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## WHAT SETS US APART?

The Toyota Production System is at the heart of everything we do. Based on the concept of continuous improvement, or kaizen, every Toyota team member is empowered with the ability to improve their work environment. This includes everything from quality and safety to the environment and productivity. Improvements and suggestions by team members are the cornerstone of Toyota's success.

## WONDERING WHERE TOYOTAS ARE BUILT?\*

Our five vehicle assembly facilities and six parts and materials facilities work together to produce the Toyota Camry, Avalon, Camry Solara, Corolla, Matrix, Sequoia, Sienna, Tacoma, and Tundra.\* In September 2003, Toyota will begin building North America's first Lexus, the RX 330.

To learn more about our various facilities, click on the map or on the links below.

## OPERATIONS

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## MANUFACTURING BY FUNCTION:

### 1) MANUFACTURING HEADQUARTERS:

» [Toyota Motor Manufacturing North America, Inc. \(TMMNA\)](#)

### 2) VEHICLE MANUFACTURING:

» [Toyota Motor Manufacturing, Kentucky, Inc. \(TMMK\)](#)

» [Toyota Motor Manufacturing, Indiana, Inc. \(TMMI\)](#)

» [New United Motor Manufacturing, Inc. \(NUMMI\)](#)

» [Toyota Motor Manufacturing Canada, Inc. \(TMMC\)](#)

» [Toyota Motor Manufacturing, Texas, Inc. \(TMMTX\)](#)

**3) PARTS MANUFACTURING:**

- » [Toyota Motor Manufacturing, West Virginia, Inc. \(TMMWV\)](#)
- » [Canadian Autoparts Toyota, Inc. \(CAPTIN\)](#)
- » [Bodine Aluminum, Inc. \(Bodine\)](#)
- » [TABC, Inc. \(TABC\)](#)
- » [Toyota Motor Manufacturing Alabama, Inc. \(TMMAL\)](#)
- » [Toyota Motor Manufacturing de Baja California \(TMMBC\)](#)

**WHERE DO MANY OF THE PARTS AND MATERIALS COME FROM?**

Toyota purchased nearly \$15 billion worth of parts and materials from 500 North American suppliers in fiscal year 2002. Since we opened our first North American plant in 1986, our cumulative North American parts and materials purchases have grown to \$99 billion. Our relationship with suppliers is one reason that more than 75% of the content in our vehicles is purchased from North American suppliers. This includes everything from windshield wiper blades and seats to catalytic converters.

**HOW MANY VEHICLES DO WE PRODUCE EACH YEAR?\***

In 2002, Toyota produced over 1.2 million vehicles right here in North America. By 2003, our vehicle capacity will grow to 1.45 million.

**IT TAKES A LOT OF MEN AND WOMEN TO MANUFACTURE THESE QUALITY AUTOMOBILES...\***

Nearly 25,000 Toyota team members are employed directly by Toyota's manufacturing divisions. Toyota has a commitment to long-term employment and production efficiency. The Toyota Production System is a people system. We depend on team members to be flexible and to

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## PARTS & PARTNERSHIPS

WE ARE COMMITTED TO INCREASING OUR INVESTMENT IN U.S. PARTS AND MATERIALS PURCHASING. In 2002, Toyota spent more than \$22 billion for parts, materials, goods and services from hundreds of North American suppliers and business partners. In turn, our purchases from these suppliers directly create more than 45,000 local jobs. And our relationship with local suppliers is one reason 95% of the steel used to produce Toyota's American-built\* vehicles is sourced here in the United States.

We believe that as our need for manufacturing materials increases, so does our responsibility to the environment. At Toyota, the greater our production level, the greater our recycling efforts. 99% of all scrap steel generated by Toyota plants in the U.S. is now being recycled.

For many years, Toyota has been firmly committed to increasing our purchasing from minority suppliers. Our goal in the U.S. is to purchase 7.5% of our parts and materials from minority-owned American businesses by 2005. Toyota also requests that our direct manufacturing suppliers aim to purchase at least 5% of their parts and materials from minority suppliers.

\* Toyota vehicles and components are built using many U.S. parts.

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## Sales and Service

Chrome and tailfins were the cutting edge of American automotive styling in October 1957 when an up-and-coming star moved to Hollywood and began selling vehicles imported from Japan. Toyota Motor Sales, U.S.A. set up shop in a small Southern California dealership and the legend began. After the first Toyopet Crown was unloaded at a dock in Long Beach, Toyota sold only 287 Toyopets and one Land Cruiser during our first full year in America.



In 1965, however, Toyota introduced the Corona, a powerful and well-equipped car, that became an instant hit with Americans, and the company has never looked back.

By the 1970s, Toyota was the best-selling import brand and during the 1980s we began manufacturing vehicles in North America. Today, Toyota earns many top honors for product quality and the Toyota Camry has been the best-selling passenger car in the United States for seven out of the past eight years.<sup>1</sup>

Toyota, Lexus and Scion cars and trucks are sold at more than 1,700 independent North American dealers (1,400 in the U.S.). With our dealers' support, we have achieved sales of more than one million Toyota and Lexus vehicles annually during the past 14 years. In fact, 2004 was Toyota's best year ever, with U.S. sales exceeding 2 million vehicles and North American sales totaling more than 2.3 million.



Today, nearly two-thirds of all Toyota vehicles sold in the United States are built in North America and sourced with parts from over 500 North American suppliers.

<sup>1</sup> Based on The Polk Company, calendar years 1997-2004, total passenger new car registrations.

## OPERATIONS

- » [Read about Toyota's Sales & Service affiliates in N.A.](#)
- » [Click here to see a timeline of Toyota in the U.S.](#)
- » [Check out our latest sales release.](#)



**"We simply could not have achieved the kind of success we have without putting our customers first."**

- Katherine Stevens



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## North American Affiliates

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- [>> Research & Development](#)
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## HOLDING COMPANY

### Toyota Motor North America, Inc.

Headquartered in New York, New York. Branch offices in Florida and Washington, D.C. Established 1996.

Wholly owned by Toyota Motor Corporation (TMC) in Japan, TMA is the holding company for Toyota's U.S. sales and North American manufacturing companies. Direct functions include: corporate communications; investor relations; corporate advertising; federal government, industry and regulatory affairs; market, economic and auto industry research; and the Toyota USA Foundation. In addition, TMA coordinates the corporate planning, diversity and business activities of all Toyota companies in North America.

## SALES & SERVICE

### Toyota Motor Sales, U.S.A., Inc.

## OPERATIONS