

TOYOTA:TOYOTA IN THE WORLD 2011

TOYOTA IN THE WORLD 2011

"Toyota in the World 2011" is intended to provide an overview of Toyota, including a look at its latest activities relating to R&D (Research & Development), manufacturing, sales and exports from January to December 2010. It is hoped that this handbook will be useful to those seeking to gain a better understanding of Toyota's corporate activities.

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Chronology

Product Lineup

R&D Center

Design and R&D Centers

U.S.A.



Toyota Motor Engineering and Manufacturing North America, Inc.

Establishment 1977

Locations: Michigan,
California,
Arizona,
Washington D.C.

Activities: Product planning, Vehicle
Engineering & Evaluation Basic
Research



Caltex Design Research, Inc.

Establishment 1973

Locations: California,
Michigan

Activities: Exterior, Interior and Color
Design

JAPAN



Head Office Toyota Technical Center

Establishment 1954

Activities: Product planning, design,
prototype development, vehicle
evaluation



Shibetsu Proving Ground

Establishment 1984

Activities: Vehicle testing and evaluation at
high speed and under cold
conditions



Higashi-Fuji Technical Center

Establishment 1966

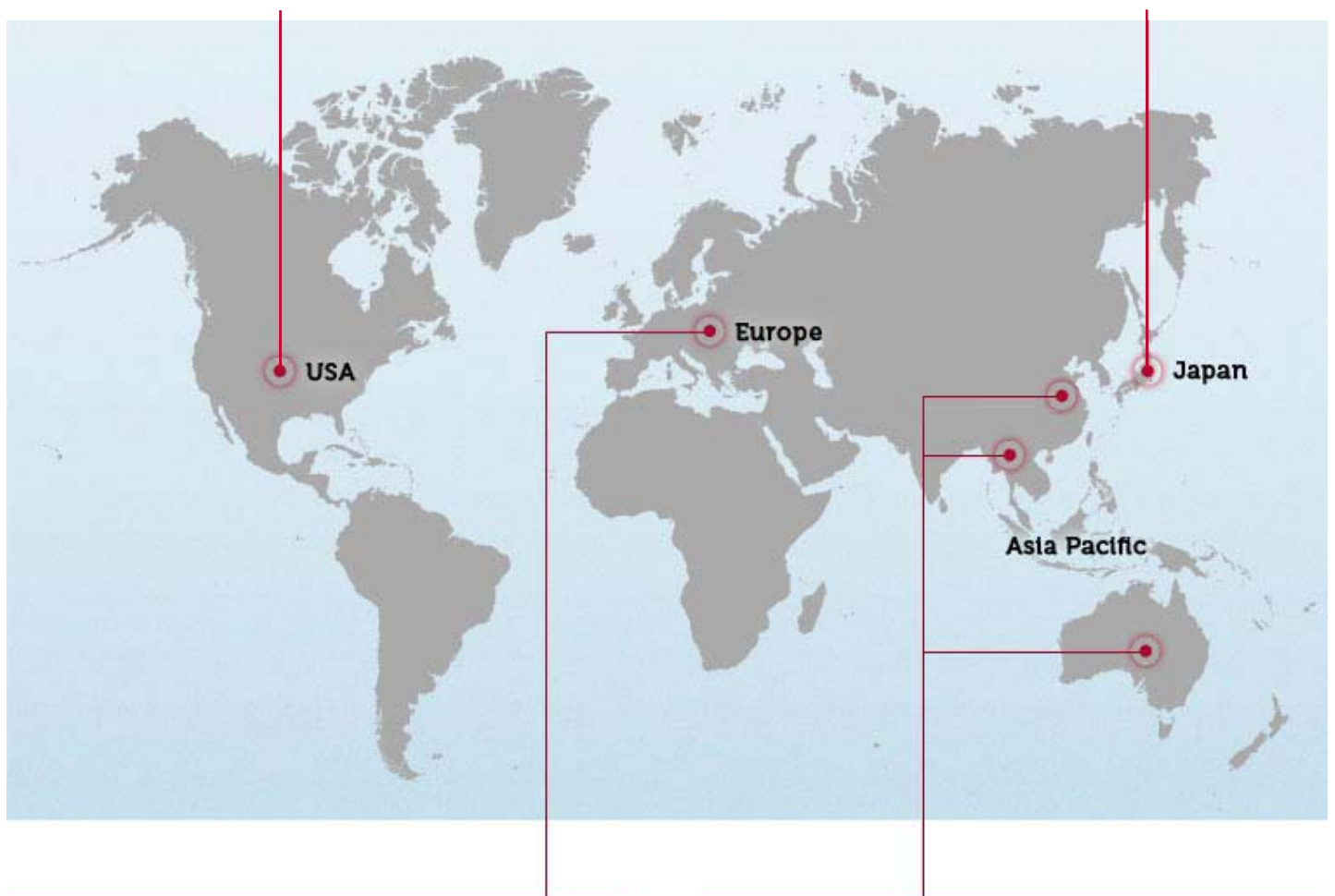
Activities: New technology research for
vehicles and engines



**Toyota Central Research & Development
Laboratories, Inc.**

Establishment 1960

Activities: Fundamental research for the
Toyota Group



Europe



Toyota Motor Europe NV/SA

Establishment 1987

Location: Belgium
U.K.

Activities: Product Planning, Vehicle
Engineering and Evaluation



Toyota Europe Design Development

Establishment 1998

Location: France

Activities: Exterior, Interior and Color
Design

Asia Pacific



Toyota Motor Asia Pacific Engineering and Manufacturing Co., Ltd.

Establishment 2003

Locations: Thailand

Activities: Product Planning, Vehicle
Engineering and Evaluation

Note: TMAP-EM integrated TTCAP-TH
with TMAP Thailand in April 2007.



Toyota Technical Center Asia Pacific Australia Pty. Ltd.

Establishment 2003

Locations: Australia

Activities: Product Planning, Vehicle
Engineering and Evaluation

Toyota Motor Engineering & Manufacturing (China) Co., Ltd.

Establishment 2010

Locations: China

History of Technological Development from 1990

Toyota is striving to develop automobiles that meet the needs of our customers while at the same time achieving an optimal balance between consideration for the environment, safety, drivability, comfort and reliability.

(▲ : Technology related to environmental measures ● : Technology related to safety measures ■ : Other)

Note: Toyota's technological developments are as of January 2011.

Year	Engine	Driving/Braking Suspension	Body	Electronics	Materials
1990 1999	<div>■ Aluminium crankshaft damper pulley</div> <div>■ Cylinder head with laser cladding</div> <div>■ 5 Valve Engine</div> <div>▲ Next-generation lean-burn engine</div> <div>▲ Smokeless diesel engine</div> <div>■ Electratically controlled throttle</div> <div>▲ Diesel Smoke Control System (DSCS)</div> <div>▲ Variable Valve Timing-intelligent (VVT-i)</div> <div>▲ 4-valve direct-injection diesel engine</div> <div>■ Titanium nitride coating</div> <div>▲ Fuel Cell Electric Vehicle (FCEV)</div> <div>▲ Direct-Injection engine(D-4)</div> <div>▲ Toyota Hybrid System (THS)</div>	<div>● Active Four-Wheel Steering System</div> <div>■ Super-Strut Suspension</div> <div>■ Rotary Tri-blade Coupling</div> <div>■ 5-speed automatic transimission</div> <div>● Comprehensive vehicle control system(i-Four)</div> <div>■ 6-speed manual transmission</div> <div>● Vehicle Stability Control system(VSC)</div> <div>▲ Flex Lock-up System</div> <div>● Brake Assist</div>	<div>▲ Bumper made with Toyota Super Olefin Polymer (TSOP)</div> <div>● Front-passenger seat airbag</div> <div>■ UV-reducing door glass</div> <div>● Water-repellent door glass</div> <div>● GOA Collision-safety body</div> <div>● SRS side airbag</div> <div>● Seatbelts with force-limiter</div> <div>● SRS curtain shield airbag</div>	<div>■ GPS car navigation</div> <div>● Head Up Display</div> <div>● Back guide monitor with CCD camera</div> <div>■ GPS voice navigation</div> <div>▲ Combustion pressure sensor</div> <div>■ Multi-zone automatic air conditioning</div> <div>● Tire pressure warning system</div> <div>● Blind corner monitor</div>	<div>■ Magnesium cylinder head cover</div> <div>▲ Air conditioner with new refrigerant</div> <div>■ Fabric with deodorizing function</div> <div>▲ Three-way catalyst for a lean-burn engine</div> <div>▲ Diesel oxidation catalyst</div> <div>■ Plastic fuel tank</div> <div>▲ Three-way palladium catalyst</div> <div>▲ TSOP-5 for interior parts</div>

	<ul style="list-style-type: none"> ▲ Variable Valve Timing Lift-intelligent (VVTL-i) ▲ Common-rail direct-injection diesel turbo engine(D-4D) 	<ul style="list-style-type: none"> ■ Navigation shift control ● ARS ● ABS for EBD ▲ Super CVT 	<ul style="list-style-type: none"> ▲ Bumper recycling technology 	<ul style="list-style-type: none"> ■ Radar cruise control system ▲ Electric power steering system 	<ul style="list-style-type: none"> ▲ Diesel oxidation catalyst
2000 2009	<ul style="list-style-type: none"> ▲ Toyota Stop & Go System ▲ Fuel Cell Hybrid Vehicle (FCHV-4, FCHV-5) ▲ Toyota Hybrid System(THS-C, THS-M, THSII) ▲ Fuel Cell Hybrid Vehicle (Toyota FCHV) ▲ Toyota Intelligent Idling Stop System ▲ Dual VVT-i ▲ Stoichiometric D-4 ▲ Piezoelectric Common-rail Type Direct-injection Diesel Turbo Engine (D-4D Clean Power) ▲ Diesel Hybrid System 	<ul style="list-style-type: none"> ■ Run flat-tires ● Electronically Controlled Brake system(ECB) ▲ Electric 4-wheel drive system (E-Four) ■ New Tire-production method ● Pre-crash Safety System ● VDIM ▲ 6 Super ECT (6-speed automatic transmission) ● VDIM with active steering control 	<ul style="list-style-type: none"> ● Dual-stage SRS airbags for the front-passenger seat ● Dual-stage SRS airbags for the driver's seat ■ Retractable Metal Top System ● Pedestrian-injury-lessening body ■ Power back door system ● SRS knee airbags for driver ● Pre-crash seatbelt ● SRS twin-chamber airbag 	<ul style="list-style-type: none"> ■ Smart Key System ■ Negative ion generator ■ AC100V power outlet ■ Back guide monitor with voice recognition ■ G-BOOK ● Intelligent AFS ■ Front and side monitoring ■ Lane-monitoring system ■ Pollen-removal filter ● Night View system ■ Steering-guided clearance sonar ■ Smart Entry and Start System ■ Plasmacluster Ions ■ Intelligent Parking Assist system ■ Lane-keeping assist system ■ Radar cruise contral with low-speed tracking mode 	<ul style="list-style-type: none"> ▲ Diesel Particulate NOx Reduction System (DPNR) ▲ Package tray and door trim made out of the kenaf plant ▲ Bio-plastics ▲ Air conditioner with electric heat pump system using CO2 refrigerant ▲ Toyota Eco-plastic

<div>▲ D-4S</div> <div>▲ THS II with monitor speed reduction device</div> <div>▲ THS II with two-stage motor speed reduction device</div> <div>▲ Variable Valve Timing-intelligent Electric (VVT-iE)</div> <div>▲ THSII with two-stage motor speed reduction device + full-time all-wheel-drive system</div> <div>▲ Valvematic, a next-generation variable valve lift mechanism</div> <div>▲ Toyota Stop & Start System</div> <div>▲ Fuel Cell Hybrid Vehicle (TOYOTA FCHV-adv)</div>	<div>● S-VSC + Active Control 4WD Integrated Control</div> <div>● Active stabilizer suspension system</div> <div>● Pre-crash Safety System with millimeter-wave radar and stereo camera fusion system (Pedestrian detection, steering and obstacle-avoidance assist system)</div> <div>▲ 8 Super ECT(8-speed automatic transimission)</div> <div>● Pre-crash Safety System with driver-monitoring system (Millimeter-wave radar type)</div> <div>● Rear-end Pre-crash Safety System (Warning of approaching rear vehicle, Pre-crash Intelligent Headrests)</div> <div>■ "Crawl control" system</div> <div>■ Kinetic dynamic suspension system (KDSS)</div> <div>■ 8-Speed Sport Direct Shift transmission</div> <div>● Improved Pre-crash Safery System with eye-monitoring system</div> <div>● Emergency brake signal</div> <div>● Navigation-linked Brake Assist</div> <div>■ 6-speed manual transmission for front-wheel drive</div> <div>● Front-side Pre-crash Safety System</div>	<div>● SRS seat cushion airbag</div> <div>● Active Headrest</div> <div>● SRS rear window curtain shield airbag</div>	<div>■ G-BOOK ALPHA</div> <div>● HELPNET</div> <div>■ Wide-view front monitor</div> <div>■ "Map on Demand" technology to automatically deliver differential map data to car navigation systems</div> <div>■ Radar cruise contral with tracking function</div> <div>■ Intelligent Parking Assist (IPA) system with ultrasonic sensors</div> <div>■ Oxygen-level conditioner</div> <div>▲ Eco Drive Indicator</div> <div>■ G-BOOK mX</div> <div>● LED headlight</div> <div>■ Heated seat</div> <div>● Night View system with pedestrian detection function</div>	<div>■ Anti-mite allergen seat fabric</div> <div>▲ Interior vehicle parts using Ecological Plastic</div>
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2010	▲THSII Plug-in (with motor speed reduction device)	●Pre-crash Seatback ■Multi-terrain Select switch	●SRS rear-seat center airbag	■Eco-Drive monitor ■Touch Tracer Display ■Solar-ventilation system ■Remote Air Conditioning system ■Harmonious Driving Navigator ●DSRC Unit ■Multi-terrain Monitor ■ESPO system	■Self-restoring coat
				●Vehicle Proximity Notification System ■"Smart G-BOOK" for Smart Phone	▲Bio-PET-Based New Ecological Plastic ■New UV-blocking glass

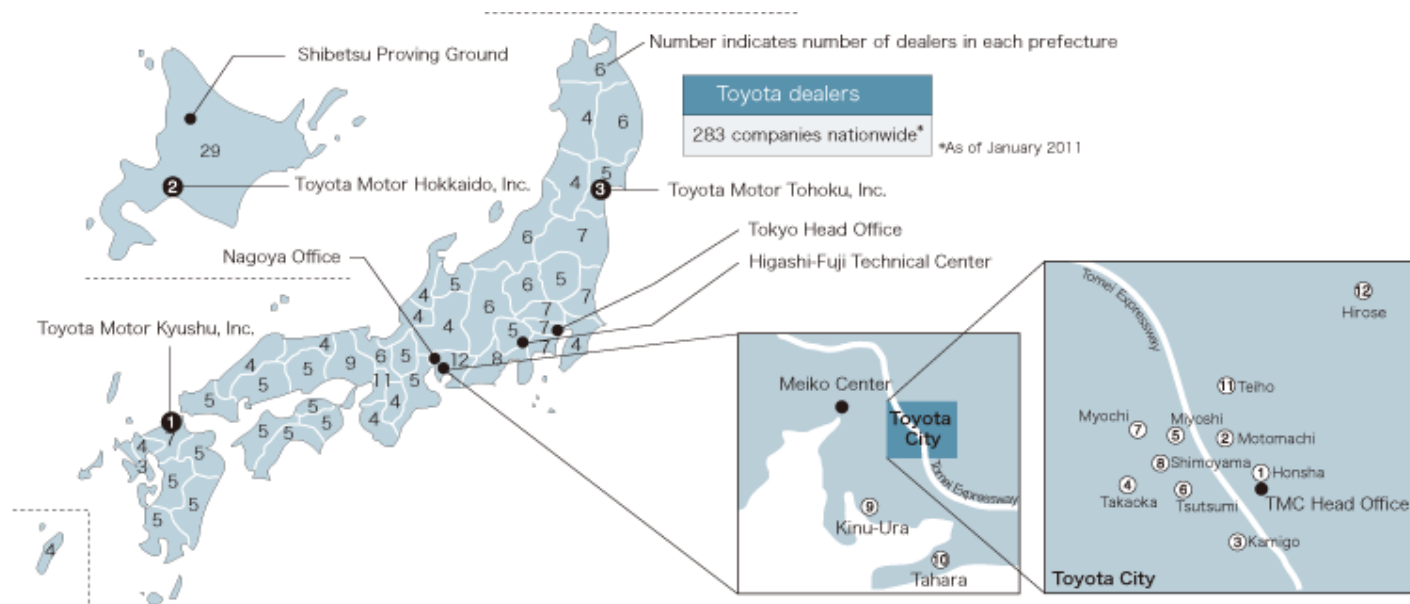
Toyota Group

Company Name	Establishment	Main products/activities	Capital (¥ million)
Toyota Industries Corporation	Nov. 1926	Manufacture and sales of spinning and weaving machines, industrial vehicles and automobiles; logistics	80,462
Aichi Steel Corporation	March 1940	Manufacture and sales of specialty steel, forged steel products and electromagnetic parts	25,016
JTEKT Corporation	Jan. 1921	Manufacture and sales of machine tools, auto parts and housing equipment	36,854
Toyota Auto Body Co., Ltd.	Aug. 1945	Manufacture of auto and special vehicle bodies and parts	10,371
Toyota Tsusho Corporation	July 1948	Business transactions related to various items in Japan and between foreign countries, import and export	64,936
Aisin Seiki Co., Ltd.	June 1949	Manufacture and sales of auto parts and household appliances	45,049
DENSO CORPORATION	Dec. 1949	Manufacture and sales of electrical components for automobiles and other applications, air conditioning equipment and general appliances and electrical appliances	187,457
Toyota Boshoku Corporation	May 1950	Manufacture and sales of vehicle interior parts, filters and power train mechanical parts and textiles	8,400
Towa Real Estate Co., Ltd.	Aug. 1953	Owning, managing, buying, selling and renting out land, management and rental	23,750
Toyota Central Research and Development Laboratories, Incorporated	Nov. 1960	Fundamental research and testing for technical development for the Toyota Group	3,000
Kanto Auto Works, Ltd.	April 1946	Manufacture of automobiles and of equipment and materials for housing construction	6,850
Toyoda Gosei Co., Ltd.	June 1949	Manufacture and sales of rubber, plastic and urethane products, semiconductor related products, electronic products and adhesives	28,027
Hino Motors, Ltd.	May 1942	Manufacture and sales of large trucks, buses, small commercial vehicles, passenger vehicles, engines and spare parts	72,717
Daihatsu Motor, Co., Ltd.	March 1907	Manufacture and sales of automobiles, specialty vehicles and parts	28,404
Toyota Housing Corporation	April 2003	Planning, sales, construction and after-sales service of housing	7,400

Note: As of March 2011.

Japanese Production and Dealer Sites

Locations of Toyota Facilities



Toyota Plants

	Name	Main products	Start of operations	Unit production (1 = 1,000 vehicles)	Number of employees
①	Honsha Plant	Forged parts, hybrid system parts, chassis parts	Nov. 1938	-	3,855
②	Motomachi Plant	Crown, Mark X, Estima, LFA	Aug. 1959	107	8,253
③	Kamigo Plant	Engines	Nov. 1965	-	3,356
④	Takaoka Plant	Corolla, iQ	Sept. 1966	164	3,502
⑤	Miyoshi Plant	Transmission-related parts, cold-forged and sintered parts, engine-related parts	July 1968	-	1,625
⑥	Tsutsumi Plant	Prius, Camry, Premio, Allion, Scion tC	Dec. 1970	486	5,662
⑦	Myochi Plant	Powertrain-related suspension cast parts, powertrain-related suspension machined parts	June 1973	-	1,846
⑧	Shimoyama Plant	Engines, turbochargers, catalytic converters	March 1975	-	1,828
⑨	Kinu-ura Plant	Transmission-related parts	Aug. 1978	-	3,317
⑩	Tahara Plant	LS, GS, IS, GX, RAV4, Wish, Land Cruiser, Vanguard, engines	Jan. 1979	421	7,985
⑪	Teiho Plant	Mechanical equipment, moldings for resin and casting and forging	Feb. 1986	-	1,218
⑫	Hirose Plant	Research and development and production of electronic control devices, ICs	March 1989	-	1,639

1	Toyota Motor Kyushu, Inc.	IS, ES, HS, CT, RX, SAI, Harrier, Highlander, engines, hybrid system parts	Dec. 1992	291	6,802
2	Toyota Motor Hokkaido, Inc.	Automobile parts including automatic transmissions, continuously variable transmissions, transfers, aluminum wheels	Oct. 1992	-	2,317
3	Toyota Motor Tohoku Co., Ltd.	Electronic controlled brakes, suspensions, axles, torque converters	Oct. 1998	-	453

1: As of December 2010.

2: Toyota Motor Kyushu, Inc., Toyota Motor Hokkaido, Inc. and Toyota Motor Tohoku, Inc. are 100% owned subsidiaries of Toyota Motor Corporation.

Number of Vehicles Produced in Japan by Model

Toyota brand

Model name	Start of production	2010	Cumulative total
Land Cruiser	1951	341,150	6,575
Crown	1954	34,638	5,882
Toyoace/Dyna	1954-56	19,610	3,638
Coaster	1963	12,414	397
Corolla	1966	306,838	24,806
Hiace	1967	168,701	5,660
Hilux	1967	62,348	10,996
Century	1967	172	41
Camry	1980	32,160	4,093
Estima/Previa	1990	51,631	2,073
RAV4	1994	207,961	3,560
Comfort	1995	3,213	167
Prius	1997	523,426	2,192
Harrier	1997	9,963	1,031
Raum	1997	3,960	330
Vitz/Yaris	1999	183,427	2,934
bB	2000	14,563	678
Voxy	2001	76,043	650
Noah	2001	56,989	620
Premio	2001	26,332	329
Allion	2001	25,826	303
Estima Hybrid	2001	10,247	81
Alphard	2002	42,084	525
ist	2002	17,084	556
Probox	2002	31,244	376
Succeed	2002	13,935	193
WISH	2003	60,851	717
Sienta	2003	26,119	315
<i>Scion xB</i>	<i>2003</i>	<i>23,641</i>	<i>24</i>
Passo	2004	79,852	558
Mark X/Reiz	2004	35,426	234
Isis	2004	30,003	250
Porte	2004	17,336	234
Belta	2005	97,239	889
Ractis	2005	53,181	313
Harrier Hybrid	2005	1,828	157

Auris	2006	19,807	135
Blade	2006	2,304	49
<i>FJ Cruiser</i>	<i>2006</i>	<i>25,937</i>	<i>240</i>
<i>Scion tC/ZELAS</i>	<i>2006</i>	<i>26,938</i>	<i>227</i>
Camry Hybrid	2006	566	55
Vanguard	2007	26,676	81
Mark X ZIO	2007	5,394	43
<i>Highlander</i>	<i>2007</i>	<i>27,923</i>	<i>294</i>
<i>Highlander Hybrid</i>	<i>2007</i>	<i>8,864</i>	<i>51</i>
<i>Scion xD</i>	<i>2007</i>	<i>12,198</i>	<i>71</i>
Crown Hybrid	2008	5,893	20
Vellfire	2008	61,115	151
iQ	2008	21,673	99
SAI	2009	33,553	39
Prius Plug-in Hybrid	2009	646	1

Notes:1 Includes exports of finished vehicles and knock down units (KD).

2 Entries in blue and oblique indicates vehicles not sold in Japan.

3 Land Cruiser includes the 70, Prado, 200, GX and LX series.

4 Crown includes Crown Athlete, Crown Sedan, Crown Majesta, Crown Royal, Crown Comfort.

5 Toyoace/Dyna includes Quick Delivery.

6 Cumulative production figure for Coaster is since 1965. Before that it was included in Dyna.

7 Corolla includes Corolla Axio, Corolla Fielder and Corolla Rumion.

8 Comfort includes driving-instruction cars.

9 Numbers for Harrier and Harrier Hybrid include previous RX and RX Hybrid, respectively.

10 The Scion line is included in the Toyota brand.

Lexus brand

Model name	Start of production	2010	Cumulative total
IS	2005	47,945	440
SC	2005	407	174
GS	2005	10,807	42
GS Hybrid	2006	2,627	24
<i>ES</i>	<i>2006</i>	<i>89,212</i>	<i>471</i>
LS	2006	17,337	159
LS Hybrid	2007	5,144	24
ISF	2007	1,692	9
RX	2008	37,833	76
RX Hybrid	2009	40,109	72
ISC	2009	11,516	26
HS	2009	18,346	42
LFA	2010	37	0

*1 Includes exports of finished vehicles and knock down units (KD).

*2 Entries in blue and oblique indicates vehicles not sold in Japan.

*3 Total production figure for ES does not include that of previous Windom.

Reference: Number of Vehicles Registered in Japan by Model

Toyota brand

Model name	Start of production	2010	Cumulative total
Land Cruiser	1951	14,359	717
Toyoace	1954	4,584	1,341
Crown	1954	34,661	5,101
Dyna	1956	8,368	1,203
Coaster	1963	1,409	143
Corolla	1966	111,269	12,057
Hiace	1967	41,985	2,839
Century	1967	163	40
Liteace	1970	3,882	1,748
Townace	1976	5,656	2,143
Camry	1980	1,177	1,222
Estima	1990	50,045	1,609
RAV4	1994	6,026	418
Comfort	1995	3,161	8
Quick Delivery	1995	450	21
Prius	1997	315,407	888
Harrier	1997	12,319	341
Regius	1997	15,300	289
Raum	1997	4,661	330
Vitz	1999	122,255	1,427
bB	2000	15,332	493
Voxy	2001	74,357	644
Noah	2001	54,763	613
Premio	2001	25,325	324
Allion	2001	25,374	301
Alphard	2002	36,323	535
Probox	2002	31,210	394
Succeed	2002	14,411	192
ist	2002	4,915	406
WISH	2003	59,450	671
Sienta	2003	28,383	314
Passo	2004	87,011	552
Mark X	2004	35,061	232
Isis	2004	29,302	248
Porte	2004	18,582	233
Ractis	2005	46,542	302
Belta	2005	17,222	121
Rush	2006	6,649	69

Auris	2006	18,606	97
Blade	2006	2,422	49
Vanguard	2007	26,375	79
Mark X ZiO	2007	5,936	43
Crown Hybrid	2008	5,875	20
Vellfire	2008	60,444	148
TOYOTA-FCHV	2008	0	0
iQ	2008	5,680	24
Passo Sette	2008	2,362	18
SAI	2009	33,447	37
Prius Plug-in Hybrid	2009	273	0
FJ Cruiser	2010	263	0

Notes:1 Land Cruiser includes Prado.

2 Crown includes Crown Sedan, Crown Royal, Crown Athlete, Crown Majesta and Crown Comfort.

3 Corolla includes Corolla Fielder, Corolla Axio and Corolla Rumion.

4 Hiace includes Toyota ambulance vehicles.

5 Hilux includes Surf.

6 Estima, Harrier, all include hybrid models.

7 Comfort includes Comfort driving-instruction cars.

8 Regius includes Regius Ace and Regius Ace Commuter.

9 Avensis includes Avensis Wagon.

10 Excluding Toyota-brand driving-instruction vehicles, large buses and commuter vehicles.

Lexus brand

Model name	Start of production	2010	Cumulative total
IS	2005	2,995	39
SC	2005	188	4
GS	2005	682	23
GS Hybrid	2006	854	6
LS	2006	2,862	35
LS Hybrid	2007	3,734	14
IS F	2007	340	2
RX	2008	1,278	4
RX Hybrid	2009	5,300	12
IS C	2009	866	2
HS	2009	14,247	23











Worldwide Operations

As of the end of March 2011, Toyota conducts its business worldwide with 50 overseas manufacturing companies in 26 countries and regions. Toyota's vehicles are sold in more than 170 countries and regions.

Overseas Manufacturing Companies



Region / Country	Company Name	Start of Operations	Number of Employees	Main Products	Toyota Vehicle Production (1= 1,000units)
North America					
Canada	① Canadian Autoparts Toyota Inc. (CAPTIN)	Feb. 1985	292	Aluminum wheels	-
	② Toyota Motor Manufacturing Canada Inc. (TMMC)	Nov. 1988	6,859	Corolla, Matrix, RX350, RAV4	459
U.S.A.	③ TABC, Inc.	Nov. 1971	482	Catalytic converters, steering columns, stamped parts	-
	④ Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)	May 1988	6,881	Camry, Camry Hybrid, Avalon, Venza	372
	⑤ Catalytic Component Products, Inc. (CCP)	April 1991	15	Engines Catalytic converters	-

		Bodine Aluminum, Inc	Jan. 1993	1,043	Aluminum castings	-
		Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)	Nov. 1998	1,098	Engines, transmissions	-
		Toyota Motor Manufacturing, Indiana, Inc. (TMMI)	Feb. 1999	4,562	Sequoia, Highlander, Sienna	244
		Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)	April 2003	840	Engines, transmissions	-
		Toyota Motor Manufacturing, Texas, Inc. (TMMTX)	Nov. 2006	3,014	Tundra, Tacoma	151
		Subaru of Indiana Automotive, Inc. (SIA)	April 2007*	3,482	Camry	88
Latin America						
Argentina		Toyota Argentina S.A. (TASA)	March 1997	3,254	Hilux, Fortuner (SW4)	70
Brazil		Toyota do Brasil Ltda. (TDB)	May 1959	3,431	Corolla	66
Mexico		Toyota Motor Manufacturing de Baja California S .de R.L.de C.V. (TMMBC)	Sept. 2004	727	Tacoma	54
					Truck beds	-
Venezuela		Toyota de Venezuela Compania Anonima (TDV)	Nov. 1981	1,953	Corolla, Fortuner, Hilux	14
Europe						
Czech Republic		Toyota Peugeot Citroen Automobile Czech, s.r.o. (TPCA) *	Feb. 2005	2,931	Aygo	296
France		Toyota Motor Manufacturing France S.A.S. (TMMF)	Jan. 2001	3,268	Yaris (Vitz)	159
					Engines	-
Poland		Toyota Motor Manufacturing Poland SP.zo.o. (TMMP)	April 2002	2,037	Engines, transmissions	-
		Toyota Motor Industries Poland SP.zo.o. (TMIP)	March 2005	768	Engines	-
Portugal		Toyota Caetano Portugal, S.A.(TCAP)	Aug. 1968	297	Dyna, Semibon	-
Turkey		Toyota Motor Manufacturing Turkey Inc. (TMMT)	Sept. 1994	2,789	Verso, Auris	83
U.K		Toyota Motor Manufacturing (UK) Ltd. (TMUK)	Sept. 1992	3,186	Avensis, Auris, Auris Hybrid	137
					Engines	-
Russia		Limited Liability Company "TOYOTA MOTOR MANUFACTURING RUSSIA"(TMMR)	Dec. 2007	909	Camry	-

Africa						
Kenya	24	Associated Vehicle Assemblers Ltd. (AVA)	Aug. 1977	254	Land Cruiser	-
South Africa	25	Toyota South Africa Motors (Pty) Ltd. (TSAM)	June 1962	7,228	Corolla, Hilux, Fortuner, Dyna	125
Asia						
China	26	Tianjin Fengjin Auto Parts Co., Ltd. (TFAP)	May 1998	807	axles, CVJ and so on	-
	27	Tianjin FAW Toyota Engine Co., Ltd. (TFTE)	July 1998	1,686	Engines	-
	28	Tianjin Toyota Forging Co., Ltd. (TFTC)	Jan. 1999	267	Forged parts	-
	29	Tianjin FAW Toyota Motor Co., Ltd. (TFTM)	Oct. 2002	12,852	Vios, Corolla, Crown, Reiz, RAV4	482
	30	FAW Toyota (Changchun) Engine Co., Ltd. (FTCE)	Dec. 2004	794	Engines	-
	31	Toyota FAW (Tianjin) Dies Co., Ltd. (TFTD)	Dec. 2004	206	Stamping dies for vehicles	-
	32	GAC Toyota Engine Co., Ltd. (GTE)	Jan. 2005	1,777	Engines	-
	33	Sichuan FAW Toyota Motor Co., Ltd. (SFTM)	Dec. 2000	2,716	Coaster, Land Cruiser, Land Cruiser Prado	21
	34	GAC Toyota Motor Co., Ltd. (GTMC)	May 2006	7,004	Camry, Yaris, Highlander, Camry Hybrid	269
Taiwan	35	Kuozui Motors, Ltd.	Jan. 1986	3,817	Camry, Corolla, WISH, Vios, Yaris, Innova	118
					Engines, stamped parts	-
India	36	Toyota Kirloskar Motor Private Ltd.(TKM)	Dec. 1999	6,721	Corolla, Innova, Fortuner, Etios	76
	37	Toyota Kirloskar Auto Parts Private Ltd.(TKAP)	July 2002	823	Axles, propeller shafts, transmissions	-
Indonesia	38	PT. Toyota Motor Manufacturing Indonesia (TMMIN)	May 1970	5,792	Innova, Fortuner, Avanza	107
					Engines	-
	39	P.T. Astra Daihatsu Motor(ADM)	2004*	7,967	Avanza	143
	40	PT. Hino Motors Manufacturing Indonesia(HMMI)	2009*	1,451	Dyna	15
Malaysia	41	Assembly Services Sdn. Bhd. (ASSB)	Feb. 1968	2,650	Vios, Hilux, Innova, Fortuner, Hiace	61
					Engines	-

Pakistan	42	Perodua Manufacturing Sdn. Bhd. (PMSB)	2005*	7,686	Avanza	8
	43	Indus Motor Company Ltd.(IMC)	March 1993	2,081	Corolla, Hilux	47
Philippines	44	Toyota Motor Philippines Corp. (TMP)	Feb. 1989	1,732	Innova, Vios	28
	45	Toyota Autoparts Philippines Inc. (TAP)	Sept. 1992	1,474	Transmissions, constant velocity joints	-
Thailand	46	Toyota Motor Thailand Co., Ltd. (TMT)	Dec. 1964	15,182	Prius, Corolla, Camry, Camry Hybrid, Vios, Yaris, Hilux, Fortuner	631
	47	Siam Toyota Manufacturing Co., Ltd. (STM)	July 1989	2,600	Engines, engine parts	-
Vietnam	48	Toyota Motor Vietnam Co., Ltd.(TMV)	Aug. 1996	1,479	Camry, Corolla, Vios, Innova, Hiace, Fortuner	31
Oceania						
Australia	49	Toyota Motor Corporation Australia Ltd. (TMCA)	April 1963	4,809	Camry, Camry Hybrid	119
					Engines	-
Middle East						
Bangladesh	50	Aftab Automobiles Ltd.	June 1982	270	Land Cruiser	-

Region / Country	Company Name	Locations	Main Products	Start of Operations
North America				
U.S.A.	Toyota Motor Manufacturing, Mississippi, Inc. (TMMMS)	Blue Springs, Union Country, Mississippi	Corolla	Autumn of 2011

Number of distributors

Region	Manufacturing Companies	Distributors
North America	11	5
Latin America	4	42
Europe	8	30
Africa	2	50
Asia (excluding Japan)	23	16
Oceania	1	14
Middle East	1	16
Overseas total	50	173

Regional Headquarters

Region/Country		Name	Establishment	Activities
North America	U.S.A.	Toyota Motor North America, Inc. (TMA)	March 1996	Liaison, public relations and survey activities throughout North America
		Toyota Motor Engineering & Manufacturing North America, Inc. (TEMA)	April 2006	R&D and overall supervision of manufacturing in North America
Europe	Belgium	Toyota Motor Europe NV/SA (TME)	Oct. 2005	Coordination of Toyota's European business
	Singapore	Toyota Motor Asia Pacific Pte Ltd. (TMAP-MS)	July 1990	Parts supply to all ASEAN countries and sales support for marketing in Asia
Asia	Thailand	Toyota Motor Asia Pacific Engineering and Manufacturing Co., Ltd.* (TMAP-EM)	Sep. 2003	Development and evaluation efforts for locally produced vehicles, as well as operational support for Toyota production affiliates in Asia, Oceania and the Middle East

Source: Toyota Motor Corporation

Notes: Toyota vehicle production results are as of December 2010; only includes vehicles (excludes KD and OEM production) for which production exceed 1,000 units.

* The first year of contract production.

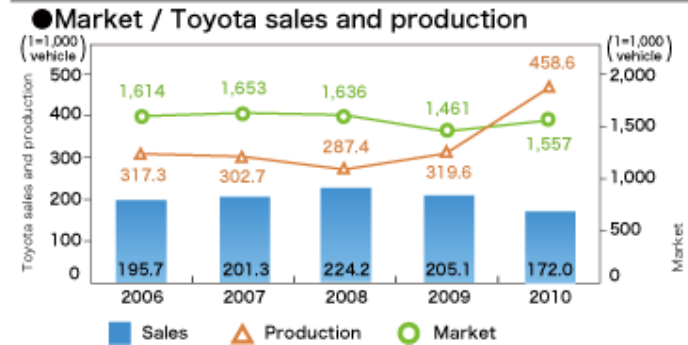
Figures

In this section, we share our global sales and production figures by region.

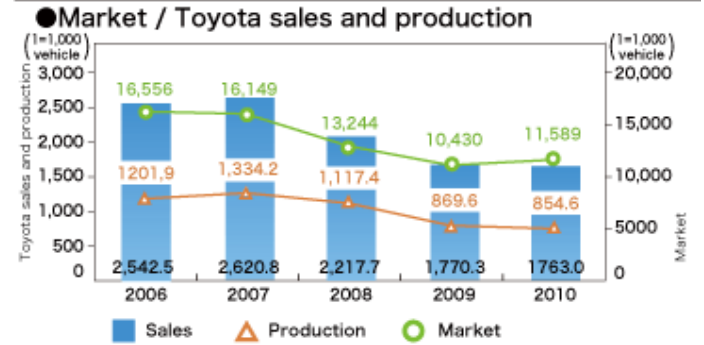
Market / Toyota Sales and Production

North America

Canada

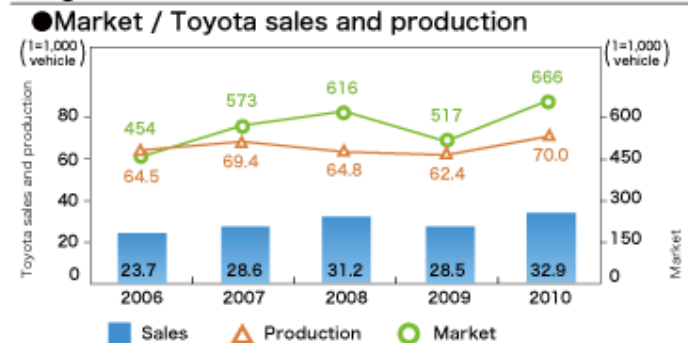


U.S.A.

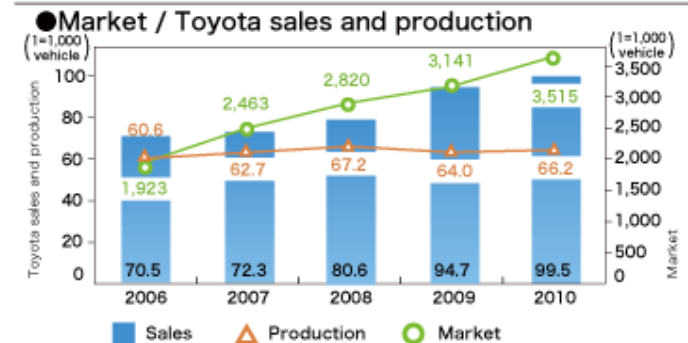


Latin America

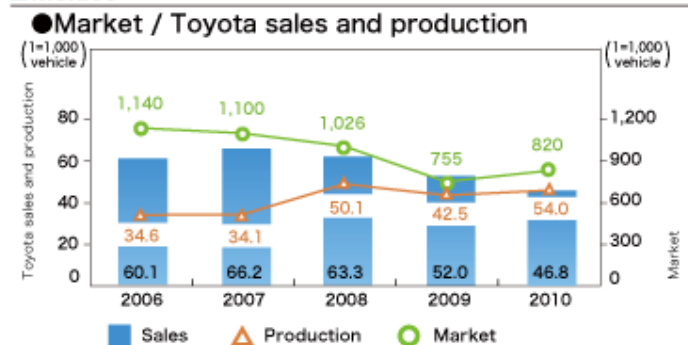
Argentina



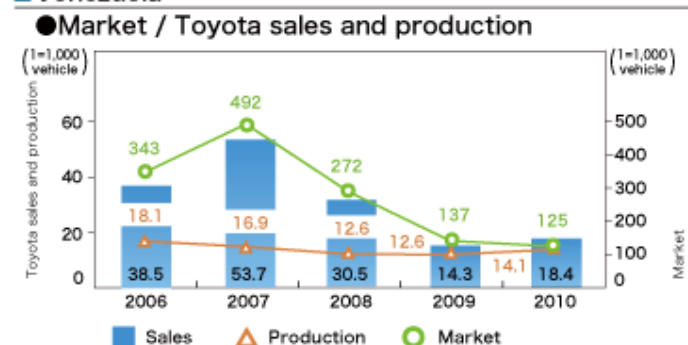
Brazil



Mexico

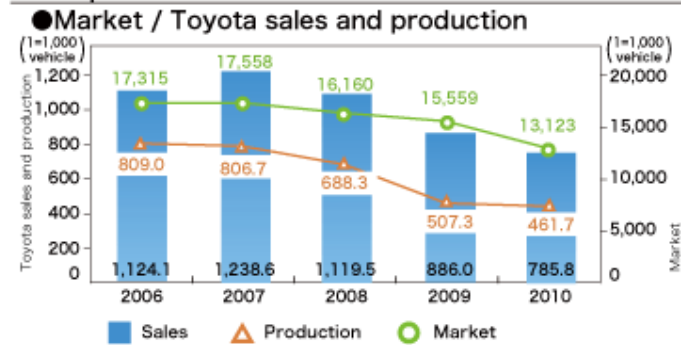


Venezuela



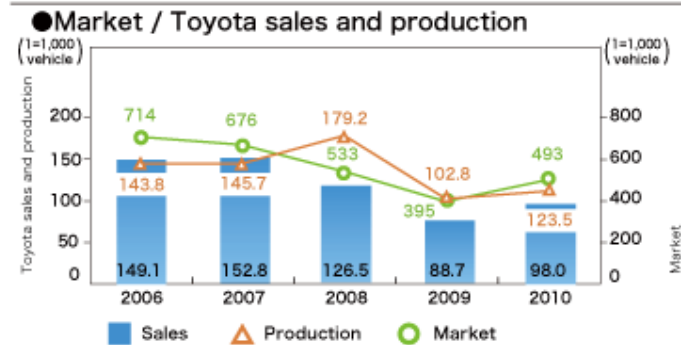
Europe

Europe



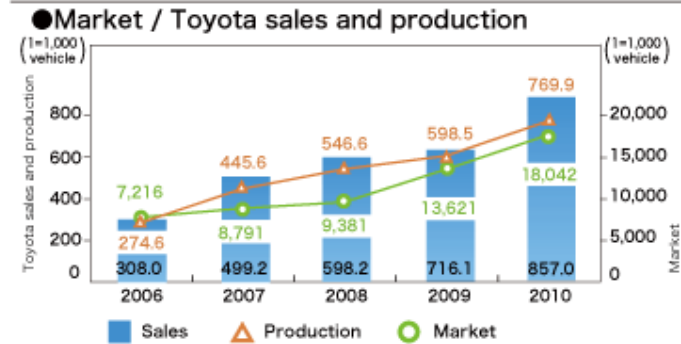
Africa

South Africa

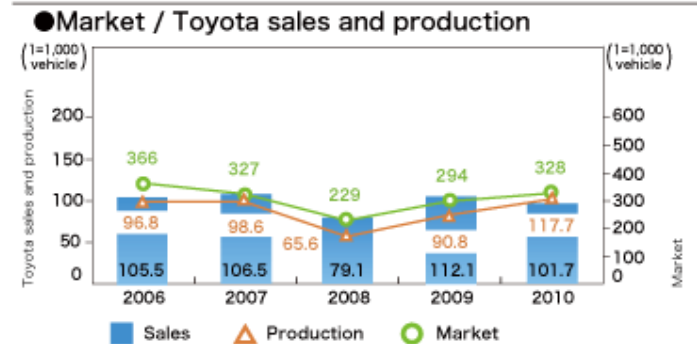


Asia

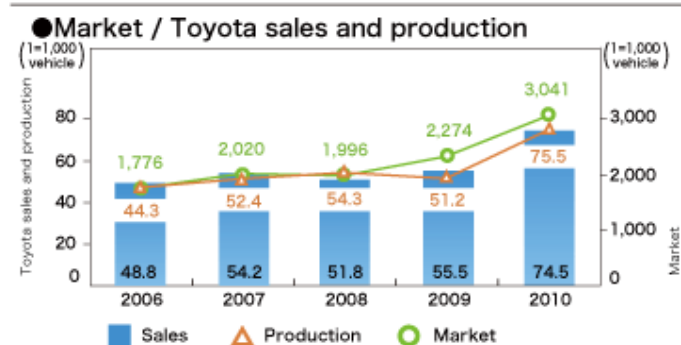
China



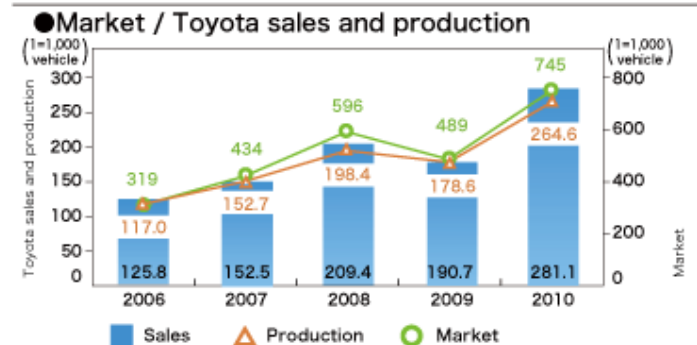
Taiwan



India

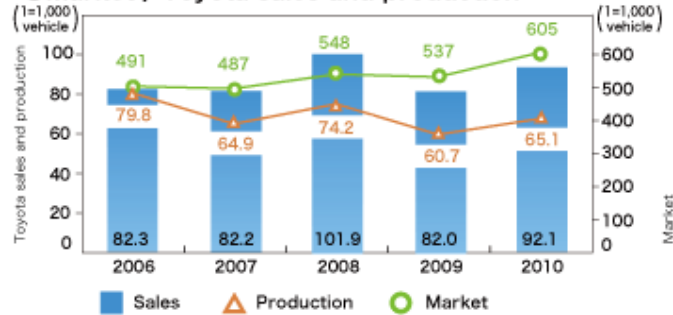


Indonesia



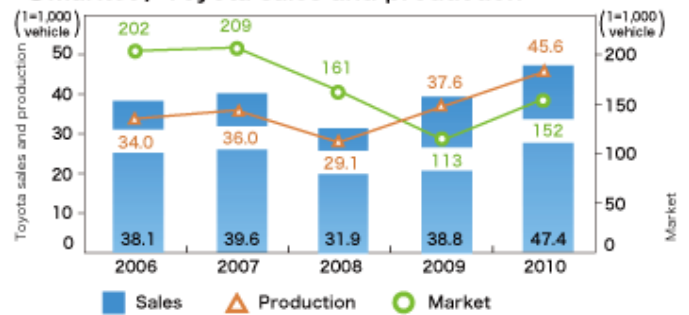
Malaysia

●Market / Toyota sales and production



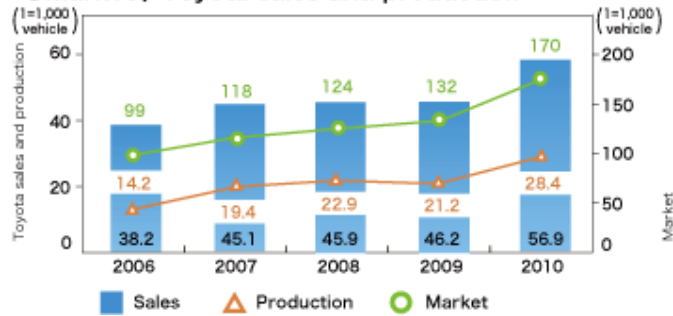
Pakistan

●Market / Toyota sales and production



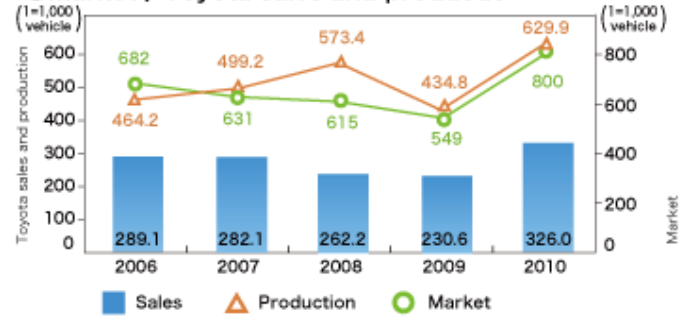
Philippines

●Market / Toyota sales and production



Thailand

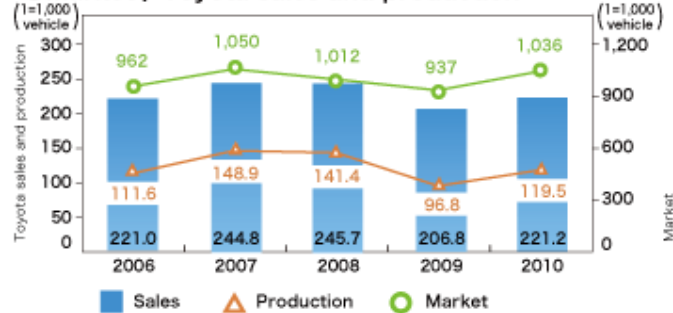
●Market / Toyota sales and production



Oceania

Australia

●Market / Toyota sales and production



Figures

Vehicle Production, Sales and Exports by Region

Production by region

Region	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
North America	1,088.5	1,205.3	1,278.4	1,444.0	1,535.1	1,519.3	1,636.9	1,404.8	1,189.1	1,458.0
Latin America	17.5	27.8	58.1	80.4	138.5	177.9	183.1	194.8	181.5	150.2
Europe	219.5	383.6	466.1	582.5	638.1	808.8	806.5	688.3	507.3	461.7
Africa	77.5	75.5	93.3	108.8	121.1	143.8	145.7	179.2	102.8	123.4
Asia	282.7	371.8	548.4	717.0	1,029.2	1,137.7	1,387.3	1,590.0	1,501.4	2,027.4
Oceania	94.6	86.6	113.6	109.9	109.2	111.6	148.9	141.4	96.8	119.4
Overseas total	1,780.3	2,150.5	2,558.0	3,042.7	3,571.2	3,899.0	4,308.6	4,198.4	3,579.0	4,340.4
Japan	3,354.4	3,485.2	3,520.3	3,680.9	3,789.6	4,194.2	4,226.1	4,012.1	2,792.2	3,282.8
Worldwide total	5,134.7	5,635.7	6,078.3	6,723.7	7,360.9	8,093.2	8,534.7	8,210.5	6,371.3	7,623.3

(1 unit = 1,000 vehicles)

Note: Regional classifications are those of the Japan Automobile Manufacturers Association, Inc. The number of vehicles produced includes the Toyota and Lexus brands. As a result of rounding, the numbers do not necessarily add up to the total shown here.

Sales by region

Region	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
North America	1,869.0	1,908.9	2,031.3	2,230.3	2,436.1	2,738.3	2,822.2	2,441.8	1,975.4	2,008.0
Latin America	132.0	128.8	162.1	214.9	270.5	339.4	379.4	370.2	293.6	269.4
Europe	672.3	764.8	851.5	946.9	995.2	1,124.1	1,238.6	1,119.5	886.0	808.3
Africa	126.5	139.8	160.6	206.7	227.2	265.7	313.5	288.1	201.4	197.6
Asia	380.3	493.4	682.4	846.3	1,062.9	1,106.7	1,329.6	1,438.6	1,533.9	1,895.9
Oceania	162.2	182.2	215.1	232.8	236.9	250.3	275.9	277.7	231.2	249.6
Middle East	204.3	220.3	251.4	270.9	325.3	404.8	482.7	590.1	482.5	532.0
Overseas total	3,546.7	3,838.3	4,354.5	4,948.8	5,554.1	6,229.3	6,841.9	6,526.1	5,604.0	5,961.1
Japan	1,715.2	1,680.5	1,715.9	1,758.8	1,713.1	1,692.3	1,587.3	1,470.0	1,375.5	1,566.1
Worldwide total	5,261.9	5,518.8	6,070.4	6,707.6	7,267.3	7,921.6	8,429.3	7,996.1	6,979.6	7,527.3

(1 unit = 1,000 vehicles)

Note: Regional classifications are those of the Japan Automobile Manufacturers Association, Inc. The number of vehicles produced includes the Toyota and Lexus brands. As a result of rounding, the numbers do not necessarily add up to the total shown here.

Exports from Japan by region

Region	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
North America	720.8	852.1	782.8	813.5	939.6	1,344.7	1,244.1	1,124.2	574.0	628.2
Latin America	97.4	75.2	71.5	95.6	120.2	148.9	178.9	146.4	61.3	106.9
Europe	433.1	392.7	424.6	419.0	360.7	375.1	441.5	420.3	230.4	293.7
Africa	38.2	53.6	58.2	92.0	107.2	130.0	147.0	148.7	67.5	72.4
Asia	99.0	147.2	154.7	156.2	129.8	112.3	151.2	169.1	127.1	184.0
Oceania	113.1	128.1	154.1	164.6	159.2	171.6	175.2	184.2	144.4	165.8
Middle East	158.5	160.4	182.6	202.1	226.5	246.7	328.3	393.4	240.0	288.6
Total	1,665.7	1,816.8	1,836.0	1,951.7	2,043.2	2,529.3	2,666.1	2,586.3	1,444.7	1,745.0

(1 unit = 1,000 vehicles)

Note: Regional classifications are those of the Japan Automobile Manufacturers Association, Inc. The number of vehicles produced includes the Toyota and Lexus brands. Excludes KD sets. The total includes other regions. As a result of rounding, the numbers do not necessarily add up to the total shown here.

Source: Toyota Motor Corporation

History of Toyota

Look back at the history of Toyota, starting with the birth of founder Sakichi Toyoda. It traces the company's development through 1937 from when Toyota Motor Corporation was established to when the 2 millionth Prius hybrid was sold.



The AA Sedan



*Koromo Plant
(currently Honsha Plant)*



*Older building of
Toyota Head Office*

* Detailed information can be found by selecting the topics listed in the side menu.

1867	Birth of Sakichi Toyoda.
1924	Sakichi Toyoda invents Toyoda Model G Automatic Loom.
1929	Automatic-loom patent is sold to a British company.
1930	Kiichiro Toyoda begins research on small gasoline-powered engine.
1933	Automobile Department is established at Toyoda Automatic Loom Works, Ltd.
1935	The Toyoda precepts are compiled.
1936	The AA Sedan is completed.
1937	Toyota Motor Co., Ltd. is established.
1938	Honsha Plant begins production
1950	Company faces a financial crisis; Toyota Motor Sales Co., Ltd. is established.
1951	Suggestion System begins.
1955	The Toyopet Crown, Toyopet Master and Crown Deluxe are launched.
1957	The first prototypes of the Crown are exported to the United States; Toyota Motor Sales U.S.A., Inc. is established.
1959	Motomachi Plant begins production.
1962	Joint Declaration of Labor and Management is signed.
1965	Toyota wins the Deming Application Prize for quality control.
1966	The Corolla is launched; business partnership with Hino Motors Ltd. begins.
1967	Business partnership with Daihatsu Motor Co., Ltd. begins.
1974	Toyota Foundation is established.
1975	The prefabricated housing business begins.
1982	Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd. are merged into Toyota Motor Corporation.
1984	Joint venture with General Motors (New United Motor Manufacturing, Inc.) begins production in the USA.
1988	Toyota Motor Manufacturing, USA, Inc. (present TMMK) begins production.
1989	The Lexus brand is launched in the USA.
1992	Toyota Motor Manufacturing (United Kingdom) Ltd. begins production.
1997	The Prius is launched as the world's first mass-produced hybrid car.
1999	Cumulative domestic production reaches 100 million vehicles.
2000	Sichuan Toyota Motor Co., Ltd. begins production in China.
2001	Toyota Motor Manufacturing France S.A.S. begins production in France.
2002	Toyota enters Formula One World Championship; Tianjin Toyota Motor Co., Ltd. begins production in China.

2004 The Toyota Partner Robot is publicly unveiled.

2005 The Lexus brand is introduced in Japan.

2008 Worldwide Prius sales top 1 million mark.

2010 Worldwide Prius sales top 2 million mark; Toyota and Tesla Motors agree on joint EV development.

History of Toyota

New Model Introductions, Productions, Sales and Exports	Year	Business Development, Plants and Facilities
<ul style="list-style-type: none"> • WILL Vi, bB, Pronard, Opa, Sparky and Kluger V are announced. 	2000	<ul style="list-style-type: none"> • Toyota Financial Services Corporation is established to oversee Toyota's finance companies worldwide. • <i>Sichuan Toyota Motor Co., Ltd. (SCTM) starts production in China.</i>
<ul style="list-style-type: none"> • Allex, Allion, Voxy, WILL VS, Brevis and Verossa are announced. 	'01	<ul style="list-style-type: none"> • <i>Toyota Motor Manufacturing France S.A.S. (TMMF) starts production.</i>
<ul style="list-style-type: none"> • ist, Alphard, Probox and Succeed, Voltz and WILL CYPHA are announced. • Toyota FCHV is introduced on a limited sales basis. • <i>North American production achieves 10 million units cumulative production.</i> • Worldwide Prius sales achieve 100,000 units. 	'02	<ul style="list-style-type: none"> • Toyota enters Formula One (F1) competition. • <i>Toyota Peugeot Citroen Automobile Czech, s.r.o. is established.</i> • <i>Toyota Motor Manufacturing Poland SP.z o.o. (TMMP) starts production.</i> • <i>China FAW Group Corporation (FAW) signs a cooperative agreement in China.</i> • <i>Toyota Motor Manufacturing de Baja California S.de R.L.de C.V. is established.</i> • <i>Toyota Kirloskar Auto Parts Private Ltd. is established.</i> • <i>Tianjin Toyota Motor Co., Ltd (TTMC) starts production in China.</i> • <i>Toyota Motor Industries Poland Sp.z o.o. (TTIP) is established.</i>
<ul style="list-style-type: none"> • WISH, Sienta and Avensis are announced. 	'03	<ul style="list-style-type: none"> • Toyota Home Inc. (house retail company) is established. • <i>Toyota Motor Manufacturing, Texas, Inc. (TMMTX) is established.</i> • <i>Toyota Motor Manufacturing, Alabama, Inc. (TMMAL) is established.</i>
<ul style="list-style-type: none"> • Passo, Porte, Isis and Mark X are announced. 	'04	<ul style="list-style-type: none"> • <i>Toyota FAW (Tianjin) Dies Co., Ltd. is established.</i> • <i>FAW Toyota Changchun Engine Co., Ltd. is established.</i> • <i>Guangzhou Toyota Motor Co., Ltd. is established.</i>
<ul style="list-style-type: none"> • Ractis and Belta are announced. • GS430, SC430 and IS350/250 are announced. • Worldwide Camry Sedan sales reach 10 million units. 	'05	<ul style="list-style-type: none"> • <i>Toyota starts production of the "Toyota Aygo" along with "Peugeot 107" and "Citroen C1" through a joint venture with PSA Peugeot Citroen in the Czech Republic.</i> • <i>000 "TOYOTA MOTOR MANUFACTURING RUSSIA" (TMMR) is established.</i> • The Lexus brand is launched in Japan. • Toyota and Fuji Heavy Industries agree on Business Collaboration.
<ul style="list-style-type: none"> • Rush is announced. • GS450 and LS460 are announced. • Collora Axio, Auris and Blade are announced. • Worldwide Prius sales achieve 500,000 units. 	'06	<ul style="list-style-type: none"> • <i>Toyota Motor Engineering & Manufacturing North America Inc. (TEMA) is established.</i>
<ul style="list-style-type: none"> • LS600h/600hL is announced. • Vanguard and Mark X Zio are announced. • IS F is announced. • Corolla Rumion is announced. • Worldwide Hybrid sales top 1 million units. 	'07	<ul style="list-style-type: none"> • <i>Toyota Motor Asia Pacific Engineering and Manufacturing Co., Ltd. (TMAP-EM) is established.</i> • <i>Subaru of Indiana Automotive, Inc. (SIA) starts production.</i> • <i>Tong Fang Global Logistics Co., Ltd (TFGL) is established.</i> • <i>000 "TOYOTA MOTOR MANUFACTURING RUSSIA" (TMMR) starts production.</i>
<ul style="list-style-type: none"> • Worldwide Prius sales top 1 million mark. • Leasing Advanced Fuel Cell Hybrid Vehicle begins. • <i>Toyota Peugeot Citroen Automobile Czech, s.r.o. (TPCA) produces one-millionth vehicle.</i> 	'08	<ul style="list-style-type: none"> • <i>Toyota Research Institute of North America (TRI-NA) is established in United States.</i> • <i>Toyota Motor Corporation (TMC), Daihatsu and FHI Research & Development and product-supply ties grow deeper.</i> • <i>The 21st Century Greater Beijing Afforestation Center in China opens.</i>

		<ul style="list-style-type: none"> · <i>Toyota Motor Corporation Australia Ltd. (TMCA) starts Camry Hybrid vehicle production in Australia.</i> · <i>Toyota Motor Thailand Co., Ltd. (TMT) starts Camry Hybrid vehicle production in Thailand.</i> · <i>Testing Plug-in Hybrid Vehicles in the United Kingdom begins.</i> · <i>Toyota Technical Center, USA, Inc. (TTC) York Township campus opens in the U.S.</i> · <i>Toyota Motor Manufacturing Canada Inc. (TMMC) starts RAV4 production in Canada.</i>
<ul style="list-style-type: none"> · RX450h/RX350, IS 250C, HS250h and LFA are announced. · SAI and Prius Plug-in Hybrid are announced. · <i>Toyota Motor Manufacturing Turkey Inc. (TMMT) production exceeds 1 million units.</i> · Worldwide Hybrid sales top 2 million units. 	'09	<ul style="list-style-type: none"> · Toyota Marketing Japan (TMJ) is established. · Toyota Motor Sales & Marketing (TMSM) is established. · Toyota withdraws from F1.
<ul style="list-style-type: none"> · FJ Cruiser announced. · Worldwide Prius sales top 2 million units. · <i>Thailand production archives 5 million units cumulative production.</i> · <i>Europe sales archives 20 million units.</i> 	'10	<ul style="list-style-type: none"> · Toyota and Mazda agree to Hybrid System Technology Licence · <i>Toyota and Tesla Motors agree on joint EV development.</i> · Toyota's Housing Operations to Integrate Under Toyota Housing Corporation. · Toyota develops Advanced Energy Management System.

§ Entries in blue and oblique refer to Toyota overseas operations.