sup>1</sup>**
<sup>1</sup> This figure captures consolidated impact of multiple locations.

## 2020 TOYOTA OPERATIONS BY STATE



### UNITED STATES

<b>Toyota Auto Body Company, Inc. (TABC), California</b>	Manufacturing plant in Long Beach, California. Established in 1972.	TABC, Toyota's first North American manufacturing plant produces sheet metal and aluminum components, weld sub-assemblies, steering columns, catalytic converters, and painted service parts for Toyota's North American manufacturing facilities, Tesla Motors, Toyota Motor North America, Inc. and for export to Japan.	\$445M	293
<b>Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)</b>	Manufacturing plant in Georgetown, Kentucky. Established in 1986.	TMMK, Toyota's largest manufacturing facility in the world, assembles the Avalon, Avalon Hybrid, Camry, Camry Hybrid and the Lexus ES 350. <sup>1</sup> In addition, TMMK builds 4-cylinder and V6 engines and powertrain parts. TMMK is the first plant in the U.S. to produce a Lexus vehicle.	\$7.8B	7,800
<b>Toyota Motor Manufacturing, Missouri (TMMMO) Includes Toyota Motor Manufacturing, Tennessee (TMMTN)<sup>2</sup></b>	Manufacturing plants in St. Louis and Troy, Missouri, and Jackson, Tennessee. Established in 1912 and purchased by Toyota in 1990.	For over a century, Bodine Aluminum has built a reputation for technological leadership and great craftsmanship in aluminum castings. Acquired in 1990 by Toyota, Bodine immediately became an integral part of our manufacturing operations across North America. Today, 1,300 Bodine team members in plants in St. Louis and Troy, Missouri, and in Jackson, Tennessee, produce engine and transmission components for use in all of our U.S. manufacturing facilities.	\$799M	1,200
<b>Toyota Motor Manufacturing, Indiana, Inc. (TMMI)</b>	Manufacturing plant in Princeton, Indiana. Established in 1996.	TMMI assembles the Highlander, Highlander Hybrid, Sequoia, and Sienna. <sup>1</sup>	\$5.8B	7,222
<b>Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)</b>	Manufacturing plant in Buffalo, West Virginia. Established in 1996.	TMMWV manufactures 4-cylinder engines for the Corolla and V6 engines for the Highlander and Sienna. In addition, TMMWV manufactures 6-speed automatic transmissions for Avalon, Camry, Highlander, RAV4, Sienna, and Lexus ES 350. <sup>1</sup>	\$1.6B	1,479
<b>Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)</b>	Manufacturing plant in Huntsville, Alabama. Established in 2001.	TMMAL assembles 4-cylinder engines for the Camry, Highlander, and RAV4. In addition, TMMAL assembles V6 engines for the Highlander, Tacoma, and Lexus RX 350, and V8 engines for the Sequoia and Tundra. <sup>1</sup>	\$1.16B	1,150
<b>Toyota Motor Manufacturing, Texas, Inc. (TMMTX)</b>	Manufacturing plant in San Antonio, Texas. Established in 2003.	TMMTX assembles the Tacoma and the Tundra.	\$3.9B	2,660

<sup>1</sup> Toyota vehicles and components assembled using U.S. and globally sourced parts.<sup>2</sup> Employment and Investment are reflective of the combined TMMMO and TMMTN numbers.

## 2020 TOYOTA OPERATIONS BY STATE



### UNITED STATES

<b>Toyota Motor Manufacturing, Mississippi, Inc. (TMMMS)</b>	Manufacturing plant in Blue Springs, Mississippi. Established in 2007.	TMMMS assembles the Corolla.	\$1.4B	1,824
<b>Hino Motors Manufacturing U.S.A., Inc.</b>	Headquartered in Farmington Hills, Michigan. Manufacturing operations in Arkansas, California, and West Virginia. Service parts depot in California. Established in 2003.	A consolidated subsidiary of Toyota, Hino's suburban Detroit office serves as headquarters for its manufacturing activities in the U.S. Hino assembles Class 6 & 7 Hino brand trucks in West Virginia, and builds axles and other components for certain Toyota vehicles in Arkansas and California. Hino also maintains a service parts distribution warehouse in California.	\$480M	132
<b>TRD U.S.A., Inc.</b>	Headquartered in Costa Mesa, California. NASCAR support operation in Salisbury, North Carolina. Established in 1979.	TMNA Motorsports Marketing participates in NASCAR, NHRA, and other U.S. racing series with product activation and related marketing activities. In support of this, TRD U.S.A. (a subsidiary of TMNA) designs, develops, manufactures, and assembles racing engines for Toyota's racing teams, and in addition, provides teams with race vehicle engineering and at-track race support.	\$159M	211

OFFICES	LOCATIONS	OPERATIONS	INVESTMENT <sup>1</sup>	EMPLOYMENT <sup>1</sup>
<b>Toyota Motor North America, Inc. (TMNA)</b>	Office in Plano, Texas. Began operations in 2014.	Toyota Motor North America, Inc. (TMNA), headquartered in Plano, Texas, brings together Toyota's marketing, sales, engineering and manufacturing arms in North America on one shared, state-of-the-art campus.	\$1 Billion	6,600
<b>Toyota Motor North America, Inc. (TMA NY &amp; DC)</b>	Offices in New York City and Washington, D.C. Began operations in 1996.	TMA is the holding company for Toyota's U.S. sales and manufacturing operating units, with offices in New York City and Washington, D.C. Functions include government and regulatory affairs, energy, environment, economic research, philanthropy, and corporate communications.	N/A	50

<sup>1</sup> This figure captures consolidated impact of multiple locations.

**UNITED STATES**

<b>Toyota Logistics Services, Inc.</b>	Headquartered in Plano, Texas. Operations in Arizona, California, Indiana, Florida, Kentucky, Mississippi, New Jersey, Oregon, and Texas.	TLS is responsible for finished vehicle logistics in North America. TLS Vehicle Processing Operations manages 13 vehicle delivery centers in the U.S. TLS Vehicle Transportation Operations manages transportation via rail, truck, and vessel. There are 33 destination rail ramps, 165 rail routes, and 8,416 truck routes. North American-produced vehicles are exported from 14 different ports to over 45 countries around the world. Toyota's in-house auto trucking company, Toyota Transport, operates in Arizona, California, and Oregon.	NA	NA
<b>Service Parts and Accessories Operations (SPA)</b>	Headquartered in Torrance, California. Parts and Accessory Redistribution Centers operate in Southern California and Kentucky. Regional Parts Distribution Centers operate in California (2), Illinois, Maryland, Massachusetts, Missouri, New Jersey, Ohio, and Oregon. Third-party distribution facilities operate in Florida, Georgia, and Texas.	SPA directly manages the parts supply chain and distribution network that provides parts and accessories to all U.S. Toyota and Lexus dealers. In addition, it supplies these products to all North American Toyota centers. SPA also exports North American-produced parts and accessories to support customers in over 30 countries across Asia, Central and South America, Europe, Oceania, Africa, and the Gulf Coast.	NA	NA
<b>AirFlite, Inc.</b>	Headquartered in Long Beach, California.	AirFlite is a fixed-base operation providing a full range of services for corporate and general aviation at Long Beach Airport.	NA	NA
<b>Toyota de Puerto Rico, Corp.</b>	Headquartered in San Juan, Puerto Rico. Established in 1994.	TdPR is responsible for the importation and distribution of Toyota and Lexus vehicles. TdPR manages vehicle sales, parts and service operations, and brand marketing, among other functions. There are 24 Toyota dealerships (2 located in the United States Virgin Islands), and 2 Lexus dealerships.	\$77M	72

UNITED STATES

State Impact

	 ALABAMA	 ARKANSAS	 CALIFORNIA	 INDIANA	 KENTUCKY	 MICHIGAN	
Employment	Direct	1,239	951	2,179	7,465	9,214	2,020
	Indirect <sup>1</sup>	2,793	2,260	19,215	12,525	13,063	12,044
Investment	Direct	\$1.25B <sup>2</sup>	\$217M	\$1.1B	\$5.1B	\$8.2B <sup>2</sup>	\$1.5B
	Indirect <sup>3</sup>	\$428M	\$302M	\$4.8B	\$401M	\$326M	\$371M
Products and Parts	Assembled By Toyota <sup>4</sup>	Engines	Axels Suspension Parts	Catalytic Converters Steering Columns Race Engines Race Engine Components Axle Components	Highlander/Highlander Hybrid Sequoia Sienna	Avalon Avalon Hybrid Camry Camry Hybrid Lexus ES 350 Engines Powertrain Parts	Research & Development Recent vehicles engineered include Avalon, Camry, Sienna, Tacoma, Tundra, and RAV4 EV
	Purchased in State <sup>5</sup>	Exterior Lighting Injection Moldings Assembly Stampings	Aluminum Wheels Exterior Door Handles HVAC Systems	Multimedia	Brake Components Console Exhaust Systems Fuel Tanks Hinges/Locks Seats Bearings Door Trim	Body Shell Glass Headliner Seats Weatherstrip Wheels	Convenience Electronics Hoses Radiators Rearview Mirror Switches

<sup>1</sup> Represents direct dealer and Toyota-dedicated supplier employees. <sup>2</sup> As of Dec. 31, 2020. <sup>3</sup> Includes U.S. (not HI) and Puerto Rico. <sup>4</sup> Toyota vehicles and components assembled using U.S. and globally sourced parts. <sup>5</sup> Represents only a selection of parts purchased.



UNITED STATES

State Impact

	 MISSISSIPPI	 MISSOURI	 NORTH CAROLINA	 TENNESSEE	 TEXAS	 WEST VIRGINIA	
Employment	Direct	1,879	981	53	304	7,301	1,921
	Indirect <sup>1</sup>	2,206	3,044	7,678	17,280	18,123	694
Investment	Direct	\$1.35B	\$935M <sup>2</sup>	\$124M	\$1.1B <sup>2</sup>	\$5.4B	\$1.8B <sup>2</sup>
	Indirect <sup>3</sup>	\$192M	\$453M	\$938M	\$610M	\$3.1B	\$140M
Products and Parts	Assembled By Toyota <sup>4</sup>	Corolla	Engine Parts/Components		Engine Parts/Components		Engines Transmissions Hino Trucks
	Purchased in State <sup>5</sup>	Bumpers Seats Front and Rear Suspension Components Glass Interior Plastics Door Trim	Airbags Instrument Panel Grilles & Ornamentation Steering Wheels	Automatic Transmissions and Components Catalytic Converter Driveshaft Window Motors Tires	Exhaust Systems Grilles & Ornamentation Large Die Casting Power Steering Components Starters/Alternators	Body Shell Carpet Door Trim Headliner Instrument Panel & Console Metal Stampings Power Steering Hoses Seats	Ignition Coil O2 Sensors

<sup>1</sup> Represents direct dealer and Toyota-dedicated supplier employees. <sup>2</sup> As of Dec. 31, 2020. <sup>3</sup> Includes U.S. (not HI) and Puerto Rico. <sup>4</sup> Toyota vehicles and components assembled using U.S. and globally sourced parts. <sup>5</sup> Represents only a selection of parts purchased.

CANADA

Operations By Province

\* Dots represent category presence within a province and not quantity of location.

- Offices
- Engineering & Manufacturing
- Design, Research & Development
- Dealerships



## Canadian Made Vehicles

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Many of the Toyotas you see on the road are assembled right here in your own backyard. See all of the vehicles that roll off the line in our Canadian plants, below. <sup>1</sup>

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### ONTARIO

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**Lexus RX 350**

Toyota Motor Manufacturing Canada Inc.  
(TMMC)

since 2003



**Lexus RX 450h**

Toyota Motor Manufacturing Canada Inc.  
(TMMC)

since 2014



**RAV4**

Toyota Motor Manufacturing Canada Inc.  
(TMMC)

since 2008



**RAV4 Hybrid**

Toyota Motor Manufacturing Canada Inc.  
(TMMC)

since 2019

<sup>1</sup> Toyota vehicles and components assembled using U.S. and globally sourced parts.

**CANADA**

OFFICES	LOCATIONS	OPERATIONS	INVESTMENT <sup>1</sup>	EMPLOYMENT <sup>1</sup>
<b>Toyota Canada Inc.</b>	Established in 1964, TCI is headquartered in Toronto, Ontario, with zone offices in Alberta, British Columbia, Nova Scotia, Ontario, and Quebec.	Toyota Canada Inc. (TCI) is the exclusive Canadian distributor of Toyota and Lexus vehicles. Toyota has sold over 5 million vehicles in Canada through a national network of 287 Toyota and Lexus dealerships. Toyota is dedicated to bringing safety, quality, dependability and reliability in the vehicles Canadians drive and the service they receive. TCI's head office is located in Toronto, with regional offices in Vancouver, Calgary, Montreal and Halifax and parts distribution centres in Toronto and Vancouver.	\$499 million CAD\$	650
<b>Lexus</b>	Office in Toronto, Ontario. Began operations in 1990.	Lexus Canada is the exclusive Canadian distributor of Lexus luxury cars and sport utility vehicles through a sales and service network of 39 dealers across Canada.	Included in TCI total	Included in TCI total
<b>Toyota Credit Canada Inc. (TCCI)</b>	Headquartered in Markham, Ontario. Branch offices in British Columbia, Nova Scotia, Ontario, and Quebec. Established 1990.	TCCI provides wholesale and retail financial services for Toyota and Lexus dealers and their customers across Canada.	\$27 million CAD\$	125
ENGINEERING & MANUFACTURING	LOCATIONS	OPERATIONS	INVESTMENT <sup>1</sup>	EMPLOYMENT <sup>1</sup>
<b>Canadian Autoparts Toyota Inc. (CAPTIN)</b>	Manufacturing plant in Delta, British Columbia. Established 1983.	CAPTIN is responsible for die design, development, and manufacturing of aluminum wheel products for Toyota.	\$190 million CAD\$	56
<b>Toyota Motor Manufacturing Canada Inc. (TMMC)</b>	Manufacturing plants in Cambridge and Woodstock, Ontario. Established 1986.	The Cambridge plant assembles the Lexus RX 350 (gas) and the Lexus RX 450h (hybrid). The Woodstock plant assembles the RAV4. Starting in 2019, TMMC will begin assembly of the RAV4 hybrid and the Cambridge plant will assemble the RAV4, replacing the Corolla.	\$8 billion CAD\$	9,700
<b>Toyota Canada Cold Research Centre</b>	Test facility located in Timmins, Ontario.	Toyota's first cold-weather facility outside of Japan, this Research and Development facility tests the operation of Toyota global products in sub-zero conditions.	Included in TEMA total	Included in TCI total

<sup>1</sup> This figure captures consolidated impact of multiple locations.

CANADA

<p><b>Hino Motors Canada, Ltd. (HMC)</b></p>	<p>Hino Motors Canada is headquartered in Mississauga, Ontario, with regional sales offices in Alberta and Quebec. In May 2006, Hino opened an assembly plant in Woodstock, Ontario. Hino is a Toyota Group Company.</p>	<p>A consolidated subsidiary of Hino Motors in Japan, a subsidiary of Toyota. HMC assembles, markets, and sells Hino light and medium-duty trucks in Canada.</p>	<p>N/A</p>	<p>N/A</p>
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MEXICO

Operations By State



## Mexican Made Vehicles

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Many of the Toyotas you see on the road are assembled right here in your own backyard. See all of the vehicles that roll off the line in our Mexican plants, below. <sup>1</sup>

### — GUANAJUATO —



#### Tacoma

Toyota Motor Manufacturing de Guanajuato (TMMGT)

starting 2019

### — BAJA CALIFORNIA —



#### Tacoma

Toyota Motor Manufacturing de Baja California, S. de R.L. de C.V. (TMMBC)

since 2004

<sup>1</sup> Toyota vehicles and components assembled using U.S. and globally sourced parts.

**MEXICO**

OFFICES	LOCATIONS	OPERATIONS	INVESTMENT	EMPLOYMENT
<b>Toyota Motor North America de México, S. de R.L. de C.V. (TMEX)</b>	Headquartered in Mexico City, Mexico. Began operations in 2002.	Toyota Motor North America de México is responsible for sales, marketing, distribution, and service operations for Toyota vehicles in Mexico. There are currently 68 dealerships in Mexico.	\$214 million MXP\$	118
<b>Toyota Financial Services México, S.A. de C.V. (TSM)</b>	Headquartered in Mexico City, Mexico. Began operations in 2002.	Toyota Financial Services México provides finance products to Toyota dealers and their customers.	\$624 million MXP\$	139
ENGINEERING & MANUFACTURING	LOCATIONS	OPERATIONS	INVESTMENT <sup>1</sup>	EMPLOYMENT <sup>1</sup>
<b>Toyota Motor Manufacturing de Baja California, S. de R.L. de C.V. (TMMBC)</b>	Manufacturing plant in Baja California, Mexico. Established 2002.	TMMBC assembles the Tacoma.	\$6.4 billion MXP\$	1,882
<b>Toyota Motor Manufacturing de Guanajuato (TMMGT)</b>	Manufacturing plant located in Apaseo el Grande, Guanajuato. Announced 2015. Start of production is scheduled for 2019.	TMMGT will assemble the Tacoma.	\$1 billion USD projected	1,764
<b>Mazda Motor Manufacturing de Mexico S.A. de C.V. (Collaboration/Contract Manufacturer)</b>	Mazda Motor Manufacturing de Mexico S.A. de C.V., in Salamanca, Guanajuato. Collaboration announced in 2012; Production began in 2015.	This is a collaborative agreement between Mazda Motor Corporation and Toyota Motor Corporation to assemble the Yaris iA.	Unavailable from NA Databook	N/A
<b>Hino Motors Manufacturing México, S.A. De C.V. (HMMM)</b>	In 2009, Hino Motors Manufacturing Mexico, S.A. de C.V. established an assembly plant in Guanajuato, Mexico.	A consolidated subsidiary of Hino Motors in Japan, subsidiary of Toyota. HMMM assembles medium-duty trucks mainly for domestic market.	N/A	N/A

<sup>1</sup> Shown in U.S. dollars to reflect investment from US based operations of TEMA.