

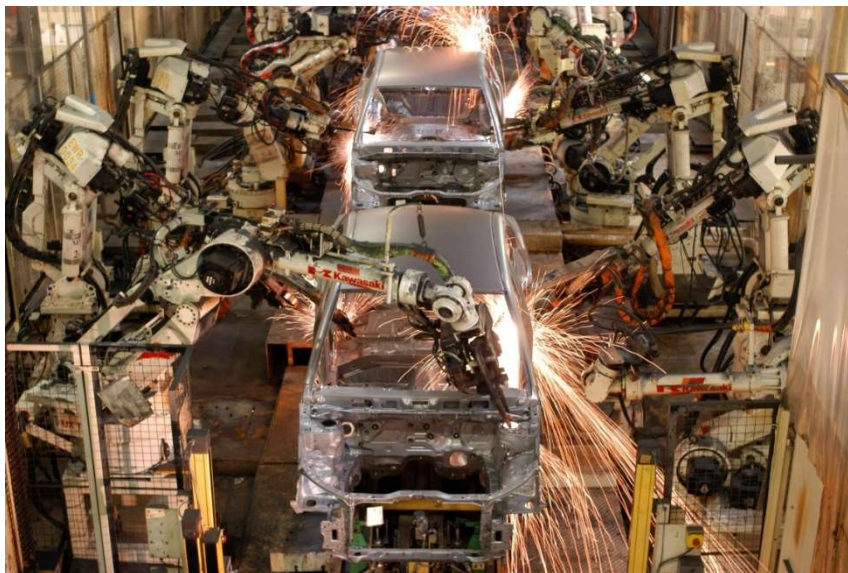
Company Background



This document provides an overview of Toyota's activities in the UK and around the world. For further up-to-the-minute information please refer to the relevant sections of the Toyota GB media web site, media.toyota.co.uk. Updated: March 2021

INTRODUCTION

Toyota is one of the world's best-known and most successful businesses, building cars and trucks in 28 countries for sale in more than 170 markets around the globe. Worldwide production of Toyota Motor Corporation group vehicles was 9.528 million (8.692 million for Toyota and Lexus brand vehicles) in 2020.



Toyota global production in 2020 was 9.528 million vehicles. That's the equivalent of one car coming off the production line every three seconds, every minute, every hour, every day.

A key element in Toyota's success is its commitment to designing, engineering and building cars in the world regions where they will be sold. In Europe, this local manufacturing policy was launched in 1989 with the founding of Toyota Motor Manufacturing UK (TMUK), just ahead of the opening of Toyota's first European production centres: a vehicle manufacturing facility in Burnaston, Derbyshire, and an engine factory in Deeside, North Wales.

The level of UK production has made Toyota a key player in the nation's manufacturing industry and its export trade, with most of its UK output being shipped overseas. Burnaston is currently responsible for European production of the Toyota Corolla and has the distinction of being the first Toyota factory to have exported cars to the company's "home" market in Japan. Deeside's engine production includes the latest generation units for use in the hybrid electric systems that power both Corolla and the C-HR crossover.

Toyota has made regular investment in its UK operations to improve and update their production capabilities and efficiency, helping ensure the plants remain competitive. To date, around £2.75 billion has been invested.

Toyota (GB) PLC is the company responsible for sales, marketing, after sales and customer relations for Toyota and Lexus in the UK. The sales performance in past years has consolidated the UK's position as one of Toyota's strongest European markets. It has regularly been listed in the *Sunday Times* 100 Best Companies to Work For survey, rising to 15th in the rankings in 2020.



Toyota (GB) PLC headquarters near Epsom, Surrey

TOYOTA HISTORY

The Toyota success story is built on innovation, both in terms of its products and the processes by which they are made. In 1918, Sakichi Toyoda revolutionised the weaving industry with his invention of an automatic loom. The proceeds from the sale of his patent to a British firm – Platt Brothers of Oldham – provided his son Kiichiro with the finances to make a start in the developing car industry. The pioneering work practices that Sakichi had developed for his loom business were easily adapted to the new automotive operation and in 1936 the first prototype car, the Toyoda AA, was completed.



Sakichi Toyoda prepared his car manufacturing business by visiting the USA and observing Ford's production lines. Back home he adapted that system to suit the smaller number of cars to be built in his own factory.

The following year the Toyota Motor Corporation was formed with an investment of about £300,000. The name change from Toyoda was decided by a competition; the name Toyota was favoured, in part, because it comprises eight strokes in Japanese script, considered a lucky number. Toyota had a tough time establishing itself, as the Japanese car

market was dominated by American imports from Ford and General Motors. World War II also threatened to destroy the enterprise, but Toyota survived and in 1947 celebrated building its 100,000th vehicle.

In the 1950s Toyota laid the foundations for a new system of manufacturing vehicles. This was developed into the Toyota Production System, an exceptionally efficient set of principles that have been widely used and adapted within the global motor industry and beyond.

At the same time as it was honing its manufacturing processes, Toyota was also looking closely at how to design and engineer more desirable and competitive products for international markets. Sales companies were set up in Taiwan and Saudi Arabia before overseas production began, albeit on a small scale, in Brazil in 1959.

In the early 1960s Toyota began exporting cars to Europe, first to Denmark. In 1965 it entered the UK market, launching the Corona saloon at the Earls Court Motor Show. The following year the original Corolla was launched, the debut of what was destined to become the world's most successful model range with global sales of more than 46 million (as of 2019).



In 1965, the price tag on the Corona, Toyota's first UK model, was £777. That's the equivalent of about £12,000 in today's money.



The Toyota Corolla was first sold in the UK in 1966.

Toyota's interests have not been confined to the automotive sector. Beyond its original textile weaving business, the company has expanded into prefabricated housing, telecommunications, forestry and boat-building.

Its European manufacturing activities continue to grow in Europe, including the opening of its first factory in Russia in 2005, to build Camry and RAV4 models. Toyota also has a strong presence in the world's emerging markets, with plants in Brazil, India and China.

Toyota currently has 52 overseas manufacturing companies, in 28 countries and regions worldwide. Its vehicles are sold in more than 170 countries and regions.

Moving into the 21st century it has transformed its role from being a vehicle manufacturer to focus on mobility and how it can develop ways of giving people the freedom to move, whether it is on the road, on the pavement, or simply across the room. Toyota has developed a series of support robots for use in hospitals and the home that can help disabled people and those recovering from injury to lead independent lives. At community level, it is working with partners to develop integrated public transport systems for urban areas, and platforms to support efficient and practical car sharing and cab services.

Speaking in December 2019, Toyota President Akio Toyoda said: "Toyota's growth to date is within the established business model of the automotive industry. In light of technological innovations in "CASE," (Connected, Autonomous/Automated, Shared, Electric) the very concept of the automobile is on the verge of major change. Given this situation, we must transform our business model into one that is in line with the CASE era."

TOYOTA (GB) PLC

Toyota (GB) PLC is the national marketing and sales company for Toyota and Lexus vehicles in the UK, responsible for all sales, marketing, after sales and customer relations issues nationwide.

The company's headquarters – its EcoHQ – is at Great Burgh, a purpose-built, landmark building near Epsom, Surrey, where all principal operations are co-ordinated by a staff of almost 300 people.

Vehicle imports are received at a facility at Portbury, near Bristol, and sales are handled by a national network of around 180 Toyota and 50 Lexus retailers.



TMUK's Burnaston plant in Derbyshire is home to European production of the Corolla Hatchback and Touring Sports.

UK PRODUCT RANGE

TOYOTA CARS

• Aygo	• Yaris
• Corolla	• RAV4
• Prius	• Highlander
• Prius Plug-in	• Land Cruiser
• C-HR	• Proace Verso
• GR Yaris	• Mirai
• GR Supra	• Camry

TOYOTA LIGHT COMMERCIAL VEHICLES (LCVs)

• Hilux	• Proace
• Land Cruiser Commercial	• Proace City

LEXUS CARS

• UX 250h/UX 300e	• NX 300h
• RX/RX L 450h	• LC 500/500hCoupe
• LS 500h	• LC 500 Convertible
• ES 300h	• RC F

Toyota UK Sales

YEAR	TOYOTA	TOYOTA LCV	LEXUS	TOTAL SALES
2003	117,531	6,638	9,527	133,696
2004	121,081	6,968	10,047	138,096
2005	122,534	5,454	10,548	138,536
2006	117,811	6,532	14,491	139,034
2007	118,432	9,891	15,113	143,436
2008	105,602	8,660	10,120	124,382
2009	102,595	5,825	7,268	115,688
2010	87,419	6,617	6,204	100,240
2011	73,582	8,402	8,269	90,253
2012	84,571	7,747	8,406	100,724
2013	88,653	7,623	9,014	105,290
2014	94,013	9,612	11,572	115,197
2015	99,062	10,125	13,271	122,458
2016	96,392	7,291	13,913	117,596
2017	101,692	9,538	12,671	123,901
2018	101,479	9,934	12,405	123,818
2019	104,565	9,116	15,712	129,393
2020	91,361	8,451	13,727	113,539

TOYOTA (GB) PLC TIMELINE

Toyota began importing vehicles into the UK in **1965** through an agreement with a small family firm, Pride and Clark. In **1967** the company changed its name to Toyota (GB) Ltd and in **1978** became part of the Inchcape group, a public company with international interests in a wide range of automotive businesses.

In **1998**, Toyota's agreement with Inchcape came to an end and Toyota Motor Corporation took a 51 per cent majority shareholding in Toyota (GB) Ltd. In **1999**, the company became a Public Limited Company and in **2000** TMC took complete ownership of Toyota (GB) PLC. Since 2015, Toyota (GB) PLC has been listed in the *Sunday Times* 100 Best Companies to Work For list, achieving a ranking of 15th place in 2020 among mid-size UK businesses.

TOYOTA MOTOR MANUFACTURING UK LTD (TMUK)

The UK has the distinction of having been chosen by Toyota for the location of its first European manufacturing centres. Production at both the TMUK vehicle manufacturing plant at Burnaston, Derbyshire, and the engine factory at Deeside, in North Wales, began in 1992. Toyota has continued to invest in its UK operations, spending more than £2.75 billion to date.

The first model to be built at Burnaston – and the first Toyota car to be built in Europe – was the Carina E. This was followed in 1997 by the first generation Avensis and, from 1998, hatchback versions of the Corolla. In 2007 Corolla production made way for five-door versions of Toyota's Auris hatchback. Burnaston was the exclusive global production centre for Avensis through to the end of the model's life-cycle in 2018. In 2011 further investment of £100 million was announced for TMUK to be the exclusive manufacturing centre for Toyota's second generation Auris.



Burnaston is one of Toyota's global eco-factories, placing a special focus on finding new ways of using sustainable energy, eliminating waste and reducing the impact of operations on the local environment.

Deeside has also enjoyed increased investment and development. Production capacity has been regularly increased and in 2000 a new aluminium casting process was installed. Subsequently investment was agreed to introduce machining and casting operations for Toyota's 1.6-litre Valvematic petrol engine. It also manufactured the 1.8-litre VVT-i petrol engine that was used in the second generation Auris's full hybrid powertrain. In 2016, Deeside further gained £6 million, including support from the Welsh Government, to build a new generation of hybrid engines, for use in the C-HR crossover model and the current generation Corolla (launched in 2019). Total investment in the plant stands at more than £700 million.

Currently Deeside employs more than 600 people, producing engines for the UK-built Corolla models C-HR models built in Turkey and engines for assembly in South Africa.

Toyota's first European-built hybrid

In July 2009 Toyota announced a full hybrid version of Auris would be built at Burnaston. Production started in early 2010 ready for the start of sales in July. Manufactured alongside the conventional petrol and diesel-powered hatchbacks, the car used 1.8-litre VVT-i engines produced by TMUK at Deeside.

The model was Toyota's first hybrid – and the first hybrid production car of any kind – to be built in Europe. In 2012 it was joined by Yaris Hybrid, built by Toyota Motor Manufacturing France at its factory in Valenciennes. Subsequently in 2013, Burnaston began production of the second generation Auris Hybrid, including a new Touring Sports wagon version. Production continued through to 2018 when preparations began for new TNGA manufacturing at the plant (see below).

Toyota New Global Architecture production

In 2017, Toyota secured £240 million investment in its UK operations to manufacture vehicles on the Toyota New Global Architecture (TNGA) platform. The funds were invested to improve competitiveness and upgrade the Burnaston plant with new equipment, technologies and systems. The sum included £20.3 million from the UK Government to support training, research and development and further enhancements to the plant's environmental performance.

In 2018, Toyota confirmed the next generation Corolla range – Hatchback and Touring Sports models – would be built at Burnaston, using the TNGA platform. A ceremony to mark the official start of production took place in January 2019. The 1.8-litre hybrid petrol engines for the new models are supplied by TMUK Deeside.

Production in 2020

In 2020, TMUK at Burnaston produced 116,229 Corolla Hatchback and Touring Sports vehicles (including 110,268 Hybrids), while Deeside delivered 245,118 fully assembled engines.

THE EUROPEAN PROFILE

Toyota's high-profile presence in Europe, as a designer, manufacturer and retailer of vehicles, is reflected in its strategic network of operations.

Toyota's European head office is in Brussels, home to key activities for Toyota and Lexus across the Continent, covering the European Union and beyond. These include overseeing all manufacturing and engineering operations, marketing, sales, network development and brand management, public relations, strategic and product planning, logistics, customer services, after-sales and human resources/business administration issues.



Yaris is Toyota's best-selling model in Europe, accounting for one in four of all vehicle sales. The new, fourth generation Yaris is built at Toyota's production centre in Valenciennes, France.

Toyota's investment in Europe since 1990 stands at more than €10 billion (more than £8.7 billion). Europe-wide it directly employs more than 25,000 people.

Toyota's holding company for the region (which extends beyond the boundaries of the European Union) is Toyota Motor Europe (TME), created in 2002. On 1 October 2005, TME merged with its two subsidiary companies, Toyota Motor Marketing Europe (TMME), which oversees marketing and sales activities, and Toyota Motor Engineering and Manufacturing Europe (TMEM), which supports Toyota's manufacturing operations and research and development activities. Although the businesses were incorporated into TME, TMME and TMEM maintained their individual functions and operating structures.

European manufacturing

Toyota began selling vehicles in Europe in 1963. It has since established itself as one of the strongest brands in the European market and also developed a new role as a manufacturer, with nine production centres in seven countries.

The first Toyota vehicles to be built in Europe were manufactured under licence in Portugal from 1971. Toyota launched its own European production in the UK in 1992 and has expanded its operations with factories in France (2001), for Yaris, and Turkey (2002), where Corolla, Auris, Verso and C-HR models have been built, and a transmissions plant in Poland, in 2002.

In 2005 an engine plant in Jelcz-Laskowice in Poland came on stream, building a new generation of Toyota D-4D common rail diesel engines. In 2020, it began production of a new 1.5-litre TNGA engine, featured in a new generation of Toyota hybrid powertrains.

At the same time, production started at Toyota Peugeot Citroën Automobile (TPCA) in the Czech Republic, a joint venture between Toyota and the French automotive group Groupe PSA. This plant builds the Aygo, as well as city car models for the French partner manufacturers. In January 2021, Toyota assumed full ownership of the Kolin car plant and announced hybrid electric vehicle manufacturing would be introduced there, with additional production of Yaris models.

In December 2007, production of Camry models started at Toyota's first factory in Russia, in St Petersburg, and in 2012 production of Yaris Hybrid began at Toyota's factory in Valenciennes, France. In 2016 Toyota made further investments in its St Petersburg plant to accommodate RAV4 production.

In 2018, Toyota Motor Manufacturing Poland's Wałbrzych plant launched production of hybrid transaxles for the European-built Corolla and C-HR models. It became Toyota's first factory outside Asia – and only the second outside Japan – to manufacture these hybrid components. In 2021, Toyota Motor Manufacturing Poland began making hybrid drives for the new, fourth generation Toyota Yaris.

The expansion of Toyota's European manufacturing base is in line with the company's philosophy of building cars local to the markets where they will be sold, ensuring that the product meets regional tastes, driving styles and environmental considerations, such as road quality and traffic levels.

European sales

In 2020, Toyota Motor Europe sold 993,113 vehicles (922,299 Toyota and 70,814 Lexus models), which gave it a record six per cent share of the total new car market (up 0.7 percentage points). The figures included more than 529,000 Toyota and Lexus hybrid electric vehicles, representing 53 per cent of the total (65 per cent in Western Europe). With more than 20 different hybrids, Toyota and Lexus continue to offer the widest range in the industry.

European design centre

Toyota established its European Design and Development Centre – ED² – in the South of France in 2000. It plays a crucial role in helping the company create cars that suit the European market in terms of style and performance.

ED² enjoyed early success with the Toyota Yaris, the first Toyota to be designed in Europe, which was named both European and Japanese Car of the Year. Since then, Auris, Avensis, Verso, Yaris and C-HR have emerged from the studio, models which have been and are central to Toyota's European market strategy.

Toyota also has a research and development centre in Brussels, established in 2003, with facilities that include a vehicle test track.

A HISTORY OF INNOVATION

Much of Toyota's worldwide success has been achieved through its forward-looking approach and its determination to explore new concepts and technologies. Innovation has been sought not just for the sake of science, but to deliver increased safety and performance and environmental benefits in Toyota's mainstream product range.

Toyota invests more than £2 billion a year in technology and development of new products, more than any other manufacturer. Furthermore, around a quarter of the research and development budget is dedicated to alternative fuel sources.

Its long-term goal is to manufacture the ultimate eco-car – one that has zero harmful impact on the environment during its complete lifecycle. It continues to make significant progress towards achieving this through the development of hybrid technology that makes use of different fuels and energy sources. These include the petrol-electric system used in Prius, the plug-in electric hybrid and the hydrogen fuel cell system featured in the Mirai, Toyota's first hydrogen-powered fuel cell car.

Putting more than 5.5 million electrified vehicles on the road every year by 2030

As one of the world's leading car manufacturers, Toyota recognises its responsibility to help protect the environment. That means creating vehicles which have as little impact as possible on the natural world around us. It is not just a matter of how they perform when they are driven on the road; Toyota believes it just as important to find cleaner, sustainable ways of making vehicles and disposing of them when they reach the end of their useful life.

The company has spent decades researching how it can make vehicles that are kinder to the environment, producing technologies such as hybrid that have already proved their value in reducing greenhouse gas emissions and helping the move towards a low carbon society. Toyota is still on that journey and wants to reduce its vehicle CO₂ emissions by 90 per cent by 2050, compared to the 2010 levels.

It will reach that ambition with an intensive programme of making electrified cars, putting more than 5.5 million on the road every year, by 2030.

It is not just about reducing CO₂, however, Toyota shares the concerns of governments and consumers around the world about the importance of air quality and continues to invest in finding ways of reducing vehicle emissions that directly impact on people's health, such as nitrogen oxides (NO_x) and particulates (PM) within its 360-degree view of design and technology innovation.

The right car, in the right place, at the right time

Around the world, people use different types of vehicles to suit their lifestyle and their local environment. Some may only need a small car for short urban journeys, while others require a larger and more powerful vehicle to make regular long-distance trips. Concern about the environment and cutting carbon emissions cuts across these differences, which is why Toyota believes there is no single solution when it comes to creating the ultimate eco-car. With its hybrid system it has produced a low carbon technology that can be used in multiple ways to address these different demands.

Ever since vehicles began using the internal combustion engine in the late 19th century, they have largely relied on fossil fuels that produce CO₂ and contribute to global warming. While conventional engines will continue to play an important role in the short to medium term, Toyota is researching and developing alternatives such as biofuels from organic sources, electricity and, more recently, hydrogen. With this multi-path approach, it aims to secure better environmental performance by providing the right car, in the right place, at the right time.

Mapping a route to sustainable mobility

With the launch of the Mirai, the world's first mass-produced hydrogen fuel cell electric saloon, Toyota's range of advanced, alternative power vehicles continues to grow, taking our technology out of the research laboratory and on to the road. Its line-up also includes an ever-increasing number of hybrid electric and plug-in hybrid electric cars.

Toyota has also developed prototype battery electric vehicles, such as the i-ROAD, designed for urban mobility. Together these create a technical roadmap towards the ultimate eco-car – one which aims for zero impact on the environment.

Toyota's strategy to reach this goal is to accelerate development and delivery of electrified vehicles – hybrid electric, plug-in hybrid electric, fuel cell electric and battery electric vehicles. This will help ensure widespread take-up of cleaner cars by motorists, to the point where Toyota expects to be putting 5.5 million electrified vehicles on the world's roads every year by 2030.

To achieve this, it can call on its industry-leading experience of having already sold more than 15 million electrified vehicles worldwide since it introduced hybrid electric technology to the car market with the original Toyota Prius in 1997. With constant improvement of its hybrid know-how and by monitoring the way people choose and use their cars, it can deliver technical innovation in ever-better vehicles that combine more environmentally friendly performance with strong customer appeal.

Toyota's multi-award-winning Hybrid Synergy Drive hybrid power system is the core technology shared by all the different electrified powertrains. The fact it is modular in design means that it can easily be adapted for use in different types of vehicle. In plug-in hybrids it is largely unchanged, but uses a more powerful battery that can be recharged from an external power supply. In electric vehicles its format is simpler with no petrol engine and a more powerful electric motor. In fuel cell hybrids the petrol engine is replaced by the fuel cell stack, to generate electricity from hydrogen fuel with no harmful tailpipe emissions.

European hybrid vehicle production

Toyota has long recognised the value of manufacturing vehicles local to where they are sold. This is true, too, of its hybrid models, with production plants operating in a number of countries outside Japan.

Its hybrid electric vehicle production facilities at Valenciennes in France and Burnaston and Deeside in the UK are designated sustainable plants which set global standards for environmentally efficient manufacturing. This includes

reducing demand on natural resources, recycling and eliminating waste, drawing energy from sustainable and renewable sources and working in harmony with the local environment and communities.

By making hybrids locally, Toyota further reduces their environmental impact by removing the need for long-distance shipping around the world. This helps reduce the vehicles' carbon footprint and supports the company's commitment to reducing emissions at every stage of a car's lifecycle.

In 2009 Toyota announced a hybrid electric version of its Auris hatchback would be built at TMUK's Burnaston factory, its first hybrid model to be made in Europe. In 2012 the strategy took another step forward with the introduction of Yaris Hybrid, the first full hybrid electric supermini, built at the Valenciennes factory in France. The Toyota C-HR crossover followed in 2016, manufactured in Turkey. Meanwhile TMUK's Deeside engine plant produces hybrid petrol engines for both Corolla and C-HR, with hybrid transaxles manufactured for the same models at Toyota Motor Manufacturing Poland's Wałbrzych facility.



Transaxles fitted to the Corolla and C-HR hybrids

Mirai and Toyota's hydrogen fuel cell technology

Toyota's development of hydrogen fuel cell technology since the mid-1990s led to the successful market launch of its first fuel cell electric car, Mirai.



Toyota Mirai

The name Mirai means "future" in Japanese, but to make the Toyota Fuel Cell System technology successful, Toyota acknowledges that it has to be made accessible and attractive to people today. Although Mirai has an extremely

advanced powertrain and uses a new type of fuel, it is a regular mid-size, four-door saloon that is every bit as practical, safe and easy to drive as a conventionally powered family car. It will go as far as a similar size petrol car on a full tank of hydrogen and refuelling from empty takes around five minutes. The rewards are a quiet, smooth drive, strong performance and no tailpipe emissions other than water vapour.

Mirai was launched in Japan at the end of 2014 ahead of its introduction in limited numbers in North America and selected European markets (including the UK) during 2015. Its initial availability is linked to areas where a hydrogen fuel infrastructure is in place or under development.

In late 2020, a second-generation Mirai will be launched (arriving in the UK in spring 2021), marking further development of hydrogen's potential as a sustainable fuel for zero emission mobility.

How fuel cell technology works

The Toyota Fuel Cell System used in Mirai produces electricity from a reaction between hydrogen and oxygen. You fill up with hydrogen fuel, in the same way as you buy petrol or diesel at a filling station. The fuel is contained in high-pressure tanks and fed into a fuel cell stack, where the hydrogen and the oxygen found naturally in the air react with each other and generate electricity. As in a petrol-electric hybrid, the electricity created is stored in a battery and is boosted in voltage to drive the electric motor. Further energy is captured every time the car brakes or slows down, which contributes to even better fuel economy.

Hydrogen is not a new source of energy. It has been widely used for more than a century, but it has only recently been recognised as a viable power source for vehicles that can eliminate carbon emissions and reduce dependence on the world's shrinking supplies of oil-based fuels. Hydrogen is all around us. In fact it is the most abundant element in the universe. We can obtain it from plentiful natural resources, including by means of renewable energy such as wind and solar power.

As well as creating no CO₂ emissions when used, hydrogen fuel also has a higher energy density than electric batteries and is easy to transport and store. These qualities also make hydrogen a potential solution for supporting energy generation from renewable sources by compensating for uneven energy distribution and fluctuations in supply.

Battery Electric Vehicles

Toyota may be famous for our hybrid technology, but we know that petrol-electric hybrids are not the only solution it can use to help deliver better, more energy-efficient transport. It has also been developing battery electric vehicle technology as part of its future mobility roadmap.

It believes BEVs are a great way to improve mobility and reduce pollution in urban areas. To maximise their potential, large numbers of people need to be encouraged to adopt them, so Toyota is launching more than 10 BEV models by the early 2020s. Its first target market will be China, after which it expects to roll them out to customers in Japan, India, the United States and Europe.

Toyota BEVs will make a significant contribution to the company's aim to sell more than 5.5 million electrified vehicles each year by around 2030.

Where Toyota's hybrid electric, plug-in hybrid electric and fuel cell electric vehicles are ideal for longer journeys, BEVs are best suited to short, low-speed journeys in towns and cities. Compact, zero-emissions vehicles powered by

batteries that are quick to recharge can improve air quality and ease traffic congestion. They are quiet, easy to drive and have low running costs, making them perfect for commuting journeys or as delivery vehicles.

TOYOTA ENVIRONMENTAL CHALLENGE 2050

Toyota cares about the environment, it is central to what the business is and what it does. It is committed to continually reducing its impact on the world and has consistently pioneered technologies, products and ways of working that are kinder to the environment and benefit society as a whole.

In 2015 Toyota presented its Environmental Challenge 2050, a series of six targets that cover every aspect of its business, its exploration of new products and technologies and its role as an enabler for individuals and communities to learn about and improve the natural world around them.

Challenge 1: New Vehicle Zero CO₂ emissions

Our New Vehicle Zero CO₂ challenge is to reduce the CO₂ emissions from our vehicles by 90 per cent by 2050, compared to the levels we had in 2010. To do this we will make our conventionally powered models more fuel-efficient and we will promote the development of next-generation vehicles with low or zero carbon emissions, including hybrid, plug-in hybrid, electric and fuel cell vehicles. Cars that use cleaner, alternative fuels can only have an impact when they are taken up by the public in large numbers, so we will work to make them widely available and encourage development of the infrastructure – filling stations and charging points, for example – needed to support their use.

Challenge 2: Life Cycle Zero CO₂ emissions

With our lifecycle Zero CO₂ Emissions Challenge we want to do more than eliminate the CO₂ emissions produced when we make vehicles and when our customers drive them. We want to remove carbon emissions from the manufacturing of the materials and parts we use, from our logistics activities and from the disposal and recycling methods employed when vehicles reach the end of their lifecycle. To do this we will work on more environmentally friendly designs that use lower carbon raw materials and fewer parts. We will make greater use of bio-materials from renewable sources and make our vehicles easier to dismantle and recycle.

Challenge 3: Plant zero CO₂ emissions

Vehicles don't only produce CO₂ emissions when they are driven, they are generated by the production processes in our factories as well. To help restrain climate change, we have a strategy for achieving zero CO₂ emissions in our manufacturing plants, focusing on improving the technologies we use and switching to alternative power sources. We will rationalise our manufacturing processes, making them shorter so that less CO₂ is produced. We will make our facilities more energy-efficient and adopt renewable energy sources, such as solar and wind, and low-carbon power such as hydrogen energy.

Challenge 4: Minimising and optimising water usage

The world's water needs are growing fast, so we need to conserve as much as we can by reducing the amount we use to make our products, and recycling as much as we can. We are beginning to collect rainwater at our manufacturing sites to reduce the amount our factories have to take from groundwater and their piped supply. We have developed purification processes so that the water we do use can be used again, or returned safely into the local supply network. As the water environment differs greatly across the world regions where we operate, we will take care to introduce measures that are sensitive to local needs.

Challenge 5: Establishing a recycling-based society and systems

Increasing populations, economic growth and the desire for a more convenient lifestyle all put growing pressure on natural resources and create more waste. We want to help build an ideal resource/recycling-based society, working in four key areas: greater use of eco-friendly materials; the use of longer-lasting parts; developing more effective and thorough recycling technologies; and using more of the materials recovered when a vehicle is disposed of to make new ones.

Challenge 6: Establishing a future society in harmony with nature

To preserve and enhance our co-existence with nature, we need to conserve our forests and other rich eco-systems. We operate projects – large and small - around the world to support our aim of “enriching lives of communities,” organising reforestation and tree planting, green urban schemes and other environmental initiatives, within our sites and in the wider world. We will use the insights we have gained to play an active part in improving environmental education and raising awareness to help build a society where people live in harmony with the natural world.

TOYOTA RESEARCH INSTITUTE

Founded in 2016, the Toyota Research Institute (TRI) is in the forefront of Toyota's development of new technologies and systems to improve the quality of human life, including artificial intelligence (AI), automated driving and robotics. It is building a new approach to mobility and pioneering the technologies that will drive its future.

TRI is applying AI to help Toyota produce cars in the future that are safer, more accessible and more environmentally efficient. It is expanding AI technology into new applications by strengthening and refining the interaction between human and machine.

In the field of robotics, it is developing robots with enhanced perception, movement, manipulation and reasoning. It is looking for ways to help people enjoy greater independence in the home, offering freedom of movement and help with performing simple tasks.

It is also using AI as a basic technology to help expand the boundaries of new materials research and to develop tools and processes to accelerate their design and development.

Through innovations in AI, TRI's goal is to one day develop a vehicle that is incapable of causing a crash and to create vehicles and robots that could help people enjoy new levels of independence and mobility.

TRI has centres in California, Michigan and Massachusetts where it works together with leading academic institutions in research partnerships to drive advances in technology.

Automated driving

Toyota views the relationship between a driver and cars as that of teammates working together to ensure a safe, comfortable and fulfilling journey. TRI is applying this philosophy to automated driving by pursuing technology that makes vehicles safer and driving both more fun and convenient.

The three components of automated driving are perception, prediction and planning and TRI is making significant advances in each area.

Two different automated driving modes are being developed in parallel – Guardian and Chauffeur – which gives drivers a choice. Guardian mode uses technology to constantly monitor the human's driving task, intervening only when necessary to protect the vehicle from a potential crash. In Chauffeur mode, the technology takes all the responsibility for driving and the vehicle's occupants are strictly passengers. The underlying technology for both modes is the same, and it further forges the collaboration between human and machine.

MOTORSPORT

Toyota has a rich motorsport heritage spanning almost 60 years and taking in all the world's major competitions, from Formula 1 and Le Mans to the World Rally Championship and the Dakar cross-country race.

In 2014 it claimed the FIA World Endurance Championship manufacturers' title with its TS040 Hybrid race car. Two of its driving squad, Anthony Davidson and Sebastien Buemi, jointly won the drivers' championship.

In 2015 its international motorsport activities were united under the banner of Toyota Gazoo Racing, the organisation which today runs its top-level participation in the World Endurance Championship, the World Rally Championship and the annual Dakar rally. In 2018 it claimed the sport's highest prize, winning the Le Mans 24 Hours for the first time, in a season that also saw it lift both the drivers' and manufacturers' world titles. Further Le Mans wins followed in 2019 and 2020. In 2020 it also claimed the drivers' and manufacturers' championships – the final season before significant changes to the competition. From 2021, Toyota Gazoo Racing will field its new GR010 Hypercar in the WEC.

Nasser al-Attiyah and Matthieu Baumel gave Toyota its first overall Dakar victory in the Toyota Gazoo Racing South Africa Hilux in 2018 and followed this success up with second place in the 2020 and 2021 events.

Toyota also supports teams in NASCAR racing in North America and the Japanese Super GT series, as well as grass roots competition around the world and its own programme for developing young drivers.

Toyota returned to the World Rally Championship in 2017 with the Yaris WRC, entered by Toyota Gazoo Racing World Rally Team under the direction of four-time champion Tommi Mäkinen. Following series of event victories and podium finishes, the team successfully won the manufacturers' championship for Toyota in 2018 and the drivers' championships with Ott Tänak in 2019 and Sébastien Ogier in 2020. Following the 2020 season, former driver Jari-Matti Latvala took on the role of team principal from Tommi Mäkinen.



TOYOTA MILESTONES

1918	Sakichi Toyoda invents the world's first automatic loom. The Toyota Spinning and Weaving company is founded.
1929	Sakichi Toyoda sells the patent for his loom to Platt Brothers of Oldham for £100,000. He hands over the proceeds to his son, Kiichiro, to develop automotive technology, establishing an automobile department within the loom works.
1936	Production of the first prototype car, the Toyota AA, begins.
1937	The Toyota Motor Corporation is founded with an initial investment of 12 million Yen (approx. £300,000).
1947	Toyota builds its 100,000 th vehicle
1950 onwards	Toyota begins vehicle exports from Japan, initially to South East Asia and Latin America.
1957	Toyota launches its first completely Japanese designed and built passenger car, the Crown.
1962	European exports begin, with Toyotas shipped to Denmark. Total production reaches the one million mark.
1965	Toyota enters the UK market with the Corona. Introduced at the Earls Court Motor Show, it costs £1,000. The exclusive import rights are held by a family firm, Pride and Clark.
1966	Toyota introduces the Corolla. It becomes the world's best-selling model range, with nine successive Corolla generations achieving more than 29 million sales around the globe.
1967	Pride and Clark changes its name to Toyota (GB) Ltd.
1972	Toyota builds its 10 millionth vehicle
1972	Ove Andersson takes Toyota into world rally competition.
1973	Toyota establishes an overseas design centre, CALTY, at Newport Beach, California.
1975	Toyota achieves its first World Rally Championship victory. Andersson Motorsport is renamed Toyota Team Europe (TTE).
1984	Toyota enters an arrangement with General Motors to build cars in the USA. NUMMI (New United Motor Manufacturing Inc.) is founded.
1986	Toyota's domestic vehicle production passes 50 million.
1989	Toyota announces its first European engine and vehicle production centres, at Deeside and Burnaston in the UK. Toyota Motor Marketing and Engineering Europe (TMME) is established.
1990	Carlos Sainz wins the World Rally Championship, driving a Toyota Celica.
1992	The Toyota Earth Charter is published, expressing the company's commitment to environmental issues.
1993	TTE is bought by Toyota Motor Corporation and renamed Toyota Motorsport GmbH.
1993-94	Toyota becomes the dominant manufacturer in the World Rally Championship with Celica achieving a clean sweep in both seasons.
1997	TMC announces it will open a factory in Valenciennes, northern France, to build the new Yaris model. Toyota launches the world's first hybrid power production car, the Prius.
1999	Toyota ends its World Rally Championship campaign, having achieved three manufacturers' championships, four drivers' championships and 43 individual rally victories. The company now focuses its efforts on Formula 1.
2000	Yaris becomes the first Toyota model to be honoured as European Car of the Year. Domestic production passes 100 million. TMC takes full ownership of Toyota (GB) PLC. Toyota opens its ED ² design centre in the South of France.
2001	Toyota (GB) PLC (TGB) moves from Redhill to new, purpose-built headquarters near Epsom, Surrey. Toyota annual UK sales pass 100,000 for the first time. Burnaston is awarded the Sir George Earle Trophy for health and safety performance.
2002	Panasonic Toyota Racing makes its debut in Formula 1. The Toyota FCHV becomes the world's first pollution-free fuel cell vehicle to be available through commercial leasing.

	Toyota and Nissan agree to co-operate on hybrid power technology.
2003	<p>Burnaston begins production of the new Toyota Avensis.</p> <p>Toyota launches the second generation Prius, featuring a more advanced Hybrid Synergy Drive powertrain. It is the world's cleanest family car.</p> <p>TGB and 11 other Toyota national sales and marketing companies in Europe become subsidiaries or affiliated companies of TMC.</p>
2004	<p>TMC announces £50 million investment in Burnaston to increase production to 285,000 units a year.</p> <p>The second generation Toyota Prius is named the 2005 European Car of the Year. Its Hybrid Synergy Drive powertrain is awarded the 2004 International Engine of the Year title.</p> <p>In October, Toyota manufactures its 2.5 millionth vehicle in Europe</p>
2005	<p>The UK is announced as the site for Toyota's European Global Production Training Centre.</p> <p>TMUK receives the Queen's Award for International Trade. Record production levels are achieved at Burnaston; the UK plant also builds its two millionth vehicle.</p> <p>Production of the Aygo city car starts, the smallest model to be launched by Toyota in Europe. Aygo is built in a joint project with PSA Peugeot Citroën at a new production centre in Kolin, in the Czech Republic.</p> <p>New-generation 2.2-litre D-4D diesel engines are launched, built at Toyota's new facility in Poland. Avensis and Verso are the first models to adopt them.</p> <p>New Toyota Hilux is launched in October, the sixth generation of Toyota's legendary go-anywhere pick-up.</p> <p>December brings an all-new Yaris, the second generation of Toyota's top-selling European model. It achieves a top five-star Euro NCAP rating for occupant crash protection.</p>
2006	<p>RAV4, Europe's most popular SUV, enters a new era with an all-new model. More flexible interior accommodation and advanced drive technology raise the benchmark in the compact SUV segment.</p> <p>New 148 and 175bhp 2.2-litre diesel engines are introduced in the Avensis range, the latter equipped with Toyota's D-CAT catalyst system to achieve substantial reductions in exhaust emissions.</p> <p>The Hilux pick-up benefits from a revised 2.5-litre D-4D engine, increasing power and torque. A 169bhp 3.0-litre D-4D unit is announced for the range, available from early 2007. Cleaner and more powerful (94 and 118bhp) 2.5-litre D-4D engines are also introduced in the Hiace range of vans.</p> <p>Toyota unveils the Auris, an all-new family hatchback model to be built in the UK and Turkey.</p>
2007	<p>Production of Auris begins at TMUK's Burnaston factory, with investment in the Deeside engine plant to build new ZR 1.6-litre petrol engines for the model. UK sales started on 1 February.</p> <p>Deeside celebrates building its three millionth engine since production began in 1992.</p> <p>On 2 May a Toyota Hilux becomes the first car to reach the Magnetic North Pole, driven by Jeremy Clarkson and James May of the BBC's <i>Top Gear</i> programme.</p> <p>A new 3.0-litre D-4D diesel engine is introduced into the Dyna, completing Toyota's upgrading of its complete LCV powertrain range to meet Euro IV emissions standards.</p> <p>The Yaris range is extended to include a new flagship SR 1.8 model, powered exclusively by a new 1.8-litre Dual VVT-i petrol engine.</p>
2008	<p>The Land Cruiser V8 is scheduled for UK launch in February, replacing the Land Cruiser Amazon at the top of Toyota's 4x4 range.</p> <p>Toyota unveils a production-ready version of the iQ at the Geneva motor show, a new compact urban car due to go on sale early in 2009. Also revealed is the Urban Cruiser, a new compact SUV, due for European launch in 2009.</p> <p>At the Paris motor show in September Toyota launches Toyota Optimal Drive, a combination of new powertrain design and engineering technologies designed to improve fuel efficiency and emissions. Auris is first to benefit from the advance, with the introduction of a new 1.33-litre Dual VVT-i engine with Stop & Start.</p>

2009	<p>The third-generation, British built Avensis goes on sale in January, together with the all-new iQ. Urban Cruiser, a new breed of compact hatchback with all-wheel drive capability, is launched in May.</p> <p>Toyota Optimal Drive technology is rolled out across the model range with new Valvematic petrol engines, revised D-4D and D-CAT diesel engines and six-speed manual and automatic transmissions.</p> <p>In February Toyota Hilux models are driven to the South Pole, supporting an overland challenge. Also in February both new Avensis and iQ achieve the top five-star all-round safety rating in new, more stringent Euro NCAP crash testing.</p> <p>The new generation Prius and hybrid power Lexus RX 450h are presented at the Geneva motor show in March, prior to going on sale in the summer.</p> <p>In April sales start of the new generation Toyota Verso compact MPV.</p> <p>Toyota opens a new chapter in the development of its European manufacturing operations with the announcement a hybrid version of Auris will be built at Burnaston in the UK. The model is scheduled to go on sale during 2010.</p> <p>A new generation Land Cruiser is unveiled at the Frankfurt motor show and goes on sale in December. Toyota also announces a worldwide trial of a new Prius Plug-in model, with extended electric-only running capabilities.</p> <p>At the Tokyo motor show Toyota presents a new FT-86 rear-wheel drive sports car concept.</p> <p>In November Toyota announces the end of its Formula 1 programme.</p>
2010	<p>Toyota unveils the FT-86 Sport Concept at the Detroit motor show, the company's vision for a new front engine/rear-wheel drive compact sports car in the spirit of the AE86 Corolla of the 1980s.</p> <p>The production-ready Auris hybrid debuts at Geneva. Toyota announces the new model will deliver from 89g/km CO₂ emissions and 74.3mpg fuel economy.</p> <p>In July the British-built Auris HSD goes on sale.</p> <p>At the Frankfurt motor show Toyota reveals a new B-segment mini-MPV, Verso-S, ahead of sales starting in early 2011.</p> <p>In September global sales of Prius pass two million.</p> <p>Toyota reveals its RAV4 EV concept, developed in partnership with Tesla, at the Los Angeles auto show in November.</p>
2011	<p>Prius v is unveiled at the Detroit motor show, with its European market counterpart, Prius+ presented at the Geneva motor show, marking the further evolution of the Prius full hybrid model range.</p> <p>Yaris HSD concept, Toyota's proposition for a full hybrid supermini, makes its debut at the Geneva motor show. Its prototype EV all-electric car is also shown in Europe for the first time.</p> <p>Verso-S, a B-segment MPV, is launched in Europe and the UK on 1 March.</p> <p>In March, Toyota celebrates building its three millionth hybrid vehicle.</p> <p>An earthquake and tsunami devastate north eastern Japan on 11 March. The disaster has a major impact on Toyota's supply chain, leading to reduced production levels at its domestic and overseas factories.</p> <p>Toyota's Burnaston factory strengthens its environmental performance with the switch-on in July of one of British industry's largest solar energy farms.</p> <p>In November, the all-new third generation Yaris is launched. Toyota announces Burnaston will become the production centre for its next-generation compact hatchback model.</p> <p>Toyota presents the FCV-R, a hydrogen-powered family car concept at the Tokyo motor show.</p>
2012	<p>The Toyota FT-Bh concept is displayed at the Geneva motor show, a high-efficiency hybrid created using affordable and available technologies and manufacturing methods.</p> <p>Toyota announces a return to international sports car racing with the Toyota TS030 Hybrid, competing in the World Endurance Championship and the Le Mans 24 Hours.</p> <p>Toyota undertakes a complete revision of its compact/family car models, unveiling the second generation Auris, new Auris Touring Sports estate car and a substantially upgraded Verso compact MPV at the Paris motor show.</p>

	<p>New model introductions in 2012 include the seven-seat Prius+ MPV, Prius Plug-in hybrid, the Yaris Hybrid, the GT86 sports coupe, a comprehensively revised Verso MPV and the fourth generation Lexus GS.</p>
2013	<p>At the Geneva motor show in March Toyota revealed its FT-86 Open concept car, a study for a possible convertible version of its GT86 coupe. In the spring Toyota introduced an all-new, fourth generation RAV4 compact SUV. The British-built Auris Touring Sports, the first estate car version of Auris, joined the growing model range in July, as did the new Proace light duty van.</p>
2014	<p>Toyota opened the year by stealing the show at Detroit with its FT-1 sports coupe concept. Three months later it took the wraps off the new, second generation Aygo at the Geneva motor show, ahead of the car going on sale in the summer. March also saw the arrival of a new 1.6 D-4D engine, sourced from the BMW Group but extensively re-engineered by Toyota. The new unit made its debut in the 2014 Verso. The i-Road electric personal mobility vehicle was adopted as part of an integrated public transport trial project in Grenoble, France.</p> <p>In November Toyota reveals the production-ready version of its first hydrogen fuel cell car, Mirai, and confirms public sales will be launched in Japan North America and Europe in 2015.</p> <p>In 2014 Toyota wins the FIA World Endurance Championship manufacturers' title, with its drivers Anthony Davidson and Sébastien Buemi jointly taking the drivers' title.</p>
2015	<p>In January Toyota announced its intention to return to the World Rally Championship after 17 years away from the sport's top level, competing with a new Yaris WRC competition car. Safety was the focus in February with the announcement of Toyota Safety Sense, a package of different active safety systems that will be rolled out across the model range, starting with the new Auris and Avensis.</p> <p>In March Toyota became a partner in the mobility category for The Olympic Programme, a sponsorship agreement that will run until 2024. Later in the year a similar worldwide agreement was reached with the International Paralympic Committee.</p> <p>In the same month Toyota updated progress on its commitment to making ever-better cars, revealing the Toyota New Global Architecture as the basis for new powertrain components and vehicle platforms.</p> <p>In June Toyota's Burnaston factory achieved the unprecedented feat of simultaneously starting production of the new Auris and Avensis models. This provided a positive lead-up to celebrations for Toyota's 50th anniversary in the UK in July.</p> <p>The summer brought the introduction of a new 2.8-litre turbodiesel engine in a revised Land Cruiser line-up, prior to the debuts of the new Prius and RAV4 at the Frankfurt motor show in September.</p> <p>The first UK customers for the Toyota Mirai, the world's first production hydrogen fuel cell saloon, took delivery of their vehicles in October. At the same time, Toyota began the first road testing of its automated driving technology in Japan. The company further advanced its future technology programme with investment in a new business, Toyota Research Inc (TRI), focusing on artificial intelligence and robotics.</p> <p>In October Toyota revealed ambitious new environmental targets in its Environmental Challenge 2050.</p>
2016	<p>In February Toyota announces that new hybrid petrol engines will be built at TMUK Deeside for use in the new C-HR crossover. The production-ready C-HR makes its first appearance at the Geneva motor show in March, together the new Hilux pick-up and Proace Verso large MPV. Across the Atlantic Prius Plug-in has its world debut in New York.</p> <p>Further expansion of Toyota's European manufacturing sees investment in the St Petersburg factory in Russia to start production of RAV4, in addition to the Camry saloon, while €150 million is committed to hybrid transaxle and petrol engine production in Poland.</p> <p>The second generation Proace medium duty van is shown for the first time, at the Commercial Vehicle Show in the UK.</p> <p>September brings the 50th anniversary of the Toyota Corolla, the world's best-selling model, still in production around the world.</p> <p>Toyota and Suzuki announce plans to work in partnership on environmental, safety and IT research projects.</p>

	<p>UK Toyota production passes four million units in November.</p> <p>Toyota ends the year with the announcement of new generation engines and transmissions built according to Toyota New Global Architecture (TNGA) principles.</p>
2017	<p>In January Toyota Gazoo Racing World Rally Team begins its first World Rally Championship season with the Yaris WRC on the Rallye Monte-Carlo.</p> <p>Toyota joins other global industry leaders as a founding member of the new international Hydrogen Council to promote the use of hydrogen power.</p> <p>By February, Toyota's cumulative global sales of hybrid electric vehicles reached 10 million units.</p> <p>The Yaris GRMN, a supercharged hot-hatch and the first GR-branded model for Europe, is revealed at the Geneva Motor Show.</p> <p>Toyota demonstrates further application of its hydrogen fuel cell technology with the introduction of a zero emission truck for use at the port of Long Beach in California.</p> <p>The first Toyota GT86 Club Series model is launched in the UK in May, the Orange Edition.</p> <p>A new Land Cruiser is presented at the Frankfurt Motor Show in September.</p> <p>At the Tokyo Motor Show in October, Toyota revealed a new family of battery electric vehicles – the Concept-i Series – and a premium fuel cell electric concept car, the Fine-Comfort Ride.</p> <p>Also in November, Toyota announces its plans to sell more than 5.5 million electrified vehicles a year by 2030, including one million zero emission vehicles. Toyota's Burnaston factory celebrates its 25th anniversary of vehicle production.</p>

2018	<p>A new Toyota Auris – later re-named Corolla – debuts at the Geneva Motor Show, following the news the model will be built by TMUK at its Burnaston factory. Also in March, the new, fifth generation RAV4 is presented at the New York International Auto Show.</p> <p>The GT86 Club Series Blue Edition joins the UK coupe range in June.</p> <p>Toyota wins the Le Mans 24 Hours in June with a one-two finish in its 20th entry in the race.</p> <p>The Toyota Supra prototype makes its world debut at the Goodwood Festival of Speed in July.</p> <p>In August Toyota announces the Corolla name will return to its European Hatchback and Touring Sports models, replacing Auris. The Land Cruiser Utility Commercial joins Toyota’s LCV line-up.</p> <p>European sales of Toyota self-charging hybrids pass two million in September.</p> <p>Toyota announces it will supply its hydrogen fuel cell technology to its long-time partner Caetano to manufacture zero emission buses in Europe.</p> <p>The Paris Motor Show marks the debut of new Yaris Y20 and GR Sport models.</p> <p>Production is launched in October of hybrid transaxles at Toyota’s Wałbrzych plant in Poland.</p> <p>In November Toyota Gazoo Racing win Rally Australia and secures the World Rally Championship manufacturers’ crown for Toyota.</p> <p>Toyota announces Prius will be made available with a new intelligent all-wheel drive system in 2019.</p> <p>Toyota GB announces the new Corolla Hatchback will compete in the 2019 British Touring Car Championship.</p> <p>Toyota and Groupe PSA announce their partnership will provide Toyota with a new compact van, while Toyota will take financial ownership of the TPCA production centre in the Czech Republic, home to the Aygo and equivalent Citroën and Peugeot city car models.</p>
2019	<p>The production-ready Toyota GR Supra is unveiled at the North American International Auto Show in Detroit. Also in January, a Toyota Hilux driven by Nasser Al Attiyah wins the Dakar rally for Toyota Gazoo Racing South Africa.</p> <p>In March an all-new Camry is launched, marking the model’s return to western European markets following a 15-year absence. In the UK, Toyota launches Paraspport Powered by Toyota, a resources hub to help disabled people find out about and become involved in sporting and fitness activities. At the Geneva Motor Show, Toyota presents the debut of an intelligent all-wheel drive system for Prius.</p> <p>A new compact van, Proace City, is announced at the Commercial Vehicle Show in April.</p> <p>In May, Toyota Gazoo Racing are declared winners of the 2018-2019 FIA World Endurance Championship. This is followed in June by a one-two finish for the team at the Le Mans 24 Hours.</p> <p>In September, global Land Cruiser sales pass the 10 million mark. Toyota also announces a new GA-B platform for its future small cars.</p> <p>In October, Ott Tänak lifts the World Rally Championship title for Toyota. At the Tokyo Motor Show, a preview of the second generation Mirai hydrogen fuel cell car is revealed, together with a compact battery electric vehicle concept.</p> <p>The new RAV4 Plug-in hybrid makes its debut at the Los Angeles Auto show in November.</p>

2020	Toyota announces a new compact SUV – Yaris Cross – will be introduced in Europe, based on the platform used for the new generation Yaris. It also launches Kinto, a new brand for its mobility services in Europe. The GR Yaris is announced, a performance hatchback developed by Toyota Gazoo Racing and Tommi Mäkinen Racing. The car goes on sale in late 2020 and earns universal critical acclaim in the UK. Other key new product introductions include the Proace City compact van, the all-new Yaris and an updated Hilux pick-up with a more powerful 2.8-litre engine.
2021	The new Yaris is named the European Car of the Year, repeating the feat of the first generation Yaris 21 years previously. The UK model range continues to grow with the introduction of the RAV4 Plug-in – Toyota’s first plug-in hybrid SUV – and the seven-seat Highlander Hybrid SUV. Following the end of sales of the GT86 coupe, Toyota reveals its successor, the GR 86, a third global model to be engineered with input from Toyota Gazoo Racing.

Note: for more details and key events in the history of the Lexus brand, please refer to the separate document, Lexus in the UK.

Front cover images

Top left: Aygo x prologue – a concept visualising new ideas for an A-segment model

Top right: Highlander, Toyota’s largest SUV, introduced to the UK for the first time in 2021

Bottom left: Hilux – Toyota’s “unbreakable” pick-up

Bottom Right: Second Generation Mirai, Toyota’s zero-emission hydrogen fuel cell electric saloon

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