[Template:Other uses](/wiki/Template:Other_uses" \o "Template:Other uses) [Template:Use mdy dates](/wiki/Template:Use_mdy_dates) [Template:Infobox company](/wiki/Template:Infobox_company)

[Template:Nihongo](/wiki/Template:Nihongo) is a Japanese [automotive](/wiki/Automotive_industry) manufacturer headquartered in [Toyota, Aichi](/wiki/Toyota,_Aichi), Japan. In March 2014 the [multinational corporation](/wiki/Multinational_corporation) consisted of 338,875 employees worldwide<ref name=Toyotaprofile>[Template:Cite web](/wiki/Template:Cite_web)</ref> and, as of February 2016, is the [13th-largest company in the world by revenue](/wiki/List_of_largest_companies_by_revenue). Toyota was the largest [automobile manufacturer](/wiki/Automobile_manufacturer) in 2012 (by production) ahead of the [Volkswagen Group](/wiki/Volkswagen_Group) and [General Motors](/wiki/General_Motors).[[1]](#cite_note-1) In July of that year, the company reported the production of its 200-millionth vehicle.[[2]](#cite_note-2) Toyota is the world's first automobile manufacturer to produce more than 10 million vehicles per year. It did so in 2012 according to OICA,[[1]](#cite_note-1) and in 2013 according to company data.[[3]](#cite_note-3) [Template:As of](/wiki/Template:As_of), Toyota was the largest listed company in Japan by [market capitalization](/wiki/Market_capitalization) (worth more than twice as much as #2-ranked [SoftBank](/wiki/SoftBank))[[4]](#cite_note-4) and by revenue.[[5]](#cite_note-5) Toyota is the world's market leader in sales of [hybrid electric vehicles](/wiki/Hybrid_electric_vehicle), and one of the largest companies to encourage the mass-market adoption of hybrid vehicles across the globe. Cumulative global sales of Toyota and Lexus hybrid passenger car models passed the 9 million milestone in April 2016.<ref name=TMC9miHEVs/><ref name=HEVleader/> Its [Prius family](/wiki/Prius_family) is the world's top selling hybrid [nameplate](/wiki/Nameplate) with almost 5.7 million units sold worldwide [Template:As of](/wiki/Template:As_of).<ref name=PriusTop/>

The company was founded by [Kiichiro Toyoda](/wiki/Kiichiro_Toyoda) in 1937, as a spinoff from [his father's](/wiki/Sakichi_Toyoda) company [Toyota Industries](/wiki/Toyota_Industries) to create automobiles. Three years earlier, in 1934, while still a department of [Toyota Industries](/wiki/Toyota_Industries), it created its first product, the [Type A engine](/wiki/Toyota_Type_A_engine), and, in 1936, its first passenger car, the [Toyota AA](/wiki/Toyota_AA). Toyota Motor Corporation produces vehicles under 5 brands, including the Toyota brand, [Hino](/wiki/Hino_Motors), [Lexus](/wiki/Lexus), [Ranz](/wiki/Ranz), and [Scion](/wiki/Scion_(automobile)). It also holds a 51.2% stake in [Daihatsu](/wiki/Daihatsu), a 16.66% stake in [Fuji Heavy Industries](/wiki/Fuji_Heavy_Industries), a 5.9% stake in [Isuzu](/wiki/Isuzu), a 3.58% stake in the [Yamaha Motor Company](/wiki/Yamaha_Motor_Company),[[6]](#cite_note-6) and a 0.27% stake in [Tesla](/wiki/Tesla_Motors), as well as joint-ventures with two in China ([GAC Toyota](/wiki/GAC_Toyota) and [Sichuan FAW Toyota Motor](/wiki/Sichuan_FAW_Toyota_Motor)), one in India ([Toyota Kirloskar](/wiki/Toyota_Kirloskar_Motor)), one in the Czech Republic ([TPCA](/wiki/Toyota_Peugeot_Citroën_Automobile_Czech)), along with several "nonautomotive" companies.[[7]](#cite_note-7) TMC is part of the [Toyota Group](/wiki/Toyota_Group), one of the largest conglomerates in the world.

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## Corporate governance[[edit](/index.php?title=(none)&action=edit&section=1)]

[thumb|Principal headquarters building of Toyota](/wiki/File:Headquarter_of_Toyota_Motor_Corporation_4.JPG)

Toyota is headquartered in [Toyota City](/wiki/Toyota,_Aichi), [Aichi](/wiki/Aichi_Prefecture).<ref name=Toyotaprofile/> The main headquarters of Toyota is located in a four-story building in Toyota. As of 2006 the head office has the "Toyopet" Toyota logo and the words "Toyota Motor". The Toyota Technical Center, a 14-story building, and the Honsha plant, Toyota's second plant engaging in mass production and formerly named the Koromo plant, are adjacent to one another in a location near the headquarters. Vinod Jacob from [*The Hindu*](/wiki/The_Hindu) described the main headquarters building as "modest".<ref name=Jacob>[Template:Cite news](/wiki/Template:Cite_news)</ref> In 2013 company head Akio Toyoda reported that it had difficulties retaining foreign employees at the headquarters due to the lack of amenities in the city.[[8]](#cite_note-8) Its Tokyo office is located in [Bunkyo](/wiki/Bunkyo,_Tokyo), Tokyo. Its Nagoya office is located in [Nakamura-ku](/wiki/Nakamura-ku,_Nagoya), [Nagoya](/wiki/Nagoya).<ref name=Toyotaprofile/> In addition to manufacturing automobiles, Toyota provides [financial services](/wiki/Financial_services) through its [Toyota Financial Services](/wiki/Toyota_Financial_Services) [division](/wiki/Division_(business)), and also builds robots.

[thumb|Akio Toyoda, CEO of Toyota, at the annual results press conference, May 11, 2011](/wiki/File:Akio_Toyoda.jpg) [[File:Toyota global network.svg|thumb|Toyota's global network: Red - Japan  
Green - Official dealership(s) present.  
Blue - Localized manufacturing plant(s)  
Cyan - Regional headquarters (HQ)  
Dark Blue - Regional headquarters (HQ) and localized manufacturing plants]]

[thumb|Typical breakdown of sales by region](/wiki/File:Toyota_sales.gif)

President of Toyota Motor Company:

* [Rizaburo Toyoda](/wiki/Rizaburo_Toyoda) (1937–1941)
* [Kiichiro Toyoda](/wiki/Kiichiro_Toyoda) (1941–1950)
* [Taizo Ishida](/wiki/Taizo_Ishida) (1950–1961)
* [Fukio Nakagawa](/wiki/Fukio_Nakagawa) (1961–1967)
* [Eiji Toyoda](/wiki/Eiji_Toyoda) (1967–1981)

In 1981, Toyota Motor Co., Ltd. announced plans to merge with its sales entity Toyota Motor Sales Co., Ltd. Since 1950, the two entities existed as separate companies due to a prerequisite for reconstruction in postwar Japan. Shoichiro Toyoda presided over Toyota Motor Sales in preparation for the consummation of the merger that occurred in 1982. Shoichiro then succeeded his uncle Eiji as the President of the combined organization that then became known as Toyota Motor Corporation.

President of Toyota Motor Corporation:

* [Eiji Toyoda](/wiki/Eiji_Toyoda) (1981)
* [Shoichiro Toyoda](/wiki/Shoichiro_Toyoda) (1982–1992)

CEO of Toyota Motor Corporation:

* [Tatsuro Toyoda](/wiki/Tatsuro_Toyoda) (1992–1995)
* [Hiroshi Okuda](/wiki/Hiroshi_Okuda) (1995–1999)
* [Fujio Cho](/wiki/Fujio_Cho) (1999–2005)
* [Katsuaki Watanabe](/wiki/Katsuaki_Watanabe) (2005–2009)
* [Akio Toyoda](/wiki/Akio_Toyoda) (2009–present)

Chairman of Toyota Motor Corporation:

* [Shoichiro Toyoda](/wiki/Shoichiro_Toyoda) (1992–1999)
* [Hiroshi Okuda](/wiki/Hiroshi_Okuda) (1999–2006)
* [Fujio Cho](/wiki/Fujio_Cho) (2006–2013)
* [Takeshi Uchiyamada](/wiki/Takeshi_Uchiyamada) (2013–present)

On June 14, 2013, Toyota Motor Corp. announced the appointment of outside board members; the appointment was a first for the corporation and occurred following approval from general shareholders at a meeting on the same day. Additionally, Vice Chairman Takeshi Uchiyamada replaced Fujio Cho as chairman, as the latter became an honorary chairman, while Toyoda remains in the post of President.[[9]](#cite_note-9) Toyota is publicly traded on the [Tokyo](/wiki/Tokyo_Stock_Exchange), [Osaka](/wiki/Osaka_Stock_Exchange), [Nagoya](/wiki/Nagoya_Stock_Exchange), [Fukuoka](/wiki/Fukuoka), and [Sapporo](/wiki/Sapporo_Stock_Exchange) exchanges under company code [Template:Tyo](/wiki/Template:Tyo). In addition, Toyota is foreign-listed on the [New York Stock Exchange](/wiki/New_York_Stock_Exchange) under [Template:Nyse](/wiki/Template:Nyse) and on the [London Stock Exchange](/wiki/London_Stock_Exchange) under [Template:Lse](/wiki/Template:Lse). Toyota has been publicly traded in Japan since 1949 and internationally since 1999.[[10]](#cite_note-10) As reported on its consolidated financial statements, Toyota has 540 consolidated subsidiaries and 226 affiliates.

* [Toyota Motor North America](/wiki/Toyota_Motor_North_America) (100% – 2004)
* [Toyota Canada Inc.](/wiki/Toyota_Canada_Inc.) (51% - 2013)
* [Toyota Tsusho](/wiki/Toyota_Tsusho) – Trading company for the Toyota Group
* [Daihatsu Motor Company](/wiki/Daihatsu_Motor_Company) (51.2% – March 31, 2006)
* [Hino Motors](/wiki/Hino_Motors) (50.1% – 2001)
* [Lexus](/wiki/Lexus) 100% (1989)
* [Scion](/wiki/Scion_(automobile)) 100% (2003)
* [DENSO](/wiki/DENSO) (24.74% – September 30, 2006)
* [Toyota Industries](/wiki/Toyota_Industries) (23.51% – March 31, 2006)
* [Aisin Seiki Co.](/wiki/Aisin_Seiki_Co.) (23.0% – September 30, 2006)
* [Fuji Heavy Industries](/wiki/Fuji_Heavy_Industries) (16.66% – June 28, 2008)
* [Isuzu Motors](/wiki/Isuzu_Motors) (5.9% – November 10, 2006)
* [PT Toyota Astra Motor](/wiki/PT_Toyota_Astra_Motor) (49% – 2003)
* [Noble Automotive](/wiki/Noble_Automotive) (23% - 2014)
* [PT Toyota Motor Manufacturing Indonesia](/wiki/PT_Toyota_Motor_Manufacturing_Indonesia)[[11]](#cite_note-11) (95% – 2003)

### Financial results[[edit](/index.php?title=(none)&action=edit&section=2)]

In 2011, the Toyota Group (including Daihatsu, Hino and Chinese joint ventures) fell to place three with 8,050,181 units produced globally.[[12]](#cite_note-12) According to an unofficial count, based on unit production reported by major automakers, Toyota regained its top rank with 9,909,440 units produced globally in calendar year 2012.[[13]](#cite_note-13)On May 8, 2013, Toyota announced plans to produce 10.1 million units in fiscal year 2013, which, if achieved, would make it the first auto manufacturer to cross the 10-million-unit threshold.[[14]](#cite_note-14) On May 8, 2009, Toyota reported a record annual net loss of [Template:USD](/wiki/Template:USD),[Template:Citation needed](/wiki/Template:Citation_needed) making it the latest automobile maker to be severely affected by the [global financial crisis](/wiki/Financial_crisis_of_2007–08) that started in 2007. Toyota's financial unit had asked for an emergency loan from a state-backed lender on March 16, 2009, with reports putting the figure at more than [Template:Currency](/wiki/Template:Currency). It said the international financial situation was squeezing its business, forcing it to ask for an emergency loan from the Japan Bank for International Cooperation. This was the first time the state-backed bank has been asked to lend to a Japanese car manufacturer.[[15]](#cite_note-15) On May 8, 2013, Toyota Motor Corporation announced its financial results for the fiscal year ended March 31, 2013. Net revenues totaled [Template:Currency](/wiki/Template:Currency) (+18.7%). Operating income was [Template:Currency](/wiki/Template:Currency) (+371%), net income [Template:Currency](/wiki/Template:Currency) (+239%).[[16]](#cite_note-16)

## History[[edit](/index.php?title=(none)&action=edit&section=3)]

[Template:Main](/wiki/Template:Main)

### 1930s[[edit](/index.php?title=(none)&action=edit&section=4)]

In 1924, [Sakichi Toyoda](/wiki/Sakichi_Toyoda) invented the Toyoda Model G Automatic Loom. The principle of [*jidoka*](/wiki/Jidoka), which means the machine stops itself when a problem occurs, became later a part of the [Toyota Production System](/wiki/Toyota_Production_System). Looms were built on a small [production line](/wiki/Production_line). In 1929, the patent for the automatic loom was sold to a British company, generating the starting capital for the automobile development.[[17]](#cite_note-17) [thumb|Mass production of Toyoda automated loom, displayed at the Toyota Museum in Nagakute-cho, Aichi-gun, Aichi Pref. Japan](/wiki/File:Toyota_Loom_Mass_Production_Bertel_Schmitt.jpg)

The production of Toyota automobiles was started in 1933 as a division of [Toyoda Automatic Loom Works](/wiki/Toyota_Industries) devoted to the production of automobiles under the direction of the founder's son, [Kiichiro Toyoda](/wiki/Kiichiro_Toyoda).[[18]](#cite_note-18) Its first vehicles were the [A1](/wiki/Toyota_A1) passenger car and the [G1](/wiki/Toyota_G1) in 1935. The Toyota Motor Co. was established as an independent company in 1937 [thumb|Toyoda Standard Sedan AA 1936](/wiki/File:Toyoda_Standard_Sedan_AA_1936_Bertel_Schmitt.jpg)

Vehicles were originally sold under the name "Toyoda" (トヨダ), from the family name of the company's founder, [Kiichirō Toyoda](/wiki/Kiichiro_Toyoda). In April 1936, Toyoda's first passenger car, the [Model AA](/wiki/Toyota_AA), was completed. The sales price was 3,350 yen, 400 yen cheaper than Ford or GM cars.[[19]](#cite_note-19) [thumb|House of Toyota founder Kiichiro Toyoda, near Toyota City](/wiki/File:Kiichiro_Toyoda_House_Bertel-Schmitt.jpg)[[20]](#cite_note-20)

In September 1936, the company ran a public competition to design a new logo. Of 27,000 entries, the winning entry was the three Japanese [*katakana*](/wiki/Katakana) letters for "Toyoda" in a circle. But [Risaburō Toyoda](/wiki/Risaburō_Toyoda), who had married into the family and was not born with that name, preferred "Toyota" ([Template:Nihongo2](/wiki/Template:Nihongo2)) because it took eight brush strokes (a lucky number) to write in Japanese, was visually simpler (leaving off the [diacritic](/wiki/Dakuten) at the end), and with a [voiceless consonant](/wiki/Voiceless) instead of a [voiced](/wiki/Voice_(phonetics)) one (voiced consonants are considered to have a "murky" or "muddy" sound compared to voiceless consonants, which are "clear"). [thumb|Inside the house of Toyota founder Kiichiro Toyoda, near Toyota City](/wiki/File:Kiichiro_Toyoda_House_Inside_Bertel-Schmitt.jpg) Since *toyoda* literally means "fertile rice paddies", changing the name also prevented the company from being associated with old-fashioned farming. The newly formed word was trademarked and the company was registered in August 1937 as the Toyota Motor Company.<ref name=Davis>[Template:Cite book](/wiki/Template:Cite_book)</ref><ref name=fiftyyears64>[Template:Cite book](/wiki/Template:Cite_book)</ref><ref name=Dawson>[Template:Cite book](/wiki/Template:Cite_book)</ref>

[thumb|First-generation Toyopet Crown Model RSD (1955/1 – 1958/10)](/wiki/File:1955_Toyopet_Crown_03.jpg) [thumb|Toyota at the Rally Dakar, 1992](/wiki/File:Dakar-rally-paris-1992.jpg)

### 1940s–1950s[[edit](/index.php?title=(none)&action=edit&section=5)]

From September 1947, Toyota's small-sized vehicles were sold under the name "Toyopet" (トヨペット).<ref name=archive96>Toyota archives [(English)](http://translate.google.com.au/translate?hl=en&sl=ja&u=http://toyota.jpn.org/archives/96)[(Japanese)](http://toyota.jpn.org/archives/96)</ref> The first vehicle sold under this name was the [Toyopet SA](/wiki/Toyota_SA),<ref name=fiftyyears102>"Toyota: A history of the First 50 Years", Toyota Motor Corporation, 1988, ISBN 0-517-61777-3, p102.</ref> but it also included vehicles such as the [Toyopet SB](/wiki/Toyota_SB) light truck, [Toyopet Stout](/wiki/Toyota_Stout) light truck,<ref name=stout>"Toyota Truck 48HP", Toyota brochure No. 228, Japan</ref> [Toyopet Crown](/wiki/Toyota_Crown), [Toyopet Master](/wiki/Toyopet_Master), and the [Toyopet Corona](/wiki/Toyota_Corona). The word "[Toyopet (Japanese article)](/wiki/Ja:トヨペット_(ブランド))" was a nickname given to the Toyota SA due to its small size, as the result of a naming contest the Toyota Company organized in 1947. However, when Toyota eventually entered the American market in 1957 with the Crown, the name was not well received due to connotations of toys and pets.<ref name=America50Toyopet>[Toyota's 50th Anniversary in America – Toyopet](http://www.toyota.com/50th/pdf/toyopet.pdf), retrieved on August 4, 2008</ref> The name was soon dropped for the American market, but continued in other markets until the mid-1960s.

### 1960s–1970s[[edit](/index.php?title=(none)&action=edit&section=6)]

By the early 1960s, the US had begun placing stiff import tariffs on certain vehicles. The so-called "[chicken tax](/wiki/Chicken_tax)" of 1964 placed a 25% tax on imported [light trucks](/wiki/Light_truck).[[21]](#cite_note-21) In response to the tariff, Toyota, [Nissan Motor Co.](/wiki/Nissan_Motors) and [Honda Motor Co.](/wiki/Honda) began building plants in the US by the early 1980s.[[21]](#cite_note-21)

### 1980s[[edit](/index.php?title=(none)&action=edit&section=7)]

[thumb|With over 40 million sold, the](/wiki/File:2014_Toyota_Corolla_1.8_LE_(ZRE172),_front_left.jpg) [Corolla](/wiki/Toyota_Corolla) is one of the most popular and best selling cars in the world.

Toyota received its first Japanese Quality Control Award at the start of the 1980s and began participating in a wide variety of [motorsports](/wiki/Toyota_Motor_Corporation#Motorsport_history). Due to the [1973 oil crisis](/wiki/1973_oil_crisis), consumers in the lucrative US market began turning to small cars with better fuel economy. American car manufacturers had considered small economy cars to be an entry-level product, and their small vehicles employed a low level of quality to keep the price low.

In 1982, the Toyota Motor Company and Toyota Motor Sales merged into one company, the Toyota Motor Corporation. Two years later, Toyota entered into a joint venture with General Motors called the New United Motor Manufacturing, Inc, [NUMMI](/wiki/NUMMI), operating an automobile-manufacturing plant in Fremont, California. The factory was an old General Motors plant that had been closed for two years. Toyota then started to establish new brands at the end of the 1980s, with the launch of their luxury division [Lexus](/wiki/Lexus) in 1989.

### 1990s[[edit](/index.php?title=(none)&action=edit&section=8)]

In the 1990s, Toyota began to branch out from producing mostly compact cars by adding many larger and more luxurious vehicles to its lineup, including a full-sized pickup, the [T100](/wiki/Toyota_T100) (and later the [Tundra](/wiki/Toyota_Tundra)); several lines of SUVs; a sport version of the [Camry](/wiki/Toyota_Camry), known as the [Camry Solara](/wiki/Toyota_Solara); and the [Scion](/wiki/Scion_(car)) brand, a group of several affordable, yet sporty, automobiles targeted specifically to young adults. Toyota also began production of the world's best-selling hybrid car, the [Prius](/wiki/Toyota_Prius), in 1997.

With a major presence in Europe, due to the success of [Toyota Team Europe](/wiki/Toyota_Team_Europe), the corporation decided to set up Toyota Motor Europe Marketing and Engineering, [TMME](/wiki/Toyota_Motor_Europe), to help market vehicles in the continent. Two years later, Toyota set up a base in the United Kingdom, [TMUK](/wiki/TMUK), as the company's cars had become very popular among British drivers. Bases in [Indiana](/wiki/Indiana), [Virginia](/wiki/Virginia), and [Tianjin](/wiki/Tianjin) were also set up. In 1999, the company decided to list itself on the [New York](/wiki/New_York_Stock_Exchange) and [London Stock Exchanges](/wiki/London_Stock_Exchange).

### 2000s[[edit](/index.php?title=(none)&action=edit&section=9)]

In 2001, Toyota's [Toyo Trust and Banking](/wiki/Toyo_Trust_and_Banking) merged with two other banks to form [UFJ Bank](/wiki/UFJ_Bank), which was accused of corruption by Japan's government for making bad loans to alleged [Yakuza](/wiki/Yakuza) crime syndicates with executives accused of blocking Financial Service Agency inspections.[[22]](#cite_note-22) The UFJ was listed among *Fortune Magazine****s largest money-losing corporations in the world, with Toyota's chairman serving as a director.***[***[23]***](#cite_note-23) ***At the time, the UFJ was one of the largest shareholders of Toyota. As a result of Japan's banking crisis, UFJ merged with the Bank of Tokyo-Mitsubishi to become the*** [***Mitsubishi UFJ Financial Group***](/wiki/Mitsubishi_UFJ_Financial_Group)***.***

In 2002, Toyota managed to enter a [Formula One](/wiki/Formula_One) works team and establish joint ventures with French motoring companies [Citroën](/wiki/Citroën) and [Peugeot](/wiki/Peugeot) a year after Toyota started producing cars in France.

Toyota ranked eighth on [Forbes 2000](/wiki/Forbes_2000) list of the world's leading companies for the year 2005[[24]](#cite_note-24) but slid to 55 for 2011.[[25]](#cite_note-25) The company was number one in global automobile sales for the first quarter of 2008.[[26]](#cite_note-26) In 2007, Toyota released an update of its full-sized truck, the Tundra, produced in two American factories, one in Texas and one in Indiana. *Motor Trend* named the Tundra "Truck of the Year", and the 2007 [Toyota Camry](/wiki/Toyota_Camry) "Car of the Year" for 2007. It also began the construction of two new factories, one to build the [RAV4](/wiki/Toyota_RAV4) in Woodstock, Ontario, Canada, and the other to build the [Toyota Prius](/wiki/Toyota_Prius) in Blue Springs, Mississippi, USA. This plant was originally intended to build the [Toyota Highlander](/wiki/Toyota_Highlander), but Toyota decided to use the plant in [Princeton, Indiana, USA](/wiki/Toyota_Motor_Manufacturing_Indiana), instead. The company has also found recent success with its smaller models—the Corolla and Yaris.

### 2010s[[edit](/index.php?title=(none)&action=edit&section=10)]

In 2011, Toyota, along with large parts of the Japanese automotive industry, suffered from a series of natural disasters. The [2011 Tōhoku earthquake and tsunami](/wiki/2011_Tōhoku_earthquake_and_tsunami) led to a severe disruption of the supplier base and a drop in production and exports.[[27]](#cite_note-27)[[28]](#cite_note-28) Severe flooding during the 2011 [monsoon](/wiki/Monsoon) season in [Thailand](/wiki/Thailand) affected Japanese automakers that had chosen Thailand as a production base. Toyota is estimated to have lost production of 150,000 units to the tsunami and production of 240,000 units to the floods.

The automaker narrowly topped global sales for the first half of 2014, selling 5.1 million vehicles in the six months ending June 30, 2014, an increase of 3.8% on the same period the previous year. [Volkswagen AG](/wiki/Volkswagen_AG), which recorded sales of 5.07 million vehicles, was close behind.[[29]](#cite_note-29) In August 2014, Toyota announced it would be cutting its spare-parts prices in China by up to 35%. The company admitted the move was in response to a probe foreshadowed earlier in the month by China's [National Development and Reform Commission](/wiki/National_Development_and_Reform_Commission) of Toyota's Lexus spare-parts policies, as part of an industry-wide investigation into what the Chinese regulator considers exorbitantly high prices being charged by automakers for spare parts and after-sales servicing.[[30]](#cite_note-30) In November 2015, the company announced that it would invest [Template:USD](/wiki/Template:USD) over the next 5 years into [artificial intelligence](/wiki/Artificial_intelligence) and robotics research.[[31]](#cite_note-31) In 2016 Toyota invested in [Uber](/wiki/Uber_(company)).[[32]](#cite_note-32)

## Recalls[[edit](/index.php?title=(none)&action=edit&section=11)]

### 2009[[edit](/index.php?title=(none)&action=edit&section=12)]

From November 2009 through 2010, Toyota recalled more than 9 million cars and trucks worldwide in several [recall campaigns](/wiki/2009–2011_Toyota_vehicle_recalls), and briefly halted production and sales.[[33]](#cite_note-33) Toyota initiated the recalls, the first two with the assistance of the U.S. [National Highway Traffic Safety Administration](/wiki/National_Highway_Traffic_Safety_Administration) (NHTSA), after reports that several vehicles experienced [unintended acceleration](/wiki/Sudden_unintended_acceleration).

[Template:Main](/wiki/Template:Main)

### 2012[[edit](/index.php?title=(none)&action=edit&section=13)]

In October 2012, Toyota announced a recall of 7.43 million vehicles worldwide to fix malfunctioning power window switches, the largest recall since that of [Ford Motor Company](/wiki/Ford_Motor_Company) in 1996. The move came after a series of recalls between 2009 and 2011 in which it pulled back around 10 million cars amidst claims of faulty mechanics.[[34]](#cite_note-34) In March 2014, Toyota agreed to pay a fine of [Template:USD](/wiki/Template:USD) for concealing information and misleading the public about the safety issues behind the recalls on Toyota and Lexus vehicles affected by unintended acceleration.

### 2014[[edit](/index.php?title=(none)&action=edit&section=14)]

In early November 2014, Toyota USA enlisted a recall involving defective inflaters and propellant devices that may deploy improperly in the event of a crash, shooting metal fragments into vehicle occupants. More than 7 million vehicles are potentially affected in the United States. This recall only effects vehicles equipped with [Takata airbags](/wiki/Takata_airbag) released after the year 2000 in North America. The airbags were manufactured by Takata automotive manufacturing. Toyota is offering a free repair to all affected vehicles worldwide.[[35]](#cite_note-35) The fault in the Takata air bags also affected other North American automobile manufacturers.[[36]](#cite_note-36)

## Logo and branding[[edit](/index.php?title=(none)&action=edit&section=15)]

[thumb|Employee at Toyota Museum explains development of Toyota name and brand](/wiki/File:Toyota_Sign_Development_Bertel_Schmitt.jpg)

In 1936, Toyota entered the passenger car market with its Model AA and held a competition to establish a new logo emphasizing speed for its new product line. After receiving 27,000 entries, one was selected that additionally resulted in a change of its moniker to "Toyota" from the family name "Toyoda". The new name was believed to sound better, and its eight-stroke count in the Japanese language was associated with wealth and good fortune. The original logo is no longer found on its vehicles, but remains the corporate emblem used in Japan.

Still, no guidelines existed for the use of the brand name, so "TOYOTA", which was used throughout most of the world, led to inconsistencies in its worldwide marketing campaigns.

To remedy this, Toyota introduced a new worldwide logo in October 1989 to commemorate the 50th year of the company, and to differentiate it from the newly released luxury Lexus brand. The logo made its debut on the 1989 Toyota Celsior and quickly gained worldwide recognition. The three ovals in the new logo combine to form the letter "T", which stands for Toyota. The overlapping of the two perpendicular ovals inside the larger oval represent the mutually beneficial relationship and trust between the customer and the company, while the larger oval surrounding both of these inner ovals represents the "global expansion of Toyota's technology and unlimited potential for the future."[[37]](#cite_note-37)[[38]](#cite_note-38) [thumb|Hubcap of 1936 Toyota AA, with the old "Toyoda" name](/wiki/File:Toyota_AA_1936_-_Picture_by_Bertel_Schmitt.jpg)

The new logo started appearing on all printed material, advertisements, dealer signage, and the vehicles themselves in 1990.

In predominantly Chinese-speaking countries or regions using [traditional Chinese characters](/wiki/Traditional_Chinese_character), e.g. Hong Kong and Taiwan, Toyota is known as "豐田".[[39]](#cite_note-39) In Chinese-speaking countries using [simplified Chinese characters](/wiki/Simplified_Chinese_character) (e.g. China), Toyota is known as "丰田"[[40]](#cite_note-40) (pronounced as *Fēngtián* in [Mandarin Chinese](/wiki/Standard_Chinese) and *Hɔng Tshan* in [Minnanese](/wiki/Minnanese)). These are the same characters as the founding family's name "Toyoda" in Japanese.

[Template:Gallery](/wiki/Template:Gallery)

### Japan[[edit](/index.php?title=(none)&action=edit&section=16)]

[thumb|MEGAWEB, Toyota's permanent exhibition showroom and museum in](/wiki/File:MEGAWEB_05.jpg) [Odaiba](/wiki/Odaiba), Tokyo

[thumb|Toyopet Store,](/wiki/File:Toyota_TOYOPET_Japan_Car_dealership_Saitama_1.jpg) [Saitama](/wiki/Saitama,_Saitama) [thumb|Toyota Netz Store,](/wiki/File:Nets_TOYOTA.jpg) [Tsurumi-ku, Osaka](/wiki/Tsurumi-ku,_Osaka) [Template:Commons category](/wiki/Template:Commons_category)

In Japan, Toyota currently maintains separate dealership sales channels.[[41]](#cite_note-41) The first sales channel established in 1946 called "Toyota Store"[[42]](#cite_note-42) (トヨタ店 *Toyota Mise*) sells large luxury sedans such as the [Toyota Century](/wiki/Toyota_Century), and the [Toyota Crown](/wiki/Toyota_Crown). In 1955 the "Toyopet Store" (トヨペット店 *Toyopetto-ten*) arrived, originally established to sell the [Toyota Corona](/wiki/Toyota_Corona) and the [Toyopet ToyoAce](/wiki/Toyota_Dyna) truck. ([Toyota's five channel dealerships in Japan chronology](/wiki/Ja:トヨタ自動車日本国内販売網年表) in Japanese.) Toyota also operated a commercial dealership called [Toyota Diesel Shop](/wiki/Ja:トヨタディーゼル店) (トヨタディーゼル店 *Toyota Dīzeru-ten*) from 1957 until 1988, that sold various commercial platform trucks, buses, and forklifts, such as the [Toyota Dyna](/wiki/Toyota_Dyna) and the [Toyota Coaster](/wiki/Toyota_Coaster). [Hino](/wiki/Hino_Motors) products were sold at specific Hino locations, and shared at Toyota Diesel Store locations after Toyota acquired the company in 1967. Starting in 1980, the Diesel Shop also sold the Starlet, Corolla, Corona, Vista and Crown installed with diesel engines. When the Toyota Diesel Store was disbanded, commercial products were divided between Toyota Store and Toyopet Store locations.

Currently, the "Toyota Corolla Store" (トヨタカローラ店 *Toyota Karōra-ten*) was renamed from the "Toyota Publica Store" (トヨタパブリカ店 *Toyota Paburika-ten*), which was established to sell the [Toyota Publica](/wiki/Toyota_Publica) in 1961, then renamed to sell the [Toyota Corolla](/wiki/Toyota_Corolla) in 1966.

In 1980, the "Toyota Vista Store" replaced the "Toyota Auto Store" (トヨタオート店 *Toyota Ōto-ten*) sales network that sold the Corolla companion, called the [Toyota Sprinter](/wiki/Toyota_Sprinter) established in 1967. The "Vista" name was used on a new Camry-clone, called the [Toyota Vista](/wiki/Toyota_Vista). The Toyota Vista network was replaced with two networks; "Toyota NETZ" (ネッツ店 *Nettsu-ten*) in August 1998, and Lexus in 2004. Some former Vista models were rebranded as [Lexus](/wiki/Lexus) (レクサス *Rekusasu*), such as the Altezza and the Aristo, while other products have been taken over by the "Toyota NETZ", which was already selling the [Toyota ist](/wiki/Toyota_ist) and the [Toyota RAV4](/wiki/Toyota_RAV4). "NETZ" is an acronym for "Network of Energetic Teams for Zenith".

NETZ locations have been repositioned to resemble the North American Toyota network, called [Scion](/wiki/Scion_(automobile)), and sells the [Toyota 86](/wiki/Toyota_86). Most models were exclusive to particular retail chains, while some models, like the Prius, are available at all sales channels.

Vehicles sold at [Toyota Store](/wiki/Ja:トヨタ店) (nationally)

The following is a list of all past and present models and where they were available at retail channels nationally, as retail chains in Tokyo and Osaka are different.

[File:Toyota-Dealer-Toyota.png](/wiki/File:Toyota-Dealer-Toyota.png)

[Century](/wiki/Toyota_Century), [Crown Majesta](/wiki/Toyota_Crown_Majesta), [Crown](/wiki/Toyota_Crown), [Master](/wiki/Toyopet_Master), [SAI](/wiki/Toyota_Sai), [Mirai](/wiki/Toyota_Mirai), [Prius](/wiki/Toyota_Prius), [Aqua](/wiki/Toyota_Prius_c), [Allion](/wiki/Toyota_Allion), [Succeed](/wiki/Toyota_Succeed), [Blade](/wiki/Toyota_Blade), [Corolla RunX](/wiki/Toyota_Corolla_RunX), [Porte](/wiki/Toyota_Porte), [Estima](/wiki/Toyota_Estima), [Isis](/wiki/Toyota_Isis), [FJ Cruiser](/wiki/Toyota_FJ_Cruiser), [Comfort](/wiki/Toyota_Comfort), [Land Cruiser](/wiki/Toyota_Land_Cruiser), [Hilux Surf](/wiki/Toyota_Hilux_Surf), [Land Cruiser Prado](/wiki/Toyota_Land_Cruiser_Prado), [Dyna](/wiki/Toyota_Dyna), [Stout](/wiki/Toyota_Stout), [Coaster](/wiki/Toyota_Coaster), [QuickDelivery](/wiki/Toyota_QuickDelivery), [2000GT](/wiki/Toyota_2000GT), [Carina](/wiki/Toyota_Carina), [Carina ED](/wiki/Toyota_Carina_ED), [Brevis](/wiki/Toyota_Brevis), [Gaia](/wiki/Toyota_Gaia), [Cavalier](/wiki/Toyota_Cavalier), [Classic](/wiki/Toyota_Classic), [MasterAce](/wiki/Toyota_MasterAce), [Hilux](/wiki/Toyota_Hilux), [Mega Cruiser](/wiki/Toyota_Mega_Cruiser), [Soarer](/wiki/Toyota_Soarer), [Origin](/wiki/Toyota_Origin), [Caldina](/wiki/Toyota_Caldina).

Vehicles sold at [Toyopet Store](/wiki/Ja:トヨペット店) (nationally)

[File:Toyota-Dealer-Toyopet.png](/wiki/File:Toyota-Dealer-Toyopet.png)

[Mark X](/wiki/Toyota_Mark_X), [SAI](/wiki/Toyota_Sai), [Mirai](/wiki/Toyota_Mirai), [Premio](/wiki/Toyota_Premio), [Prius](/wiki/Toyota_Prius), [Aqua](/wiki/Toyota_Prius_c), [Belta](/wiki/Toyota_Belta), [Mark X ZiO](/wiki/Toyota_Mark_X_ZiO), [Succeed](/wiki/Toyota_Succeed), [Ractis](/wiki/Toyota_Ractis), [Auris](/wiki/Toyota_Auris), [Blade](/wiki/Toyota_Blade), [Porte](/wiki/Toyota_Porte), [Harrier](/wiki/Toyota_Harrier), [Vanguard](/wiki/Toyota_Vanguard), [Rush](/wiki/Toyota_Rush), [Alphard](/wiki/Toyota_Alphard), [Comfort](/wiki/Toyota_Comfort), [HiAce](/wiki/Toyota_Hiace), [ToyoAce](/wiki/Toyota_Toyoace), [Pixis Space](/wiki/Toyota_Pixis_Space), [Mark II-Mark II Qualis-Mark II Blit](/wiki/Toyota_Mark_II), [Corona](/wiki/Toyota_Corona), [Corona EXiV](/wiki/Toyota_Corona_EXiV), [Corona Coupe](/wiki/Toyota_Corona_Coupe), [Corsa](/wiki/Toyota_Corsa), [Opa](/wiki/Toyota_Opa), [Avalon](/wiki/Toyota_Avalon), [Progrès](/wiki/Toyota_Progrès), [Cami](/wiki/Toyota_Cami), [ist](/wiki/Toyota_ist), [Platz](/wiki/Toyota_Platz), [Soarer](/wiki/Toyota_Soarer), [Hilux](/wiki/Toyota_Hilux), [Cynos](/wiki/Toyota_Cynos), [Regius](/wiki/Toyota_Regius), [Celsior](/wiki/Toyota_Celsior), [Origin](/wiki/Toyota_Origin), [Caldina](/wiki/Toyota_Caldina), [Ipsum](/wiki/Toyota_Ipsum).

Vehicles sold at [Toyota Corolla Store](/wiki/Ja:トヨタカローラ店) (starting 1966), formerly Toyota Publica Store (nationally)

[File:Toyota-Dealer-Corolla.png](/wiki/File:Toyota-Dealer-Corolla.png)

[SAI](/wiki/Toyota_Sai), [Camry](/wiki/Toyota_Camry), [Prius](/wiki/Toyota_Prius), [Aqua](/wiki/Toyota_Prius_c), [Corolla Axio](/wiki/Toyota_Corolla_Axio), [GT-86](/wiki/Toyota_86), [Belta](/wiki/Toyota_Belta), [Probox](/wiki/Toyota_Probox), [Corolla Rumion](/wiki/Toyota_Corolla_Rumion), [Ractis](/wiki/Toyota_Ractis), [Passo](/wiki/Toyota_Passo), [Sera](/wiki/Toyota_Sera), [Vanguard](/wiki/Toyota_Vanguard), [Estima](/wiki/Toyota_Estima), [Noah](/wiki/Toyota_Noah), [Sienta](/wiki/Toyota_Sienta), [TownAce](/wiki/Toyota_TownAce), all [Daihatsu](/wiki/Daihatsu) products, [Publica](/wiki/Toyota_Publica), [Tercel](/wiki/Toyota_Tercel), [Windom](/wiki/Toyota_Windom), [Scepter](/wiki/Toyota_Scepter), [Corolla Ceres](/wiki/Toyota_Corolla_Ceres), [Origin](/wiki/Toyota_Origin), [Nadia](/wiki/Toyota_Ipsum), [WiLL](/wiki/Toyota_WiLL), [RAV4](/wiki/Toyota_RAV4), [Sports 800](/wiki/Toyota_Sports_800), [Celica](/wiki/Toyota_Celica), [Supra](/wiki/Toyota_Supra), [Corolla Levin](/wiki/Toyota_AE86), [Celica XX](/wiki/Toyota_Celica_XX).

Vehicles sold at [Netz Store](/wiki/Ja:ネッツ店) (starting 1998), formerly [Toyota Vista Store](/wiki/Ja:トヨタビスタ店) (starting 1980), formerly Toyota Auto Store (starting 1967) (nationally)

[File:Toyota-Dealer-Netz.png](/wiki/File:Toyota-Dealer-Netz.png)

[Vitz](/wiki/Toyota_Vitz), [SAI](/wiki/Toyota_Sai), [Prius](/wiki/Toyota_Prius), [Aqua](/wiki/Toyota_Prius_c), [ist](/wiki/Toyota_ist), [Auris](/wiki/Toyota_Auris), [bB](/wiki/Toyota_bB), [Avensis](/wiki/Toyota_Avensis), [Raum](/wiki/Toyota_Raum), [Wish](/wiki/Toyota_Wish), [Voxy](/wiki/Toyota_Voxy), [RAV4](/wiki/Toyota_RAV4), [Kluger](/wiki/Toyota_Kluger), [Vellfire](/wiki/Toyota_Vellfire), [iQ](/wiki/Toyota_iQ), [Allex](/wiki/Toyota_Allex), [Fun Cargo](/wiki/Toyota_Fun_Cargo), [Altezza](/wiki/Toyota_Altezza), [Verossa](/wiki/Toyota_Verossa), [Curren](/wiki/Toyota_Curren), [Aristo](/wiki/Toyota_Aristo), [MR-S](/wiki/Toyota_MR-S), [MR2](/wiki/Toyota_MR2), [Starlet](/wiki/Toyota_Starlet), [Vista](/wiki/Toyota_Vista), [Cresta](/wiki/Toyota_Cresta), [Sprinter](/wiki/Toyota_Sprinter), [Voltz](/wiki/Toyota_Voltz), [Blizzard](/wiki/Toyota_Blizzard), [Chaser](/wiki/Toyota_Chaser), [Sprinter Marino](/wiki/Toyota_Sprinter_Marino), [Carib](/wiki/Toyota_Carib), [Granvia](/wiki/Toyota_Granvia), [Sprinter Trueno](/wiki/Toyota_AE86), [LiteAce](/wiki/Toyota_LiteAce), [Ipsum](/wiki/Toyota_Ipsum), [GT-86](/wiki/Toyota_86), [WiLL](/wiki/WiLL) (1999–2004).

### Toyota slogans[[edit](/index.php?title=(none)&action=edit&section=17)]

#### United States[[edit](/index.php?title=(none)&action=edit&section=18)]

* **You asked for it, You got it!** (1975–1979)<ref name=Company\_history>[Template:Cite press release](/wiki/Template:Cite_press_release)</ref>
* **Oh What a feeling!** (1979–1985)<ref name=Company\_history/>
* **Who could ask for anything more?** (1985–1989)
* **I love what you do for me** (1989–1997)
* **Everyday** (1997–2001)
* **Get The Feeling** (2001–2004)
* **Moving Forward** (2004–2012)
* **Let's Go Places** (2012–present)

#### Japan[[edit](/index.php?title=(none)&action=edit&section=19)]

* **ファミリーカーのトヨタ** (Roma-ji:*Famirika no Toyota*, English:Toyota Family Car, 1966–1969)
* **進歩のマーク** (Roma-ji:*Shinpo no Maku*, English:Mark of Progress, 1967–1970)
* **愛される車をめざして** (Roma-ji:*Aisareru-sha no Mezashite*, English:Toward the car be loved, 1971–1980)
* **安全はトヨタの願い** (Roma-ji:*Anzen wa Toyota no Negai*, English:Safety Wish of Toyota, 1978–1982)
* **新技術-時代はTOYOTA** (Roma-ji:*Shingijutsu jidai wa TOYOTA*, English:The New Era of Toyota Technology, 1982–1988)
* **Fun To Drive** (1984–1990)
* **新しいトヨタが走りはじめます。** (Roma-ji:*Atarashi Toyota ga Hashiri Hajimemasu*, English:The New Toyota Will Begin Running, 1989–1990)
* **シートベルトを忘れずに** (Roma-ji:*Shītoberuto o wasurezu ni*, English:Don't Forget Your Seatbelt, 1989–1991)
* **人へ。社会へ。地球へ。** (Roma-ji:*Hito e, Shakai e, Chikyuu e*, English:For People, For Society, For The Earth, 1990–1999)
* **BIG CHALLENGE** (1993–1996)
  + **Sedan Innovation** (1993–1998)
* **ACTION TOYOTA** (1997–1998)
* **クルマが未来になっていく。** (Roma-ji:*Kuruma ga Mirai ni Natte iku*, English:The car is Gradually Turned to The Future, 1998–1999)
* **Drive Your Dreams.** (2000–2012)
* **Fun to Drive, Again.** (2012–present)

#### Indonesia[[edit](/index.php?title=(none)&action=edit&section=20)]

* **Choice Of Trust** (Indonesian: *Terpilih Karena Terpercaya*, 1984–1989)
* **Leads You Ahead** (1989–2001)
* **Passion** (2001–2006)
* **Moving Forward** (2006–2015)
* **Let's Go Beyond** (2015–present)[[43]](#cite_note-43)

#### Malaysia[[edit](/index.php?title=(none)&action=edit&section=21)]

* **Leads You Ahead** (1989–2001)
* **Passion** (2001–2005)
* **Get The Feeling** (2001–2005)
* **Moving Forward** (2005–2016)
* **All About The Drive** (2016–present)[[44]](#cite_note-44)

#### Singapore[[edit](/index.php?title=(none)&action=edit&section=22)]

* **I Love what you do for me** (1989–1997)
* **Everyday** (1997-2001)
* **Get The Feeling** (2001–2005)
* **Moving Forward** (2005–2012)
* **Always Better** (2012–present)

#### Philippines[[edit](/index.php?title=(none)&action=edit&section=23)]

* **Leads You Ahead** (1989-2001)
* **Passion** (2001-2005)
* **Moving Forward** (2005-2012)
* **Let's Go Places** (2012–present)

#### Thailand[[edit](/index.php?title=(none)&action=edit&section=24)]

* **Leads You Ahead** (1989–2001)
* **Passion** (2001–2003)
* **Yes We Drive** (2003-2005)[[45]](#cite_note-45)\* **Moving Forward** (2005–2012)
* **Mobility Of Happiness** (2012–present)

#### Bangladesh[[edit](/index.php?title=(none)&action=edit&section=25)]

* **Running Towards** (1974-1979)
* **Leads away your life** (1979-1986)
* **The Greatest** (1986-1991)
* **Interesting vehicle** (1991-1998)
* **The Quality** (1998-2005)
* **The Perfection of life** (2005-2010)
* **The Amazing** (2010–present)

#### India[[edit](/index.php?title=(none)&action=edit&section=26)]

* **Everyday** (1997–2001)
* **Touch The Perfection** (2001–2005)
* **Moving Forward** (2005–2012)
* **Quality Revolution** (2012–present)

#### Australia[[edit](/index.php?title=(none)&action=edit&section=27)]

* **Oh What a feeling!** (1979–present)

### Sports[[edit](/index.php?title=(none)&action=edit&section=28)]

[Template:Further](/wiki/Template:Further) Toyota sponsors several teams and has purchased naming rights for several venues, including:

* [Toyota Center](/wiki/Toyota_Center), Houston, Texas
* [Toyota Center](/wiki/Toyota_Center_(Kennewick)), Kennewick, Washington
* [Toyota Field](/wiki/Toyota_Field), San Antonio, Texas
* [Toyota Park](/wiki/Toyota_Park), Bridgeview, Illinois
* [Toyota Sports Center](/wiki/Toyota_Sports_Center), El Segundo, California
* [Toyota Stadium](/wiki/Toyota_Stadium_(Georgetown,_Kentucky)), Georgetown, Kentucky
* [Toyota Stadium](/wiki/Toyota_Stadium_(Texas)), Frisco, Texas

## Company strategy[[edit](/index.php?title=(none)&action=edit&section=29)]

[Template:Main](/wiki/Template:Main) Toyota's management philosophy has evolved from the company's origins and has been reflected in the terms "[Lean Manufacturing](/wiki/Lean_Manufacturing)" and [Just In Time Production](/wiki/Just_In_Time_(business)), which it was instrumental in developing.[[46]](#cite_note-46) Toyota's managerial values and business methods are known collectively as the Toyota Way.

In April 2001, Toyota adopted the "Toyota Way 2001", an expression of values and conduct guidelines that all Toyota employees should embrace. Under the two headings of **Respect for People** and **Continuous Improvement**, Toyota summarizes its values and conduct guidelines with these **five principles**:[[47]](#cite_note-47)

* Challenge
* [*Kaizen*](/wiki/Kaizen) (improvement)
* *Genchi genbutsu* (go and see)
* Respect
* Teamwork

According to external observers, the Toyota Way has four components:[[48]](#cite_note-48)

1. Long-term thinking as a basis for management decisions
2. A process for problem-solving
3. Adding value to the organization by developing its people
4. Recognizing that continuously solving root problems drives organizational learning

The Toyota Way incorporates the [Toyota Production System](/wiki/Toyota_Production_System).

### Operations[[edit](/index.php?title=(none)&action=edit&section=30)]

[Template:Main](/wiki/Template:Main) [thumb|New Toyota factory in Ohira, near Sendai, Miyagi Prefecture, Japan: A month after this picture was taken, the region was devastated by the March 11 earthquake and tsunami. The plant was only lightly damaged, but remained closed for more than a month, mainly due to lack of supplies and energy, in addition to a badly damaged Sendai port.](/wiki/File:Toyota_Plant_Ohira_Sendai.jpg)

Toyota has long been recognized as an industry leader in manufacturing and production. Three stories of its origin have been found, one that they studied [Piggly-Wiggly's](/wiki/Piggly-Wiggly) [just-in-time](/wiki/Just-in-time_(business)) distribution system,[[49]](#cite_note-49) one that they followed the writings of [W. Edwards Deming](/wiki/W._Edwards_Deming),[[50]](#cite_note-50) and one that they were given the principles from a WWII US government training program ([Training Within Industry](/wiki/Training_Within_Industry)).[[51]](#cite_note-51) As described by external observers of Toyota, the principles of the Toyota Way are:[[48]](#cite_note-48)

1. Base your management decisions on a long-term philosophy, even at the expense of short-term goals
2. Create continuous process flow to bring problems to the surface
3. Use "pull" systems to avoid overproduction
4. Level out the workload
5. Build a culture of stopping to fix problems, to get quality right the first time
6. Standardized tasks are the foundation for continuous improvement and employee empowerment
7. Use visual control so no problems are hidden
8. Use only reliable, thoroughly tested technology that serves your people and processes
9. Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others
10. Develop exceptional people and teams who follow your company’s philosophy
11. Respect your extended network of partners and suppliers by challenging them and helping them improve
12. Go and see for yourself to thoroughly understand the situation (genchi genbutsu)
13. Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly
14. Become a learning organization through relentless reflection and continuous improvement (kaizen)

[left|thumb|Toyota Pavilion at the Expo in Aichi](/wiki/File:Toyota_Group_Pavilion.jpg)

Toyota has grown from its origins in Japan during the 1930s to become a large multinational corporation. It displaced GM and became the world's largest automobile maker for the year 2008. It held the title of the most profitable automobile maker ([Template:USD](/wiki/Template:USD) in 2006) along with increasing sales in, among other countries, the United States. The world headquarters of Toyota are located in its home country in [Toyota City](/wiki/Toyota,_Aichi), Japan. Its subsidiary, [Toyota Financial Services](/wiki/Toyota_Financial_Services) sells financing and participates in other lines of business. Toyota brands include [Scion](/wiki/Scion_(car)) and [Lexus](/wiki/Lexus) and the corporation is part of the [Toyota Group](/wiki/Toyota_Group). Toyota also owns 51% of [Daihatsu](/wiki/Daihatsu), and 16.7% of [Fuji Heavy Industries](/wiki/Fuji_Heavy_Industries), which manufactures [Subaru](/wiki/Subaru) vehicles. They also acquired 5.9% of [Isuzu Motors Ltd.](/wiki/Isuzu) on November 7, 2006 and will be introducing Isuzu diesel technology into their products.

Toyota has introduced new technologies, including one of the first mass-produced [hybrid](/wiki/Hybrid_electric_vehicle) gasoline-electric vehicles, of which it says it has sold 2 million globally as of 2010,[[52]](#cite_note-52) [Advanced Parking Guidance System](/wiki/Advanced_Parking_Guidance_System) (automatic parking), a four-speed electronically controlled automatic with buttons for power and economy shifting, and an eight-speed automatic transmission. Toyota, and Toyota-produced [Lexus](/wiki/Lexus) and [Scion](/wiki/Scion_(car)) automobiles, consistently rank near the top in certain [quality](/wiki/Quality_(business)) and reliability surveys, primarily J.D. Power and [Consumer Reports](/wiki/Consumer_Reports)[[53]](#cite_note-53) although they led in automobile recalls for the first time in 2009.[[54]](#cite_note-54) In 2005, Toyota, combined with its half-owned subsidiary [Daihatsu Motor Company](/wiki/Daihatsu_Motor_Company), produced 8.54 million vehicles, about 500,000 fewer than the number produced by GM that year. Toyota has a large market share in the United States, but a small market share in Europe. It also sells vehicles in Africa and is a market leader in Australia. Due to its [Daihatsu](/wiki/Daihatsu) subsidiary it has significant market shares in several fast-growing Southeast Asian countries.[[55]](#cite_note-55) According to the 2008 [Fortune Global 500](/wiki/Fortune_Global_500), Toyota is the fifth largest company in the world. Since the recession of 2001, it has gained market share in the United States. Toyota's market share struggles in Europe where its Lexus brand has 0.3% market share, compared to nearly 2% market share as the US luxury segment leader.

In the first three months of 2007, Toyota together with its half-owned subsidiary Daihatsu reported number one sales of 2.348 million units. Toyota's brand sales had risen 9.2% largely on demand for Corolla and Camry sedans. The difference in performance was largely attributed to surging demand for fuel-efficient vehicles. In November 2006, [Toyota Motor Manufacturing Texas](/wiki/Toyota_Motor_Manufacturing_Texas) added a facility in [San Antonio](/wiki/San_Antonio).[[56]](#cite_note-56) Toyota has experienced quality problems and was reprimanded by the government in Japan for its recall practices.[[57]](#cite_note-57) In 2007, Toyota maintained over 16% of the US market share and was listed second only to GM in terms of volume.[[58]](#cite_note-58) [Toyota Century Royal](/wiki/Toyota_Century_Royal) is the [official state car](/wiki/Official_state_car) of the [Japanese imperial family](/wiki/Japanese_imperial_family), namely for the current [Emperor of Japan](/wiki/Emperor_of_Japan).

Toyota was hit by the [global financial crisis of 2008](/wiki/Financial_crisis_of_2007–08) as it was forced in December 2008 to forecast its first annual loss in 70 years.[[59]](#cite_note-59)In January 2009, it announced the closure of all of its Japanese plants for 11 days to reduce output and stocks of unsold vehicles.[[60]](#cite_note-60) Akio Toyoda became the new president and CEO of the company on June 23, 2009, by replacing Katsuaki Watanabe, who became the new [vice chairman](/wiki/Vice_chairman) by replacing [Katsuhiro Nakagawa](/wiki/Katsuhiro_Nakagawa).[[61]](#cite_note-61)

### Worldwide presence[[edit](/index.php?title=(none)&action=edit&section=31)]

[thumbnail|right|The](/wiki/File:2015_Toyota_Camry_(ASV50R)_Atara_S_sedan_(2016-03-19).jpg) [Toyota Camry](/wiki/Toyota_Camry) is assembled in several facilities around the world including Australia, China, Taiwan, Japan, Malaysia, the Philippines, Pakistan, Russia, Thailand, India, Vietnam and the United States Toyota [has factories](/wiki/List_of_Toyota_manufacturing_facilities) in most parts of the world, manufacturing or assembling vehicles for local markets in Japan, Australia, India, Sri Lanka, Canada, Indonesia, Poland, South Africa, Turkey, Colombia, the United Kingdom, the United States, France, Brazil, Portugal, and more recently, Argentina, Czech Republic, Mexico, Malaysia, Thailand, Pakistan, Egypt, China, Vietnam, Venezuela, the Philippines, and Russia.

Toyota's net revenue by geographical regions for the year ended March 31, 2007:[[62]](#cite_note-62)

|  |  |
| --- | --- |
| **Geographic region** | **Total sales ( Yen in millions)** |
| **Japan** | 8,152,884 |
| **North America** | 8,771,495 |
| **Europe** | 3,346,013 |
| **Asia** | 1,969,957 |
| **Others** | 1,707,742 |

In 2002, Toyota initiated the Innovative International Multi-purpose Vehicle project (IIMV) to optimize global manufacturing and supply systems for pickup trucks and multipurpose vehicles, and to satisfy market demand in more than 140 countries worldwide. IIMV called for diesel engines to be made in Thailand, gasoline engines in Indonesia, and manual transmissions in India and the Philippines, for supply to the countries charged with vehicle production. For vehicle assembly, Toyota would use plants in Thailand, Indonesia, Argentina, and South Africa. These four main IIMV production and export bases supply Asia, Europe, Africa, Oceania, Latin America, and the Middle East with three vehicles: The [Toyota Hilux (Vigo)](/wiki/Toyota_Hilux), the [Fortuner](/wiki/Toyota_Fortuner), and the [Toyota Innova](/wiki/Toyota_Innova).[[63]](#cite_note-63)

#### North America[[edit](/index.php?title=(none)&action=edit&section=32)]

[Template:Main](/wiki/Template:Main) [Toyota Motor North America](/wiki/Toyota_Motor_North_America) headquarters is located in [New York City, NY](/wiki/New_York_City,_NY), and operates as a [holding company](/wiki/Holding_company) in North America. Its manufacturing headquarters is located in [Erlanger, Kentucky](/wiki/Erlanger,_Kentucky), and is known as [Toyota Motor Engineering & Manufacturing North America](/wiki/Toyota_Motor_Engineering_&_Manufacturing_North_America).

[Toyota Canada Inc.](/wiki/Toyota_Canada_Inc.) has been in production in Canada since 1983 with an aluminium wheel plant in [Delta, British Columbia](/wiki/Delta,_British_Columbia), which currently employs a workforce of roughly 260. Its first vehicle assembly plant, in [Cambridge, Ontario](/wiki/Cambridge,_Ontario), since 1988, now produces [Corolla](/wiki/Toyota_Corolla) compact cars, [Matrix](/wiki/Toyota_Matrix) crossover vehicles, and [Lexus RX 350](/wiki/Lexus_RX_350) luxury SUVs, with a workforce of 4,300 workers. Its second assembly operation in [Woodstock, Ontario](/wiki/Woodstock,_Ontario), began manufacturing the [RAV4](/wiki/Toyota_RAV4) late in 2008.[[64]](#cite_note-64) In 2006, Toyota's subsidiary [Hino Motors](/wiki/Hino_Motors) opened a heavy duty truck plant, also in Woodstock, employing 45 people and producing 2000 trucks annually.[[65]](#cite_note-65)[thumb|Toyota Technical Center,](/wiki/Image:Toyota_Technical_Center_Ann_Arbor_Twp.JPG) [Ann Arbor Charter Township, Michigan](/wiki/Ann_Arbor_Charter_Township,_Michigan) Toyota has a large presence in the United States with six major assembly plants in [Huntsville, Alabama](/wiki/Huntsville,_Alabama), [Georgetown, Kentucky](/wiki/Georgetown,_Kentucky), [Princeton, Indiana](/wiki/Princeton,_Indiana), San Antonio, Texas, [Buffalo, West Virginia](/wiki/Buffalo,_West_Virginia), and Blue Springs, Mississippi. Toyota had a joint-venture operation with General Motors at [New United Motor Manufacturing Inc.](/wiki/NUMMI) in [Fremont, California](/wiki/Fremont,_California), which began in 1984 and ended in 2009.[[66]](#cite_note-66) It still has a joint venture with Subaru at [Subaru of Indiana Automotive, Inc.](/wiki/Subaru_of_Indiana_Automotive,_Inc.) in [Lafayette, Indiana](/wiki/Lafayette,_Indiana), which started in 2006. In these assembly plants, the [Camry](/wiki/Toyota_Camry) and the [Tundra](/wiki/Toyota_Tundra) are manufactured, among others.

Toyota marketing, sales, and distribution in the US are conducted through a separate subsidiary, [Toyota Motor Sales, U.S.A., Inc.](/wiki/Toyota_Motor_Sales,_U.S.A.,_Inc.) It has started producing larger trucks, such as the new Tundra, to go after the large truck market in the United States. Toyota is also pushing [hybrid](/wiki/Hybrid_electric_vehicle) vehicles in the US such as the Prius, Camry Hybrid, Highlander Hybrid, and various Lexus products. Currently, Toyota has no plans to offer diesel motor options in its North American products, including the light-duty pickup trucks.[[67]](#cite_note-67) The company eventually began providing this option on its main passenger cars such as [Camry](/wiki/Toyota_Camry_Hybrid) and later with the [Lexus](/wiki/Lexus) divisions, producing some hybrid luxury vehicles. It labeled such technology in Toyota cars as "**Hybrid Synergy Drive**" and in Lexus versions as "**Lexus Hybrid Drive**." Cumulative global sales of Toyota and Lexus hybrid passenger car models passed the 9 million milestone in April 2016.<ref name=TMC9miHEVs/> Its [Prius family](/wiki/Prius_family) is the world's top selling hybrid [nameplate](/wiki/Nameplate) with almost 5.7 million units sold worldwide [Template:As of](/wiki/Template:As_of).<ref name=PriusTop>[Template:Cite web](/wiki/Template:Cite_web) *The Prius family accounts for 63% of Toyota's total global cumulative hybrid car sales: 5.691 million units, consisting of Prius liftback: 3.733 million; Aqua, Prius c: 1.249 million; Prius α, Prius v, Prius +: 0.634 million; Prius PHV: 75,000.*</ref>

[right|thumb|thumb|The](/wiki/File:Toyota_PRIUS_A_Premium_(DAA-ZVW51-AHXHB)_front_trimmed.jpg) [Toyota Prius](/wiki/Toyota_Prius), flagship of Toyota's hybrid technology, is the best selling hybrid car in the world with over 3.7 million units sold [Template:As of](/wiki/Template:As_of).<ref name=TMC9miHEVs/>

[Template:As of](/wiki/Template:As_of), Toyota Motor Corporation sells 33 Toyota and Lexus hybrid passenger car models and one [plug-in hybrid](/wiki/Plug-in_hybrid) in over 90 countries and regions around the world, and the carmaker expects to achieve annual sales of 1.5  million units, and cumulative sales of 15  million units by 2020.<ref name=TMC9miHEVs/> The [Prius](/wiki/Toyota_Prius) liftback is the world's top selling hybrid gasoline-electric car, its sales reached the 3 million unit milestone in June 2013,<ref name=Prius3mi>[Template:Cite web](/wiki/Template:Cite_web)</ref> and cumulative sales since 1997 totaled 3,732,700 units at the end of April 2016.<ref name=TMC9miHEVs/> The Prius liftback ranks as the top selling hybrid car in the U.S. market, and passed the 1 million milestone in April 2011.<ref name=US1million>[Template:Cite web](/wiki/Template:Cite_web)</ref> Cumulative sales of the Prius in Japan reached the 1 million mark in August 2011.<ref name=JP1million>[Template:Cite web](/wiki/Template:Cite_web)</ref> [Template:As of](/wiki/Template:As_of), sales of the Prius liftback in both Japan and the United States had exceeded the 1.6 million mark.<ref name=TMC9miHEVs/> Cumulative TMC hybrid sales since the Prius introduction in Europe in 2000 passed the 1 million unit milestone in November 2015.<ref name=EU1mi>[Template:Cite press release](/wiki/Template:Cite_press_release)</ref>

Worldwide sales of hybrid vehicles produced by Toyota reached 1 million vehicles by May 31, 2007, and the 2 million mark was reached by August 2009, with hybrids sold in 50 countries.<ref name=KBB1009>[Template:Cite web](/wiki/Template:Cite_web)</ref><ref name=Toyota0909>[Template:Cite web](/wiki/Template:Cite_web)</ref> The 5 million hybrid sales milestone was reached in March 2013,<ref name=TMC5miHEVs>[Template:Cite web](/wiki/Template:Cite_web)</ref> During 2012, Toyota and Lexus hybrid models sold more than 1 million units a year for the first time, with 1.219 million units sold.[[69]](#cite_note-69) During 2013, TMC sold 1.279 million units, and the 6 million sales milestone was achieved in December 2013, just nine months after its latest million unit milestone.<ref name=TMC6mi>[Template:Cite web](/wiki/Template:Cite_web)</ref> The 7 million sales mark was reached in September 2014, again, selling one million hybrids in ninth months,<ref name=TMC7mi>[Template:Cite news](/wiki/Template:Cite_news)</ref> and the 8 million sales milestone was achieved in July 2015, just 10 months after the previous million-unit milestone.<ref name=TMC8miHEVs>[Template:Cite press release](/wiki/Template:Cite_press_release)</ref> The 9 million sales mark was reached in April 2016, again, selling one million hybrids in just ninth months.<ref name=TMC9miHEVs/> Toyota estimates that up to 30 April 2016, its hybrids have saved about 6.6 billion U.S. gallons of gasoline (25 billion liters) compared to the amount used by gasoline-powered vehicles of similar size, and have emitted approximately 67 million fewer tons of [carbon dioxide (CO2) emissions](/wiki/CO2_emissions) than would have been emitted by gasoline-powered vehicles of similar size and driving performance.<ref name=TMC9miHEVs/>

[thumb|left|The](/wiki/File:2015_Toyota_Prius_c_(front_left),_Long_Island.jpg) [Toyota Prius c](/wiki/Toyota_Prius_c) is the second spin-off of the [Prius family](/wiki/Prius_family), and the second most sold TMC hybrid after the Prius liftback, with almost 1.25 million units sold [Template:As of](/wiki/Template:As_of).<ref name=TMC9miHEVs/>

[Template:As of](/wiki/Template:As_of), besides the four Prius liftback generations, Toyota's hybrid lineup includes the [Prius α/Prius v/Prius +](/wiki/Toyota_Prius_v), [Aqua/Prius c](/wiki/Toyota_Prius_c), [Camry Hybrid (1st and 2nd generation)](/wiki/Toyota_Camry_hybrid), [Toyota Highlander Hybrid](/wiki/Toyota_Highlander_Hybrid) (Kluger Hybrid in Japan), [Toyota Avalon Hybrid](/wiki/Toyota_Avalon_Hybrid), [Toyota Auris Hybrid](/wiki/Toyota_Auris_Hybrid), [Toyota Yaris Hybrid](/wiki/Toyota_Yaris_Hybrid) (Europe only), and the following models sold only in Japan: [Alphard Hybrid](/wiki/Alphard_Hybrid)/Vellfire Hybrid, [Estima Hybrid](/wiki/Estima_Hybrid), [Toyota Sai](/wiki/Toyota_Sai), [Toyota Harrier](/wiki/Toyota_Harrier), [Toyota Crown Hybrid](/wiki/Toyota_Crown_Hybrid), Toyota Crown Mild Hybrid, [Toyota Crown Majesta](/wiki/Toyota_Crown_Majesta), [Corolla Axio](/wiki/Toyota_Corolla_Axio), [Corolla Fielder](/wiki/Corolla_Fielder), [Toyota Voxy/Noah/Esquire](/wiki/Toyota_Noah), [Toyota Sienta](/wiki/Toyota_Sienta), [Toyota Corolla Hybrid](/wiki/Toyota_Corolla_Hybrid), [Toyota Levin Hybrid](/wiki/Toyota_Levin_Hybrid), and [Toyota RAV4 Hybrid](/wiki/Toyota_RAV4_Hybrid).<ref name=TMC9miHEVs/>

Beginning in 2011, TMC introduced three new members to the [Prius family](/wiki/Prius_family), the [Prius v](/wiki/Prius_v) (Prius α in Japan and Prius + in Europe), the [Prius c](/wiki/Prius_c) (Toyota Aqua in Japan), and the [Toyota Prius Plug-in Hybrid](/wiki/Toyota_Prius_Plug-in_Hybrid), released in 2012 in Japan, the U.S. and Europe.<ref name=TMCGCC102012>[Template:Cite web](/wiki/Template:Cite_web)</ref> With a total of 247,230 vehicles sold during the first quarter of 2012, the Toyota Prius family became the third top selling [nameplate](/wiki/Nameplate_(automotive)) in the world in terms of total global sales, after the [Toyota Corolla](/wiki/Toyota_Corolla) (300,800 units) and the [Ford Focus](/wiki/Ford_Focus) (277,000 units).[[70]](#cite_note-70)[[71]](#cite_note-71) Until September 2012, the Prius liftback was the top selling new car in Japan for 16 months in a row, until it was surpassed by the Toyota Aqua (Prius c) in October 2012.[[72]](#cite_note-72)[[73]](#cite_note-73) With 266,567 units sold in Japan in 2012, the Aqua is considered the most successful nameplate launch in the Japanese market in the last 20 years.[[74]](#cite_note-74) [thumb|The](/wiki/File:2014_Lexus_RX_450h_(GYL15R)_Luxury_wagon_(2015-07-03)_01.jpg) [Lexus RX 450h](/wiki/Lexus_RX_450h) is the top selling hybrid of the Lexus brand with global sales of 338,500 units [Template:As of](/wiki/Template:As_of).<ref name=TMC9miHEVs/>

The Prius c/Aqua model, with global sales of 1,249,100 units through April 2016, is TMC's second best selling hybrid after the Prius liftback, followed the Prius α/v/+ with 634,000 units, and the two generations of the Camry Hybrid, with 574,400 units sold worldwide, all through April 2016. For both Prius family variants Japan is the top selling market, while the U.S. is the top selling Camry market. Ranking next is the Auris with 309,200 units sold, with Europe as the top market with 296,400 units sold through April 2016.<ref name=TMC9miHEVs/>

[Lexus](/wiki/Lexus) also has their own hybrid lineup, and [Template:As of](/wiki/Template:As_of), consist of the [LS 600h/LS 600h L](/wiki/Lexus_LS#UVF45/UVF46_(2007)), [GS 450h](/wiki/Lexus_GS_450h), [RX 400h/RX 450h](/wiki/Lexus_RX), [Lexus HS 250h](/wiki/Lexus_HS), [Lexus CT 200h](/wiki/Lexus_CT), [Lexus ES 300h](/wiki/Lexus_ES#Sixth_generation), [Lexus IS 300h](/wiki/Lexus_IS_300h), [Lexus NX 300h](/wiki/Lexus_NX), and [Lexus RC 300h](/wiki/Lexus_RC).<ref name=TMC8miHEVs/> Global cumulative sales of Lexus brand hybrids reached the 500 thousand mark in November 2012.<ref name=TMC5miHEVs/> The 1 million sales milestone was achieved in March 2016.<ref name=Lexus1mi>[Template:Cite press release](/wiki/Template:Cite_press_release)</ref> The Lexus RX 400h/RX 450h ranks as the top selling Lexus hybrid with 338,500 units delivered worldwide [Template:As of](/wiki/Template:As_of), followed by the Lexus CT 200h with 269,100 units, and the Lexus ES 300 h with 120,800 units.<ref name=TMC9miHEVs/>

#### Plug-in hybrids[[edit](/index.php?title=(none)&action=edit&section=37)]

[Template:Main](/wiki/Template:Main)

Toyota's plug-in hybrid electric vehicle project began in 2007, with road trials of the prototype vehicle in France and the UK in 2008. Toyota made 600 Prius plug-in demonstration vehicles for lease to fleet and government customers. 230 were delivered in Japan beginning in late December 2009, 125 models released in the U.S. by early 2010, and 200 units in 18 European countries in 2010. France, the UK and Germany had the largest fleets with 150 PHEVs.<ref name=Frankfurt2011>[Template:Cite web](/wiki/Template:Cite_web) *See details in Toyota Press Release*</ref><ref name=ToyotaDemo2009/><ref name=NYT122009>[Template:Cite news](/wiki/Template:Cite_news)</ref> Canada, China, Australia, and New Zealand also participated in the global demonstration program.<ref name=ToyotaDemo2009>[Template:Cite web](/wiki/Template:Cite_web)</ref><ref name=Demo>[Template:Cite web](/wiki/Template:Cite_web)</ref><ref name=China>[Template:Cite web](/wiki/Template:Cite_web)</ref>

[thumb|Production version of the 2012](/wiki/File:11-09-04-iaa-by-RalfR-111.jpg) [Toyota Prius Plug-in Hybrid](/wiki/Toyota_Prius_Plug-in_Hybrid).

The production version of the [Toyota Prius Plug-in Hybrid](/wiki/Toyota_Prius_Plug-in_Hybrid) was released in Japan in January 2012,<ref name=Japan112911>[Template:Cite web](/wiki/Template:Cite_web)</ref><ref name=JapanStartDate>[Template:Cite web](/wiki/Template:Cite_web)</ref> followed by the United States in late February,<ref name=PEVsalesUS>[Template:Cite web](/wiki/Template:Cite_web)</ref> and deliveries in Europe began in late June 2012.<ref name=PriuSales0612EU>[Template:Cite news](/wiki/Template:Cite_news)</ref> [Template:As of](/wiki/Template:As_of), global sales totaled 75,400 Prius PHVs since 2012, with North America as the leading regional market with 42,700 units, followed by Japan with about 22,100 units, Europe with 10,500 units, and only about 100 units in the rest of the world.<ref name=TMC9miHEVs>[Template:Cite press release](/wiki/Template:Cite_press_release)</ref> The United States is the country market leader with 42,320 units delivered through April 2016.<ref name=PiP2015US>[Template:Cite news](/wiki/Template:Cite_news) *Prius PHV sales totaled 42,293 units through December 2015.*</ref><ref name=Sales042016US>[Template:Cite news](/wiki/Template:Cite_news) *Prius PHV sales in the U.S. totaled 27 units during the first fourth months of 2016.*</ref> The leading European market is the Netherlands with 4,134 units registered [Template:As of](/wiki/Template:As_of).<ref name=Nether112015>[Template:Cite web](/wiki/Template:Cite_web)</ref>

During its first year in the market, a total of 27,279 Prius PHVs were sold worldwide,<ref name=PiPsales092014>[Template:Cite web](/wiki/Template:Cite_web) *Prius Plug-in Hybrid sales by year between 2012 and September 2014.*</ref> allowing the plug-in version to rank as the second most sold [plug-in electric car](/wiki/Plug-in_electric_car) for 2012.<ref name=2nd2012>[Template:Cite web](/wiki/Template:Cite_web)</ref> Accounting for cumulative sales since its inception, the Prius PHV was the world's all-time third best selling plug-in electric car by December 2014.<ref name=Top10PEVs092014>[Template:Cite web](/wiki/Template:Cite_web)</ref> Production of the first generation Prius Plug-in ended in June 2015.<ref name=1genEnd>[Template:Cite web](/wiki/Template:Cite_web)</ref> [Template:As of](/wiki/Template:As_of), the Prius Plug-in Hybrid ranked as the world's second top selling [plug-in hybrid](/wiki/Plug-in_hybrid) ever after the [Volt/Ampera family](/wiki/Volt/Ampera_family).<ref name=25kGlobal052015>[Template:Cite web](/wiki/Template:Cite_web)</ref> [Template:As of](/wiki/Template:As_of), the Prius plug-in ranking among the top selling plug-in cars fell to fifth place after the [Tesla Model S](/wiki/Tesla_Model_S) and the [Mitsubishi Outlander P-HEV](/wiki/Mitsubishi_Outlander_P-HEV).<ref name=Outlander100K>[Template:Cite news](/wiki/Template:Cite_news) [*Template:As of*](/wiki/Template:As_of)*, the world's top selling plug-in electric cars are the Nissan Leaf (over 218,000), Tesla Model S (about 120,000), Chevrolet Volt and Ampera variants (over 110,000), Mitsubishi Outlander PHEV (101,900), and Toyota Prius Plug-in Hybrid (75,000). All figures cumulative global sales since market launch.*</ref>

The second generation Prius plug-in hybrid, the [Toyota Prius Prime](/wiki/Toyota_Prius_Prime), unveiled at the 2016 [New York International Auto Show](/wiki/New_York_International_Auto_Show), is expected to be released in the U.S. by the end of 2016, and, unlike the first generation model, it will be available in all 50 states.<ref name=PriusPrime2>[Template:Cite news](/wiki/Template:Cite_news)</ref><ref name=PriusPrime3>[Template:Cite news](/wiki/Template:Cite_news)</ref>

#### All-electric vehicles[[edit](/index.php?title=(none)&action=edit&section=38)]

[Template:See also](/wiki/Template:See_also)

The first generation [Toyota RAV4 EV](/wiki/Toyota_RAV4_EV) was leased in the United States from 1997 to 2003, and at the lessees' request, many units were sold after the vehicle was discontinued.<ref name=Boschert06>[Template:Cite book](/wiki/Template:Cite_book)</ref> A total of 1,484 were leased and/or sold in California to meet the state’s [CARB](/wiki/CARB) mandate for [zero-emissions vehicles](/wiki/Zero-emissions_vehicle).<ref name=NYT0710>[Template:Cite news](/wiki/Template:Cite_news)</ref>[[75]](#cite_note-75) As of mid-2012, there were almost 500 units still in use.<ref name=GCR0812>[Template:Cite web](/wiki/Template:Cite_web)</ref>

[Template:Multiple image](/wiki/Template:Multiple_image)

In May 2010, Toyota launched a collaboration with [Tesla Motors](/wiki/Tesla_Motors) to create [electric vehicles](/wiki/Electric_vehicle). Toyota agreed to purchase [Template:USD](/wiki/Template:USD) of Tesla common stock subsequent to the closing of Tesla's planned initial public offering.[[76]](#cite_note-76) Toyota, with the assistance of Tesla, built 35 converted RAV4s (Phase Zero vehicles) for a demonstration and evaluation program that ran through 2011. The lithium metal-oxide battery and other power train components were supplied by Tesla Motors.[[77]](#cite_note-77)[[78]](#cite_note-78) The [Toyota RAV4 EV Concept](/wiki/Toyota_RAV4_EV_Concept) was released in September 2012.<ref name=MT0912>[Template:Cite news](/wiki/Template:Cite_news)</ref> The RAV4 EV was assembled at Toyota's facility in [Woodstock, Ontario](/wiki/Woodstock,_Ontario) along with the regular gasoline version. Tesla built the electric powertrain at its plant at [Tesla Factory](/wiki/Tesla_Factory) in [Fremont, California](/wiki/Fremont,_California), and then shipped them to Canada.[[79]](#cite_note-79)[[80]](#cite_note-80) The RAV4 EV was sold only in California, beginning with the [San Francisco Bay Area](/wiki/San_Francisco_Bay_Area), [Los Angeles](/wiki/Los_Angeles)/[Orange County](/wiki/Orange_County,_California) and [San Diego](/wiki/San_Diego). Production was limited to 2,600 units during a three-year period.<ref name=Calif12>[Template:Cite web](/wiki/Template:Cite_web)</ref><ref name=Calif0112>[Template:Cite web](/wiki/Template:Cite_web)</ref> [Template:As of](/wiki/Template:As_of), a total of 2,340 RAV4 EVs were sold in the U.S. to retail customers.<ref name=Sales2013US>[Template:Cite web](/wiki/Template:Cite_web)</ref><ref name=Sales2014US>[Template:Cite news](/wiki/Template:Cite_news)</ref><ref name=Sales2015US>[Template:Cite news](/wiki/Template:Cite_news)</ref> Production ended in September 2014.<ref name=ProdEnd>[Template:Cite web](/wiki/Template:Cite_web)</ref>

A prototype of the [Toyota iQ EV](/wiki/Toyota_concept_vehicles,_2010-2019#iQ_EV_Prototype) (Scion iQ EV in the US) was exhibited at the 2011 [Geneva Motor Show](/wiki/Geneva_Motor_Show). The Scion iQ EV is the successor to the [FT-EV II](/wiki/Toyota_FT-EV_II) as an [electric vehicle](/wiki/Electric_car) based on the Toyota iQ chassis.[[81]](#cite_note-81)[[82]](#cite_note-82) Toyota produced three generations of FT-EV concept cars, and the iQ EV is a production version of those concepts, incorporating the technological and design strengths of all three models. The exterior of the production version is based on the [FT-EV III](/wiki/Toyota_FT-EV_III) concept shown at the 2011 [Tokyo Motor Show](/wiki/Tokyo_Motor_Show).<ref name=ProdiQEV>[Template:Cite web](/wiki/Template:Cite_web)</ref>

[left|thumb|The](/wiki/File:Toyota_FT-EV_III.jpg) [Toyota iQ/Scion iQ EV](/wiki/Toyota_iQ_EV) is based on Toyota's three generations of FT-EV concept. Shown the [Toyota FT-EV III](/wiki/Toyota_FT-EV_III) [concept car](/wiki/Concept_car) at the 2011 [Tokyo Motor Show](/wiki/Tokyo_Motor_Show).

The U.S. launch of the [Scion iQ EV](/wiki/Toyota_iQ_EV) was announced for 2012,[[83]](#cite_note-83)<ref name=iQEV>[Template:Cite web](/wiki/Template:Cite_web)</ref> and according to Toyota, for the initial roll-out the iQ EV would not be available to individual consumers, instead the carmaker decided to focus on fleet customers and [car sharing](/wiki/Car_sharing) programs.[[84]](#cite_note-84) The iQ EV was scheduled to be produced at Toyota’s Takaoka Plant in [Toyota City](/wiki/Toyota_City) beginning in August 2012 and the initial production was planned to be limited to 600 units, with 400 staying in Japan, 100 units destined to the U.S. and the other 100 for Europe.[[85]](#cite_note-85) In September 2012 Toyota announced that due to customers' concerns about range and charging time, the production of the Scion iQ (Toyota eQ in Japan) will be limited to about 100 units for special fleet use in Japan and the U.S. only. The iQ EV/eQ was scheduled to be released in both countries in December 2012.<ref name=WP0912>[Template:Cite news](/wiki/Template:Cite_news)</ref>

[thumb|Toyota I-Road in](/wiki/File:I-road_-_Grenoble.JPG) [Grenoble](/wiki/Grenoble)

The first 30 iQ EVs were delivered in the U.S. to the [University of California, Irvine](/wiki/University_of_California,_Irvine) in March 2013 for use in its Zero Emission Vehicle-Network Enabled Transport (ZEV-NET) [carsharing](/wiki/Carsharing) fleet. Since 2002 the ZEV-NET program has been serving the transport needs of the [Irvine](/wiki/Irvine,_California) community with all-electric vehicles for the critical [last mile](/wiki/Last_mile_(transport)#Usage_in_transport_networks) of commutes from the Irvine train station to the UC campus and local business offices.<ref name=UCIrvine>[Template:Cite web](/wiki/Template:Cite_web)</ref>

In addition, Toyota announced that is backing away from fully electric vehicles. The company's vice chairman, Takeshi Uchiyamada, said "*The current capabilities of electric vehicles do not meet society’s needs, whether it may be the distance the cars can run, or the costs, or how it takes a long time to charge*." Toyota's emphasis would be re-focused on the hybrid concept, and 21 new hybrid gas-electric models scheduled to be on the market by 2015.<ref name=WP0912/>[[86]](#cite_note-86) Toyota's project called [Ha:mo](/wiki/Toyota_Ha:mo) (Harmonious Mobility Network), is using the [Toyota i-Road](/wiki/Toyota_i-Road), an all-electric vehicle which combines the potential of both cars and motorbikes.[[87]](#cite_note-87)[[88]](#cite_note-88) The project is being run in Grenoble, France; Toyota City, Japan; and also Tokyo, Japan.[[89]](#cite_note-89)

#### Hydrogen fuel-cell[[edit](/index.php?title=(none)&action=edit&section=39)]

In 2002, Toyota began a development and demonstration program to test the [Toyota FCHV](/wiki/Toyota_FCHV), a [hybrid](/wiki/Hybrid_vehicle) [hydrogen](/wiki/Hydrogen_vehicle) [fuel cell](/wiki/Fuel_cell_vehicle) vehicle based on the [Toyota Highlander](/wiki/Toyota_Highlander) production [SUV](/wiki/SUV). Toyota also built a FCHV bus based on the [Hino Blue Ribbon City](/wiki/Hino_Blue_Ribbon_City) low-floor bus.[[90]](#cite_note-90)[[91]](#cite_note-91) Toyota has built several prototypes/concepts of the FCHV since 1997, including the [Toyota FCHV-1](/wiki/Toyota_FCHV-1), [FCHV-2](/wiki/Toyota_FCHV-2), [FCHV-3](/wiki/Toyota_FCHV-3), [FCHV-4](/wiki/Toyota_FCHV-4), and [Toyota FCHV-adv](/wiki/Toyota_FCHV-adv). The [Toyota FCV-R](/wiki/Toyota_FCV-R) fuel cell concept car was unveiled at the 2011 [Tokyo Motor Show](/wiki/Tokyo_Motor_Show). The FCV-R sedan seats four and has a [fuel cell](/wiki/Fuel_cell) stack including a 70 MPa high-pressure hydrogen tank, which can deliver a range of [Template:Convert](/wiki/Template:Convert) under the [Japanese JC08 test cycle](/wiki/Japanese_JC08_test). Toyota said the car was planned for launch in about 2015.[[92]](#cite_note-92) [thumb|The](/wiki/File:Mirai_trimmed.jpg) [Toyota Mirai](/wiki/Toyota_Mirai) fuel-cell vehicle

In August 2012, Toyota announced its plans to start retail sales of a hydrogen fuel-cell [sedan](/wiki/Sedan_(automobile)) in California in 2015. Toyota expects to become a leader in this technology.[[93]](#cite_note-93) The [prototype](/wiki/Prototype) of its first hydrogen fuel cell vehicle will be exhibited at the November 2013 [Tokyo Motor Show](/wiki/Tokyo_Motor_Show), and in the United States at the January 2014 [Consumer Electronics Show](/wiki/Consumer_Electronics_Show).<ref name=Forbers082013>[Template:Cite news](/wiki/Template:Cite_news)</ref>

Toyota's first hydrogen fuel-cell vehicles to be sold commercially, the [Toyota Mirai](/wiki/Toyota_Mirai) (Japanese for "future"), was unveiled at the November 2014 [Los Angeles Auto Show](/wiki/Los_Angeles_Auto_Show).[[94]](#cite_note-94) In January 2015 it was announced that production of the Mirai fuel cell vehicle would increase from 700 units in 2015 to approximately 2,000 in 2016 and 3,000 in 2017.[[95]](#cite_note-95) Sales in Japan began on 15 December 2014 at a price of [Template:Currency](/wiki/Template:Currency) (~[Template:USD](/wiki/Template:USD)). The Japanese government plans to support the commercialization of fuel-cell vehicles with a subsidy of [Template:Currency](/wiki/Template:Currency) (~[Template:USD](/wiki/Template:USD)).<ref name=JapPrice>[Template:Cite news](/wiki/Template:Cite_news)</ref> Retail sales in the U.S. began in August 2015 at a price of [Template:USD](/wiki/Template:USD) before any government incentives. Initially the Mirai will only be available in California.<ref name=GCR112014>[Template:Cite web](/wiki/Template:Cite_web)</ref><ref name=HC112014>[Template:Cite web](/wiki/Template:Cite_web)</ref> The market release in Europe is slated for September 2015, and initially will be available only in the UK, Germany and Denmark, followed by other countries in 2017. Pricing in Germany starts at [Template:Euro](/wiki/Template:Euro) (~[Template:USD](/wiki/Template:USD)) plus [VAT](/wiki/VAT) ([Template:Euro](/wiki/Template:Euro)).<ref name=ToyotaEU>[Template:Cite press release](/wiki/Template:Cite_press_release)</ref>

In 2015 Toyota released 5,600 patents for free use until 2020, hoping to promote global development of hydrogen fuel-cell technology.[[96]](#cite_note-96)[[97]](#cite_note-97)[[98]](#cite_note-98)[[99]](#cite_note-99)

### Cars[[edit](/index.php?title=(none)&action=edit&section=40)]

[Template:Further](/wiki/Template:Further) As of 2009, Toyota officially lists approximately 70 different models sold under its namesake brand, including sedans, coupes, vans, trucks, hybrids, and crossovers.<ref name=Toyotaworld>[Template:Cite web](/wiki/Template:Cite_web)</ref> Many of these models are produced as passenger sedans, which range from the subcompact [Toyota Yaris](/wiki/Toyota_Yaris) and compact [Corolla](/wiki/Toyota_Corolla), to mid-size [Camry](/wiki/Toyota_Camry) and full-size [Avalon](/wiki/Toyota_Avalon).<ref name=Toyotaworld/> Vans include the [Previa/Estima](/wiki/Toyota_Previa), [Sienna](/wiki/Toyota_Sienna), and others.<ref name=Toyotaworld/> Several small cars, such as the [xB](/wiki/Scion_xB) and [tC](/wiki/Scion_tC), are sold under the [Scion](/wiki/Scion_(automobile)) brand.<ref name=Toyotaworld/>

#### SUVs and crossovers[[edit](/index.php?title=(none)&action=edit&section=41)]

Toyota crossovers range from the compact [Matrix](/wiki/Toyota_Matrix) and [RAV4](/wiki/Toyota_RAV4), to midsize [Venza](/wiki/Toyota_Venza) and [Kluger/Highlander](/wiki/Toyota_Kluger).<ref name=Toyotaworld/> Toyota SUVs range from the midsize [4Runner](/wiki/Toyota_4Runner) to full-size [Land Cruiser](/wiki/Toyota_Land_Cruiser).<ref name=Toyotaworld/> Other SUVs include the [Prado](/wiki/Toyota_Land_Cruiser_Prado), [FJ Cruiser](/wiki/Toyota_FJ_Cruiser), [Fortuner](/wiki/Toyota_Fortuner), and [Sequoia](/wiki/Toyota_Sequoia).<ref name=Toyotaworld/>

#### Pickup trucks[[edit](/index.php?title=(none)&action=edit&section=42)]

[thumb|2012 Tundra Double Cab](/wiki/File:2012_Toyota_Tundra_--_NHTSA_1.jpg) [thumb|2015 Toyota Hilux SR5 4-door utility](/wiki/File:2015_Toyota_HiLux_(GUN136R)_SR5_4-door_utility_(2015-10-18).jpg)

Toyota first entered the [pickup truck](/wiki/Pickup_truck) market in 1947 with the [SB](/wiki/Toyota_SB) that was only sold in Japan and limited Asian markets. It was followed in 1954 by the [RK](/wiki/Toyota_RK) (renamed in 1959 as the [Stout](/wiki/Toyota_Stout)) and in 1968 by the compact [Hilux](/wiki/Toyota_Hilux). With continued refinement, the Hilux (simply known as the Pickup in some markets) became famous for being extremely durable and reliable, and many of these trucks from as early as the late 1970s are still on the road today, some with over 300,000 miles. Extended- and crew-cab versions of these small haulers were eventually added, and Toyota continues to produce them today under various names depending on the market.

Riding on the success of the [compact pickups](/wiki/Compact_pickup) in the US, Toyota decided to attempt to enter the traditionally domestic-dominated full-size pickup market, introducing the [T100](/wiki/Toyota_T100) for the 1993 US model year, with production ending in 1998. While having a bed at the traditional full-size length of 8 feet, the suspension and engine characteristics were still similar to that of a compact pickup. It proved to be as economical and reliable as any typical Toyota pickup, but sales never became what Toyota brass had hoped for. It was criticized as being too small to appeal to the traditional American full-size pickup buyer. Another popular full-size truck essential, a V8 engine, was never available. Additionally, the truck was at first only available as a regular cab, though Toyota addressed this shortcoming and added the Xtracab version in mid-1995.

In 1999 for the 2000 model year, Toyota replaced the T100 with the larger [Tundra](/wiki/Toyota_Tundra). The Tundra addressed criticisms that the T100 did not have the look and feel of a legitimate American-style full-size pickup. It also added the V8 engine that the T100 was criticized for not having. However, the Tundra still came up short in towing capacity as well as still feeling slightly carlike. These concerns were addressed with an even larger 2007 redesign. A stronger V6 and a second V8 engine among other things were added to the option list. As of early 2010, the Tundra has captured 16% of the full-size half-ton market in the US.[Template:Citation needed](/wiki/Template:Citation_needed) The all-new Tundra was assembled in [San Antonio, Texas](/wiki/San_Antonio,_Texas), US. Toyota assembled around 150,000 Standard and Double Cabs, and only 70,000 Crew Max's in 2007. The smaller Tacoma (which traces its roots back to the original Hilux) was also produced at the company's San Antonio facility.

Outside the United States, Toyota produced the [Hilux](/wiki/Toyota_Hilux) in Standard and Double Cab, gasoline and diesel engine, and 2WD and 4WD versions. The BBC's *Top Gear* TV show featured two episodes of a Hilux that was deemed "virtually indestructible".[[100]](#cite_note-100)

#### Luxury-type vehicles[[edit](/index.php?title=(none)&action=edit&section=43)]

[Template:Further](/wiki/Template:Further) As of 2009, the company sold nine luxury-branded models under its Lexus division, ranging from the [LS](/wiki/Lexus_LS) sedan to [RX](/wiki/Lexus_RX) crossover and [LX](/wiki/Lexus_LX) SUV.<ref name=Toyotaworld/> Luxury-type sedans produced under the Toyota brand included the [Century](/wiki/Toyota_Century), [Crown](/wiki/Toyota_Crown), and [Crown Majesta](/wiki/Toyota_Crown_Majesta).<ref name=Toyotaworld/> A limited-edition model produced for the [Emperor of Japan](/wiki/Emperor_of_Japan) was the [Century Royal](/wiki/Toyota_Century_Royal).

### Buses[[edit](/index.php?title=(none)&action=edit&section=44)]

* [Toyota Coaster](/wiki/Toyota_Coaster) minibus
  + Hino Liesse II
* [Hino Liesse](/wiki/Hino_Liesse) minibus

## Motorsports[[edit](/index.php?title=(none)&action=edit&section=45)]

[Template:Main](/wiki/Template:Main) Toyota has been involved in many global motorsports series. They also represent their Lexus brand in other [sports car](/wiki/Sports_car) racing categories. Toyota also makes engines and other auto parts for other Japanese motorsports including [formula Nippon](/wiki/Formula_Nippon), [Super GT](/wiki/Super_GT), [formula 3](/wiki/Formula_3) and formula Toyota series. Toyota also runs a driver development programme known as the [Toyota Young Drivers Program](/wiki/Toyota_Young_Drivers_Program), which they made for funding and educating future Japanese motorsports talent.[[101]](#cite_note-101) [Toyota Motorsport GmbH](/wiki/Toyota_Motorsport_GmbH), with headquarters in [Cologne](/wiki/Cologne), Germany, has been responsible for Toyota's major motorsports development including [Formula One](/wiki/Formula_One), the [World Rally Championship](/wiki/World_Rally_Championship), the [Le Mans Series](/wiki/Le_Mans_Series), and most recently the [FIA World Endurance Championship](/wiki/FIA_World_Endurance_Championship). Toyota enjoyed success in all these motorsports categories. In [Template:F1](/wiki/Template:F1), Toyota entered Formula One as [a constructor](/wiki/Toyota_Racing) and engine supplier; however, despite having experienced drivers and a larger budget than many other teams, they failed to match their success in other categories, with five second-place finishes as their best results. On November 4, 2009, Toyota announced they were pulling out of the sport due to the global economic situation.

Toyota's nationwide driver hunt of drivers for Etios Motor Racing Series ended up with selection of 25 drivers, who will participate in the race in 2013.[[102]](#cite_note-102)

### TRD[[edit](/index.php?title=(none)&action=edit&section=46)]

[Toyota Racing Development](/wiki/Toyota_Racing_Development) (TRD) was brought about to help develop true high-performance racing parts for many Toyota vehicles. TRD has often had much success with their aftermarket tuning parts, as well as designing technology for vehicles used in all forms of racing. TRD is also responsible for Toyota's involvement in [NASCAR](/wiki/NASCAR) motorsports.[Template:Citation needed](/wiki/Template:Citation_needed) TRD also made Lexus's performance division "F-Sport".

## Nonautomotive activities[[edit](/index.php?title=(none)&action=edit&section=47)]

### Aerospace[[edit](/index.php?title=(none)&action=edit&section=48)]

Toyota is a minority shareholder in [Mitsubishi Aircraft Corporation](/wiki/Mitsubishi_Aircraft_Corporation), having invested [Template:USD](/wiki/Template:USD) in the new venture which will produce the [Mitsubishi Regional Jet](/wiki/Mitsubishi_Regional_Jet), slated for first deliveries in 2017.[[103]](#cite_note-103) Toyota has also studied participation in the [general aviation](/wiki/General_aviation) market and contracted with [Scaled Composites](/wiki/Scaled_Composites) to produce a [proof of concept](/wiki/Proof_of_concept) aircraft, the [TAA-1](/wiki/Toyota_TAA-1), in 2002.[[104]](#cite_note-104)[[105]](#cite_note-105)

### Philanthropy[[edit](/index.php?title=(none)&action=edit&section=49)]

[thumb|The Toyota Municipal Museum of Art in Aichi, sponsored by the manufacturer](/wiki/File:Toyota_museum_026.JPG)

Toyota supports a variety of philanthropic work in areas such as education, conservation, safety, and disaster relief.

Some of the organizations that Toyota has worked with in the US include the [American Red Cross](/wiki/American_Red_Cross), the [Boys and Girls Club](/wiki/Boys_&_Girls_Clubs_of_America), Leaders in Environmental Action for the Future (LEAF), and the [National Center for Family Literacy](/wiki/National_Center_for_Family_Literacy).[[106]](#cite_note-106) The Toyota USA Foundation exists to support education in the areas of science, technology, engineering and mathematics.[[107]](#cite_note-107) In addition Toyota works with nonprofits to improve their processes and operations such as the [Food Bank For New York City](/wiki/Food_Bank_For_New_York_City).[[108]](#cite_note-108)<ref name=NYTimes20130726>[Template:Cite news](/wiki/Template:Cite_news)</ref>

Toyota also supports a variety of work in Japan.[[109]](#cite_note-109) The Toyota Foundation takes a global perspective providing grants in the three areas of human and natural environments, social welfare, and education and culture.[[110]](#cite_note-110)

### Higher education[[edit](/index.php?title=(none)&action=edit&section=50)]

Toyota established the [Toyota Technological Institute](/wiki/Toyota_Technological_Institute) in 1981, as Sakichi Toyoda had planned to establish a university as soon as he and Toyota became successful. Toyota Technological Institute founded the [Toyota Technological Institute at Chicago](/wiki/Toyota_Technological_Institute_at_Chicago) in 2003. Toyota is supporter of the Toyota Driving Expectations Program, Toyota Youth for Understanding Summer Exchange Scholarship Program, Toyota International Teacher Program, Toyota TAPESTRY, Toyota Community Scholars (scholarship for high school students), United States Hispanic Chamber of Commerce Internship Program, and Toyota Funded Scholarship.[[111]](#cite_note-111) It has contributed to a number of local education and scholarship programs for the [University of Kentucky](/wiki/University_of_Kentucky), [Indiana](/wiki/Indiana), and others.[[111]](#cite_note-111)

### Robotics[[edit](/index.php?title=(none)&action=edit&section=51)]

[Template:Main](/wiki/Template:Main) [thumb|upright=0.7|Toyota trumpet-playing robot](/wiki/File:Toyota_Robot_at_Toyota_Kaikan_f.jpg)

In 2004, Toyota showcased its trumpet-playing robot.[[112]](#cite_note-112) Toyota has been developing multitask robots destined for [elderly care](/wiki/Elderly_care), manufacturing, and entertainment. A specific example of Toyota's involvement in robotics for the elderly is the Brain Machine Interface. Designed for use with wheelchairs, it "allows a person to control an electric wheelchair accurately, almost in real-time", with his or her mind.[[113]](#cite_note-113) The thought controls allow the wheelchair to go left, right, and forward with a delay between thought and movement of just 125 milliseconds.[[113]](#cite_note-113) Toyota also played a part in the development of [Kirobo](/wiki/Kirobo), a '[robotic](/wiki/Robot) [astronaut'](/wiki/Astronaut).

### Agricultural biotechnology[[edit](/index.php?title=(none)&action=edit&section=52)]

Toyota invests in several small start-up businesses and partnerships in [biotechnology](/wiki/Biotechnology), including:

* P.T. Toyota Bio Indonesia in [Lampung](/wiki/Lampung), Indonesia
* Australian Afforestation Pty. Ltd. in Western Australia and Southern Australia
* Toyota Floritech Co., Ltd. in [Rokkasho-Mura](/wiki/Rokkasho,_Aomori), [Kamikita District](/wiki/Kamikita_District,_Aomori), [Aomori Prefecture](/wiki/Aomori_Prefecture)
* Sichuan Toyota Nitan Development Co., Ltd. in [Sichuan](/wiki/Sichuan), China
* [Toyota Roof Garden Corporation](/wiki/Toyota_Roof_Garden_Corporation) in [Miyoshi-Cho](/wiki/Miyoshi,_Aichi), [Aichi Prefecture](/wiki/Aichi_Prefecture)

### Sewing machine technology[[edit](/index.php?title=(none)&action=edit&section=53)]

Toyota developed an [*oekaki*](/wiki/Oekaki)-style sewing machine called the Oekaki Renaissance, which, like others of its type, is designed to allow the user to be able to draw ideas directly onto fabric using the art of free-motion embroidery.[[114]](#cite_note-114)

## Environmental record[[edit](/index.php?title=(none)&action=edit&section=54)]

Toyota has been a leader in environmentally friendly vehicle technologies, most notably the [RAV4 EV](/wiki/RAV4_EV) (produced from 1997 to 2003) and the [Toyota Prius](/wiki/Toyota_Prius) (1997 to present). Toyota is now working on their next generation Prius and second generation RAV4 EV both due out in 2012.

Toyota implemented its fifth Environmental Action Plan in 2005. The plan contains four major themes involving the environment and the corporation's development, design, production, and sales. The five-year plan is directed at the, "arrival of a revitalized recycling and reduction based society."[[115]](#cite_note-115) Toyota had previously released its Eco-Vehicle Assessment System (Eco-VAS) which is a systematic [life cycle assessment](/wiki/Life_cycle_assessment) of the effect a vehicle will have on the environment including production, usage, and disposal. The assessment includes, "... fuel efficiency, emissions and noise during vehicle use, the disposal recovery rate, the reduction of substances of environmental concern, and [CO2 emissions](/wiki/Greenhouse_gas) throughout the life cycle of the vehicle from production to disposal."[[116]](#cite_note-116) 2008 marks the ninth year for Toyota's Environmental Activities Grant Program which has been implemented every year since 2001. Themes of the 2008 program consist of "Global Warming Countermeasures" and "Biodiversity Conservation."[[117]](#cite_note-117) Since October 2006, Toyota's new Japanese-market vehicle models with automatic transmissions are equipped with an Eco Drive Indicator. The system takes into consideration rate of acceleration, engine and transmission efficiency, and speed. When the vehicle is operated in a fuel-efficient manner, the Eco Drive Indicator on the instrument panel, lights up. Individual results vary depending on traffic issues, starting and stopping the vehicle, and total distance traveled, but the Eco Drive Indicator may improve fuel efficiency by as much as 4%.[[118]](#cite_note-118) Along with Toyota's eco-friendly objectives on production and use, the company plans to donate [Template:USD](/wiki/Template:USD) and five vehicles to the Everglades National Park. The money will be used to fund environmental programs at the park. This donation is part of a program which provides [Template:USD](/wiki/Template:USD) and 23 vehicles for five national parks and the National Parks Foundation.[[119]](#cite_note-119) However new figures from the [United States National Research Council](/wiki/United_States_National_Research_Council) show that the continuing hidden health costs of the auto industry to the US economy in 2005 amounted to [Template:USD](/wiki/Template:USD).[[120]](#cite_note-120) The United States EPA has awarded Toyota Motor Engineering & Manufacturing North America, Inc (TEMA) with an ENERGY STAR Sustained Excellence Award in 2007, 2008 and 2009.[[121]](#cite_note-121)[[122]](#cite_note-122)[[123]](#cite_note-123) In 2007, Toyota's [Corporate Average Fuel Economy](/wiki/Corporate_Average_Fuel_Economy) (CAFE) fleet average of [Template:Convert](/wiki/Template:Convert) exceeded all other major manufacturers selling cars within the United States. Only [Lotus Cars](/wiki/Lotus_Cars), which sold the [Elise](/wiki/Lotus_Elise) and [Exige](/wiki/Lotus_Exige) (powered by Toyota's [*2ZZ-GE*](/wiki/Toyota_ZZ_engine) engine), did better with an average of [Template:Convert](/wiki/Template:Convert).[[124]](#cite_note-124)

## Production and sales numbers[[edit](/index.php?title=(none)&action=edit&section=55)]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Calendar year** | **Total** | | **Japan** | | **United States** |
| **Production** | **Sales** | **Production** | **Sales** | **Sales** |
| 1935 |  |  | 21 |  |  |
| 1936 |  |  | 1,142 |  |  |
| 1937 |  |  | 4,013 |  |  |
| 1938 |  |  | 4,615 |  |  |
| 1939 |  |  | 11,981 |  |  |
| 1940 |  |  | 14,787 |  |  |
| 1941 |  |  | 14,611 |  |  |
| 1942 |  |  | 16,302 |  |  |
| 1943 |  |  | 9,827 |  |  |
| 1944 |  |  | 12,720 |  |  |
| 1945 |  |  | 3,275 |  |  |
| 1946 |  |  | 5,821 |  |  |
| 1947 |  |  | 3,922 |  |  |
| 1948 |  |  | 6,703 |  |  |
| 1949 |  |  | 10,824 |  |  |
| 1950 |  |  | 11,706 |  |  |
| 1951 |  |  | 14,228 |  |  |
| 1952 |  |  | 42,106 |  |  |
| 1953 |  |  | 16,496 |  |  |
| 1954 |  |  | 22,713 |  |  |
| 1955 |  |  | 22,786 |  |  |
| 1956 |  |  | 46,716 |  |  |
| 1957 |  |  | 79,527 |  |  |
| 1958 |  |  | 78,856 |  |  |
| 1959 |  |  | 101,194 |  |  |
| 1960 |  |  | 154,770 |  |  |
| 1961 |  |  | 210,937 |  |  |
| 1962 |  |  | 230,350 |  |  |
| 1963 |  |  | 318,495 |  |  |
| 1964 |  |  | 425,764 |  |  |
| 1965 |  |  | 477,643 |  |  |
| 1966 |  |  | 587,539 |  |  |
| 1967 |  |  | 832,130 |  |  |
| 1968 |  |  | 1,097,405 |  |  |
| 1969 |  |  | 1,471,211 |  |  |
| 1970 |  |  | 1,609,190 |  |  |
| 1971 |  |  | 1,955,033 |  |  |
| 1972 |  |  | 2,087,133 |  |  |
| 1973 |  |  | 2,308,098 |  |  |
| 1974 |  |  | 2,114,980 |  |  |
| 1975 |  |  | 2,336,053 |  |  |
| 1976 |  |  | 2,487,851 |  |  |
| 1977 |  |  | 2,720,758 |  |  |
| 1978 |  |  | 2,929,157 |  |  |
| 1979 |  |  | 2,996,225 |  |  |
| 1980 |  |  | 3,293,344 |  |  |
| 1981 |  |  | 3,220,418 |  |  |
| 1982 |  |  | 3,144,557 |  |  |
| 1983 |  |  | 3,272,335 |  |  |
| 1984 |  |  | 3,429,249 |  |  |
| 1985 |  |  | 3,665,622 |  |  |
| 1986 |  |  | 3,660,167 |  |  |
| 1987 |  |  | 3,638,279 |  |  |
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| **Calendar year** | **Production** | **Sales** | **Production** | **Sales** | **Sales** |
| **Total** | | **Japan** | | **United States** |

Note:Japan production numbers 1937 to 1987.[[139]](#cite_note-139) Global production since 1998, global and Japanese production, Japanese sales since 2001 consolidated include Daihatsu and Hino.

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## See also[[edit](/index.php?title=(none)&action=edit&section=56)]

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* [List of Toyota manufacturing facilities](/wiki/List_of_Toyota_manufacturing_facilities)
* [List of Toyota transmissions](/wiki/List_of_Toyota_transmissions)
* [List of Toyota vehicles](/wiki/List_of_Toyota_vehicles)
* [Nagoya Grampus](/wiki/Nagoya_Grampus), formerly the company's [football](/wiki/Association_football) club and still sponsored by them
* [Toyota Verblitz](/wiki/Toyota_Verblitz), the company's [rugby](/wiki/Rugby_union) team
* [Toyota War](/wiki/Toyota_War), a conflict between Libya and Chad which saw a heavy use of Toyota's [pickup trucks](/wiki/Pickup_trucks).
* [Toyota i-Road](/wiki/Toyota_i-Road), a new concept car shown at March's 2013 Geneva Motor Show

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* [Toyota Global](http://www.toyota-global.com/)
* [Toyota Automobile Museum in Aichi, Japan](http://www.toyota.co.jp/Museum/)
* [Toyota Motorsport GmbH official site](http://www.toyota-motorsport.com/)

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