Company Background
INTRODUCTION

Toyota is one of the world’s best-known and most successful businesses, building cars and trucks in 26 countries for sale in more than 160 markets around the globe. Worldwide production was 10.285 million (9.004 million for Toyota and Lexus brand vehicles) in 2014.

Toyota global production in 2014 was 10.285 million vehicles. That’s the equivalent of one car coming off the production line every 3.1 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, just ahead of the opening of Toyota’s first European production centres: a car plant at Burnaston, near Derby, and an engine factory at Deeside, in North Wales.

The level of UK production has made Toyota a key player in the nation’s manufacturing industry. With the large majority of its UK output destined for export, Toyota also makes a valuable contribution to the national balance of payments. Burnaston is responsible for worldwide production of the Toyota Avensis and has the distinction of being the first Toyota factory to export cars to the company’s “home” market in Japan.

In 2004 Toyota invested a further £50 million to increase production capacity at Burnaston to 285,000 vehicles a year and in 2005 TMUK’s achievements were recognised with the Queen’s Award for International Trade.

In 2009 Toyota announced Burnaston would lead its European development of hybrid power models, tasked with building hybrid versions of the Auris hatchback, from July 2010.
In 2011 a further £100 million investment was announced for TMUK to produce Toyota's next-generation Auris hatchback and wagon – including hybrid versions of both body styles – from late 2012. As a result, TMUK added a significant number of new jobs, with further business and employment benefits experienced among its UK supplier firms.

Toyota (GB) PLC is the company responsible for sales, marketing, after sales and customer relations for Toyota and Lexus in the UK, employing around 400 people at a landmark headquarters building in Surrey. The sales performance over the past decade has consolidated the UK’s position as one of Toyota’s strongest European markets.
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 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 sales of more than 39 million worldwide (as of May 2012).

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 and in 2005 production of the Aygo city car began at a new factory in the Czech Republic, a joint venture between Toyota and PSA Peugeot Citroën, and an engine plant in Poland came on stream, building a new generation of diesel engines. In December 2007 Toyota opened its first factory in Russia, to build Camry 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 27 countries and regions worldwide. Its vehicles are sold in more than 160 countries and regions.

**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 are at Great Burgh, a purpose-built, landmark building near Epsom, Surrey, where all principal operations are co-ordinated by a staff of more than 400 people.

Vehicle imports are received at a facility at Portbury, near Bristol, and sales are handled by a national network of around 200 Toyota and 50 Lexus centres. In early 2003 a dedicated network of Toyota Business Centres was established within the sales network to cater specifically for commercial customers for both cars and light commercial vehicles.

*TMUK’s Burnaston factory in Derbyshire is home to production of the Auris hatchback and wagon, including the hybrid versions.*
UK PRODUCT RANGE

**TOYOTA CARS**

- Yaris
- Auris/Auris Touring Sports
- Prius
- Prius Plug-in
- GT86
- Land Cruiser
- Aygo
- Verso
- Avensis/Avensis Tourer
- Prius +
- RAV4
- Land Cruiser V8

**TOYOTA LIGHT COMMERCIAL VEHICLES (LCVs)**

- Hilux
- Proace

**LEXUS CARS**

- CT 200h
- GS 300h/450h
- LS 460/600h
- NX 300h/200t
- IS 250/300h
- RX 450h
- RC F

**Toyota UK Sales**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOYOTA</th>
<th>TOYOTA LCV</th>
<th>LEXUS</th>
<th>TOTAL SALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>77,799</td>
<td>6,540</td>
<td>6,904</td>
<td>84,703</td>
</tr>
<tr>
<td>2000</td>
<td>83,621</td>
<td>6,316</td>
<td>8,934</td>
<td>98,871</td>
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<tr>
<td>2001</td>
<td>98,154</td>
<td>5,774</td>
<td>11,335</td>
<td>115,263</td>
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<tr>
<td>2002</td>
<td>104,498</td>
<td>7,277</td>
<td>9,452</td>
<td>121,227</td>
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<tr>
<td>2003</td>
<td>117,531</td>
<td>6,638</td>
<td>9,527</td>
<td>133,696</td>
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<td>2004</td>
<td>121,081</td>
<td>6,968</td>
<td>10,047</td>
<td>138,096</td>
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<tr>
<td>2005</td>
<td>122,534</td>
<td>5,454</td>
<td>10,548</td>
<td>138,536</td>
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<td>2006</td>
<td>117,811</td>
<td>6,532</td>
<td>14,491</td>
<td>139,034</td>
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<td>2007</td>
<td>118,432</td>
<td>9,891</td>
<td>15,113</td>
<td>143,436</td>
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<td>2008</td>
<td>105,602</td>
<td>8,660</td>
<td>10,120</td>
<td>124,382</td>
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<td>2009</td>
<td>102,595</td>
<td>5,825</td>
<td>7,268</td>
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<td>2010</td>
<td>87,419</td>
<td>6,617</td>
<td>6,204</td>
<td>100,240</td>
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<td>2011</td>
<td>73,582</td>
<td>8,402</td>
<td>8,269</td>
<td>90,253</td>
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<td>2012</td>
<td>84,571</td>
<td>7,747</td>
<td>8,406</td>
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<td>2013</td>
<td>88,653</td>
<td>7,623</td>
<td>9,014</td>
<td>105,290</td>
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<td>2014</td>
<td>94,013</td>
<td>9,612</td>
<td>11,572</td>
<td>115,197</td>
</tr>
</tbody>
</table>
National Training Centres

Toyota pays close attention to providing focused, high quality training, recognising that quality of service and efficiency depends on the development of individual skills. In 2008 a £14 million Toyota Academy and training centre was opened at Nottingham Science Park to provide formal training for Toyota apprentices and for school leavers looking to develop skills for a career in the motor industry. The state-of-the-art premises are housed in an eco-efficient building and include nine fully equipped workshops, a body shop and car showroom.

Established in partnership with Castle College and Nottingham and East Midlands local authorities and development agencies, the training centre can accommodate up to 600 students a year, including 350 apprentices from Toyota centres nationwide.

In addition to the academies, Toyota provides training for technicians, sales and after sales staff at its headquarters building in Surrey and other regional centres in Northern Ireland and the north of England.

European – Global Production Training Centre

In 2005, Toyota announced a new European production training centre would be built in the UK. The £11.2 million facility was constructed in the grounds of the Burnaston plant and opened in spring 2006.

Known as E-GPC (European – Global Production Training Centre), it provides skills training in production and maintenance for up to 1,000 employees a year from Toyota manufacturing operations across Europe.

E-GPC is an extension of Toyota's Global Production Centre, which opened in Toyota City, Japan, in 2003.

TOYOTA (GB) PLC TIME LINE

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.
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. Toyota’s decision to build factories here was influenced by a broad range of issues, including:

- A strong tradition of car manufacturing
- Availability of a skilled labour force
- A strong domestic car market
- Easy access to parts and components suppliers
- Good communications links with the rest of Europe
- Encouragement and help from local and national government

Both the TMUK car plant at Burnaston, near Derby, and the engine factory at Deeside, in North Wales, came on stream in 1992. Toyota has continued to invest in its UK operations, spending more than £2.1 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 remains the exclusive global production centre for Avensis. In 2011 further investment of £100 million was announced for TMUK to be the exclusive manufacturing centre for Toyota’s next-generation Auris.

Prime Minister David Cameron travelled to Burnaston for the announcement, which brought with it the prospect of hundreds of new jobs at TMUK. He said: “This major announcement from Toyota is fantastic news and a massive vote of confidence for UK manufacturing.

“This investment and the jobs it will create provide a terrific boost not just to the local economy but to the whole country, and is a tribute to the great skill, hard work and sheer professionalism shown by the Toyota workforce. Toyota’s commitment to the UK shows the growing strength of the UK car industry – it is our great British success story.

“It is vital that we build a more balanced economy, one with manufacturing, innovation and exports at its heart. The automotive sector is leading the way in helping us achieve this – it is an extraordinary success story and one that we are very proud of.”
Burnaston is the global production centre for Avensis saloon and tourer. It also has the distinction of being Toyota’s first hybrid vehicle plant in Europe producing Auris Hybrid models since 2010.

Burnaston is one of Toyota’s eco-factories, which have a special focus on using sustainable energy, eliminating waste and reducing the impact of operations on the local environment.

In May 2004, Toyota announced investment of £50 million in the Burnaston factory to boost annual production capacity. The factory is Toyota’s largest European production base in terms of both production capacity and volume.

Deeside has also enjoyed increased investment and development. Production capacity has been increased and in 2002 a new aluminium casting process was installed, enabling machined parts to be made for worldwide export to other Toyota engine factories. Subsequently investment was agreed to introduce machining and casting operations for Toyota’s 1.6-litre Valvematic petrol engine for Auris. It also
manufactures the 1.8-litre VVT-i petrol engine used in the Auris Hybrid’s full hybrid powertrain. Total investment in the plant stands at £700 million.

In February 2007 the factory celebrated building its three millionth engine. Currently it employs more than 400 people, producing engines for the UK-built Auris, Auris Hybrid and Avensis models and engine sets for assembly in France and Turkey.

TMUK’s achievements were further honoured in 2005 with a Queen’s Award for International Trade. As well as the export value of the vehicles shipped from Burnaston to markets in Europe and Japan, the company makes a substantial net contribution to the UK’s balance of payments. In addition Toyota’s European operations spend millions of pounds a year with UK suppliers.

**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 at the plant, the car uses 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 at Toyota Motor Manufacturing France’s factory in Valenciennes. Subsequently in 2013, Burnaston began production of the second generation Auris Hybrid, including a new Touring Sports wagon version.

**Production in 2014**

In 2014 TMUK at Burnaston produced 172,288 vehicles: 32,220 Avensis and 140,068 Auris (70,962 Auris Hybrids), while Deeside assembled 225,805 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 current, third generation Yaris is built at Toyota’s production centre in Valenciennes, France.

Toyota’s investment in Europe since 1990 stands at more than €7 billion (more than £5.6 billion). Europe-wide it employs approximately 93,400 people, directly and through its sales and distribution network.

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 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 and Verso 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.

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 PSA Peugeot Citroën. This plant builds the Aygo, as well as city car models for the French partner manufacturers. 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.
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 2014 Toyota Motor Europe sold 888,015 vehicles (834,785 Toyota and 53,230 Lexus), which gave it 4.8 per cent share of the total new car market. The figures included 145,400 Toyota hybrids and 32,655 Lexus hybrid vehicles; the total of 156,863 hybrids was a new record for the region.

**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 and the current Verso have emerged from the studio, models which are central to Toyota’s European market strategy.

In 2003, Toyota announced further investment of €75 million (£64.5 million) to extend its research and development centre in Brussels, further emphasising Toyota’s commitment to designing and engineering cars specifically for the European market. The centre was officially opened in January 2006 and in 2011 its facilities were extended with the inauguration of a new 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 in order 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 ultimate goal is to manufacture the ultimate eco-car – that is, 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 fuel cell hybrid featured in the Mirai, Toyota’s first zero-emissions hydrogen fuel-powered car.
The Toyota Prius family

When the original Toyota Prius was launched in 1997, it had the distinction of being the world’s first hybrid powered car to be offered for general public sale. With the introduction of the third generation Prius in summer 2009, this remarkable model has amassed more than three million sales worldwide, making it by far the world’s most successful hybrid car.

Prius pioneered a hybrid power system that combines a standard petrol engine with an electric motor, allowing the car to run on different power sources – or a combination of both – according to traffic conditions. That means a substantial reduction in harmful exhaust emissions and improvement in fuel economy.

The third generation Prius was launched in 2009, achieving record low emissions figures for a family-sized car with its Hybrid Synergy Drive full hybrid system.

In 2012 the Prius family of models grew to include Prius+, Europe’s first seven-seat vehicle with full hybrid power, and Prius Plug-in (details below).

Prius Plug-in

In terms of appearance, Prius Plug-in is almost identical to its full hybrid sister model. The principal difference is in the way the car is powered. The car is equipped (as is Prius+) with a lithium ion battery pack that is more compact, lighter and easier to recharge than the nickel-metal hydride (NiMh) type used in the standard Prius, which allows the vehicle to travel for around 14 miles and at up to 51mph in EV (electric vehicle) mode. This makes it ideally suited to short commuting journeys in urban areas.

Unlike wholly electric vehicles, there is no risk of the driver being left stranded when the battery runs out of charge: at that point, Prius Plug-in automatically switches to the full hybrid powertrain, including its 1.8-litre VVT-i petrol engine. The battery can be fully recharged in about 90 minutes, from a domestic or workplace supply, or a public charging point.
Future hybrid power

Toyota believes that developing new powertrains can help reduce the impact on the environment in three ways: by improving fuel efficiency, making exhaust emissions cleaner and supporting energy diversification.

Toyota’s world-leading full hybrid power is at the heart of this strategy, combining different power sources in ways that maximise the strength of each of them. The term “full hybrid” refers to a vehicle’s ability to run exclusively on its electric or petrol power, or a combination of both, according to driving conditions, unlike “mild” hybrid systems which do not provide a full EV – electric vehicle – capability.

Toyota proposes to double the number of hybrid power models in its range and achieve one million sales of these vehicles annually. By 2020 it aims to offer a hybrid version in each of its model ranges in Europe.

In an important step towards achieving that goal, it announced in 2009 a full hybrid version of its Auris hatchback. Built at TMUK’s Burnaston factory, Auris Hybrid is the first hybrid-powered version of an established Toyota model in Europe. In 2012 the strategy took another step forward with the introduction of Yaris Hybrid, the first full hybrid supermini in Europe, built at Toyota’s Valenciennes factory in France.

Fuel cell technology

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

Taking its name from the Japanese word for “future”, Mirai is a conventional four-door saloon, powered by the Toyota Fuel Cell System, which brings together fuel cell and hybrid technologies. The system is more energy efficient than internal combustion engines and emits no CO₂ or pollutants when the vehicle is drive. If offers the same convenience as a conventional car, with a generous cruising range and a refuelling time of around three minutes.
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 will be linked to areas where a hydrogen fuel infrastructure is in place or under development.

Hydrogen has the benefit of being able to be generated from many different natural sources and man-made by-products – even sewage sludge. It can also be created from water using natural, renewable energy sources such as solar and wind power. When compressed, it has a higher energy density than batteries and it is relatively easy to store and transport. These qualities give it the potential to be used in the future for power generation and a wide range of other applications. FCVs can generate their own electricity from hydrogen, which means they can be a key contributor to making a future hydrogen-based society a reality and accelerating energy diversification.

Electric Vehicles

Toyota has extensive experience in electric vehicle (EV) development, having built and leased an EV version of RAV4 in the USA in 1997. In 2010 joined with American EV specialist Tesla Motors to develop an electric version of the third-generation RAV4, exploiting the latest developments in battery technology that enable simpler packaging, greater power and an extended driving range.

Toyota considers EVs to be well-suited to short, urban journeys and has developed the technology in its i-Road personal mobility concept. Its compact, slim shape and 300kg kerb weight make i-Road as nimble to handle in traffic as a scooter, but with car-like stability thanks to its two-at-the-front-one-at-the-rear wheel configuration and a clever, Toyota-engineered leaning attitude when cornering.

In 2014 i-Road began its first public trials in Tokyo and was adopted as part of the Ha:mo low carbon transport programme in Toyota City. Later that year the vehicle and the Ha:mo transport management concept were introduced as part of a pilot integrated public transport project currently under way in the French city of Grenoble.
**TOYOTA AND THE ENVIRONMENT**

Toyota strives to reduce the environmental impact of all its activities and seeks growth that is in harmony with the world around us.

Its approach to environmental issues is enshrined in the Toyota Earth Charter of 1992 (revised in 2000). The charter not only provides a framework and guidelines for the way Toyota operates its manufacturing, distribution and retail activities worldwide, it also promotes co-operation with other businesses and organisations to achieve greater environmental protection.

**The principal elements of the Toyota Earth Charter:**

1. **Contribution toward a prosperous 21st century society:** in order to contribute toward a prosperous 21st century society, aim for growth that is in harmony with the environment and challenge achievement of zero emissions throughout all areas of business activities.

2. **Pursuit of environmental technologies:** pursue all possible environmental technologies, developing and establishing new technologies to enable the environment and economy to co-exist harmoniously.

3. **Voluntary actions:** develop a voluntary improvement plan that is not only based on thorough preventive measures and compliance to laws, but that also addresses environmental issues on global, national and regional scales.

4. **Working in cooperation with society:** build close and cooperative relationships with a wide spectrum of individuals and organisations involved in environmental preservation, including governments and local municipalities as well as related companies and industries.

**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 January 2015, Toyota announced it would defend its WEC titles. It also announced it would return to the World Rally Championship in 2017 with a car based on Yaris. Toyota is a past multiple winner of WRC manufacturer and driver titles.

In 2015 Toyota is also supporting teams in NASCAR racing in North America, the Dakar cross-country race and the Japanese Super GT series.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1918</td>
<td>Sakichi Toyoda invents the world’s first automatic loom. The Toyota Spinning and Weaving company is founded.</td>
</tr>
<tr>
<td>1929</td>
<td>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.</td>
</tr>
<tr>
<td>1936</td>
<td>Production of the first prototype car, the Toyota AA, begins.</td>
</tr>
<tr>
<td>1937</td>
<td>The Toyota Motor Corporation is founded with an initial investment of 12 million Yen (approx. £300,000).</td>
</tr>
<tr>
<td>1947</td>
<td>Toyota builds its 100,000th vehicle</td>
</tr>
<tr>
<td>1950 onwards</td>
<td>Toyota begins vehicle exports from Japan, initially to South East Asia and Latin America.</td>
</tr>
<tr>
<td>1957</td>
<td>Toyota launches its first completely Japanese designed and built passenger car, the Crown.</td>
</tr>
<tr>
<td>1962</td>
<td>European exports begin, with Toyotas shipped to Denmark. Total production reaches the one million mark.</td>
</tr>
<tr>
<td>1965</td>
<td>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.</td>
</tr>
<tr>
<td>1966</td>
<td>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.</td>
</tr>
<tr>
<td>1967</td>
<td>Pride and Clark changes its name to Toyota (GB) Ltd.</td>
</tr>
<tr>
<td>1972</td>
<td>Toyota builds its 10 millionth vehicle</td>
</tr>
<tr>
<td>1972</td>
<td>Ove Andersson takes Toyota into world rally competition.</td>
</tr>
<tr>
<td>1973</td>
<td>Toyota establishes an overseas design centre, CALTY, at Newport Beach, California.</td>
</tr>
<tr>
<td>1975</td>
<td>Toyota achieves its first World Rally Championship victory. Andersson Motorsport is renamed Toyota Team Europe (TTE).</td>
</tr>
<tr>
<td>1984</td>
<td>Toyota enters an arrangement with General Motors to build cars in the USA. NUMMI (New United Motor Manufacturing Inc.) is founded.</td>
</tr>
<tr>
<td>1986</td>
<td>Toyota’s domestic vehicle production passes 50 million.</td>
</tr>
<tr>
<td>1989</td>
<td>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.</td>
</tr>
<tr>
<td>1990</td>
<td>Carlos Sainz wins the World Rally Championship, driving a Toyota Celica.</td>
</tr>
<tr>
<td>1992</td>
<td>The Toyota Earth Charter is published, expressing the company’s commitment to environmental issues.</td>
</tr>
<tr>
<td>1993</td>
<td>TTE is bought by Toyota Motor Corporation and renamed Toyota Motorsport GmbH.</td>
</tr>
<tr>
<td>1993-94</td>
<td>Toyota becomes the dominant manufacturer in the World Rally Championship with Celica achieving a clean sweep in both seasons.</td>
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<td>1997</td>
<td>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.</td>
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<td>1999</td>
<td>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.</td>
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<td>2000</td>
<td>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 ED² design centre in the South of France.</td>
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<td>2001</td>
<td>Toyota (GB) PLC (TGB) moves from Redhill to new, purpose-built headquarters near Epsom, Surrey.</td>
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| 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 | Burnaston begins production of the new Toyota Avensis.  
Toyota launches the second generation Prius, featuring a more advanced Hybrid Synergy Drive powertrain. It is the world’s cleanest family car.  
TGB and 11 other Toyota national sales and marketing companies in Europe become subsidiaries or affiliated companies of TMC. |
| 2004 | TMC announces £50 million investment in Burnaston to increase production to 285,000 units a year.  
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.  
In October, Toyota manufactures its 2.5 millionth vehicle in Europe. |
| 2005 | The UK is announced as the site for Toyota’s European Global Production Training Centre.  
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.  
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.  
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.  
New Toyota Hilux is launched in October, the sixth generation of Toyota’s legendary go-anywhere pick-up.  
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. |
| 2006 | 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.  
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.  
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.  
Toyota unveils the Auris, an all new family hatchback model to be built in the UK and Turkey. |
| 2007 | 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.  
Deeside celebrates building its three millionth engine since production began in 1992.  
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 Top Gear programme.  
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.  
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. |
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<td>2008</td>
<td>The Land Cruiser V8 is scheduled for UK launch in February, replacing the Land Cruiser Amazon at the top of Toyota’s 4x4 range. 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. 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 &amp; Start.</td>
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<td>2009</td>
<td>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. 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. 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. 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. In April sales start of the new generation Toyota Verso compact MPV. 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. 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. At the Tokyo motor show Toyota presents a new FT-86 rear-wheel drive sports car concept. In November Toyota announces the end of its Formula 1 programme.</td>
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<td>2010</td>
<td>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. 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. In July the British-built Auris HSD goes on sale. At the Frankfurt motor show Toyota reveals a new B-segment mini-MPV, Verso-S, ahead of sales starting in early 2011. In September global sales of Prius pass two million. Toyota reveals its RAV4 EV concept, developed in partnership with Tesla, at the Los Angeles auto show in November.</td>
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<td>2011</td>
<td>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. 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. Verso-S, a B-segment MPV, is launched in Europe and the UK on 1 March. In March, Toyota celebrates building its three millionth hybrid vehicle. 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...</td>
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domestic and overseas factories.
Toyota’s Burnaston factory strengthens its environmental performance with the switch-on in July of one of British industry’s largest solar energy farms.
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.
Toyota presents the FCV-R, a hydrogen-powered family car concept at the Tokyo motor show.

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<td>2012</td>
<td>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. 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. 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. 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.</td>
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<td>2013</td>
<td>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.</td>
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<td>2014</td>
<td>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. 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. In 2014 Toyota wins the FIA World Endurance Championship manufacturers’ title, with its drivers Anthony Davidson and Sébastien Buemi jointly taking the drivers' title.</td>
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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

Toyota Aygo

Toyota Mirai - Toyota’s first production hydrogen fuel cell vehicle

Toyota TS040 hybrid – World Endurance Championship contender

Toyota i-Road all-electric personal mobility vehicle – PMV
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