



TOYOTA

TOYOTA MOTOR CORPORATION (TMC)
TMC is headquartered in Japan and wholly owns all Toyota and Lexus branded companies around the world.

369,124
TOYOTA EMPLOYEES WORLDWIDE

74,373
TMC EMPLOYEES IN JAPAN

170
COUNTRIES WHERE TOYOTA OPERATES/SELLS CARS

1. DESIGN

TMC designs vehicles which appeal to customers, while satisfying safety and environmental regulations. Significant investment in innovation and research enable Toyota to be at the forefront of current and future advances in mobility technology.

2. RAW MATERIALS EXTRACTION

Raw materials and parts are sourced from many countries and suppliers. TMC focuses on opportunities to substitute natural resources by recycling and reconstituting materials from end-of-life cars, and developing less harmful materials such as bioplastics.



3. VEHICLE MANUFACTURE

Toyota and Lexus vehicles are manufactured in 17 plants in Japan, and in 67 countries by fully owned subsidiaries. This means TMC can influence the sustainability performance of these facilities with cleaner and more efficient production methods.



7. NEW ZEALAND DISTRIBUTION

Our distribution partners work with us to move vehicles (by road and rail) and parts (by road and air) to Toyota Stores and service centres.

Vehicles and parts are distributed by the Car Distribution Group and Post Haste Couriers respectively.



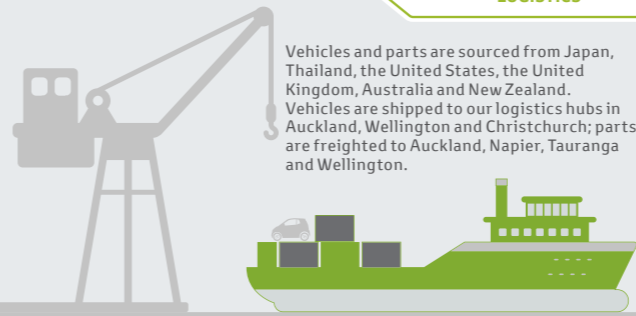
6. PROCESSING AND REFURBISHMENT

New vehicle accessorisation and used vehicle refurbishment is undertaken at our Auckland Port and Thames facilities. Used vehicles are sourced from Japan, and ex-lease and ex-rental vehicles from our New Zealand fleet customers.



5. SHIPPING AND LOGISTICS

Vehicles and parts are sourced from Japan, Thailand, the United States, the United Kingdom, Australia and New Zealand. Vehicles are shipped to our logistics hubs in Auckland, Wellington and Christchurch; parts are freighted to Auckland, Napier, Tauranga and Wellington.



TOYOTA NEW ZEALAND (TNZ)
TNZ is a wholly owned subsidiary of TMC with its head office in Palmerston North.



315
CORPORATE EMPLOYEES

4. PRODUCT PLANNING

TNZ determines the appropriate vehicle mix for New Zealand customers. The majority of vehicle parts come from overseas, but our team also work with local suppliers to select parts and accessories most suitable for our market.

8. MARKETING AND SALES

TNZ is responsible for promoting the Toyota brand. Our primary sales channel is through our nationwide network of authorised Toyota and Lexus Dealers. Our Dealers currently sell directly to individual customers (82%), and both Dealers and TNZ sell to national fleet buyers (18%), including various rental car companies and government entities.

TOYOTA AND LEXUS DEALERS
Dealers are independent companies that have an agreement with TNZ to sell our vehicles.

24 DEALERS AROUND NZ
67 OWNED STORES
1,680 DEALER EMPLOYEES IN 60 COMMUNITIES



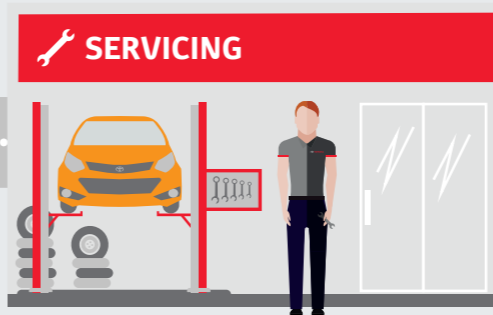
9. USE

There are an estimated 900,000 Toyota vehicles on New Zealand roads, which generate greenhouse gases and air pollution when driven. Many customers are keen to select fuel efficient and low emission models, and we secure as many hybrid vehicles as we can from TMC's global production allocation.



10. SERVICING

Vehicles spend many years on the road, and regular servicing helps maintain performance and safety. Dealers provide servicing for our direct customers and other Toyota vehicle owners. TNZ also supports customers with queries through the Customer Dialogue Centre in Palmerston North. Parts and service providers are independent businesses under the responsibility of the local Dealer.



11. END OF LIFE

TMC partially mitigates some environmental impacts through its vehicle design and life cycle analysis, which enables around 99% of vehicle materials to be re-used. The complexity of modern vehicles and the lack of bespoke recycling infrastructure mean cars sold by any company in New Zealand don't achieve their full recycling potential. This remains an important issue for the whole industry.

