

# TOYOTA











## UNITED STATES OPERATIONS 2010

From the beginning, Toyota has believed in putting people first. That's why we constantly challenge ourselves to find ways to make the world a little better. By creating jobs, raising the bar on vehicle safety and contributing to the communities where we live and work, respect for people is at the heart of everything we do. We invite you to discover the highlights of our U.S. operations.



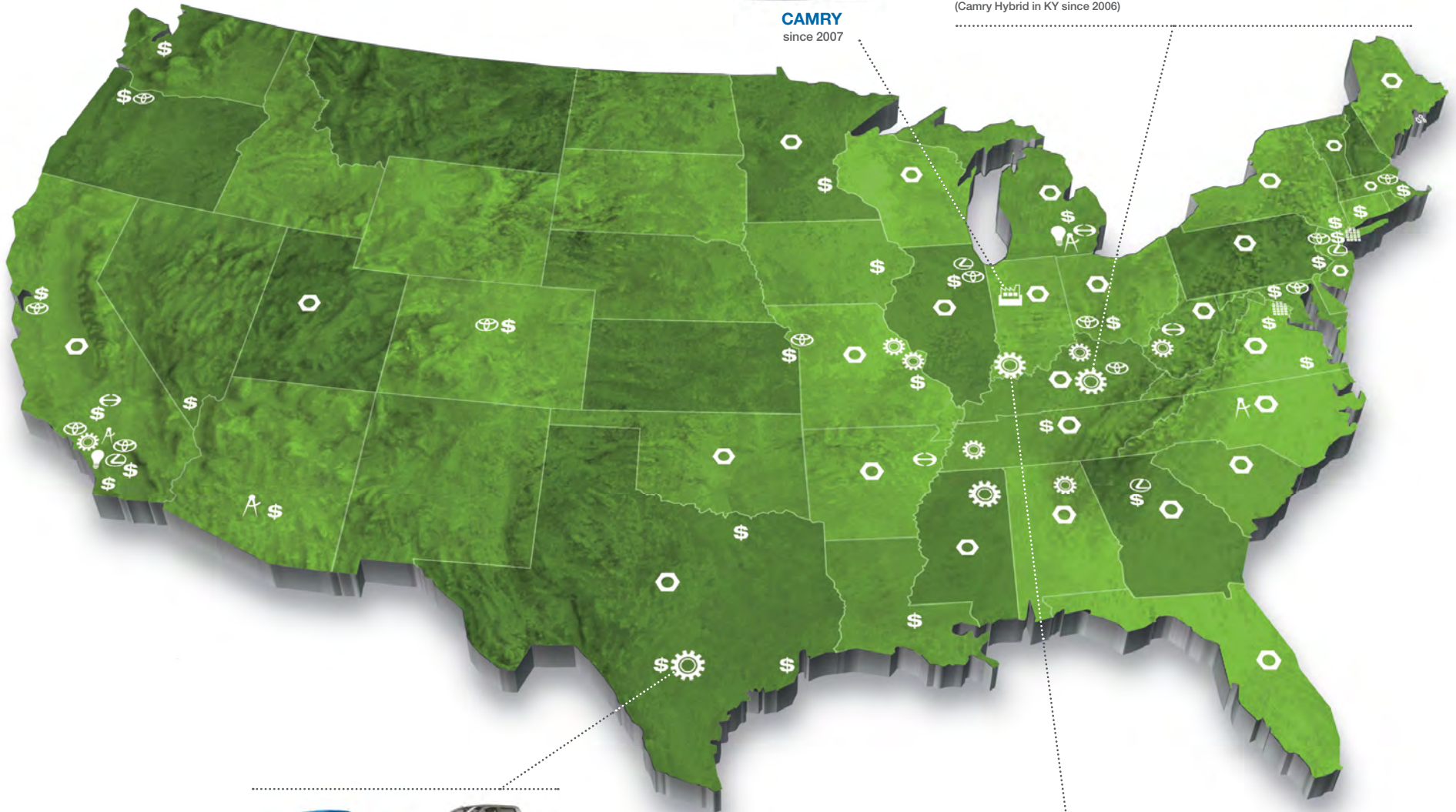


# TOYOTA ACROSS THE UNITED STATES

-  Toyota Sales or Service Office\*
-  Lexus Sales or Service Office\*
-  Financial Services Office\*
-  Manufacturing Facility<sup>1</sup>
-  Contracted Manufacturer
-  Supplier State
-  Research and Development Center
-  Design Center
-  Hino Operation or Manufacturing Facility
-  Holding Company

## Dealerships Throughout the U.S.

All data as of December 2009. \*May represent more than one location.  
<sup>1</sup>Toyota vehicles and components are built using U.S. and globally sourced parts.



**CAMRY**  
since 2007



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



**AVALON**  
since 1994



**VENZA**  
since 2008



**TACOMA**  
since 1991  
(in TX starting July 2010)



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



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


















**SEQUOIA**  
since 2000



**HIGHLANDER**  
since 2009



# TOYOTA STATE BY STATE IMPACT

		Employment		Investment (\$ mil)		Products and Parts	
		Direct	Indirect <sup>2</sup>	Direct	Dealer <sup>3</sup>	Made by Toyota and Affiliate Companies <sup>1</sup>	Purchased In-State <sup>4</sup>
	AL	777	2,154	552.4	220.9	Engines	Exterior Lighting, Hoses, Seals/Gaskets, Stampings
	AR	329	1,512	241.2	107.1	Axles, Suspension Parts	Aluminum Wheels, Grilles & Ornamentation, HVAC Systems
	CA	5,805	20,095	2,286.3	2,670.6	Catalytic Converters, Steering Columns, Race Engines, Race Engine Components, Axle Components	Door Frames, Door Trim, Injection Moldings, Multimedia (Navigation, Bluetooth®), Weatherstrips
	GA	73	3,979	78.6	530.4		Door Frames, Hinges, Locks, Seals/Gaskets, Roof Racks
	IN	4,165	8,712	2,907.1	204.1	Camry, Highlander, Sequoia, Sienna	Brake Components, Bumpers, Engine Plastics, Exterior Moldings, Fuel Tanks, Hinges, Injection Moldings (Instrument Panel & Console), Locks, Seats, Steering Columns
	KY	8,239	10,778	5,436.0	183.3	Avalon, Camry/Camry Hybrid, Venza, Engines, Powertrain Parts	Brake Components, Hoses, Injection Moldings, Large Die Casting, Seats, Weatherstrips
	MD	680	3,381	43.0	447.5		
	MI	1,034	6,039	986.6	197.0		Brake Components, Convenience Electronics (Remote Keyless Entry), Hoses, HVAC Systems, Radiators, Sun Visors, Switches
	MO	693	3,154	619.0	237.6	Engine Parts/Components	Airbags, Injection Moldings (Instrument Panel), Grilles & Ornamentation, Steering Wheels
	MS	2,000 Projected	1,052	1,300 Projected	87.5	Our plant in MS is under construction and will build the Prius.	
	NC	47	5,242	54.8	444.0	Race Engines, Race Engine Components	Automatic Transmissions, Driveshafts, Seals/Gaskets, Window Motors, Tires
	OH	175	7,024	397.7	463.4		Batteries, Brake Components, Paint, Vehicle Stability Control Systems
	TN	172	9,118	674.6	265.2	Engine Parts/Components	Automatic Transmission Components, Display Products, Engine Sensors, Exhaust Systems, HVAC ECU, Power Steering Components, Starters/Alternators
	TX	1,979	11,770	1,244.7	1,363.9	Tacoma (starting in July 2010), Tundra	Carpet, Horn Pads, Injection Moldings (Instrument Panel and Console), Power Steering Components, Seats, Steering Wheels, Washers/Wipers
	WV	1,085	1,040	1,012.5	65.5	Engines, Transmissions, Hino Trucks	O2 Sensors, Spark Plugs
	Other U.S. States	3,457	68,830	1,792.4	8,635.9		
<b>TOTALS</b>		<b>28,783</b>	<b>163,880</b>	<b>18,340.1</b>	<b>16,123.9</b>		

States with the largest Toyota and supplier operations. All data as of December 2009 except where noted. All figures are reported in U.S. dollars. <sup>1</sup>Toyota vehicles and components are built using U.S. and globally sourced parts. <sup>2</sup>Represents dealer and supplier jobs. <sup>3</sup>Includes U.S. and Puerto Rico. <sup>4</sup>Represents only a selection of parts purchased.



# TOYOTA BY THE NUMBERS



Direct Employment  
**28,783**  
Indirect Employment<sup>1</sup>  
**163,880**



Vehicle Sales  
**1,770,149**



Toyota, Scion &  
Lexus Dealers  
**1,500**



Vehicle Production<sup>2</sup>  
**870,570**



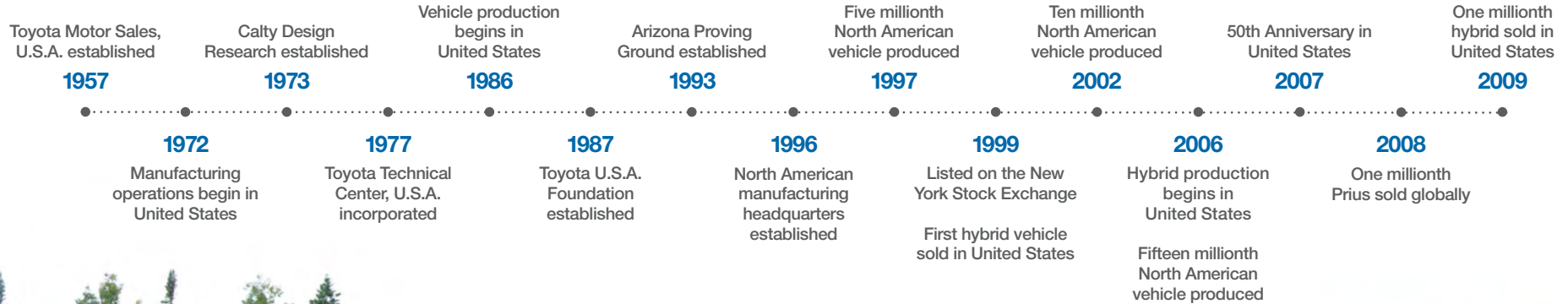
Purchasing<sup>3</sup>  
**\$22.2 billion**



Direct Investment  
**\$18.3 billion**



Philanthropy  
**\$493 million**



# TOYOTA IN THE UNITED STATES

Major Groups	Locations	Operations	Investment	Employment
<b>Holding Company</b>				
Toyota Motor North America, Inc.	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.	\$183.0 million	94
<b>Sales and Service</b>				
Toyota Motor Sales, U.S.A., Inc.	Headquartered in Torrance, California. Regional sales offices in California, Colorado, Illinois, Maryland, Massachusetts, Missouri, New Jersey, Ohio, and Oregon. Private distributor offices in Florida and Texas. Established 1957.	TMS, Toyota's U.S. sales and marketing arm, oversees sales and other operations in 49 states. TMS regional offices coordinate Toyota and Scion vehicle sales, parts and service for dealers in ten regional areas, with two additional regions being served by private distributors. Of the 1,239 Toyota dealers located throughout the U.S., 993 are authorized to sell Scion vehicles.	\$1.9 billion	6,462
– Lexus	Headquartered in Torrance, California. Area sales offices in California, Georgia, Illinois, and New Jersey.	The Lexus Division directs sales and operations for 229 Lexus dealers located throughout the U.S. through four area offices.		
– Toyota Logistics Services, Inc.	Headquartered in Torrance, California. Operations in Arizona, California, Indiana, Kentucky, New Jersey, Oregon, and Texas.	TLS has nine Vehicle Delivery Centers in the U.S. and manages Toyota, Lexus and Scion vehicle logistics operations, planning and administration. TLS is responsible for inbound vehicle logistics for Mexico and U.S. exports of vehicles produced in North America. TLS also manages Toyota's in-house auto trucking company, which operates in Arizona, California and Oregon.		
– North American Parts Operations	Headquartered in Torrance, California. North American parts centers in California and Kentucky.	NAPO was established to improve local parts sourcing and manage a parts distribution network that supplies all North American Toyota distributors, as well as U.S. Toyota, Lexus and Scion dealers. Additionally, U.S. parts are exported to parts centers in Japan and Europe for worldwide distribution. Parts Distribution Centers are located in California, Illinois, Maryland, Massachusetts, Missouri, New Jersey, Ohio, and Oregon. Third-party facilities are located in Florida and Texas.		
– AirFlite, Inc.	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.		
– Aviation Business Development Office	Headquartered in Torrance, California.	ABDO is responsible for exploration of new business opportunities and technologies in the general aviation field.		
Toyota Financial Services	Headquartered in Torrance, California. Customer Service Centers in Arizona, Iowa and Maryland. Began operation in 1983.	TFS provides finance and insurance products and services to Toyota, Lexus, Scion, and Toyota Material Handling dealers and their customers through Toyota Motor Credit Corporation and Toyota Motor Insurance Services. TFS has 30 dealer sales and service offices and three regional offices.	\$331.7 million	3,325
Toyota de Puerto Rico, Corp.	Headquartered in San Juan, Puerto Rico. Established 1994.	TDPR is responsible for the importation and distribution of Toyota, Lexus and Scion vehicles. TDPR manages vehicle sales, parts and service operations, and brand marketing, among other functions. There are 24 Toyota dealerships (two located in the United States Virgin Islands), eight Scion dealers and one Lexus dealer.	Included in TMS total	
<b>Design</b>				
Calty Design Research, Inc.	Headquartered in Newport Beach, California. Production design studio in Ann Arbor, Michigan. Established 1973.	Calty provides design solutions for Toyota, Lexus and Scion product development, and supports North American production design, including color and trim. Activities include research, advanced design, competitive design, production design, and philanthropic outreach. Calty has contributed exterior styling for production models such as the '07 FJ Cruiser, '08 Scion xB, '09 Venza, '11 Sienna, and '11 Avalon, and created the concept vehicles FT-SX, Scion t2B, Scion FUSE, FT-HS, A-BAT and Lexus LF-Ch.	\$22.3 million	91

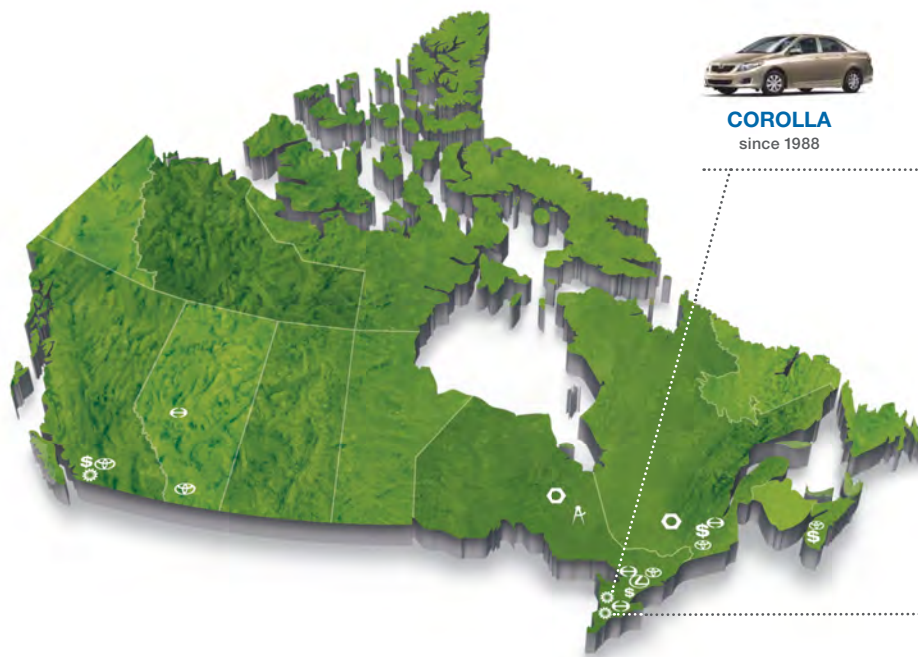
Major Groups	Locations	Operations	Investment	Employment
<b>Manufacturing and Engineering<sup>1</sup></b>				
Toyota Motor Engineering & Manufacturing North America, Inc.	Headquartered in Erlanger, Kentucky. Major operations in Arizona, California and Michigan. Consolidated 2006.	TEMA is responsible for Toyota's engineering design and development, R&D, and manufacturing activities in the U.S., Mexico and Canada.	\$670.5 million	2,748
TABC, Inc.	Manufacturing plant in Long Beach, California. Established 1972.	TABC, Toyota's first North American manufacturing plant, produces sheet metal components, steering columns, catalytic converters, coated catalytic substrates, and weld sub-assemblies for Toyota's North American manufacturing facilities and for export to Japan.	\$265.8 million	481
Toyota Motor Manufacturing, Kentucky, Inc.	Manufacturing plant in Georgetown, Kentucky. Established 1986.	TMMK, Toyota's largest manufacturing facility outside of Japan, builds the Avalon, Camry/Camry Hybrid and the Venza sedan crossover. In addition, TMMK builds 4-cylinder and V6 engines and powertrain parts.	\$5.6 billion	6,429
Bodine Aluminum, Inc.	Manufacturing plants in St. Louis and Troy, Missouri and Jackson, Tennessee. Established in 1912 and purchased by Toyota in 1990.	The St. Louis plant manufactures engine brackets and carrier covers. The Troy plant manufactures cylinder heads and cylinder blocks. Bodine also produces aluminum cylinder blocks and automatic transmission parts at its third plant in Jackson.	\$574.9 million	721
Toyota Motor Manufacturing, Indiana, Inc.	Manufacturing plant in Princeton, Indiana. Established 1996.	TMMI produces the Sequoia full-size sport utility vehicle, the Sienna minivan, and the Highlander mid-size sport utility vehicle.	\$3.6 billion	3,997
Toyota Motor Manufacturing, West Virginia, Inc.	Manufacturing plant in Buffalo, West Virginia. Established 1996.	TMMWV manufactures 4-cylinder and V6 engines and automatic transmissions.	\$1.0 billion	1,006
Toyota Motor Manufacturing, Alabama, Inc.	Manufacturing plant in Huntsville, Alabama. Established 2001.	TMMAL manufactures V6 and V8 engines for Tacoma and Tundra pickup trucks and the Sequoia full-size sport utility vehicle.	\$514.0 million	768
Toyota Motor Manufacturing, Texas, Inc.	Manufacturing plant in San Antonio, Texas. Established 2003.	TMMTX manufactures the Tundra full-size pickup and will begin building the Tacoma pickup truck in July.	\$1.5 billion	1,694
Toyota Motor Manufacturing, Mississippi, Inc.	Manufacturing plant in Tupelo, Mississippi. Established 2007.	TMMMS is under construction and will be the first plant in the U.S. to build the Prius.	\$1.3 billion projected	Approx. 2,000 projected
Hino Motors Manufacturing U.S.A., Inc.	Headquartered in Farmington Hills, Michigan. Manufacturing operations in Arkansas and West Virginia. Established 2003.	A consolidated subsidiary of Toyota, HMM's Detroit office serves as headquarters for Hino's manufacturing activities in the U.S. HMM assembles Hino trucks in West Virginia, and builds Toyota axles and other components in Arkansas.	\$308.2 million	558
Fuji Heavy Industries Ltd. (Collaboration)	Subaru of Indiana Automotive, Inc. (SIA) in Lafayette, Indiana. Collaboration established in 2006.	This is a collaborative agreement between SIA parent Fuji Heavy Industries Ltd. and Toyota Motor Corporation to build the Toyota Camry at SIA.	\$207.3 million	N/A
TRD, U.S.A. Inc.	Headquartered in Costa Mesa, California. NASCAR support operation in North Carolina. Established 1979.	TMS Motorsports Marketing participates in NASCAR and other U.S. racing series with product activation and related marketing activities. In support of this, TRD, U.S.A., (a division of TMS), designs, develops and assembles engines to drive Toyota's racing programs, and in addition, supports Toyota-sponsored racing teams with chassis development and technology.	\$56.4 million	224
Toyota Info Technology Center, U.S.A., Inc. (ITC)	Headquartered in Mountain View, California. Branch office in New York. Established 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

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# TOYOTA IN CANADA

-  TOYOTA SALES OR SERVICE OFFICE\*
  -  LEXUS SALES OR SERVICE OFFICE
  -  FINANCIAL SERVICES OFFICE
  -  MANUFACTURING FACILITY
  -  SUPPLIER PROVINCE
  -  RESEARCH AND DEVELOPMENT CENTER
  -  HINO OPERATION OR MANUFACTURING FACILITY
- DEALERSHIPS THROUGHOUT CANADA  
May represent more than one location.







Major Groups	Locations	Operations	Investment	Employment
<b>Sales and Service</b>				
Toyota Canada Inc.	Headquartered in Toronto, Ontario. Zone offices in Alberta, British Columbia, Nova Scotia, Ontario, and Quebec. Established 1964.	TCI oversees all divisions of Toyota's sales, marketing, parts, service, Lexus, and Industrial Equipment operations in Canada. TCI zone offices coordinate Toyota vehicle sales, parts and services for dealers in ten provinces and one territory. There are 243 Toyota dealerships across Canada, of which 231 are exclusively Toyota and 12 are Toyota/Lexus.	\$220.5 million (CAD\$)	612
- Lexus	Office in Toronto, Ontario. Began operations in 1990.	The Lexus division of TCI directs sales, marketing, parts, and service operations for 32 dealers in eight provinces of Canada. 20 dealerships are exclusively Lexus and 12 are Toyota/Lexus.		
- Industrial Equipment	Office in Toronto, Ontario. Began operations in 1970.	The IE division of TCI directs sales, marketing, parts, and service operations for industrial equipment for five dealers through 32 branch locations throughout Canada.		
Toyota Credit Canada Inc.	Headquartered in Markham, Ontario. Branch offices in British Columbia, Nova Scotia, Ontario, and Quebec. Established 1990.	TCCI provides retail financial services to Toyota, Lexus, Hino and Subaru customers and wholesale financing to Toyota, Lexus and Hino dealers across Canada.	\$10.8 million (CAD\$)	122
<b>Manufacturing – Engineering – Research and Development</b>				
Canadian Autoparts Toyota, Inc.	Manufacturing plant in Delta, British Columbia. Established 1983.	CAPTIN is responsible for the design, development and manufacturing of aluminum wheel products for Toyota.	\$261.5 million (CAD\$)	219
Toyota Motor Manufacturing Canada, Inc.	Manufacturing plants in Cambridge and Woodstock, Ontario. Established 1986.	The Cambridge plant builds the Corolla, Matrix and Lexus RX 350 for North America. It is the first plant outside of Japan to produce Lexus vehicles. The Woodstock plant builds the RAV4.	\$4.8 billion (CAD\$)	5,021
Cold Research Centre	Test facility located in Timmins, Ontario. Built by TCI in 1998.	Toyota's first cold-weather facility outside of Japan is used primarily to test the operation of Toyota products in sub-zero conditions.	Included in TCI total	
Hino Motors Canada, Ltd.	Headquartered in Mississauga, Ontario, with regional sales offices in Alberta and Quebec. Assembly plant in Woodstock, Ontario. Toyota Group company since 2001.	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.	N/A	N/A



**TACOMA**  
since 2004



## TOYOTA IN MEXICO

-  TOYOTA SALES OR SERVICE OFFICE\*
-  FINANCIAL SERVICES OFFICE
-  MANUFACTURING FACILITY
-  SUPPLIER STATE

DEALERSHIPS THROUGHOUT MEXICO  
\*May represent more than one location.

Major Groups	Locations	Operations	Investment	Employment
<b>Sales and Service</b>				
Toyota Motor Sales de México, S. de R.L. de C.V.	Headquartered in Mexico City, Mexico. Established 2001.	Toyota Motor Sales de México is responsible for sales, marketing and service operations for Toyota vehicles in Mexico. There are currently 54 dealerships in Mexico.	\$80.2 million (MXP\$)	72
Toyota Financial Services México, S.A. de C.V.	Headquartered in Mexico City, Mexico. Began operations in 2002.	Toyota Financial Services México provides finance products to Toyota dealers and their customers.	\$66.2 million (MXP\$)	90
<b>Manufacturing – Engineering – Research and Development</b>				
Toyota Motor Manufacturing de Baja California, S. de R.L. de C.V.	Manufacturing plant in Baja California, Mexico. Established 2002.	TMMBC builds Tacoma pickup trucks and Tacoma truck beds. The truck beds are used in production at TMMBC and at TMMTX when production begins in July.	\$1.8 billion (MXP\$)	726

All data as of December 2009. All figures are reported in U.S. dollars, except where noted.