1. About Toyota
2. Workforce Development
3. Next Generation
Toyota Manufacturing in North America

Vehicle Plants - 7
Unit Plants - 5
Engine Plants - 2
Regional HQ

$24+ Billion Invested
40,000 Direct Employees
TMMAL Overview

Foundation: June 1, 2001
Investment: $864 million (by July 2015)
Location: Huntsville, AL
Plant Size: Land 334 acres
Building 1.13 million sq ft (by January 2014)

Employees: 1,150 (by January 2014)

<table>
<thead>
<tr>
<th>Engines</th>
<th>4.0L V6</th>
<th>5.7L V8 &amp; 4.6L V8</th>
<th>2.7L 4-CYL &amp; 2.5L 4-CYL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity</td>
<td>146,000/yr</td>
<td>144,000/yr</td>
<td>216,000/yr</td>
</tr>
<tr>
<td>SOP</td>
<td>Aug. '05</td>
<td>Dec. '06 (3UR), March '09 (1UR)</td>
<td>Sept. '11</td>
</tr>
<tr>
<td>Stats</td>
<td>24 valve 245 HP</td>
<td>32 valve 381 HP / 32 valve 310 HP</td>
<td>16 valve 182 HP / 16 valve 178 HP</td>
</tr>
<tr>
<td>Customers</td>
<td>TMMBC, TMMTX</td>
<td>TMMI, TMMTX</td>
<td>TMMK, TMMC, TMMI, SIA</td>
</tr>
</tbody>
</table>
## 5 Major Investments

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Product</strong></td>
<td>V8 for Tundra*</td>
<td>V6 for Tacoma/ Tundra</td>
<td>V8 for Tundra/ Sequoia</td>
<td>4-cylinder for Camry/RAV4, etc.</td>
<td>V6 for Highlander</td>
<td>Machining for V6</td>
<td>$864 M</td>
</tr>
<tr>
<td><strong>Investment</strong></td>
<td>$220 M</td>
<td>$20 M</td>
<td>$250 M</td>
<td>$147 M</td>
<td>$80 M</td>
<td>$150 M</td>
<td><strong>$864 M</strong></td>
</tr>
<tr>
<td><strong>Annual Capacity</strong></td>
<td>120k (model phased out)</td>
<td>146k</td>
<td>144k</td>
<td>238k</td>
<td>216k</td>
<td></td>
<td><strong>744k</strong></td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td>335</td>
<td>150</td>
<td>300</td>
<td>240</td>
<td>125</td>
<td></td>
<td><strong>1,150</strong></td>
</tr>
</tbody>
</table>
TMMAL Products

TMMAL builds engines for 8 of the 12 Toyota / Lexus vehicles built in North America

- Corolla
- Matrix
- RAV4
- Sienna
- Tacoma
- Tundra
- Avalon/Avalon Hybrid
- Camry
- Highlander
- Lexus RX 350
- Sequoia
- Venza
Approx. 125,000 vehicles exported in 2012.
Diversity at TMMAL

Our Team Members

• 14 countries
• 32 U.S. States
• 20 languages
• 27% minority
• 22% female

Our Suppliers

10% of Toyota’s monthly spending is with minority businesses and suppliers
Our Workforce Drives Our Success!
What I Look for in New Team Members
Workforce Development

- Production Team Members
- Skilled Team Members
- Engineering Team Members
Production Workforce

• 723 Production TMs
• Big Labor Pool
• Hire within a 50 Mile Radius
• Diverse Backgrounds
  - Teachers
  - Farmers
  - Firefighters
  - Military members
Production Workforce

Programs and Partnerships

• AIDT Partnership
  - Selected top 300 candidates from 10,000 applications
  - 40-hour pre-hiring hands on assessment
Skilled Workforce

• Maintenance
• 64 TMs
• High Need
• Recruit Regionally
Skilled Workforce

Programs and Partnerships

• Apprentice Program
• Production to Maintenance Program
• Co-op Programs
• AAMA/CARCAM
• Advanced Manufacturing Technician Program

AAMA Scholarship Students
Engineering Workforce

- 30 Engineers
- Quality, Production, Environmental
- Small Pool
- High Need
- Recruit Nationally
Engineering Workforce

 Programs and Partnerships

• Hired Contractors
• Co-op Programs
• Support Local Initiatives
  - Alabama Science Engineering Fair
  - Alabama A & M Biodiesel Project

Cooking oil to biodiesel converter
Prepared Next Generation Workforce

“Keep the Pipeline Full”

- Early Exposure and Interest
- Support Innovative STEM Programs
  - Expanding Your Horizons
  - Tennessee Valley BEST Robotics
  - Sci Quest
- Robotics Technology Park
- Federal Resources for Workforce Development Programs
  - Career and Technical Education Commission
Toyota is committed to building the safest, highest quality products with the best workforce.

Thank You.