

North America/Latin America

Regional headquarters

| Country | Company name | Establishment | Activities |
|---------|---|---------------|--|
| U.S.A. | Toyota Motor North America, Inc. (TMA) | Mar. 1996 | Liaison, public relations and survey activities throughout North America |
| | Toyota Motor Engineering & Manufacturing North America, Inc. (TEMA) | Apr. 2006 | R&D and overall supervision of manufacturing in North America |

Manufacturing companies in North America/Latin America

| Country | Company name | Start of operations | |
|-----------|---|---|------------|
| Canada | ① Canadian Autoparts Toyota Inc. (CAPTIN) | Feb. 1985 | |
| | ② Toyota Motor Manufacturing Canada Inc. (TMMC) | Nov. 1988 | |
| | ③ TABC, Inc. | Nov. 1971 | |
| | ④ New United Motor Manufacturing, Inc. (NUMMI) | Dec. 1984 | |
| | ⑤ Toyota Motor Manufacturing, Kentucky, Inc. (TMMK) | May 1988 | |
| | ⑥ Catalytic Component Products, Inc. (CCP) | Apr. 1991 | |
| | U.S.A. | ⑦ Bodine Aluminum, Inc. | Jan. 1993 |
| | | ⑧ Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV) | Nov. 1998 |
| | | ⑨ Toyota Motor Manufacturing, Indiana, Inc. (TMMI) | Feb. 1999 |
| | | ⑩ Toyota Motor Manufacturing, Alabama, Inc. (TMMAL) | Apr. 2003 |
| | | ⑪ Toyota Motor Manufacturing, Texas, Inc. (TMMTX) | Nov. 2006 |
| | | ⑫ Subaru of Indiana Automotive, Inc. (SIA) | Apr. 2007* |
| Argentina | ⑬ Toyota Argentina S.A. (TASA) | Mar. 1997 | |
| Brazil | ⑭ Toyota do Brasil Ltda. (TDB) | May 1959 | |
| Mexico | ⑮ Toyota Motor Manufacturing de Baja California, S.de R.L.de C.V. (TMMBC) | Sept. 2004 | |
| Venezuela | ⑯ Toyota de Venezuela Compania Anonima (TDV) | Nov. 1981 | |

*The year in which contract manufacturing began.

Sales

North America

| The number of distributors* | North America sales (1=1,000 vehicles) |
|-----------------------------|--|
| 3 | 2,441.8 |

*As of April 2008

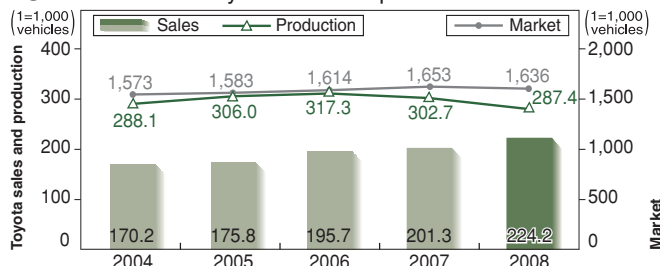
Latin America

| The number of distributors* | Latin America sales (1=1,000 vehicles) |
|-----------------------------|--|
| 43 | 370.2 |

*As of April 2008

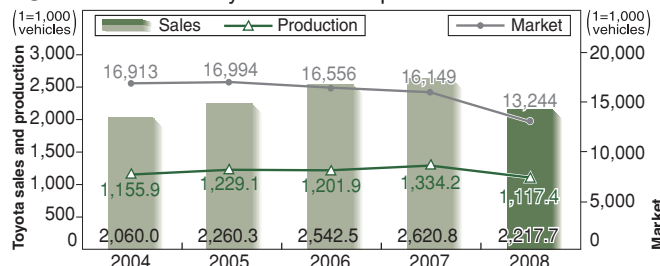
Canada

2008 Market / Toyota sales and production



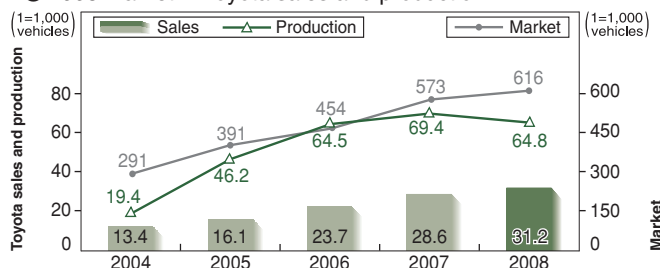
U.S.A.

2008 Market / Toyota sales and production



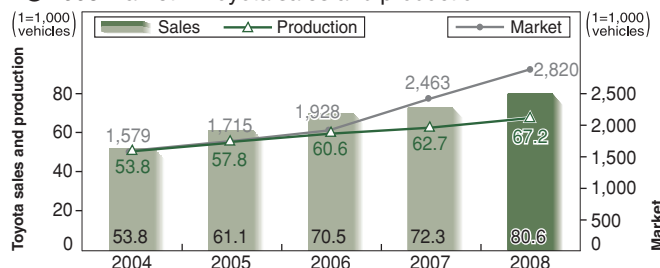
Argentina

2008 Market / Toyota sales and production



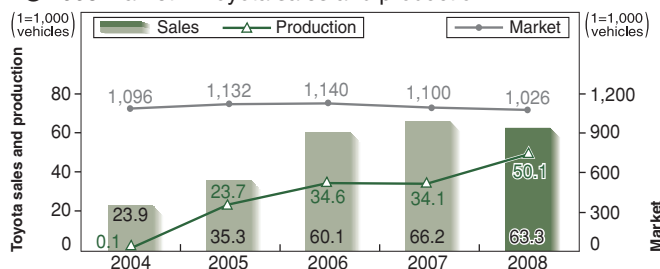
Brazil

2008 Market / Toyota sales and production



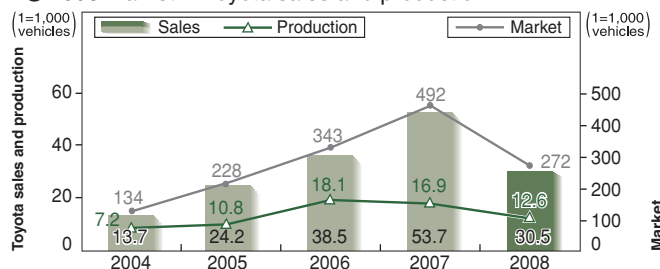
Mexico

2008 Market / Toyota sales and production



Venezuela

2008 Market / Toyota sales and production



Source: Toyota Motor Corporation