# More to Toyota than Meets the Eye.

TOYOTA COMPANY PROFILE

# START YOUR IMPOSSIBLE

## The History of Toyota is a History of Challenge.

Through innovation and passion,

Toyota has made that which was impossible, possible.

The company has fearlessly challenged what was considered impossible,

as a result, since its foundation, it has realized countless dreams.

"Start Your Impossible" is a vision for

Toyota boldly challenging the future,

as a promise to customers and society,

transcending the established concept of an automobile manufacturer.

What we are going to aim for from now on, and how will we do it?

We should consider this from two perspectives.

- Making Ever-Better Cars
- Enriching the Lives of Communities

＊"Start Your Impossible" is a global corporate initiative that aims to share the direction that Toyota should head in as a company to inspire customers and society.

# Making Ever-Better Cars:
# Toyota's Hope since its Foundation.

Starting with the hope of contributing to society through manufacturing,
Kiichiro Toyoda established an Automotive Department within Toyoda Automatic Loom Works, Ltd. in 1933.
Since then, with an ear to the needs of the times, we have resolutely tackled various issues,
transcending our imagination and capability to make cars imbued with love around the world.
The accumulation of everyone's hopes and skills has created today's Toyota.
The concept of "making ever-better cars" is the Toyota spirit as it was and always will be.
We'll take a closer look at Toyota's car making.

**Making Ever-Better Cars**

- **Environment and Cars**
  - Striving to Make Environmentally-friendlier Cars
- **Safety and Cars**
  - Striving to Make Safer Cars
- **Production and Cars**
  - Striving to Make Higher Quality Cars
- **Love and Cars**
  - Striving to Make more Beloved Cars


START YOUR IMPOSSIBLE

*The photo shows Toyota Motor Corporation's first production automobile, Toyoda Model AA sedan, in 1936.

# MIRAI Conceals a Myriad of Futures.


## There's no idea how far it'll go. However, we're excited about hydrogen.

At Toyota, we first launched our hydrogen project, recruiting engineers in-house in 1999. Although it was sailing in uncharted waters, the engineers who finally gathered had a wide range of ideas and life experiences. Among the engineers who applied was one who decided to participate due to the birth of his first child. Another engineer hoped to find an outlet in the new business for a passion for energy conversion engineering, which he had studied at university.

## Fossil fuels will eventually run out. We must control $CO_2$ emissions to avoid irrefutable damage to our world.

As we face risks on a global scale, what should we do? The benefits of using hydrogen for power have been understood by engineers worldwide for many years. However, previously, nobody had thought the principles could be applied to cars. People thought the endeavor to develop a hydrogen-powered car would end in failure. Among the diverse opinions put forward, the biggest encouragement was a comment from then-chairman Eiji Toyoda, "We'll never know unless we try." However, if the result is only a test vehicle, it wouldn't be Toyota. Our aim is to develop a car that the general public can afford. Our engineers proposed various hypotheses and built numerous prototypes, encountering many obstacles. They worked overnight in the laboratories, and had repeated discussions in search of a new solution. Many times they experienced disillusion, but always they resolved to persist. Now, almost 20 years have gone by.

## The destination of Toyota's creativity and effort was MIRAI.

MIRAI has gained great acclaim around the world. But the price is still considerable. There's also the issue of hydrogen fueling stations. However, as development progresses, our confidence that hydrogen has the power to change society is growing. Our dream for hydrogen is not only for its application in other vehicles such as buses and forklifts, but is expanding to include home, office and plant fuel cells and new infrastructure. In fact, children born in the year the project began are now joining Toyota. Our current technology and passion can be passed on to them, and subsequently be passed on to the following generation. The future is approaching rapidly.

**MIRAI :**

- The world's first mass-produced sedan-type fuel cell electric vehicle (FCEV)
- Launched in December 2014
- Generates electricity with an onboard power generation system using hydrogen for fuel
- Produces zero emissions of $CO_2$, a cause for global warming
- After power generation, the fuel cell only emission is water
- Requires approx. 3 minutes to fill up the tanks with hydrogen
- Has a range of approximately 650 km (JC08-mode)

# Hybrid Technology Plays an Active Role in All Electrified Vehicles.

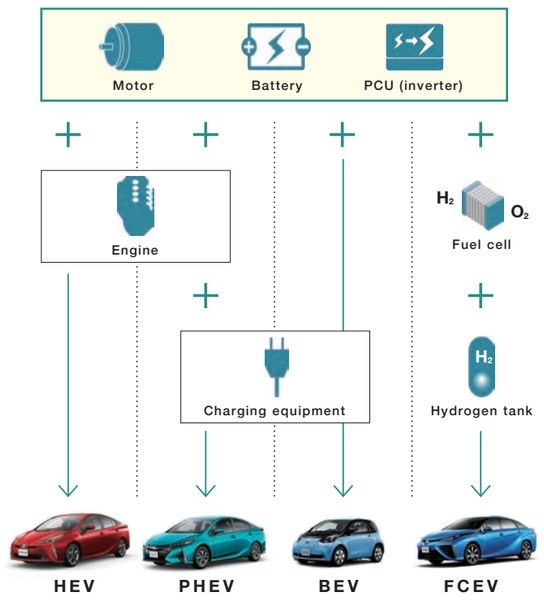
## The Popularization of Electrified Vehicles

Even before the year 2000, Toyota had produced its first electrified vehicle. Prius, the world's first mass-produced hybrid car, was driven by an electric motor and a gasoline engine. Its core technology actually became the foundation for Toyota's present battery electrified vehicles (BEVs), plug-in hybrid electrified vehicles (PHEVs, rechargeable from an electrical power socket) and fuel cell electrified vehicles (FCEVs) such as MIRAI.

### Toyota has been striving to develop various types of eco-friendly vehicles.

There are significant variations between the countries and regions of the world. The electric power supply is inconsistent in some countries. There are also regions where daytime temperatures are sub-zero for part of the winter. Further, differences in infrastructure, energy policies and the natural environment impact vehicle choice. As such, our approach is no matter how good an eco-car is in terms of technology, unless it is widely used it cannot contribute to the environment. Consequently, Toyota must organize a selection of eco-cars suited to the circumstances of each country. Toyota currently aims for worldwide sales of 5.5 million or more electrified vehicles in 2030 and for 1 million or more of these to be BEVs or FCEVs. Toyota is looking to the future from a global perspective.

The hybrid technology that Toyota first commercialized has been inherited by other eco-friendly vehicles.




# Toyota Aims to not only Reduce $CO_2$ Emissions but also to Have a Net Positive Impact on the Environment.

## Toyota Environmental Challenge 2050

Not only including the $CO_2$ produced when a car is in operation, but also reducing $CO_2$ emissions to as near to zero as possible from raw materials, parts production and car assembly. We also aim to recycle and reuse resources necessary for cars; to use water with care at each local plant, by cleaning and returning those resources; and to protect nature, thereby having a net positive impact on the environment. We formulated six challenges and have been moving ahead, aiming to establish a future society in harmony with nature.


For further information:

## This Too is TOYOTA | 1

### Forest of Toyota

We hope to not only conserve nature, but also to preserve biodiversity. In 1997, we established the "Forest of Toyota" to give today's children the opportunity to experience what we learned from the *satoyama* (human-nature interactive and beneficial environments) that we lived close to during childhood. Forest of Toyota is 15 minutes from Toyota headquarter by car. We hope that the forest allows people to sense that there are various kinds of life on earth, and to learn that if we mistreat nature, we cannot survive. Please come for a visit.

Toyota's Advancement of Safety and Cars | 1

# Safety Above Everything Else. But We also Want to Make Automated Driving Fun.

＊Testing an automated driving vehicle(image)

## "Once automated driving is perfected, will people with sight impairment like me be able to drive?"

This question arose at a meeting hosted by Toyota. Although potential solutions have been proposed, at this stage, it still seems difficult. However, as Toyota aims to realize "safety, efficiency and freedom of mobility for everybody," this is one objective. Automated driving is a technology with the potential to change the concept of cars, lifestyles, and even our way of living.

## What we most hope to achieve through automated driving is "Zero Casualties from Traffic Accidents."

You glance away from the road ahead while in a traffic jam. Unlike technology designed to avoid accidents by stopping just before a car collision, automated driving is technology in which the car constantly monitors the circumstances in all directions and facilitates safe driving that avoids collisions. If we can realize a society in which all cars use automated driving, we will move closer to the goal of "zero casualties." But Toyota's concept extends beyond simply automated driving.

## We aim for automated driving where people and cars have a sense of unity, like teammates, to realize the joy of driving.

This does not mean that Toyota intends to develop automated driving as our ultimate goal. Take the situation of merging on a highway. This is a weak area for new or less experienced drivers, a stressful moment. At such times, the car lends a hand through automated driving, to enable a smooth merge. A good merger and the driver feels relieved, and will not get tired as quickly. If the car is able to provide greater assistance in various situations, people will want to use the car more often, and drive further. So this is the automated driving that Toyota aims for. We want to create a relationship between cars and people. Movements should not feel mechanical. Automated driving should ultimately provide each person with a different ride sensation, as if the car "understands the driver's feelings." Technology will establish a relationship which "connects the heart" of the person and the car. Several technologies have already been realized and installed in vehicles. But in order to aim higher, certain hurdles need to be overcome. However, no matter how far automation progresses, Toyota intends to maintain its focus on cars as "vehicles driven by the driver's will."

### What is Vehicle Automated Driving?

A system whereby the car drives itself so that the driver can travel more safely. Categorized into six levels from level 0 to level 5, automated driving is defined as level 3 (conditional automated driving) and above. Among Toyota production vehicles, the 2017 Lexus LS is equipped with the world's first advanced driving support technology which will help lead the world to automated driving. In addition to conventional-use vehicles, Toyota has developed the e-Palette Concept (mobility is the platform for other services), and is advancing a project to automate multi-mode transportation and business applications (pp. 23–24)

# What Can Cars Do for Safety and Peace of Mind? Toyota Continues Its Efforts.

## Active Safety

**Advanced technology to ensure drivers avoid dangerous situations.**

For example, the development of systems that:

- prevent the car from getting too close to the car ahead or pedestrians
- prevent the car from accidentally veering out of its lane
- suppress acceleration when the accelerator is pressed by mistake

In addition to vehicle tests, we are using driving simulators to realize driving support matched to driver sensitivity.


Driving Simulator

## Passive Safety

**Protecting the lives of passengers in the event of a collision.**

This is also the role of a car. Toyota conducts various collision tests to confirm vehicle collision safety. We also developed "THUMS," a computer simulation system for the human body in order to analyze how collisions cause injuries to bones and internal organs. This information can be leveraged to make safer cars.

THUMS Family

Large male | Average-build adult male | Small female | Child (10) | Child (6) | Child (3)

## Emergency Response

**Emergencies due to accidents require the earliest possible response.**

An operator uses connected technology to swiftly contact the local police and fire department after checking the situation directly with the driver. The operator dispatches a ground or air ambulance to the scene to promptly start life-saving measures, leading to a reduction in life-threatening injuries.



This Too is TOYOTA | 2

## For over 50 years, Traffic Safety Activities for Children.

A high percentage of traffic accidents involve young children, as seen in the years 1955–1964 when accidents in Japan soared, as well as today. We have continued to teach road safety to children before they start elementary school, when their individual mobility increases.

### Toyota Safety School

We invite local kindergarten children to our facilities where we hold traffic safety classes. We teach the children about various risks, as well as how to cross at pedestrian crossings.

Toyota Safety Education Center "mobilitas"

Toyota Kaikan Museum

Safety Man, a character created over 40 years ago to keep children's attention while they learn. This is an example of "Creative Ideas" from a child's perspective.

### Story Telling

Toyota has created picture books and story boards about traffic safety, which are used at kindergartens and nursery schools throughout Japan. Over 140 million books have been distributed over 50 years. Also, story boards are still being used in schools.

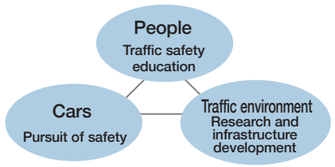
### Overseas Activities

In Argentina, India, Thailand, Vietnam, the U.S., and in many other countries, we continue to promote a variety of activities with the aim of "Zero Casualties from Traffic Accidents."

White Road (Thailand)

### Toyota's Approach to Traffic Safety

Our approach is to not only increase awareness of safety among drivers and pedestrians, but also to improve the safety of vehicles themselves and to carry out research and implementation of people-oriented traffic environments. It is when these three approaches are fully in place that we be able to achieve "Zero Casualties from Traffic Accidents." Toyota is promoting its integrated three-part traffic safety initiative around the world.




Toyota's Advancement of Production and Cars | 1

# Plants throughout the World Have that Develop People in Step with Their Thriving Cultures.

## Features include Andon, Kaizen, Kanban, Jidoka (automation with a human touch to build in quality), Just-in-Time, and the Toyota Production System.

Many people are aware of the unique terms that we have created and would have heard of the Toyota Production System. Toyota began about 80 years ago as a venture company that embarked on manufacturing automobiles. This was the starting point for the company.

In the chaotic post-war period, despite scarce material resources, technology, and funds, the company set itself a goal to build cars that could catch up and surpass the far more advanced America. This could not be achieved through copying; rather, it required a unique Toyota way. It required the use of intellect and wisdom. The Toyota Production System was one result of these efforts. Although it is called a "system," there are no mathematical theories or manuals, and even if someone were to observe our plants, they would probably only understand it superficially.

## The Toyota Production System is not just a system of *monozukuri* (conscientious manufacturing), but it is about developing people.

This is not achieved by teaching or imposing a method, but by creating opportunities for people to think at the production site. "How do you think we could install parts more smoothly?" "When everyone works together on one car, what should be changed to finish the process with less labor?" Or more obscure questions such as "Why is this plant so big?" Such Zen-like questioning can start the thinking process.

All of our colleagues working at Toyota listen, and each one takes up the thought process from there. This is how new methodologies are discovered. If this is achieved, it will lead to our team members finding greater pleasure in making cars, and will encourage them to want to think more.

## This is truly the use of intellect and wisdom.

How can we make further improvements? Such thinking and ideas are what initially led Toyota to embark upon automobile manufacturing. This does not take place only in Japan, but also in plants around the world, in places such as the United States, France, and Thailand. Is there really no way to improve this line? Is there really no way to make the work more comfortable? We carry out a ceaseless pursuit of this ideal. Toyota's development of people is transmitted from those who are developed, in person, to the next generation. Regardless of the place or country, we aim to produce cars with the same high quality and level of safety. The concept of *monozukuri* that we have practiced will become the seed for developing people, enriching society, and contributing to countries and the whole world. This is the kind of future that Toyota envisions.

**Process improvement based on team member suggestions**

For greater safety and comfort, we constantly undertake process improvement based on the requests and ideas of employees. The photo to the right shows parts conveyance equipment created based on such employee ideas. By using the weight of parts, this device manages to reduce conveyance work without the use of any electrical power.

# *Monozukuri* is About Developing People. We Develop and Unite Employees around the World.

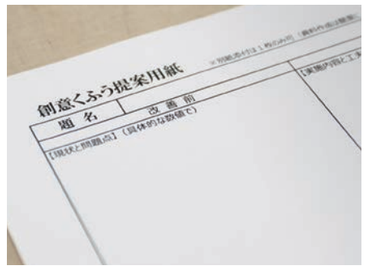
## Creative Ideas

**Good cars are achieved through people's innovation and passion.**

Machines do make good cars. People make good cars. Based on this belief, Toyota has since its foundation has endeavored to be a company that focuses on human resource development. This began in 1951 with the Creative Idea Suggestion System. How can we make better cars?

**The accumulation of people and know-how to implement such *monozukuri* has created the Toyota of today.**

Team members share their insights, and good proposals. From these ideas, the very best are rapidly implemented. To achieve outstanding *monozukuri,* first it is necessary to develop outstanding people. The Creative Idea Suggestion System is implemented worldwide.




Employee idea suggestion form

## Good Thinking, Good Products

**Good cars can be achieved through implementation of creative ideas at every stage of car production.**

By 1953, Japan was finally starting to rebuild after the war. It was also the year when Toyota selected its corporate slogan. The slogan chosen was "Good Thinking, Good Products." Two years after the adoption of the slogan that embodied this vision, Toyota produced the first *Crown* model, relying on Japanese technology. This slogan, which encapsulates the essence of Toyota, is now displayed in Toyota plants and offices around the world. And our beliefs are shared by all employees. This is how Toyota continues to be Toyota.

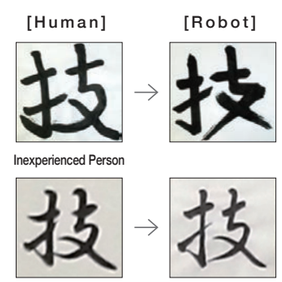

A slogan board displaying "Good Thinking, Good Products" in Japan

## Craftsmanship

**The most important thing for Toyota is people working with their hands.**

Though technological advances and changing times, people understand the principles of manufacturing through manual work, and also acquire the ability to make various improvements in the car production workplace by using and "thinking" with their hands. Once this craftsmanship is acquired, it can be further refined, and the insights and know-how of each individual can be transferred to machines and robots in the form of new technologies and new construction methods. In other words, machines and robots cannot achieve anything that people cannot do or have not realized. Technological capability improves as people's skills grow, and people's skills grow as technological capability improves. This leads to the advancement of *monozukuri.* Toyota's emphasis on the importance of developing people is also deeply ingrained in the concept of *monozukuri*.

It requires human skills for a robot to produce beautiful calligraphy




Teaching a Robot

### This Too is Toyota | 3

**Toyota *Karakuri* Exhibition**

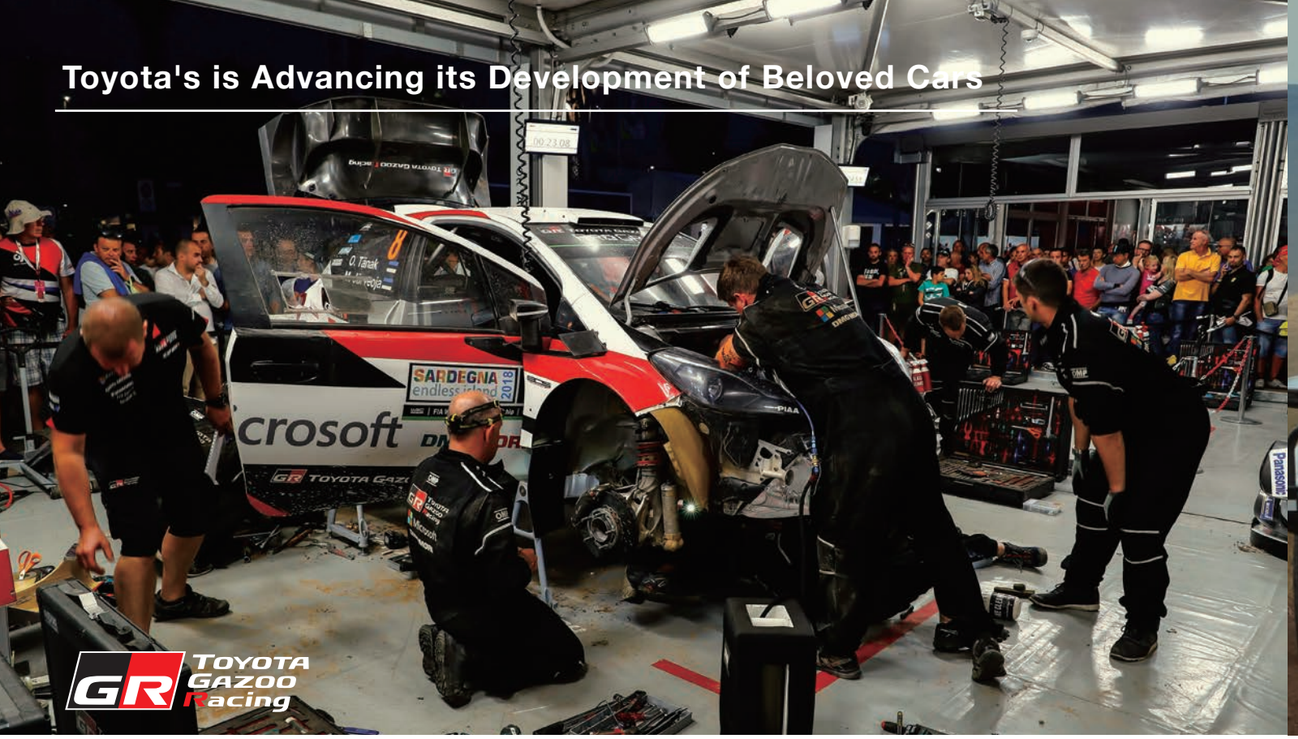
A *karakuri* doll moves ingeniously using mechanisms such as weights, springs, and combinations of gears. We incorporate this ancient Japanese tradition at our production sites and constantly strive to improve people's work and eliminate waste. The Toyota *Karakuri* Exhibition gathers together creative ideas born in this way once a year to be seen by all Toyota employees. Inspiration from the exhibition leads to the creation of new *karakuri*, whereby a single insight can spread widely. This effort also reflects Toyota's development of people.


# A “Beloved Car” Cannot Be Built in a Day.

Consider a brand new pair of shoes that gradually become more comfortable as you wear them in over time.
When you spend time with your car, traveling to various places together and spending time together, it becomes like a friend or like one of the family.

This is how a car becomes a “beloved car.” Cars are one of very few industrial products like this. Now and in the future, Toyota is committed to developing a “relationship” that transcends being just a means of transportation. We aim to provide vehicles that transmit a sense of character and feelings.

By listening to customers and learning from cars and to the road, we have produced vehicles that will become “beloved cars.” It has always and will always continue to be this way. This is because we love cars so much.





## Building People and Cars through Striving to Reach the Utmost Limit of One's Ability.

**Kiichiro Toyoda, Toyota's founder, believed that the harsh environment of competition builds both people and cars.** Following in his footsteps, we are tackling races in a range of categories. These include the FIA World Endurance Championship (comprised of Le Mans and other events staged on diverse roads around the world) and the FIA World Rally Championship (consisting of paved, unpaved and snowy roads). Additionally, we compete in the 24 Hours Nürburgring race held on a narrow 25-kilometer track. The track features over 170 corners, both big and small, and variations in altitude up to 300 meters.

We take our belief in making "ever-better cars" for our customers and set this attitude as the unshakable foundation for Toyota's Motor Sports. Through motorsports, Toyota spreads smiles and energy to people throughout the world by building people and cars.

## Employees Learn from "the Roads of the World."

**The road "builds" people, and people build cars.** The motivation for this project, which began in 2014, is Toyota's idea that if employees experience driving on all types of roads around the world, surely we will have deeper insight for making cars in the future. There must be things that we cannot learn on a test course. Roads vary according to a country or region's unique traffic conditions and infrastructure, its natural environment, the lifestyle, the national character and culture.

The results will be expressed in future Toyota cars.

This Too is Toyota | 4

**Morizo**

Someone with this nickname began appearing at Toyota's events, on television and radio. Those who were in the know understood that it was Toyota Motor Corporation's president Akio Toyoda. He became a student of the late Hiromu Naruse, who was a master test driver, to hone the "sensors" needed to build better cars. Now he himself is a "master test driver," having driven not only test courses but also in races, rallies and the Toyota 5 Continents Drive Project. By taking to the wheel on extreme roads himself, he has been able to participate in developing the "flavor" of the cars that Toyota sends out to the world. He also appears at car related events. Feel free to talk with Morizo yourself.


＊In India, it is estimated that, due to long-held beliefs that toilets are unclean, some 250 million people go to the toilet in the open. Since 2014, Toyota has installed toilets at roughly 200 elementary schools and conducted activities to instill the habit of hand-washing.

# Smiles for People around the World. The Community Enrichment that Toyota Envisages.

Toyota's top priority is contributing to society through the manufacture of automobiles. In addition, as much as possible, we hope to undertake activities that help enrich the community.

This aspiration traces its roots to Sakichi Toyoda, founder of the Toyota Group. He was always focused on the question, "What can I do to be useful to people and to society?"

Sakichi began his business through the invention of an advanced loom, said to have been influenced by childhood memories of watching his mother struggling to weave with an unproductive handloom.

This ideal born at that time has continued to live and breathe in Toyota, and resonates within us today. Each individual at Toyota thinks and acts by asking, "What can I do?"
The accumulation of these aspirations and actions leads to enriching communities. We'll take a look at aspects of promoting this together with everyone around the world.

Enriching the Lives of Communities

- **Connected**
- **Olympic and Paralympic Games**
- **Special Olympics**
- **Partner Robots**
- **Social Contribution Activities**

# Connecting to Further Enrich. Creating this World Together.


**The automotive industry is seeing a once-a-century period of profound transformation.**

Once, some 15 million horses were used to transport of people and goods over the vast North American continent. As car production progressed, horses were replaced in less than 20 years. We are now on the verge of a comparable profound transformation. Vehicle electrification and automated driving are not the only keys to this transformation. “Connected” technology is another important key in the current transformation. Toyota has been involved in this field from an early stage.

**“Connected cars” offer services more intimately aligned with society and customers.**

Connected cars are fitted with wireless communication equipment and are connected with a data center. For example:

- In times of disaster, connected cars gather driving data and provide information on routes traveled to offer a “passable roads” map.
- When you ask your vehicle for information, such as about shops around your destination, the vehicle connects to a data center, and an Artificial Intelligence (AI) virtual agent provides the required information.

Furthermore, Toyota places importance on its "Human Connected Service”. Examples are:

- When needing to find a hospital in an unfamiliar area for someone who has suddenly fallen ill.
- In the case of an accident, the vehicle enables contact with the driver and, when making arrangements with emergency services, a human operator handles the situation directly.

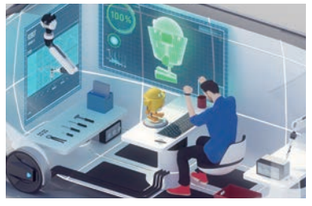
Toyota is rapidly enhancing such services, and increasing the number of connected cars.

## Creating new mobility services through connected technology.

The scope of connected technology that Toyota is tackling will continue to expand in open collaboration with various service providers. For example, the e-Palette Concept plan which Toyota is developing will produce new mobility services, promises to change the concept of logistics and distribution, and to transform the shape of mobility and community itself. Through connected technology, we will help society to evolve to become safer, freer and more prosperous. Toyota will continue to anticipate the future and take on new challenges.

### The e-Palette Concept

- Specialized mobility-service next-generation EV leveraging electrification, connected, and automated driving technologies
- Handling various mobility, logistics and distribution services
- There are plans to conduct trials of services in the U.S. and other countries and regions in the early 2020s.
- Further, Toyota will support mobility for athletes and others assisting with events in the athletes village at the Olympic and Paralympic Games Tokyo 2020




The Olympic and Paralympic Games:
The Community Enrichment Toyota Envisages | 2

# Sports Make People, Society and the World. This is Toyota's Belief.

## Sports empowers all people.

Never giving up. Always focusing on the next level. Inspired by athletes pushing beyond their limits, we too strive to challenge the impossible. Toyota has, since its establishment been closely involved in a variety of sports, both amateur and professional. We still attach importance to the in-house relay race that first began in 1947, shortly after the end of the war. In tournaments held annually in Toyota City, nearly 600 teams, formed in-house both in Japan and overseas, work in unity, striving to achieve their own goals. Sports have the power to unify and encourage both spectators and competitors, helping the organization and society develop with greater abundance. This is what we have learned. Based on this belief, Toyota supports the Olympic and Paralympic Games that take place in the summer and winter once every four years.

## Mobility should not be an obstacle.

In the Paralympic Games, and Para Sports in general, we are striving to make equipment for competitors which leverages the technology developed through Toyota's car making. In this way, we aim for new records and victories with the same perspective as the summer and winter Para-athletes. Sports provides the opportunity to bring us together. If you do not know one another, your individual ideas and discoveries remain unknown to others. In order to know one another deeply and to understand each other's perspective, we must acknowledge each other and have compassion for one another. We also promote lectures, as well as lessons for children presented by Para-athletes and other athletes who are challenging their own limits. In these sessions, they share what they learned through their dreams and struggles. Toyota believes that this is the starting point for enriching lives of communities, which is our ultimate aim. We hope that mobility is not an obstacle, but that it provides the possibility to make dreams come true. Toyota continues to promote sporting activities, the Olympics, and the Paralympic Games all over the world in an effort to achieve such a society.

**History of Toyota Involvement with the Olympic and Paralympic Games**

- Concluded agreements as a Worldwide Partner of the International Olympic Committee in March 2015 and as a Worldwide Partner of the International Paralympic Committee in November 2015
- The agreements cover 2017 – 2024 (Tokyo 2020, Beijing 2022, and Paris 2024)
- Leveraging Toyota's expertise, we will implement new initiatives in mobility fields such as transportation, environment, and mobility to help make the events a success

## One Vision of an Ideal Society. As Toyota, We Will Join the Efforts Of Other Stakeholders.

### Special Olympics*1

The Special Olympics is an international sports organization that provides people with intellectual disabilities a variety of sports training and competitions year-round at which they can demonstrate their abilities, thus encouraging them to take part in society. One example is Unified Sports, where people with and without intellectual disabilities form teams together, encouraging understanding and respect of the differences between people as individuals. It is an ideal vision of society where we can transcend various barriers to live as one. We identify with this philosophy and will lend our full support so that people around the world can learn about and participate in this wonderful activity.

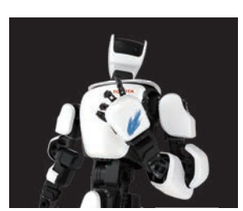
## A Robot That Gets Closer to People to Help Them. Working to Realize an Ideal World.

### Partner Robots

**How will people's lives and society change if we realize "a society where everyone can move freely?"** Toyota persistently tackles the development of new technology and possesses know-how accumulated by our predecessors. One example is industrial robots that build cars. They were the result of the efforts and strong desires of our predecessors, who asked how they could create a safer working environment.

**Efforts to Create Partner Robots that Coexist with Humans**

Toyota's approach continues with the potential to assist in people's lifestyles, healthcare, and nursing care.



Toyota is building robots that assist in various setting

*1 Toyota entered into an agreement to become a Partner with the Special Olympics Nippon Foundation in January 2016. In January 2018, Toyota entered agreements to become a Global Gold Partner and a Unified Sports Partner.



## Expanding of Support for Society in Toyota's Unique Way.

### Social Contribution Activity: Toyota Disaster Recovery Support (TDRS)

Volunteers providing support through individual effort. We hope to add Toyota value in our efforts to assist in disaster recovery. TDRS*2 was developed from this aspiration. We dispatched staff with coordinating skills to help the volunteers on-site to work with peace of mind. In the future, in addition to providing vehicles and helping with the smooth sorting and distribution of aid supplies, could we also package items useful for victims forced to sleep in their car, and also provided know-how. If we accumulate our recovery relief experiences to date in-house and share our ideas, there is surely more that Toyota can do in the future. This is what we believe.

### Social Contribution Activity: Supporting Communities with the Toyota Production System

Could we contribute to resolving society's problems with Toyota's know-how? TSSC*3 was created in the U.S. in 1992 based on this vision. An example of such activities was housing reconstruction following the sudden destruction of many houses by Hurricane Katrina in 2005. The Toyota Production System was introduced in an effort to speed up the reconstruction. House construction time, which had been from 12 to 18 weeks, was shortened to about 6 weeks after introduction of a TPS-based system. In the medical field, we halved patient emergency room waiting times and optimized inventory of medical products. We are also providing support to realize improvements in fields including disaster reconstruction, medical care, welfare, and education. One example is cost reduction by improving the efficiency of home meal delivery services for elderly and disabled people.

A meal packaging line at the "Meals on Wheels" organization in Collin County, Texas. By making improvements in the catering room and reducing surplus inventory of ingredients, the number of process steps was reduced by 60% and cost reduced by 20% per meal.

*2 Toyota Disaster Recovery Support (TDRS) *3 Toyota Production System Support Center (TSSC)

# Company Outline


Head Office


Tokyo Head Office


Nagoya Office

Head Office : 1 Toyota-Cho, Toyota City, Aichi
Tokyo Head Office : 1-4-18 Koraku, Bunkyo-ku, Tokyo
Nagoya Office : 4-7-1 Meieki, Nakamura-ku, Nagoya, Aichi

Company Name • Toyota Motor Corporation

President and Representative Director • Akio Toyoda

Establishment • August 28,1937

Capital • 635 billion yen

Number of Staff • 74,132 (Consolidated 359,542)
(as of March 31, 2020)

Financial Results : FY ended 3/'20(Consolidated*)

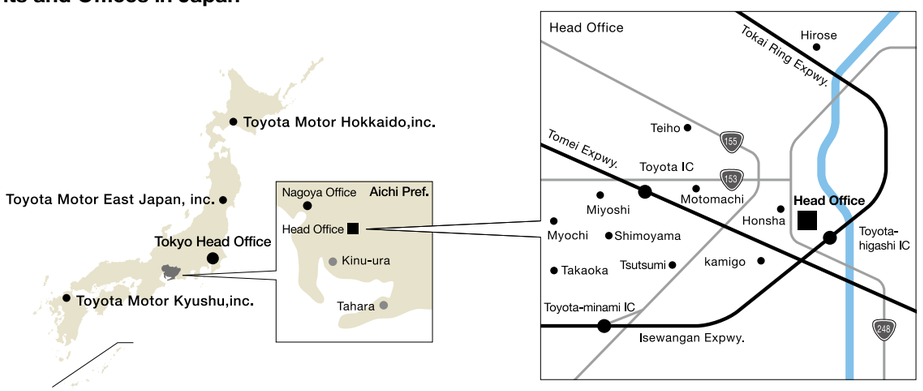
- Net Revenues **29,930 billion yen**
- Operating Income **2,443 billion yen**
- Net Income **2,076 billion yen**

*Consolidated subsidiaries:528 companies
Affiliates under equity method:72 companies

## Overseas Plants

Toyota has 50 manufacturing companies.

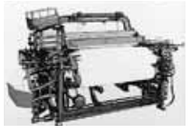

## Plants and Offices in Japan




## History

| | |
|---|---|
| 1867 | Sakichi Toyoda was born |
| 1894 | Kiichiro Toyoda was born |
| 1924 | Toyoda Model G Automatic Loom was invented |
| 1929 | Automatic-loom patent was sold to a British company |
| 1930 | Kiichiro Toyoda started research into small gasoline-powered engine |
| 1933 | Automobile Department was established in Toyoda Automatic Loom Works, Ltd. |
| 1935 | "Five Main Principles of Toyoda"was compiled |
| 1936 | The AA Sedan was completed |
| 1937 | Toyota Motor Co., Ltd. was established |
| 1938 | Honsha Plant started production |
| 1950 | Company faced a financial crisis. Toyota Motor Sales Co., Ltd. was established |
| 1951 | Suggestion System started |
| 1955 | The Toyopet Crown, the first full fledged passenger car, was launched |
| 1957 | The first prototypes of the Crown were exported to the USA |
| | Toyota Motor Sales, U.S.A., Inc. was established |
| 1959 | Motomachi Plant started production (The first passenger car plant in Japan) |
| 1975 | The prefabricated housing business started |
| 1982 | Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd. |
| | merged into Toyota Motor Corporation |
| 1988 | Toyota Motor Manufacturing, Kentucky, Inc. started production |
| 1989 | The Lexus brand was launched in the USA |
| 1992 | Toyota Motor Manufacturing (UK) Ltd. started production |
| 1997 | The Prius, the world first mass-produced hybrid car, was launched |
| 1999 | Cumulative domestic production exceeded 100 million vehicles |
| 2000 | Sichuan FAW Toyota Motor Co., Ltd. started production in China |
| 2002 | Tianjin FAW Toyota Motor Co., Ltd. started production in China |
| 2006 | GAC Toyota Motor Co., Ltd. started production in China |
| 2012 | The Prius PHV was launched |
| | Cumulative worldwide production exceeded 200 million vehicles |
| 2014 | The Mirai, the world first publicly-marketed fuel cell car, was launched |
| 2017 | Cumulative worldwide Sale of hybrid vehicles exceeded 10 million |


Sakichi Toyoda


Model G Automatic Loom

1. Always be faithful to your duties, thereby contributing to the company and to the overall good.
2. Always be studious and creative, striving to stay ahead of the times.
3. Always be practical and avoid frivolousness.
4. Always strive to build a homelike atmosphere at work that is warm and friendly.
5. Always have respect for spiritual matters, and remember to be grateful at all times.

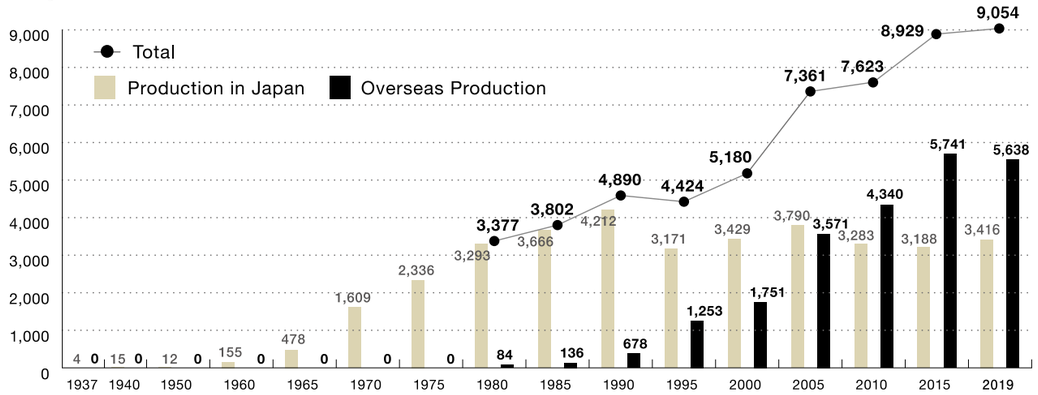
Five Main Principles of toyoda, 1935


Kiichiro Toyoda


The AA Sedan

## Toyota Vehicle Production

Unit in Thousands (Numbers are Rounded to the Nearest 1,000)



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