Toyota By The Numbers

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.

- **35** years manufacturing in the U.S.
- **2,112,941** vehicles sold in the U.S. in 2020
- **1,003,753** vehicles produced in the U.S. in 2020
- **$26.4B** parts and materials purchased
- **$30.6B** direct investment in the U.S.
- **176,000** people working across the U.S.
- **10** plants in the U.S. and 14 in North America
- **NEARLY 1,500** Toyota and Lexus dealers
- **29.9M** vehicles built in the U.S. and counting
- **$32.2B** dealer investment in the U.S.
- **OVER $1M** spent globally every hour on R&D
- **$1.15B** in total U.S. donations
- **NEARLY 118,000** U.S.-built Toyotas exported to 40 countries in 2020
- **14** hybrid models in the U.S. plus the Mirai FCV in select markets
- **15** sites with certified wildlife habitat conservation programs
- **470,100** jobs created in the U.S.

Our History

- **1957** Toyota Motor Sales established
- **1972** Manufacturing operations begin in U.S.
- **1973** Calty 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.

1 All data as of December 2020, except where noted.
2 Toyota vehicles and components assembled using U.S. and globally sourced parts.
5 Based on Toyota data. Includes direct and dealer employees.
6 Including our joint venture plant in Alabama.
7 Includes U.S. (not HI) and Puerto Rico.
8 Global estimate based on FY18 projections of Toyota Motor Corporation.
9 As of CY 2020.
10 2015 Center for Automotive Research Study. Includes direct, dealer and supplier employees, and jobs created through their spending.
Dots represent category presence within a state and not quantity of location.

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

**2020 TOYOTA OPERATIONS BY STATE**

**UNITED STATES**

**INDIANA**
- Sienna since 1997 (in IN since 2003)
- Sequoia since 2000
- Highlander since 2009 (Highlander Hybrid in IN since 2013)

**TEXAS**
- Tacoma since 1991 (in TX since 2010)
- Tundra since 1998 (in TX since 2006)
- Corolla since 1986 (in MS since 2011)
- 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

**KENTUCKY**
- Avalon since 1994 (Avalon Hybrid in KY since 2012)
- Corolla since 1986 (in MS since 2011)
- 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

**MISSISSIPPI**
- Camry since 1988 (Camry Hybrid in KY since 2006)
- Avalon since 1994 (Avalon Hybrid in KY since 2012)
- Lexus ES 350 since 2015
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.¹

**INDIANA**

- **Sienna**
  - Toyota Motor Manufacturing, Indiana, Inc. (TMMI)
  - since 1997 (in IN since 2003)

- **Sequoia**
  - Toyota Motor Manufacturing, Indiana, Inc. (TMMI)
  - since 2000

- **Highlander**
  - Toyota Motor Manufacturing, Indiana, Inc. (TMMI)
  - since 2009 (Highlander Hybrid in IN since 2013)

**TEXAS**

- **Tacoma**
  - Toyota Motor Manufacturing, Texas, Inc. (TMMTX)
  - since 1991 (in TX since 2010)

- **Tundra**
  - Toyota Motor Manufacturing, Texas, Inc. (TMMTX)
  - since 1998 (in TX since 2006)

**KENTUCKY**

- **RAV4 Hybrid**
  - Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)
  - since 2020

- **Camry**
  - Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)
  - since 1988 (Camry Hybrid in KY since 2006)

- **Avalon**
  - Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)
  - since 1994 (Avalon Hybrid in KY since 2012)

- **Lexus ES 350**
  - Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)
  - since 2015

**MISSISSIPPI**

- **Corolla**
  - Toyota Motor Manufacturing, Mississippi, Inc. (TMMMS)
  - since 1986 (in MS Since 2011)

¹ Toyota vehicles and components assembled using U.S. and globally sourced parts.
## DESIGN RESEARCH & DEVELOPMENT

<table>
<thead>
<tr>
<th>Location</th>
<th>Locations</th>
<th>Operations</th>
<th>Investment</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calty Design Research, Inc.</td>
<td>Headquartered in Newport Beach, California. Production design studio in Ann Arbor, Michigan, and Toyota Innovation Hub in San Francisco, California. Established in 1973.</td>
<td>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.</td>
<td>$8M (includes CALTY in MI)</td>
<td>100</td>
</tr>
<tr>
<td>Toyota Motor North America, Research and Development (TMNA R&amp;D)</td>
<td>Headquartered in Saline, MI with locations in Ann Arbor, MI and Gardena, CA. Established in 1977.</td>
<td>TMNA R&amp;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&amp;D also handles emissions certification, technical research, regulatory affairs and more. The Gardena campus is engaged in engineering design, vehicle evaluation, powertrain development &amp; calibration, regulatory affairs, and alternative powertrain research for Toyota and Lexus vehicles manufactured or sold in North America.</td>
<td>N/A</td>
<td>1,300</td>
</tr>
<tr>
<td>Toyota Info Technology Center, U.S.A., Inc.</td>
<td>Headquartered in Mountain View, California. Branch office in New York. Established in 2001.</td>
<td>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.</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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1 This figure captures consolidated impact of multiple locations.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Location</th>
<th>Established Year</th>
<th>Description</th>
<th>Investment</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Auto Body Company, Inc. (TABC), California</td>
<td>Long Beach, California</td>
<td>1972</td>
<td>TABC, Toyota's first North American manufacturing plant produces sheet metal and aluminium 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.</td>
<td>$445M</td>
<td>293</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)</td>
<td>Georgetown, Kentucky</td>
<td>1986</td>
<td>TMMK, Toyota's largest manufacturing facility in the world, assembles the Avalon, Avalon Hybrid, Camry, Camry Hybrid and the Lexus ES 350. ¹ 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.</td>
<td>$7.8B</td>
<td>7,800</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing, Missouri (TMMMO) Includes Toyota Motor Manufacturing, Tennessee (TMMTN)³</td>
<td>St. Louis and Troy, Missouri, and Jackson, Tennessee</td>
<td>1912 and purchased by Toyota in 1990</td>
<td>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.</td>
<td>$799M</td>
<td>1,200</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing, Indiana, Inc. (TMMI)</td>
<td>Princeton, Indiana</td>
<td>1996</td>
<td>TMMI assembles the Highlander, Highlander Hybrid, Sequoia, and Sienna.¹</td>
<td>$5.8B</td>
<td>7,222</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)</td>
<td>Buffalo, West Virginia</td>
<td>1996</td>
<td>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 350.¹</td>
<td>$1.6B</td>
<td>1,479</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)</td>
<td>Huntsville, Alabama</td>
<td>2001</td>
<td>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.¹</td>
<td>$1.16B</td>
<td>1,150</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing, Texas, Inc. (TMMTX)</td>
<td>San Antonio, Texas</td>
<td>2003</td>
<td>TMTTX assembles the Tacoma and the Tundra.</td>
<td>$3.9B</td>
<td>2,660</td>
</tr>
</tbody>
</table>

¹ Toyota vehicles and components assembled using U.S. and globally sourced parts.² Employment and Investment are reflective of the combined TMMMO and TMMTN numbers.
## United States

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Plant/Operation Description</th>
<th>Operations</th>
<th>Investment ($)</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Motor Manufacturing, Mississippi, Inc. (TMMMS)</td>
<td>Manufacturing plant in Blue Springs, Mississippi. Established in 2007.</td>
<td>TMMMS assembles the Corolla.</td>
<td>$1.4B</td>
<td>1,824</td>
</tr>
<tr>
<td>TRD U.S.A., Inc.</td>
<td>Headquartered in Costa Mesa, California. NASCAR support operation in Salisbury, North Carolina. Established in 1979.</td>
<td>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.</td>
<td>$159M</td>
<td>211</td>
</tr>
</tbody>
</table>

### Offices

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Office Location Description</th>
<th>Operations</th>
<th>Investment ($)</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Motor North America, Inc. (TMNA)</td>
<td>Office in Plano, Texas. Began operations in 2014.</td>
<td>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.</td>
<td>$1 Billion</td>
<td>6,600</td>
</tr>
<tr>
<td>Toyota Motor North America, Inc. (TMA NY &amp; DC)</td>
<td>Offices in New York City and Washington, D.C. Began operations in 1996.</td>
<td>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.</td>
<td>N/A</td>
<td>50</td>
</tr>
</tbody>
</table>

1 This figure captures consolidated impact of multiple locations.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Headquarters Location</th>
<th>Operations</th>
<th>Description</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Logistics Services, Inc.</td>
<td>Plano, Texas</td>
<td>TLS</td>
<td>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.</td>
<td>NA</td>
</tr>
<tr>
<td>Service Parts and Accessories Operations (SPA)</td>
<td>Torrance, California</td>
<td>SPA</td>
<td>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.</td>
<td>NA</td>
</tr>
<tr>
<td>AirFlite, Inc.</td>
<td>Long Beach, California</td>
<td>AirFlite</td>
<td>AirFlite is a fixed-base operation providing a full range of services for corporate and general aviation at Long Beach Airport.</td>
<td>NA</td>
</tr>
<tr>
<td>Toyota de Puerto Rico, Corp.</td>
<td>San Juan, Puerto Rico</td>
<td>TdPR</td>
<td>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.</td>
<td>$77M</td>
</tr>
</tbody>
</table>

**2020 TOYOTA OPERATIONS BY STATE**
## 2020 TOYOTA OPERATIONS BY STATE

### UNITED STATES

<table>
<thead>
<tr>
<th>State</th>
<th>Direct</th>
<th>Indirect</th>
<th>Employment</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALABAMA</td>
<td>1,239</td>
<td>2,793</td>
<td>$1.25B</td>
<td>$428M</td>
</tr>
<tr>
<td>ARKANSAS</td>
<td>951</td>
<td>2,260</td>
<td>$217M</td>
<td>$302M</td>
</tr>
<tr>
<td>CALIFORNIA</td>
<td>2,179</td>
<td>19,215</td>
<td>$1.1B</td>
<td>$4.8B</td>
</tr>
<tr>
<td>INDIANA</td>
<td>7,465</td>
<td>12,525</td>
<td>$5.1B</td>
<td>$401M</td>
</tr>
<tr>
<td>KENTUCKY</td>
<td>9,214</td>
<td>13,063</td>
<td>$8.2B</td>
<td>$326M</td>
</tr>
<tr>
<td>MICHIGAN</td>
<td>2,020</td>
<td>12,044</td>
<td>$1.5B</td>
<td>$371M</td>
</tr>
</tbody>
</table>

### Assembled By Toyota

- 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

- 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

---

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

<table>
<thead>
<tr>
<th>State</th>
<th>Direct Employment</th>
<th>Indirect Employment</th>
<th>Direct Investment</th>
<th>Indirect Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISSISSIPPI</td>
<td>1,879</td>
<td>2,206</td>
<td>$1.35B</td>
<td>$192M</td>
</tr>
<tr>
<td>MISSOURI</td>
<td>981</td>
<td>3,044</td>
<td>$935M</td>
<td>$453M</td>
</tr>
<tr>
<td>NORTH CAROLINA</td>
<td>53</td>
<td>7,678</td>
<td>$124M</td>
<td>$938M</td>
</tr>
<tr>
<td>TENNESSEE</td>
<td>304</td>
<td>17,280</td>
<td>$1.1B</td>
<td>$610M</td>
</tr>
<tr>
<td>TEXAS</td>
<td>7,301</td>
<td>18,123</td>
<td>$5.4B</td>
<td>$3.1B</td>
</tr>
<tr>
<td>WEST VIRGINIA</td>
<td>1,921</td>
<td>694</td>
<td>$1.8B</td>
<td>$140M</td>
</tr>
</tbody>
</table>

### Products and Parts

- **Assembled By Toyota**: Corolla
- **Purchased in State**: Bumpers, Seats, Instrument Panel, Grille, Steering Wheels, Airbags, Instrument Panel, Grilles & Ornamentation
- **Engine Parts/Components**
- **Exhaust Systems**, **Power Steering Components**, **Starters/Alternators**
- **Body Shell**, **Carpet**, **Door Trim**, **Headliner**, **Instrument Panel & Console**, **Metal Stampings**, **Power Steering Hoses**, **Seats**

---

1. Represents direct dealer and Toyota-dedicated supplier employees.
3. Includes U.S. (not HI) and Puerto Rico.
4. Toyota vehicles and components assembled using U.S. and globally sourced parts.
5. Represents only a selection of parts purchased.
Operations By Province

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

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

ONTARIO

<table>
<thead>
<tr>
<th>Model</th>
<th>Plant Name</th>
<th>Since</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lexus RX 350</td>
<td>Toyota Motor Manufacturing Canada Inc. (TMMC)</td>
<td>2003</td>
</tr>
<tr>
<td>Lexus RX 450h</td>
<td>Toyota Motor Manufacturing Canada Inc. (TMMC)</td>
<td>2014</td>
</tr>
<tr>
<td>RAV4</td>
<td>Toyota Motor Manufacturing Canada Inc. (TMMC)</td>
<td>2008</td>
</tr>
<tr>
<td>RAV4 Hybrid</td>
<td>Toyota Motor Manufacturing Canada Inc. (TMMC)</td>
<td>2019</td>
</tr>
</tbody>
</table>

1 Toyota vehicles and components assembled using U.S. and globally sourced parts.
# Toyota Operations 2020

## Canada

<table>
<thead>
<tr>
<th>OFFICES</th>
<th>LOCATIONS</th>
<th>OPERATIONS</th>
<th>INVESTMENT$</th>
<th>EMPLOYMENT$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Canada Inc.</td>
<td>Established in 1964, TCI is headquartered in Toronto, Ontario, with zone offices in Alberta, British Columbia, Nova Scotia, Ontario, and Quebec.</td>
<td>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.</td>
<td>$499 million CAD$</td>
<td>650</td>
</tr>
<tr>
<td>Lexus</td>
<td>Office in Toronto, Ontario. Began operations in 1990.</td>
<td>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.</td>
<td>Included in TCI total</td>
<td>Included in TCI total</td>
</tr>
<tr>
<td>Toyota Credit Canada Inc. (TCCI)</td>
<td>Headquartered in Markham, Ontario. Branch offices in British Columbia, Nova Scotia, Ontario, and Quebec. Established 1990.</td>
<td>TCCI provides wholesale and retail financial services for Toyota and Lexus dealers and their customers across Canada.</td>
<td>$27 million CAD$</td>
<td>125</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENGINEERING &amp; MANUFACTURING</th>
<th>LOCATIONS</th>
<th>OPERATIONS</th>
<th>INVESTMENT$</th>
<th>EMPLOYMENT$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian Autoparts Toyota Inc. (CAPTIN)</td>
<td>Manufacturing plant in Delta, British Columbia. Established 1983.</td>
<td>CAPTIN is responsible for die design, development, and manufacturing of aluminum wheel products for Toyota.</td>
<td>$190 million CAD$</td>
<td>56</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing Canada Inc. (TMMC)</td>
<td>Manufacturing plants in Cambridge and Woodstock, Ontario. Established 1986.</td>
<td>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.</td>
<td>$8 billion CAD$</td>
<td>9,700</td>
</tr>
<tr>
<td>Toyota Canada Cold Research Centre</td>
<td>Test facility located in Timmins, Ontario.</td>
<td>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. Reported to Automotive Engineering and Manufacturing.</td>
<td>Included in TEMA total</td>
<td>Included in TCI total</td>
</tr>
</tbody>
</table>

1 This figure captures consolidated impact of multiple locations.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Description</th>
<th>Notes</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hino Motors Canada, Ltd. (HMC)</td>
<td>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.</td>
<td>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.</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Operations By State

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

- **Offices**
- **Engineering & Manufacturing**
- **Design, Research & Development**
- **Dealerships**
Mexican Made Vehicles

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.

---

GUANAJUATO

Toyota Motor Manufacturing de Guanajuato (TMMGT)

starting 2019

BAJA CALIFORNIA

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

since 2004

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1 Toyota vehicles and components assembled using U.S. and globally sourced parts.
## OFFICES

<table>
<thead>
<tr>
<th>OFICES</th>
<th>LOCATIONS</th>
<th>OPERATIONS</th>
<th>INVESTMENT</th>
<th>EMPLOYMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Motor North America de México, S. de R.L. de C.V. (TMEX)</td>
<td>Headquartered in Mexico City, Mexico. Began operations in 2002.</td>
<td>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.</td>
<td>$214 million MXP$</td>
<td>118</td>
</tr>
<tr>
<td>Toyota Financial Services México, S.A. de C.V. (TSM)</td>
<td>Headquartered in Mexico City, Mexico. Began operations in 2002.</td>
<td>Toyota Financial Services México provides finance products to Toyota dealers and their customers.</td>
<td>$624 million MXP$</td>
<td>139</td>
</tr>
</tbody>
</table>

## ENGINEERING & MANUFACTURING

<table>
<thead>
<tr>
<th>ENGINEERING &amp; MANUFACTURING</th>
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<tbody>
<tr>
<td>Toyota Motor Manufacturing de Baja California, S. de R.L. de C.V. (TMMBC)</td>
<td>Manufacturing plant in Baja California, Mexico. Established 2002.</td>
<td>TMMBC assembles the Tacoma.</td>
<td>$6.4 billion MXP$</td>
<td>1,882</td>
</tr>
<tr>
<td>Toyota Motor Manufacturing de Guanajuato (TMMGT)</td>
<td>Manufacturing plant located in Apaseo el Grande, Guanajuato. Announced 2015. Start of production is scheduled for 2019.</td>
<td>TMMGT will assemble the Tacoma.</td>
<td>$1 billion USD projected</td>
<td>1,764</td>
</tr>
<tr>
<td>Mazda Motor Manufacturing de Mexico S.A. de C.V. (Collaboration/Contract Manufacturer)</td>
<td>Mazda Motor Manufacturing de Mexico S.A. de C.V., in Salamanca, Guanajuato. Collaboration announced in 2012; Production began in 2015.</td>
<td>This is a collaborative agreement between Mazda Motor Corporation and Toyota Motor Corporation to assemble the Yaris iA.</td>
<td>Unavailable from NA Databook</td>
<td>N/A</td>
</tr>
<tr>
<td>Hino Motors Manufacturing México, S.A. De C.V. (HMMM)</td>
<td>In 2009, Hino Motors Manufacturing Mexico, S.A. de C.V established an assembly plant in Guanajuato, Mexico.</td>
<td>A consolidated subsidiary of Hino Motors in Japan, subsidiary of Toyota. HMMM assembles medium-duty trucks mainly for domestic market.</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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