

D R I V I N G O U R F U T U R E



TOYOTA

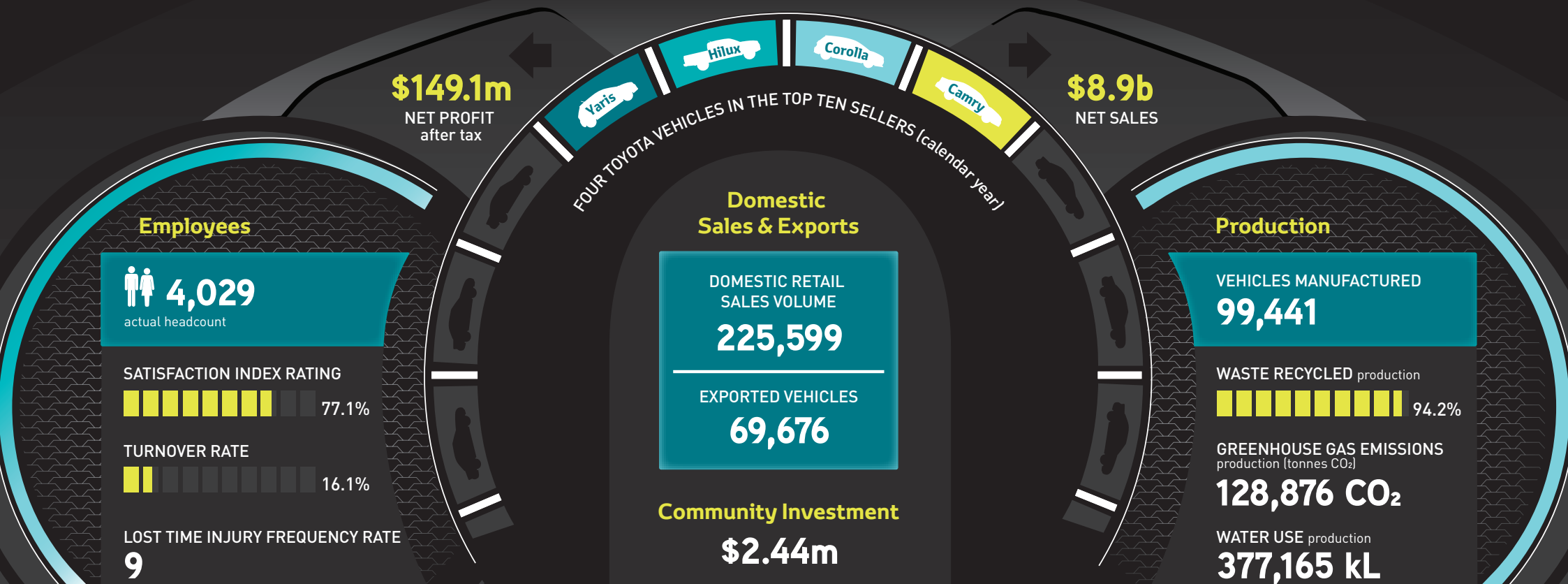
Toyota Australia's
2013 Sustainability Report

AUSTRALIAN AWARDS AND ACCOLADES RECEIVED IN 2012/13



2012/13 KEY FACTS

(1 April 2012 – 31 March 2013)



PRESIDENT'S MESSAGE

Toyota Australia has generated significant momentum in making business improvements to create a sustainable business in Australia. Our goals include: continuing to build cars in Australia; providing solutions to future mobility issues; and delivering vehicles that provide genuine 'excitement' to motorists.

The past year was challenging for Toyota and the Australian automotive manufacturing industry due to impacts including the persistent strength of the Australian currency and the high cost of raw materials.

Consistent with the company's long term growth strategy, we focused on important cost and efficiency initiatives. We undertook critical labour adjustments; aggressively enhanced purchasing operations; re-focused marketing efforts for locally built vehicles; and invested in a \$330 million engine facility.

We are 18 months into a five year company transformation. Our aim is to have a local manufacturing operation that is sustainable, combined with improved performance of the broader distribution business to deal with intensifying competition in all market segments.

Our employees, suppliers and business partners are a vital part of the transformation journey. For instance, we are empowering our employees to make relevant changes in their work to support the transformation. At the same time, our critical supplier development activities have generated positive outcomes. Working together towards common goals ensured we met our targets in the first year of our transformation.

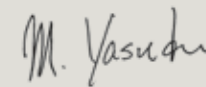
Recognising the important contribution of the Australian automotive manufacturing industry to the communities in which we are located, the broader manufacturing sector and the economy, we continue to work closely with relevant

Government and Opposition stakeholders to develop suitable long term policy settings for our industry.

All of these activities are supported by the Toyota Way, our corporate philosophy that promotes continuous improvement and respect for people. We aim to design and produce more eco-friendly cars that tread more lightly on the earth, but also deliver a more exciting driving experience. We also seek to enrich the lives of people in our communities through jobs, skill advancements and technological innovation.

We understand that we have a responsibility to respond to community expectations regarding the environment, safety, people development and future mobility challenges, such as living in a carbon constrained world.

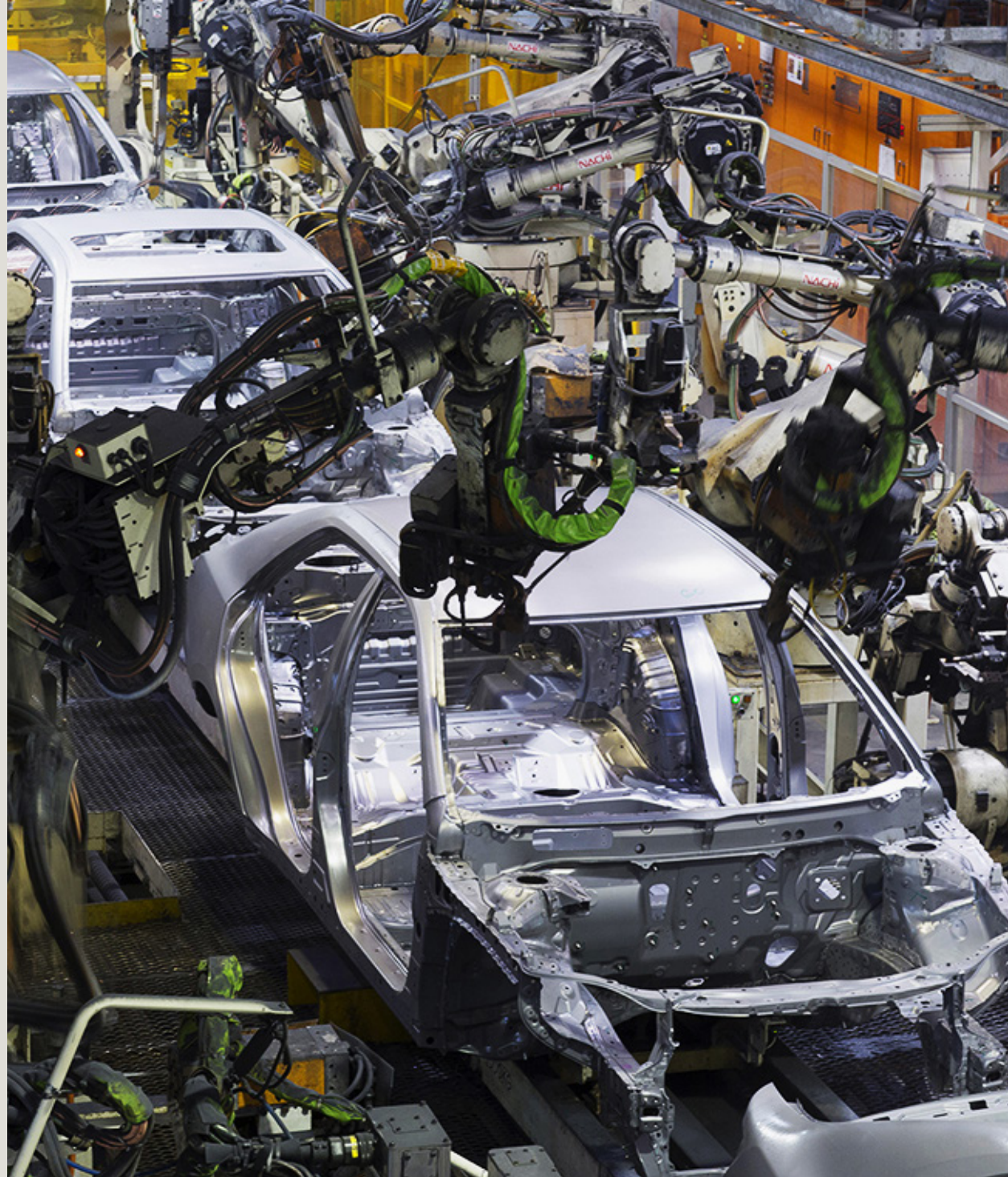
As the company's 4,000 employees continue on this shared journey, I am convinced that the fundamental business, environmental and social principles that we have introduced in the past years will help us to 'drive our future' to become even stronger and enable us to grow in harmony with the Australian community.



Max Yasuda
President and CEO
Toyota Australia

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ABOUT TOYOTA AUSTRALIA

Toyota Motor Corporation Australia Limited (Toyota Australia) is a wholly-owned subsidiary of Toyota Motor Corporation in Japan. We are a leading manufacturer, distributor and exporter of vehicles under the Toyota and Lexus brands.

Our manufacturing plant is located in Altona, Victoria and our corporate headquarters is in Port Melbourne, Victoria. Sales and marketing operations are managed out of Woollooware Bay, New South Wales. Sales and distribution regional offices are located in all mainland Australian states, except Western Australia where an independent company distributes Toyota branded vehicles on behalf of Toyota. Toyota Australia distributes Lexus vehicles in Western Australia.

We have four key operating arms in Australia – manufacturing and purchasing, sales and marketing, product planning and development, and corporate services.

The Sydney City Toyota and Sydney City Lexus dealership is a wholly owned subsidiary of Toyota. All other Toyota and Lexus dealers are independently owned.

Operational changes in 2012/13

There were two significant operational changes in the reporting period.

At the beginning of April 2012, there were 350 compulsory redundancies in our manufacturing division and 20 compulsory redundancies in our security function. While these redundancies were announced in January 2012, and discussed in the 2012 Sustainability Report, they came into effect during this reporting period. The decision to reduce the workforce was difficult but necessary, resulting from challenging business conditions including decreased production volume and profitability.

In June 2012, we announced that our Townsville Toyota Parts Centre would be consolidated to the Brisbane Toyota Parts Centre from February 2013 as part of our review of operations. There were 17 employees affected by this decision. These employees were given the option to relocate to the Brisbane Parts Centre or offered a redundancy package. Data relating to the Townsville Toyota Parts Centre is included in this report up to the time we ceased operations there.



STAKEHOLDER ENGAGEMENT

We define our stakeholders as those groups that are affected by or affect Toyota Australia. These groups include our shareholder the Toyota Motor Corporation, employees, customers, suppliers, dealers, community groups and government.

Our Code of Ethics provides a statement of duty specific to each group, outlining the behaviours expected when dealing with these different stakeholders.

We communicate with stakeholders, and they communicate with us, in many different ways.

In addition to the stakeholder groups mentioned above, we are also members of the Australian Industry Group, Automotive Industry Innovation Council, Centre for Corporate Public Affairs, Committee for Economic Development of Australia, Federal Chamber of Automotive Industries, The Global Foundation and the Victorian Employers' Chamber of Commerce and Industry.



During the year we used a wide range of mechanisms to engage with stakeholders on a variety of topics important to them and to us. Following are some examples of issues and the key stakeholder group impacted:

Business transformation strategy – shareholder and employees

As detailed in the section on mission, vision and business strategy, we are in the second year of a business transformation strategy to ensure a sustainable and profitable future. The success of the strategy is dependent on employee involvement and support. There are more details on engagement and communications activities in the section on **workforce engagement**.

Vehicle recalls and ACCC finding – customers

We are proactive in dealing with our customers and providing them with information. We also aim to be transparent in our dealings. We provided information on nine vehicle recalls, along with information regarding an ACCC investigation that consumers were likely to have been misled to believe that the interior components of certain Toyota vehicles were upholstered entirely in leather when that was not the case, contravening the Trade Practices Act 1974. There is more detail provided in the **customer expectations** section.

Viability of local vehicle manufacturing – suppliers

At Toyota, we recognise the importance of having globally competitive, sustainable and capable local automotive parts manufacturers. We continued to work closely with government and industry to implement supplier improvement initiatives to enhance the capabilities of local parts suppliers. This included engaging with suppliers to implement the Toyota Production System (TPS) which involves TPS specialists working collaboratively with local suppliers to identify and implement safety, cost, quality and productivity improvement initiatives. More information can be found in the section on **supplier support**.

Environmental impact in the supply chain - dealers

Environmental responsibility and leadership is a platform of the company's global vision and we encourage our dealer network to apply the same diligence. A number of programs have been introduced to support dealers including an environmental risk audit program, the Toyota environmental dealerships program and dealer environmental excellence awards. There are more details about these programs in the **customer expectations** section.

Road safety – community groups

We strengthened our commitment to road safety by partnering with Road Safety Education Limited, a national not-for-profit organisation, to deliver road safety information to high school students. The program involved more than 45,000 high school students around Australia taking part in a one day seminar. More information can be found in the **community enrichment** section.

Government policy – government

We have regular discussions with both Federal and State Governments on a wide range of issues. These discussions included policy to support the automotive manufacturing industry in Australia, abolition of the luxury car tax, the design and impacts of the proposed CO₂ vehicle emissions standard, a submission to Fair Work Australia on the Fair Work Act and free trade agreements. There is more information on the section on **manufacturing viability**.

Our engagement with government is complemented by work carried out by our main industry association, the Federal Chamber of Automotive Industries, and other industry bodies.

Why We Report

Toyota is committed to contributing to society and the principles of sustainability. We understand our future success is dependent on a sustainable business model.

We believe honest and transparent reporting helps build trust, motivate employees, and supports improving economic, environmental and social performance.

It gives us the opportunity to show that we understand and are managing issues of interest or concern for stakeholders. It demonstrates that we are engaged with and accountable to our stakeholders.

Sustainability reporting also highlights the importance of measuring and monitoring in order to put in place sound management and improvement practices.

This is our seventh sustainability report and it details our performance from 1 April 2012 to 31 March 2013, which corresponds to the Japanese financial year. We have indicated where information applies to the calendar year. Copies of previous reports are available on our website.

Stakeholders and Sustainability Reporting

One of the key ways we communicate with stakeholders is through our annual sustainability report. In order to ensure we reported on the issues of most importance to them, we commissioned an independent stakeholder survey.

The aim of the research was to identify key material issues and challenges for Toyota and gather stakeholder perspectives on the previous report to help guide the development of this report.

There were 33 in depth interviews conducted with employees, government representatives, industry associations, other sustainability reporters, environmental advocates and community groups.

The results of the interviews have been taken into consideration in the materiality assessment process as outlined below and have helped to define the report content.

Report Content – Material Issues

Material information is defined as that which is sufficient to enable stakeholders to make informed judgements and decisions about a business and take appropriate action.

In order to ensure the content of our report covered key material issues we undertook a materiality assessment that included several components.

To begin the process, we engaged an external consultant to interview stakeholders about the issues of most importance to them. As outlined above, 33 in depth interviews were conducted across key stakeholder groups.

We also reviewed key internal documents including Toyota Australia's long term business plan, the business transformation strategy and the annual risk register.

From an external perspective, we undertook a peer review to determine what sustainability issues other organisations were reporting and we examined the key media issues for Toyota Australia in the reporting period.

Based on the findings from the reviews and stakeholder interviews, we established a list of key material issues that we have used to shape the content and structure of the 2013 Toyota Australia Sustainability Report.

We use the **Global Reporting Initiative** framework to assist in determining the content and issues to be covered in the report. We self-declare our report as fulfilling the requirements of Application Level A+. The GRI index can be found on page 55.

Our approach to managing and reporting on sustainability performance reflects the principles of inclusivity, materiality and responsiveness as defined in the AA1000 Assurance Standard (2008).

Selected key performance data and information presented in this report have also been assured by an independent external provider and their report can be found on page 54.

Report Structure

Central to the content of the report, and to our business, are our innovative products. A finding from our stakeholder engagement survey was that stakeholders wanted more information about our vehicles and in particular their safety and environmental features. As a result, we have expanded our reporting disclosures regarding product innovation for this reporting period.

Our Australian operations focus on all aspects of the supply chain that contribute to these products – including parts and services suppliers, manufacturing, logistics, import and export, dealers and customers.

These core processes are impacted by a range of external and internal issues. Through our materiality assessment the key issues were identified as:

- Manufacturing viability
- Economic performance
- Supplier support
- Sound governance
- Environmental impacts
- Customer expectations
- Community enrichment
- Workforce engagement

The way in which we engage with stakeholders on each of these key issues is fundamental to our success on how these are managed.

This is all underpinned by our mission, vision and strategic direction.





MISSION, VISION AND STRATEGIC DIRECTION

Guiding Principles – Toyota Mission

Toyota Motor Corporation's seven guiding principles, which were adopted in 1992, define the company's mission and underpin Toyota operations around the world.

1. Honour the language and spirit of the law of every nation and undertake open and fair business activities to be a good corporate citizen of the world.
2. Respect the culture and customs of every nation and contribute to economic and social development through corporate activities in their respective communities.
3. Dedicate our business to providing clean and safe products and to enhancing the quality of life everywhere through all of our activities.
4. Create and develop advanced technologies and provide outstanding products and services that fulfil the needs of customers worldwide.
5. Foster a corporate culture that enhances both individual creativity and the value of teamwork, while honouring mutual trust and respect between labour and management.
6. Pursue growth through harmony with the global community via innovative management.
7. Work with business partners in research and manufacture to achieve stable, long-term growth and mutual benefits, while keeping ourselves open to new partnerships.

The Toyota Way

The Toyota Way was introduced globally in 2001 to articulate the long standing values of the company. It is based on Toyota's seven guiding principles which define the values and behaviours expected from Toyota employees. Central to the Toyota Way are two platforms – continuous improvement and respect for people.

Toyota Global Vision

The Toyota Global Vision outlines the company's aspirations. It was developed in 2011 and details the values and actions required to unite Toyota for future prosperity.

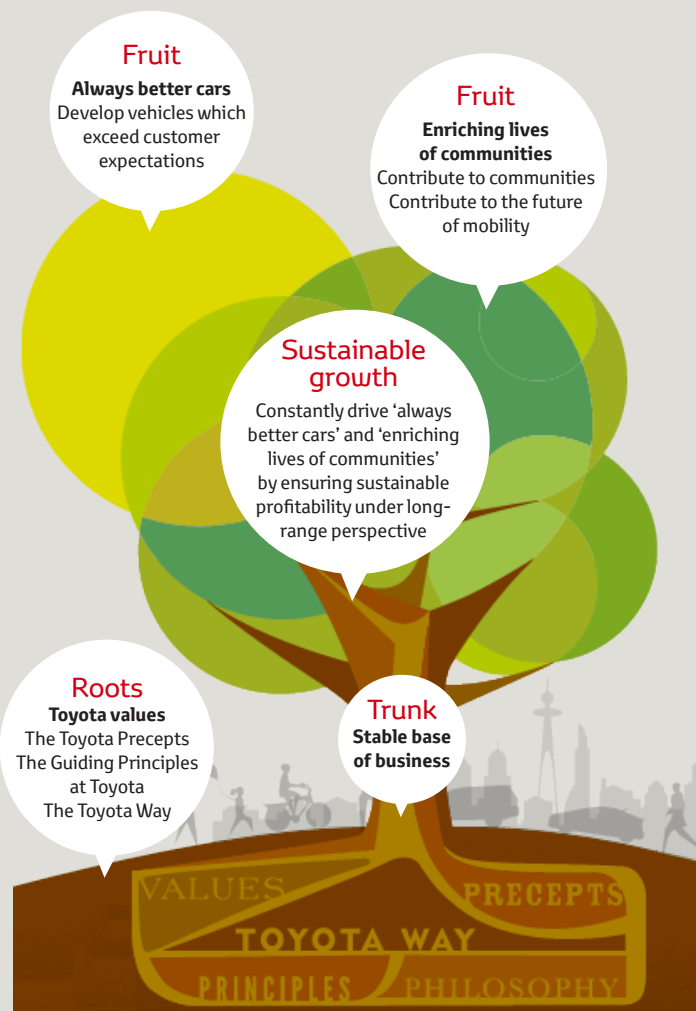
The Global Vision has been developed to represent a tree in that its roots, the foundation of the company, are the Toyota values as articulated in the Guiding Principles and the Toyota Way. The trunk provides a stable base of business and the resulting fruits are always better cars and enriched communities. All of this exists within a structure of sustainable growth.

Rewarded with a smile by exceeding your expectations

Toyota will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people.

Through our commitment to quality, constant innovation and respect for the planet, we aim to exceed expectations and be rewarded with a smile.

We will meet challenging goals by engaging the talent and passion of people, who believe there is always a better way.



Toyota Australia's President's Goals

At Toyota Australia our mission, vision and strategic direction drive our business, and also reflect our parent company's global vision and guiding principles.

The President's Goals are Toyota Australia's aspirational goals. They encourage and support a mindset of continuous improvement and respect for people, which are the fundamental platforms of the Toyota Way.

The President's Goals are supported by Toyota's short and long term business plans. In addition, the Toyota Australia Future Business Transformation (TA-FBT) strategy is a company-wide initiative driving significant change across the business to ensure a sustainable future in Australia.

VISION	Most admired and respected company
MISSION	We deliver outstanding automotive products and services to our customers, and enrich our community, partners and environment

PRESIDENT'S GOALS

- 0** ZERO HARM
ZERO QUALITY DEFECTS
- #1** CUSTOMER FOCUSED ORGANISATION
EMPLOYER OF CHOICE
PRODUCT DESIRABILITY
MARKET LEADER

Strategic Direction

Driving Toyota's business transformation

The impact of the high Australia dollar, new government regulations, changing customer preferences and increased product competition have impacted significantly on Toyota and have forced us to review and transform the way we do business.

In addition to our ongoing strategic and business planning processes, the transformation strategy was launched in 2011 to restructure our business model to ensure profitability and sustainability beyond 2018.

The transformation strategy is focused on achieving profitable and sustainable sales operations, product and value chain enhancement, alternative sourcing strategies, cementing local manufacturing profitability, implementing workplace reform and intensive supplier development programs. It encompasses each of Toyota's four operating arms – manufacturing and purchasing, sales and marketing, product planning and development, and corporate services as well as the Toyota Technical Centre Australia and Toyota Financial Services.

The transformation strategy is aimed at creating a new business model where decisions are made quickly, revenues are consistent, bold new ideas are pursued and more exciting products are built and sold. To support this model a further objective is to create an enjoyable and rewarding workplace for employees.

Significant achievements were made in the first year of the transformation strategy with increased productivity, improved quality, cost reductions and significant focus on local manufacturing.

The transformation strategy is supported by the long term business plan which provides a five year strategic roadmap setting out the business' key plans, capability requirements and risks. The first year of the long term business plan forms the annual plan for the current Toyota Australia financial year which runs from 1 April to 31 March.

Our Transformation Model





INNOVATIVE PRODUCTS

Toyota Motor Corporation's Global Vision is to lead the way in developing safe and responsible means of transport. The company is passionate about safety and the environment, and is a leader in quality and innovation in both of these areas.

Sustainable transport

It is our aim to support environmental best practice throughout the supply chain. This includes working with suppliers on environmental initiatives, reducing the environmental impacts of our own manufacturing processes, providing customers with wide ranging environmental information on our products and encouraging environmental responsibility among dealers.

We are mitigating the environmental impact of vehicles by the introduction of new technologies, improving recycling, increasing fuel efficiency and reducing tailpipe emissions.

New Technologies

Hybrid vehicles

Toyota is a leader in hybrid technology. Across the world we sold one million hybrid vehicles in 2012 and since Toyota introduced hybrid technology we have achieved total global sales of five million.

Toyota launched the first mass-produced hybrid passenger vehicle – the Prius – in Australia in 2001, followed by other Toyota and Lexus hybrids including the locally-built Camry Hybrid in 2010. As a global company, Toyota remains on track to offer a hybrid option in every vehicle model by 2020. Our manufacturing plant in Altona is one of a select few Toyota facilities capable of producing hybrid passenger vehicles.

We sold 10,787 hybrids in Australia in 2012 representing almost five per cent of our total 218,176 sales (2012 calendar year). In addition, Lexus sold more than 2,300 hybrid vehicles in 2012 - more than one-third of its total sales.

Toyota Motor Corporation estimates that worldwide sales of Toyota hybrid vehicles have led to approximately 30 million fewer tonnes of CO₂ being emitted compared with petrol-powered vehicles of similar size and driving performance. On the same basis, those vehicles have saved approximately 11 billion litres of petrol.

Cars of the future

Our fleet of Plug-In Prius vehicles will be made available to the public to drive and trial through the GoGet Carshare scheme in Melbourne from July 2013. This next generation vehicle features a battery that can be charged when parked, providing an enhanced all-electric driving range. The Plug-In Prius has a larger battery than the standard Prius and has lower drive cycle carbon emissions.

Vehicle Emissions

The main tailpipe emissions from motor vehicles include methane-based hydrocarbons, non-methane hydrocarbons, carbon monoxide, particulate matter and carbon dioxide. Improved vehicle fuel efficiency technology and alternative fuel sources can reduce these emissions.

We are continuing to work with the Federal Government and industry to develop a mandatory vehicle carbon emissions standard suitable for the unique Australian market. The voluntary code for National Average Carbon Emissions (NACE) ended in 2010 and negotiations are continuing regarding a proposed new mandatory standard.

In principle we support a standard based on the Prime Minister's announcement in July 2010 which proposed obligatory average emissions for light vehicles of 190g CO₂/km from 2015 and 155g CO₂/km from 2024.

The National Transport Commission publishes an annual report on CO₂ emissions from new car sales. This information can be found at www.ntc.gov.au

As part of our commitment to reduce air pollution emissions, all our vehicles meet or exceed Australian Design Rules.

The European Union has developed the Euro Standards which limit emissions of pollutants such as carbon monoxide and oxides of nitrogen from vehicles. The latest Australian standard – ADR 79/02 Emission Control for Light Vehicles – requires manufactures to comply with the Euro 4 Standard.

The Federal Government has scheduled the introduction of the Euro 5 emissions standard from 1 November 2013 (for new vehicles) and 1 November 2016 (for all models). We are working with the industry to contribute to the Federal Government's review of sulphur levels in petrol, as there is a direct link between fuel quality standards and emission reductions, including the need to lower sulphur limits to meet stricter Euro targets. The Government has a timetable for Euro 6 to be applied from 1 July 2017 (for new models) and 1 July 2018 (for all models).

Green Vehicle Guide

The Federal Government has developed a Green Vehicle Guide which provides information on vehicle fuel efficiency and air pollution ratings for all new vehicles in Australia. The information helps customers compare emissions from different vehicles. The Guide can be found at www.greenvehicleguide.gov.au





CASE STUDY

Hybrid battery recycling

While hybrid batteries have an exceptional battery life expectancy, Toyota Australia has a product stewardship scheme to ensure all hybrid batteries are recovered where necessary. A free hybrid vehicle battery recycling process had operated in Australia since the introduction of the Prius in 2001, but we recognised the need to implement a more comprehensive program. Primarily this scheme is aimed at increasing hybrid vehicle battery recycling from auto recyclers, independent workshops and panel shops at the end of a vehicle's life.

The program encourages trade customers and consumers to recycle hybrid vehicle batteries and offers them a \$100 cash rebate for every battery returned to a Toyota or Lexus dealer. Any customer who returns the original battery and buys a replacement hybrid vehicle battery at the same time receives a \$500 discount.

Hybrid batteries contain valuable materials that can be reused, and existing recycling processes ensure that in excess of 98 per cent of the battery components are recovered and subsequently diverted from landfill.

The hybrid vehicle battery metal cover and associated metal parts and plastic components are recycled locally. The hybrid battery cells are exported in EPA-approved sealed containers for recovery of base metals. The printed circuit boards are exported for recovery of copper, lead, gold and silver.

The hybrid vehicle battery product stewardship program has been promoted by Toyota and Lexus dealers and in industry and trade journals. In addition, all Toyota and Lexus hybrids produced from 2012 onwards have a label fitted to or near the battery regarding recycling.

Recycling

End of life vehicles and recycling

There is currently no legislation relating to end-of-life vehicles in Australia currently. These vehicles are usually sent to automobile dismantlers by insurance companies, used car dealers and car repairers. Parts with commercial value go to the second hand market while old car bodies are taken to scrap metal facilities. Non-metal materials are disposed of to landfill.

We support Toyota Motor Corporation's goal of achieving 95 per cent vehicle recycling by 2015. Our focus is on improving vehicle recovery using tools such as the Eco-VAS lifecycle assessment process which reviews vehicle design and manufacture. It looks at factors including fuel efficiency, emissions, noise, disposal, substances of environmental concern and greenhouse emissions.

Product Safety

The safety of customers is paramount for all Toyota affiliates throughout the world. Since building our first crash test facility in Japan in 1966, we have been instrumental in developing other safety initiatives such as rollover tests, pedestrian protection and airbags.

Toyota strives to provide the safest vehicles for the Australian automotive market. This involves both the primary and secondary safety of its products. Primary safety involves preventing or mitigating the likelihood of accidents, while secondary safety relates to reducing impacts if an accident does occur.

All of our products sold in Australia are tested for safety compliance. Processes are in place to ensure all vehicles supplied to the market have received the required Federal Government compliance approvals.

We work with a range of stakeholders to achieve the highest level of product safety. They include:

- The Monash University Accident Research Centre, which conducts the Australian National Crash In-Depth study.
- The Federal Chamber of Automotive Industries' (FCAI) Technical Committee.
- Federal and State Departments of Transport.

For the period 1 April 2012 to 31 March 2013, we instigated nine recalls in Australia. All recalls are reported to the Department of Infrastructure, Transport, Regional Development and Local Government in line with the FCAI Voluntary Code of Practice for Recalls. Details of recalls are also posted on the government website www.recalls.gov.au



Australasian new car assessment program GOA

There are many ways to test safety and we recognise the Australasian New Car Assessment Program's (ANCAP) rating system as providing one measure.

ANCAP is a subsidiary of the global New Car Assessment Program and has corresponding bodies across the world which implement its crash testing program.

ANCAP is beyond regulatory compliance and works on a star system where vehicles are given different star ratings depending on test results. In order to achieve a rating, ANCAP either conduct or witness crash tests. It is our policy that all new generation vehicles are designed, engineered and built to achieve a five star ANCAP rating.

Government and many other fleet buyers have a requirement for five star vehicles. Toyota is committed to have all Toyota and Lexus vehicles sold in Australia capable of achieving five stars. Although, we design to five star we are required to have all models independently tested to claim an ANCAP five star rating.

Detailed information on Toyota and Lexus branded vehicles sold in Australia, including specifications and safety features, can be found on our website at www.toyota.com.au or www.lexus.com.au



SOUND GOVERNANCE

Toyota has robust systems in place to manage corporate governance. These include risk management frameworks, a fraud and corruption control program, legal compliance training and a detailed code of ethics.

We recognise the need to constantly monitor and update our systems to ensure the highest levels of governance. A component of the business transformation program currently underway is the development of an extended risk assessment model to manage this strategic change program.

Policies and procedures are documented to manage compliance with legislation and regulations across all areas of the business including financial reporting, environmental impact, employee health and safety, and product safety.

We are also expected to comply with international regulations including Sarbanes-Oxley (SOX) requirements. Companies listed on the US stock exchange are required to comply with SOX legislation which was established to improve corporate governance around financial disclosure, increase management responsibility and strengthen the independence of external auditors. As a subsidiary of a company listed on the US stock exchange, SOX also applies to us. We have a program to support compliance which complements and strengthens our own internal processes.

Board of Directors

Toyota Australia's board of directors has overall responsibility for corporate governance. The board consists of a maximum of twelve directors at any one time. The board is responsible for the performance of Toyota Australia in both the short and long term. The board's focus is to enhance the interests of the company's stakeholders including its sole shareholder – Toyota Motor Corporation (TMC).

All of Toyota Australia's directors are executive directors. They are selected based on their qualifications, experience, performance and industry knowledge, following recommendations by TMC. The performance of directors and the board as a whole is reviewed against annual objectives and key performance indicators.

Executives are compensated according to industry rates and performance. Executive remuneration is subject to annual review and is composed of a fixed salary payment and an incentive program that is linked to the achievement of organisational targets in the financial year.

In the year to 31 March 2013, 13 board meetings were held. Regular meetings of the board provide the opportunity for discussion on a wide range of issues including financial performance, governance and compliance, employee engagement, health and safety, environmental management and climate change.

During the year there were several changes to the company's board including the appointment of four new directors and changes to some directors' responsibilities.

Executive Vice President David Buttner was given the additional responsibility of Chief Operating Officer. Tony Cramb was promoted to Executive Director Sales and Marketing. After returning to Toyota Australia from Toyota Motor Asia Pacific, Mike Rausa was appointed Executive Director Corporate Services.

Shigehito Watanabe also joined Toyota Australia from Toyota Motor Corporation. He was appointed Senior Executive Director and Treasurer (Chief Financial Officer) and replaced Yasushi Nakano who returned to Japan.

Directors as at 31 March 2013		Date appointed	Responsibilities
Masahide (Max) Yasuda		01/06/07	President and Chief Executive Officer
David Buttner		01/05/02	Executive Vice President and Chief Operating Officer
Matthew Callachor		01/01/10	Executive Director Sales and Marketing
Tony Cramb		01/01/13	Executive Director Sales and Marketing
Alistair Davis (non-resident Director)		01/07/10	Chief Executive Officer - Toyota New Zealand Limited
Chris Harrod		01/01/10	Executive Director Manufacturing and Purchasing
Takahiro Iwase (non-resident Director)		29/06/11	Senior Manager Officer - Toyota Motor Corporation and Chief Officer - Asia and Oceania Operations Group
Yasuo Kawada (non-resident Director)		01/07/08	Managing Officer - Toyota Motor Corporation
Mike Rausa		01/01/13	Executive Director Corporate Services
Kazutoshi Minami (non-resident Director)		01/07/10	Vice Chairman - Toyota Motor Asia Pacific
Kyoichi Tanada (non-resident Director)		22/06/12	Managing Officer - Toyota Motor Corporation and Deputy Chief Officer - Asia & Oceania Operations Group
Shigehito Watanabe		01/01/13	Senior Executive Director and Treasurer (Chief Financial Officer)
Alternate Directors at 31 March 2013			
David Buttner (alternate for A Davis)			
Hideo Egashira (alternate for K Minami)			
Masahide Yasuda (alternate for T Iwase)			
Kunihiko Wataishi (alternate for Y Kawada)			
Atsushi Fukuda (alternate for K Tanada)			
Directors who resigned in 2012/ 2013		Appointed	Resigned
Tatsuo Shinozaki (alternate for Y Kawada)		29/6/11	16/05/12
Atsushi Fukuda (alternate for H Onishi)		01/01/12	21/06/12
Hiroji Onishi		01/07/10	21/06/12
Yasushi Nakano		01/01/10	31/12/12

Board Committees

Toyota has established a number of board committees to assist in the execution of the board's duties and to allow detailed consideration of complex issues.

There are four board committees – Senior Management Committee, Corporate Compliance Committee, Human Resource Committee and Toyota Product Committee which was established in October 2012 to deal specifically with vehicles, accessories and issues relating to design, specifications, place of manufacture and cost.

Board committees are supported by a range of management sub-committees such as the Environment Committee.

Senior Management Committee

Chair: President and CEO
M Yasuda

Corporate Compliance Committee

Chair: Executive Director, Manufacturing and Purchasing
C Harrod

Human Resources Committee

Chair: Executive Director, Corporate Services
M Rausa

Toyota Product Committee

Chair: Executive Vice President and Chief Operating Officer Director
D Buttner

CASE STUDY

Toyota Environment Committee

The Environment Committee reports to the Corporate Compliance Committee and has responsibility for setting the environmental direction at Toyota. It endorses the Environmental Action Plan and recommends capital expenditure. The Committee meets four times a year to provide direction on both strategic and operational issues.

The Environment Committee also benchmarks Toyota Australia against other Toyota affiliates in the Asia Pacific region. These benchmarks cover management commitment, service and sales, logistics, purchasing, manufacturing and communication. Benchmarking is conducted annually in November and in 2012 Toyota Australia was ranked second out of 14 affiliates.

In June 2011 a Carbon Working Group was established as a sub-committee of the Environment Committee. It has developed a carbon management strategy to manage the business impacts of the clean energy future legislation.



Code of Ethics

We have a code of ethics that is made available to all employees at their induction. It is also found on the company intranet.

The code includes statements of duties applicable to different stakeholder groups, complaint resolution guidelines, the code of conduct and conflict of interest guidelines.

Fraud and Corruption Control

Toyota has a fraud and corruption control program providing management and employees with a framework to help them prevent, detect and respond to fraud, corruption and other improper conduct.

In 2013, we will develop an improved fraud and corruption control framework which will include a review of the effectiveness of training. This is to ensure training is tailored and that all employees are familiar with the policy and their responsibilities.

Legal Compliance Training

Fundamental to Toyota's code of ethics is the expectation that all employees, contractors and agents will obey the law. Our legal team delivers regular in-house training and promotes the use of e-learning modules to help employees recognise situations that could raise potential issues.

The training covers topics such as Australia's competition and consumer law, privacy and SPAM compliance, environmental protection legislation, product liability and Australian Design Rules (ADR) compliance. Employees can access an on-line compliance manual and are also provided with an information card summarising key points and detailing how potential issues can be escalated.

The company also provides legal compliance training to our network of independent dealers located throughout Australia.

Risk Management

Toyota follows the principles of the international risk management standard ISO 31000 in applying enterprise risk management (ERM) throughout the company.

In Australia, the company has three distinctive operating levels: business unit (division), operating arm and corporation. The ERM team meets with each business unit (approximately 22 divisions) to identify barriers to achieving targets and determine appropriate counter measures. Each business unit is provided with a footprint report identifying their risks which is endorsed by the appropriate business unit manager. The ERM team collate and analyse the data gathered from the business units and meet with each operating arm director to validate the findings and identify further risks at the operating arm level. The data is then further refined into corporate risk themes and presented to directors, prior to being endorsed by the board.



CASE STUDY

Crisis management

Our emergency response was put to the test in March 2013 with a training exercise for the Toyota crisis management team. The exercise took place over four hours and was designed to test our processes in a crisis. This follows real world issues that have impacted Toyota in other countries such as the Japanese earthquake and Thailand floods.

The trial provided an opportunity for the crisis management team to test their skills. Each member of the team has been selected because of their expertise in several critical disciplines. Each person is assigned specific responsibilities and is authorised and empowered to make decisions for the entire organisation in times of crisis.

Our crisis management plan contains information on roles, responsibilities and specific actions to be undertaken. It is supported by documents relating to crisis management, business continuity, risk management and emergency management.

The exercise was coordinated by an external provider who was able to independently assess areas where we had performed well and where improvements could be made.



ECONOMIC PERFORMANCE

Toyota's contribution to the Australian economy is significant. Our contribution includes both direct and indirect employment, supporting local suppliers and our dealer network, capital investment, export revenue, payment of taxes and community contribution.

Financial Performance (1 April 2012 to 31 March 2013)

	09/10	10/11	11/12	12/13
Net Profit After Tax	-\$107.9 million	-\$13.2 million	-\$32.6 million	\$149.1 million
Net Sales	\$8.6 billion	\$8.2 billion	\$7.2 billion	\$8.9 billion

Toyota Australia reported a profit of \$220.9 million (after tax \$149.1 million) for the year ending 31 March 2013. Total revenue for 2012/13 was \$8.9 billion, up almost 23 per cent on the previous year.

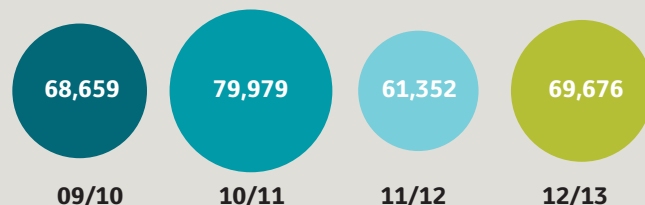
A range of factors contributed to the 2012/13 financial results including a return to full production at our Altona manufacturing plant following the disruptions caused by the Japanese earthquake and Thailand floods in the previous reporting period.

Domestic sales were 20 per cent higher compared with the previous year buoyed by a strong model line-up, the introduction of three new vehicles – Prius c, Prius v and 86 sports car – and the introduction of a number of next generation vehicles including the Corolla, Camry, Camry Hybrid and Aurion.

Another factor contributing to the profit is our company-wide transformation program established to strengthen our business. The five-year plan was developed in response to ongoing external challenges including the high Australian dollar, intense market competition and the high cost of materials.

Vehicles Exported

Exported vehicles (1 April to 31 March)



Toyota reached a major milestone in 2012 achieving one million vehicle exports. This is more than any other Australian automotive manufacturer.

We began our export program in 1986 with exports to New Zealand. Ten years later the program was expanded to include the Middle East. We now ship vehicles to Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates, Yemen, New Zealand and the South Pacific Islands.

For the financial year ending 31 March 2013, we exported 69,676 locally built Camry, Camry Hybrid and Aurion vehicles.

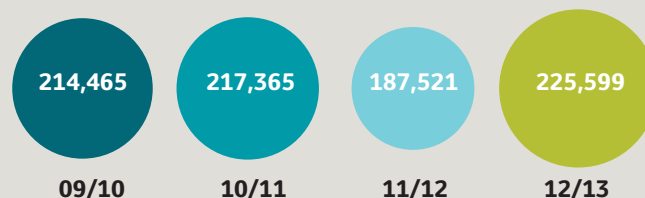
We will continue to focus on our export program and explore new opportunities as part of our overall business strategy. This is a key component of our commitment to keep manufacturing in Australia.

We have also expressed our support for a free trade agreement between Australia and the Gulf Cooperation Council, representing the Gulf States, which has the potential to increase export opportunities.

In addition to exporting vehicles, our new engine manufacturing plant has opened up new export markets in Thailand and Malaysia, strengthening our export program and overall business strategy.

Vehicles Sold

Domestic retail sales volume (1 April to 31 March)*



Toyotas in the top ten selling vehicles (calendar year)



*Includes Lexus vehicles

Domestic retail volume of both Toyota and Lexus vehicles was more than 20 per cent higher than the previous year with 225,599 sales in 2012/13. This increase can be attributed to the return to full production following the impact of the Japanese earthquake and Thailand floods during 2011/12.

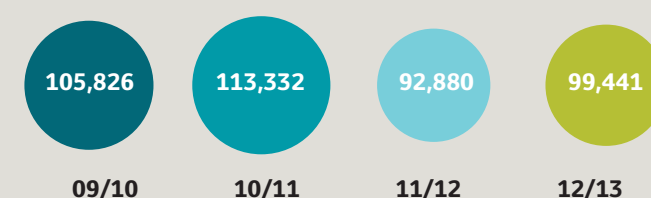
Toyota was the highest selling automotive brand in Australia for the tenth year in a row with 218,176 new vehicle sales in the 2012 calendar year. This was 103,000 vehicles more than the next highest selling brand. Toyota had market share of 19.6 per cent in 2012, an increase of 1.6 per cent compared with 2011.

Toyota's HiLux and Corolla were among Australia's top three selling vehicles with the Camry (built in Australia) and Yaris also in the top ten. We also added three new vehicles to the range in 2012 – the Prius c, Prius v and the 86 sports car.

2012 was also a record for sales of Toyota hybrids with sales of Camry Hybrid, Prius, Prius c and Prius v exceeding 10,000 units for the first time, representing almost five per cent of Toyota's overall sales.

Vehicles Manufactured

Vehicles manufactured (1 April to 31 March)



Toyota Australia builds the Camry, Camry Hybrid and Aurion vehicles at its Altona manufacturing plant. These vehicles are built for both domestic and export markets.

Toyota Australia vehicle production was up almost seven per cent in 2012/13 with 99,441 vehicles built compared with 92,880 the previous year. A total of 69,676 vehicles were exported to the Middle East, New Zealand and the South Pacific Islands.

Our new \$330 million engine plant opened in December 2012, making Toyota the first Australian manufacturer to produce both petrol and hybrid engines. This has opened new export opportunities with Thailand and Malaysia and allowed us to enhance our local manufacturing capabilities.

Government funding

Toyota receives funding from Government programs including the Automotive Transformation Scheme and co-investment initiatives.



MANUFACTURING VIABILITY

Toyota Australia is committed to a future of building cars in Australia. Maintaining our local manufacturing presence is a key component of our transformation strategy which is aimed at creating a sustainable and profitable business.

Toyota has a rich history of manufacturing in Australia. Two significant milestones were achieved in the reporting period – our three millionth locally built vehicle rolled off the production line and we achieved one million cumulative vehicle export sales. In 2013 we also marked 50 years of building cars in this country.

Toyota Motor Corporation celebrated 75 years of vehicle production and its 200-millionth vehicle in 2012. The journey from a textile machinery business to a world leader in automotive manufacturing has been a long one; marked by innovation, challenges and a constant quest for continuous improvement.

It is this pursuit of excellence and innovation that is helping to drive our Australian transformation strategy.

A new beginning

In December 2012, we officially opened our new state of the art engine shop, making us the first Australian car manufacturer to produce both petrol and hybrid engines. The opening was attended by Australia's Prime Minister Julia Gillard and Victoria's Premier Ted Baillieu.

The \$330 million redevelopment of the Altona engine shop was supported by the Victorian Government and the Federal Government which contributed \$63 million through its Green Car Innovation Fund.

The new engine shop is a key piece of the company's manufacturing strategy and a significant milestone for Toyota. It will help us maintain our workforce and further develop technologies, skills and products to assist us to continue building engines and cars in Australia.

The engine shop will produce approximately 108,000 four cylinder 2.5 litre engines per year for the locally built Camry and Camry Hybrid sedans as well as for export. Of the

108,000 engines, 85 per cent will be petrol engines and 15 per cent hybrid.

Approximately 18,000 engines are expected to be exported to Thailand and Malaysia in 2013. This is the first time Toyota Australia has sold standalone engines to these countries.

The new engine boasts significant improvements in fuel efficiency and greater power than the previous 2.4 litre engine. This has contributed to an 11 per cent reduction in fuel consumption in the current generation Camry and a 13 per cent reduction in the Camry Hybrid.

The opening of the new engine shop supports our mission to transform our operations and build a more sustainable business. Toyota Australia is now one of only four countries in the world to produce the AR four cylinder engine and the only Australian manufacturer to produce both petrol and hybrid engines

Toyota plays a key role in the Australian automotive industry which is a critical part of Australia's manufacturing sector. Including parts manufacturers, the industry employs around 55,000 people, injects billions of dollars into the economy and supports local communities throughout Australia. Our spend with suppliers was \$2.4 billion in 2012/13. Automotive manufacturing also drives innovation, research and development across a vast number of industries.

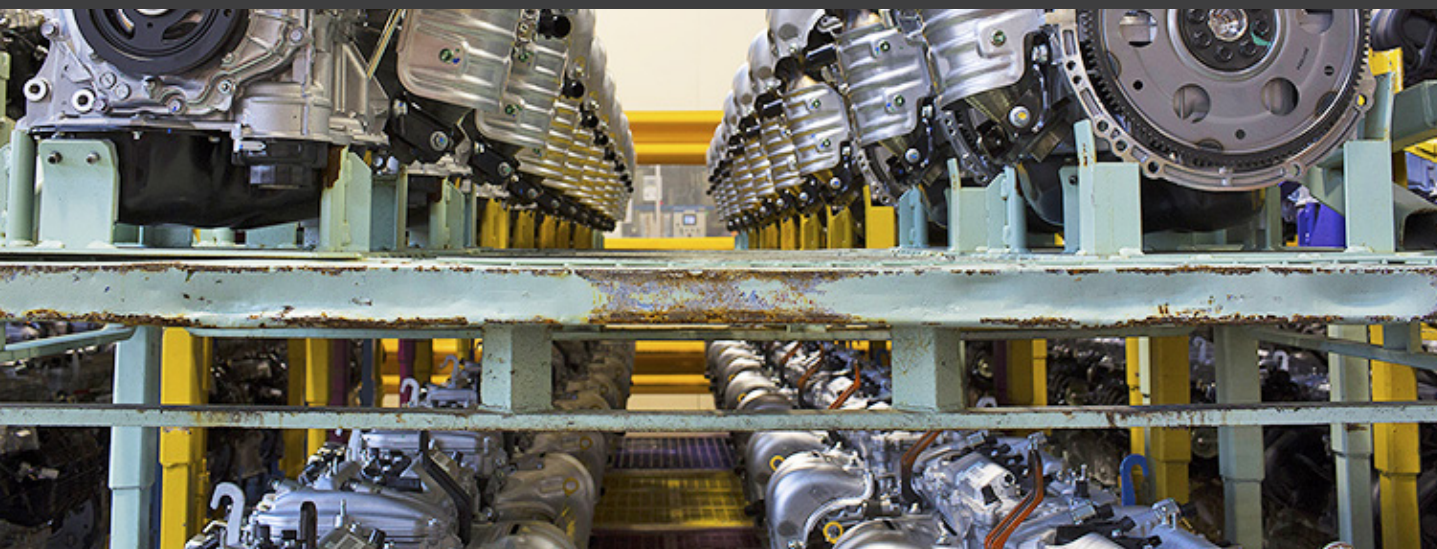
However, the company acknowledges it is operating under intense market competition. In Australia there are 50 vehicle brands competing for one million sales compared with the USA where 47 brands complete for 16 million sales and China where 43 brands compete for 18 million sales. The high Australian dollar has also affected our exports and increased the cost of raw materials – steel, iron and rubber – which constitute a large portion of our vehicles.

Despite these challenges, it is our intention to continue manufacturing in Australia.

The Federal and Victorian governments have expressed their support for local automotive manufacturing. We believe that bi-partisan support for internationally competitive, consistent and long term policy settings is critical for the industry to attract new investment.

All countries that produce automobiles support the sector through measures including tariffs, industry or market incentives and direct budgetary measures. Unlike Australia many of these policies are opaque and not publicly quantified.

Toyota Australia is taking control of the things we can influence and change in order to maintain a manufacturing presence and contribute to society.



CASE STUDY

50 years of manufacturing in Australia

Australia was the first country outside Japan to produce Toyota cars. The first Australian-built Toyota, a Tiara, was built in April 1963.

In the 1970s, we invested in an engine and stamping plant - the first Toyota engine plant built outside Japan. It was officially opened by Australia's Prime Minister Malcolm Fraser in 1979.

The company began exporting vehicles to New Zealand in 1986, followed by the Middle East in 1996. Since then we have produced more than one million vehicles specifically for export markets.

We consolidated our local vehicle production to the Altona plant in Melbourne in the mid 1990s. Today we operate seven shops on the 75-hectare site producing Camry, Camry Hybrid and Aurion sedans as well as four-cylinder petrol and hybrid engines. Australia is one of only five countries that build Toyota hybrid cars.

Next-generation versions of Toyota's locally built cars have been recently launched. The seventh-generation Camry went on sale in late 2011, while second-generation Camry Hybrid and Aurion models were launched in 2012.

Local car-making by Toyota has resulted in direct investment of about \$1.5 billion in our Australia operations since 2004.





ENVIRONMENTAL IMPACT

Sound environmental management is clearly demonstrated throughout all aspects of our business. From our global vision and principles, to the Toyota Earth Charter and statement of environmental responsibility, there is a focus on making a positive contribution to the community and minimising our environmental impacts.

The **Innovative Product** section of this report looks at the environmental impact of our vehicles, while this section focusses on our assets and operations, in particular our Altona plant. We also work with the supply chain on environmental issues and more information can be found in the sections **Customer Expectations** and **Supplier Support**.

Managing Operational Impacts

Our direct environmental impacts are influenced by a range of activities and include greenhouse emissions, resource consumption and waste generation.

Toyota Australia's environmental plan is guided by the Toyota Motor Corporation's Global Vision and Environmental Action Plan. Toyota Australia has its own environmental policy and plan which is implemented through the Toyota Australia Environmental Management System (TEMS). TEMS is used to manage our environmental risks, ensure legal compliance and promote continuous improvement.

TEMS is certified to the international environmental management standard ISO 14001 at four key sites – our manufacturing plant (Altona), the parts centre and sales and marketing office (Sydney), company fleet and vehicle servicing garage (Altona) and corporate headquarters (Port Melbourne).

We have made it easier for employees to access TEMS and other environmental information with a new portal on our intranet. The portal contains many new features including RSS feed, videos, our sustainability reports, links to TMC environmental sites, training information and sustainable motoring links.

During 2012/13 our environmental operating and capital expenditure was over \$3.3 million.

We received no environmental fines or sanctions during the 2012/13 reporting period.

Celebrating Environmental Achievement

Toyota's focus on continual environmental improvement was celebrated in 2012 with the re-launch of the TEMS environmental awards at the Altona manufacturing plant.

The winning submission from the local awards is submitted to the regional awards, which in turn feed into the global Toyota awards. The goal of the global awards is to stimulate on site environmental improvements by recognising and sharing successful ideas. In many cases initiatives can have wider application across the Toyota global group.

All ten TEMS teams from Altona's manufacturing division can enter the awards. Judging criteria includes the degree of impact, originality and payback period.

The focus of the 2012/13 awards was energy consumption, water management and waste. Details of two programs – saving water and packaging waste – can be found later in this section.

Environmental Licence

Our manufacturing operations are subject to Environment Protection Authority (EPA) licensing requirements. We have held an accredited EPA licence since 2004 and have in place policies and procedures to continuously monitor compliance with the licensing requirements. The licence covers five key areas: general conditions, discharge to air, discharge to water, discharge to land and amenity (odour, noise and waste).

Based on Toyota Australia's classification of environmental risks there were no significant incidents in 2012/13 requiring the EPA to be notified.



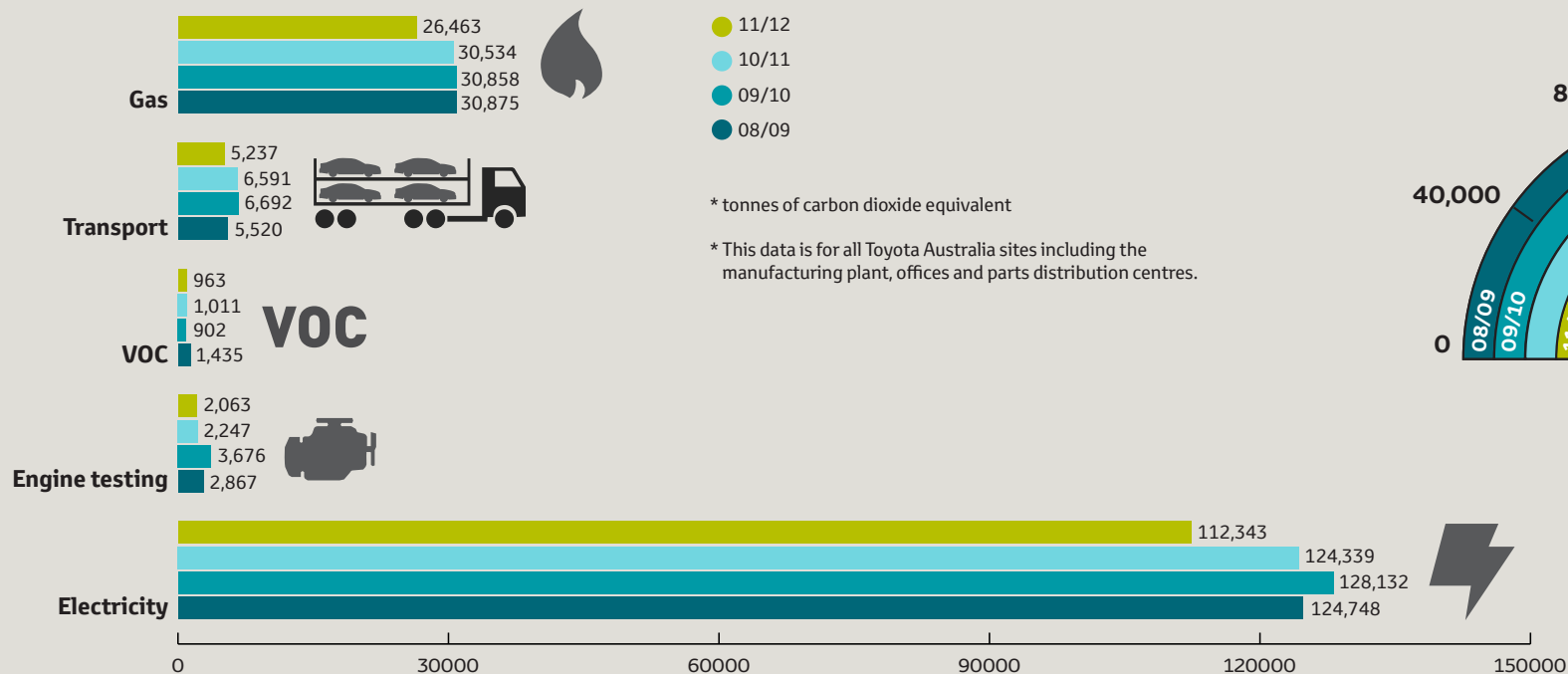
Energy Use and Greenhouse Gas Emissions

Toyota's two main energy sources, and the largest contributors to our greenhouse gas emissions, are electricity and natural gas used at our Altona production site.

We measure and report energy use and associated greenhouse gas emissions at the Altona plant for the Toyota financial year (1 April to 31 March) for comparison with other Toyota manufacturing plants and to measure performance against set targets.

We also report total greenhouse gas emissions for all our sites as required by the Federal Government's National Energy and Greenhouse Reporting Scheme (NGERS) which covers the period 1 July to 30 June.

Toyota Australia's NGERS inventory (tCO₂-e)*



Total greenhouse gas emissions

Each October we submit our NGERS report which requires us to report scope one and scope two emissions for the period 1 July to 30 June.

Scope one emissions are direct emissions produced as a result of an organisation's activities. Our scope one emissions are from gas use, fuel used in transport, volatile organic compounds released during the paint process and fuel associated with testing vehicle engines. Acetylene used in the welding process is a minor source of greenhouse gas emissions.

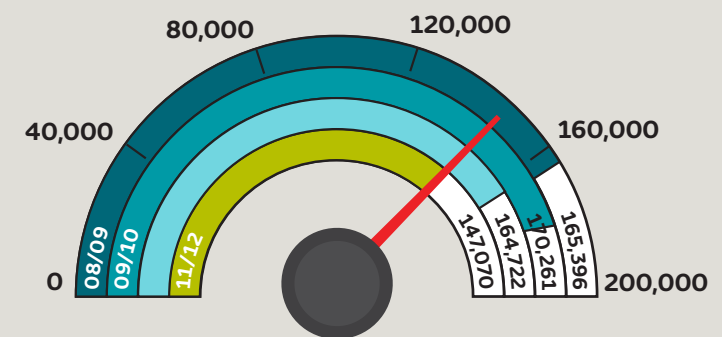
Scope two emissions are indirect emissions generated in the wider economy as a consequence of an organisation's activities,

but which are physically produced by the activities of another organisation. Our scope two emissions are associated with electricity use.

Total greenhouse gas emissions for the period were 147,070 tCO₂-e. This was made up of 34,728 tCO₂-e scope one emissions and 112,343 tCO₂-e scope two emissions.

NGERS does not require us to report scope three emissions. For Toyota these are emissions associated with activities such as waste to landfill and fuel used by logistics contractors. We have programs in place to reduce emissions associated with these actions.

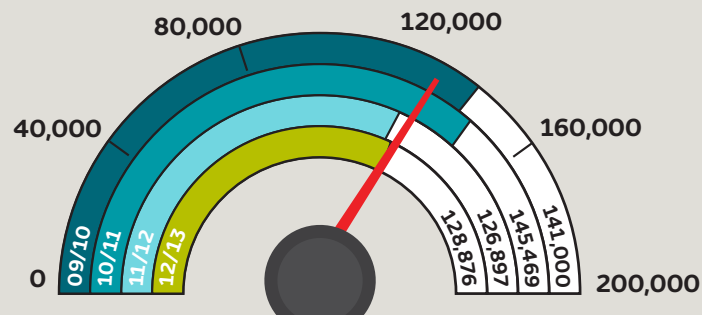
NGERS: Total greenhouse emissions (tCO₂-e)



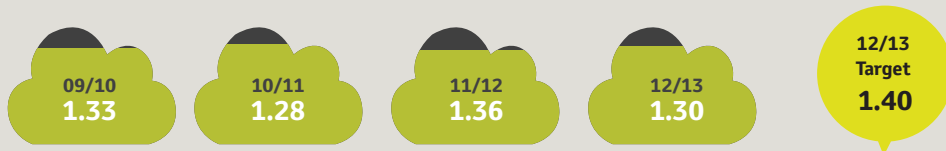
Production energy use and greenhouse gas emissions

Our most significant source of greenhouse gas emissions is from our Altona manufacturing facility. In order to benchmark and set targets we measure these according to the Toyota financial year – 1 April to 31 March.

Total production electricity and natural gas greenhouse emissions (tCO₂-e)

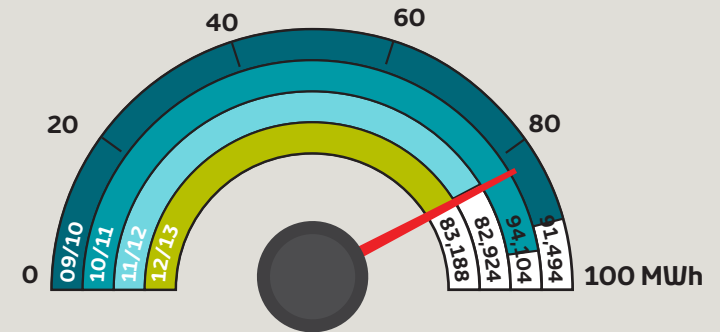


Production greenhouse gas emissions per vehicle (tCO₂-e / vehicle)



While there was an increase in emissions in 2012/13 compared with the previous year, the focus on reducing energy and associated emissions has been considerable over the years. The increase in greenhouse emissions from electricity and gas in 2012/13 resulted from increased vehicle production at the plant compared with the previous year.

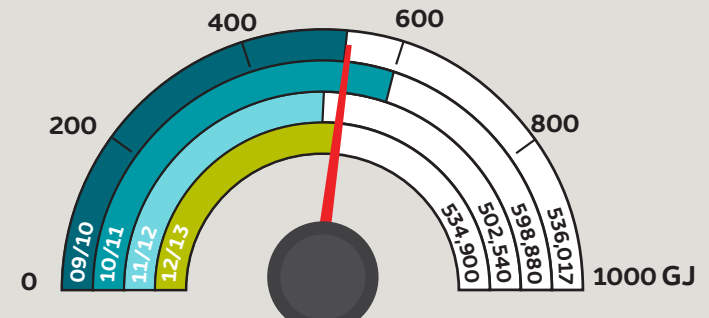
Total production electricity use (MWh)



Production electricity use per vehicle (kWh / vehicle)



Total production natural gas use (GJ)



Production natural gas use per vehicle (GJ / vehicle)





CASE STUDY

Reducing the cost of carbon

Toyota Australia is a liable entity under the clean energy future legislation which means we are directly impacted by the carbon price. Our Carbon Working Group, reporting to the Environment Committee, is developing robust carbon methodology to manage the business impacts of the carbon price.

We understand our greatest issues and opportunities are at our manufacturing plant. As part of our focus on continuous improvement and capacity building, we have sent one of our engineers to TMC Japan for 12 months to study best practice energy management and reduction within manufacturing operations. The focus will be on high energy use equipment such as boilers, compressors and chillers. The aim is to look for ways to reduce energy use in vehicle production.

During 2012/13 employees at our Altona plant were given the challenge to reduce energy consumption. As a result the team successfully implemented a number of projects.

One such project involved a program of monitoring weekend energy consumption and looking for opportunities to reduce energy use. This included reviewing actual Sunday energy use against targets at weekly production meetings and looking at how any abnormalities could be rectified.

We have also looked at monitoring energy use on weekdays between 4am and 5am when the plant is not in operation. Again we set targets and then reviewed these against the actual consumption to identify opportunities to reduce use.

The efficiency of compressors has been improved by reducing compressed air supply pressure from 847kPa to 805 kPa, limiting operation of compressors between 3am and 6am, running a minimum number of compressors during weekends and developing an operation schedule to only run compressors when required.

Improvements in steam insulation in the paint shop and reduced energy use in the paint sludge pool area by turning off the pumps during non-operating times have also led to reduced energy consumption.

The utility maintenance team has continued to monitor and plot daily resource use from the boilers (gas), the compressors (electricity), and cooling towers and sludge pool (water). Trends and upper limits were established and abnormal data investigated leading to repairs and corrections that resulted in savings across all three areas.

New air conditioners were also installed in the new engine manufacturing shop office. These air conditioners use a gas combustion engine rather than electricity and are more energy efficient compared with conventional air conditioners. There are three of these units now at Altona, two in the furnace house and one in the new engine office.

We are also focused on reducing energy use between shifts. Following monitoring of energy use between 3am to 6am, we were able to reduce consumption during this period.

Some of these activities are included in our plans under the Energy Efficiency Opportunities Program (EEO). The EEO is a Federal Government program that requires large energy users to identify, evaluate and report publicly on cost effective energy savings opportunities. The EEO works on a five year cycle and we completed our first assessment cycle in 2011.

Toyota fleet emissions

In line with Toyota's goal of contributing to a low carbon society, we are investigating opportunities to reduce the impact of our own fleet. We will begin by developing a model, incorporating historical and current data, to measure emissions. Once we have a detailed understanding of our fleet emissions, we will look for opportunities to reduce our environmental impact. It is also planned to use this information to encourage other company fleet buyers to look for ways to lower emissions.

Volatile organic emissions

Volatile organic compounds (VOCs) are one of the key contributors to air pollution in the automotive industry. In vehicle manufacturing, VOCs are released in processes using solvents, paints, sealers or hydrocarbon-based chemicals.

The three largest sources of VOCs at our manufacturing plant are from the production paint shop where car bodies are painted, the resin shop where bumper bars are painted and the body shop where fuel tanks are painted.

In 2012/13 the resin shop implemented an initiative to reduce the amount of paint used on bumper bars which resulted in a decrease in VOCs. By re-programming the robots that spray the paint they were able to increase the transfer efficiency of material, maintaining the standard of operations with less VOC being released. The program was entered in the 2013 TEMS manufacturing awards.

Logistics emissions

Toyota engages specialist logistics companies to transport vehicles, vehicle parts for service and vehicle parts for manufacturing around Australia. We work together to improve the efficiency of the supply chain including reducing emissions associated with transporting vehicles.

Close to 300,000 vehicles were transported by truck, rail and ship to different locations across Australia. This includes moving vehicles from the Altona manufacturing plant to Melbourne's Webb Dock for export.

Our vehicle logistics team and key vehicle logistics suppliers are focused on increasing the use of a new system to accurately calculate greenhouse emissions associated with fuel use. A device installed on truck engines records a range of information, including speed and driver habits, which is then used to encourage more efficient driving.

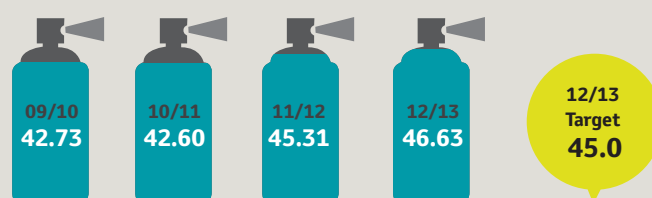
Resin shop: bumper bar paint (g/m²)



Paint shop: body paint (g/m²)



Body shop: fuel tank paint (g/m²)



Parts for manufacturing are transported from suppliers to our plant at Altona, while service parts are conveyed to distribution centres and dealers across Australia.

The manufacturing and service parts logistics teams are working with our carriers to expand driver training initiatives, encourage the use of Euro 4 vehicles, promote the use of exhaust gas recirculation to improve fuel efficiency, examine ways of reducing the number of kilometers travelled and improve packaging fill rates.

Waste emissions

Toyota has a comprehensive program to reduce the amount of waste to landfill at the Altona manufacturing plant. More information can be found in the section on waste.

Other emissions – National Pollutant Inventory

The Federal Government's National Pollutant Inventory (NPI) requires us to report our consumption and emission of 90 listed chemicals which are considered harmful to the environment. The NPI thresholds are triggered at our Altona manufacturing site.

The 2011/12 NPI report details a range of emissions including sulphur dioxide emissions (298 kg/year), nitrogen oxide emissions (20,681 kg/year) and volatile organic compounds (446,912 kg/year).

Toyota reports for the period 1 April to 31 March. The report needs to be submitted to the NPI by 30 September.

Resource Use

Materials used

The vehicle manufacturing process uses raw materials, the most significant being steel and aluminium. In 2012/13, we used 37,118 tonnes of steel and 2,183 tonnes of recycled aluminium at our Altona plant. In addition to this, 18,111 tonnes of steel were used by our press suppliers taking the total amount of steel used in our vehicles to 55,229 tonnes.

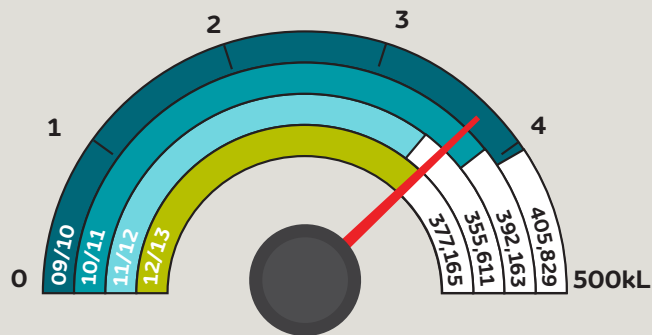
Water

Production water

Most of the water used at our manufacturing plant in Altona is sourced from municipal or city water suppliers. Water is also collected in seven rainwater tanks and used for sanitary facilities, watering gardens on site, and cleaning and topping up the sludge pool.

Total site water use was 377,165 kL which equated to 3.79 kL per vehicle manufactured.

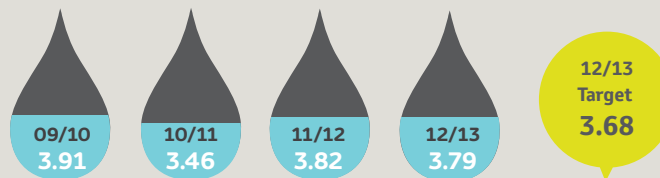
Total production water use (kL)



During the reporting period we were able to reduce water consumption at the sludge pool, which is part of the paint shop. Water is used to remove paint over-spray in the paint shop and is then transported to the sludge pool, where the paint and water are separated. By turning off sludge pool equipment from 3am to 6am, when the paint shop's air house and booths are not in use, we were able to reduce water consumption by approximately 12,320 kL per year.

Daily monitoring of process equipment in the paint shop, including the boiler, cooling tower and the condensate return, allows us to identify issues quickly and make any necessary repairs or modifications to equipment resulting in reduced water use.

Production water use per vehicle (kL/vehicle)



CASE STUDY

Saving water

As part of the engine production process it is necessary to cool the engine block by immersing it in water after casting. In the original design of the new engine manufacturing plant, water for cooling was sourced directly from the main water supply and then deposited into a 1000 litre container which was collected by forklift every thirty minutes. The water was then discharged to sewer.

A group of employees formed a team to address this issue. By designing and implementing a water recycling system they were able to reduce water usage by more than 90 per cent and eliminated the need for the forklift collection system. However, a water temperature of over 40 degrees is no longer effective in the process, so cool water was required to top up the system to reduce the temperature. To address this issue, the team installed a closed loop cooling module which keeps the recycled water at approximately 25 degrees.

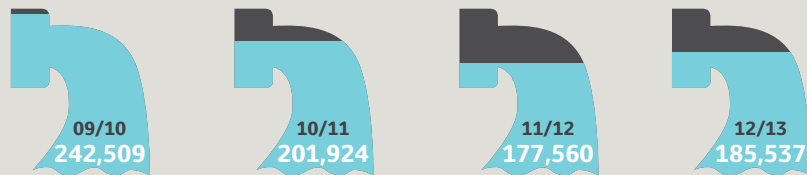
This initiative was entered into the TEMS 2013 environment awards.

Waste water

Water is discharged to the sewer from two trade waste treatment plants at Altona. One treatment plant covers the paint, resin, unit parts, assembly and weld shops, and the second the new engine manufacturing shop.

Of the 377,165 kL water used at Altona, 49 per cent or 185,537kL was discharged to the sewer.

Total water discharged to sewer (kL)

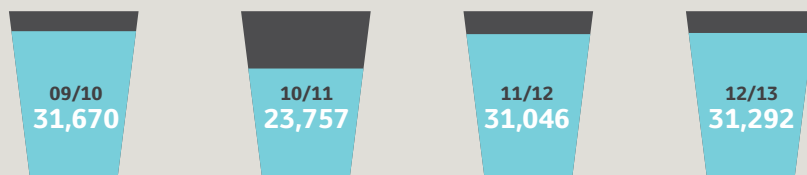


The increase in water discharged to the sewer compared with the previous year can be attributed to an increase in overall water consumption at the site as a result of increased production volume.

The quality of water discharged to the sewer is in accordance with City West Water's agreed licence limits. Following treatment, the wastewater is discharged to the western treatment plant in Werribee.

We continued to look for opportunities to improve the monitoring and management of trade waste in the area in which it is generated. This is known as point source control. Improved communication between point source and the trade waste treatment plant has led to better management of potential risks that could impact on the daily operation of the treatment plant process. By presenting the monitoring results each day, it has allowed for an enhanced understanding of how the plan operates and where improvements can be made.

Total non-production water use (kL)



Non production water

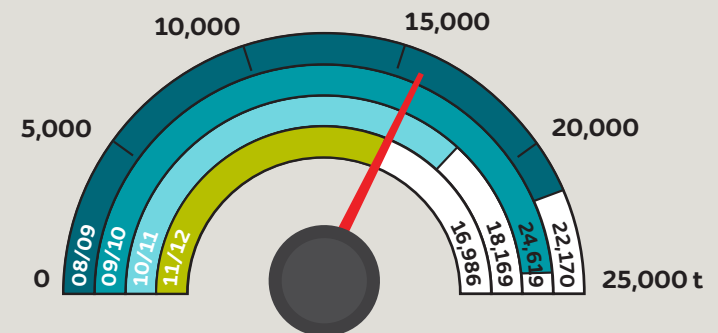
Most of the water used in our nine non-production sites is sourced from municipal or city water. In 2012/13 total water consumption at the company's non-production sites was 31,292 kL representing a slight increase in water usage on the previous year.

To further improve water consumption at non-production sites a water sub-metering project has been commissioned at Woollooware Bay (NSW) and the company's headquarters at Port Melbourne. This will help the company to understand water use areas, help pinpoint potential leaks and communicate water performance more effectively.

Waste

The majority of the company's waste is generated at our manufacturing plant in Altona where total waste comprised of 16,985 tonnes of which 15,998 or 94 per cent was recycled. Recycled materials include steel, cardboard, plastic film, solvent, windscreen glass, sand, plastic damaged motor trim, bumper bars, cans and bottles. The two major waste streams at the Altona plant are general waste and prescribed waste.

Total production waste (tonnes)



General waste

There were several factors that contributed to a reduction in general waste. One significant factor was the reduced output of the engine manufacturing shop while the new facility was being built.

There was also a focus on reducing waste at the new engine manufacturing shop including the removal of large general waste compactor bins and introduction of smaller bins, an increase in bins and pick up points for recyclable materials such as cardboard and plastic, improved labeling of bins and general awareness training.

There was also a decrease in general waste in the press and weld shops due to the replacement of a large general waste bin with a smaller bin and the introduction of recycling bins. Awareness training was also held for weld and press shop employees.

Unit parts shop also recorded a decrease in general waste by re-using cardboard welding wire drums and recycling steel components within packaging. They increased the number of recycling areas, introduced bin labels and increased employee awareness.

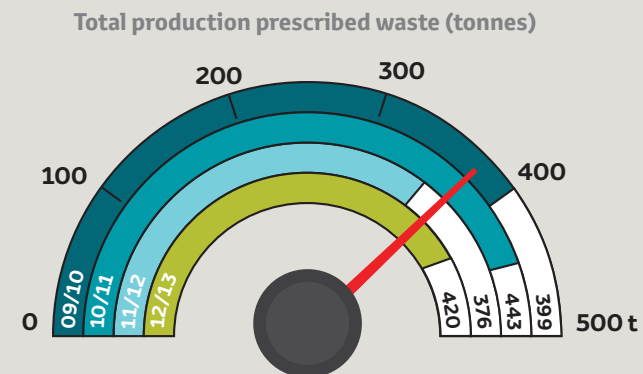
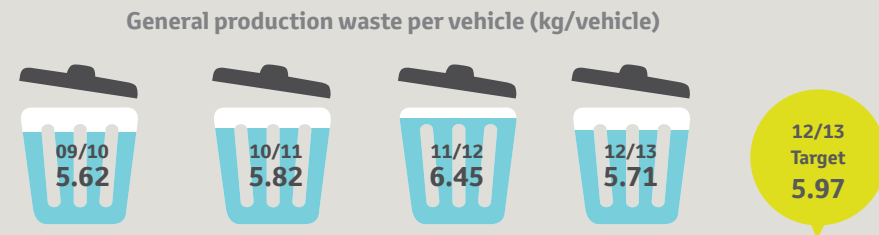
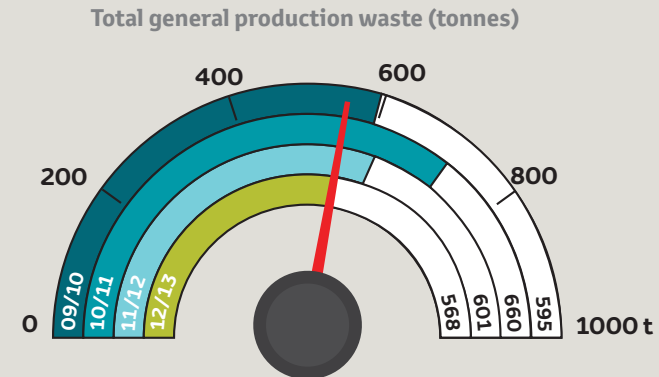
Prescribed waste

During the reporting period 420 tonnes of solid prescribed waste was disposed of at a prescribed waste landfill facility which equates to 4.22 kg per vehicle manufactured. The increase in prescribed waste generated is attributed to an increase in vehicle production.

Environment Resource Efficiency Plan

Victoria's Environment Protection Authority (EPA) introduced its Environment Resource Efficiency Plan (EREP) in 2008. It requires large users of energy and water to identify and implement actions to reduce resource use.

As our Altona site exceeds the threshold limits we developed an EREP project list in consultation with the EPA that identified 85 resource efficiency projects. Each year we report on our progress for the period 1 April to 31 March.





CASE STUDY

CASE STUDY

Zero packaging waste from local suppliers

We reached a significant milestone in 2012 – no packaging waste from local suppliers.

At the beginning of the period the only packaging waste from local suppliers was from protective plastic enclosing the brake and fuel tube. There were four pieces of plastic per tube but by redesigning the containers used to transport the tubes, the need for plastic was eliminated saving 12 tonnes of waste and 6.5 tonnes CO₂-e per year. The plastic had been used to protect the parts from dust but the redesigned containers are totally enclosed negating the need for plastic. The new containers also fit more parts which has reduced the number of deliveries and associated greenhouse emissions. The initiative was entered into the 2013 TEMS awards.

Protecting local environments

Toyota Australia's manufacturing plant in Altona covers an area of 76 hectares adjacent to the Kororoit Creek. In order to minimise any risk to the creek, we implemented a three year program to reduce the potential for groundwater contamination.

The program was completed in late 2012 and involved the installation of groundwater monitoring wells, coating of trenches, improvements to building foundations, and improved controls in underground tanks and bulk chemical storage tanks.

We now regularly monitor 18 ground water wells at the site as well as the water quality of the creek. Water samples are taken upstream and downstream from the plant to ensure there has been no impact from our manufacturing plant.

The company and employees also support rehabilitation works along the creek. Employees and their families joined with the community group Friends of Kororoit Creek to take part in National Tree Day and planted approximately 1,500 native trees and shrubs in 2012.



ENVIRONMENTAL IMPACT



WORKFORCE ENGAGEMENT

Toyota Australia is undergoing a whole of business transformation in order to create a sustainable future. The company is working with employees to ensure they understand the vital role they have in this process and why it is critical to future success.

The implementation of the transformation strategy has impacted employees. With 350 compulsory redundancies in our manufacturing operation in April 2012. The decision to adjust our workforce was a very difficult but necessary, resulting from challenging business conditions including reduced production volume and profitability. There were also 20 compulsory redundancies in our security function as a result of it being outsourced.

Following the redundancies, a key challenge for the company was to connect with and retain the remaining workforce. A number of milestones achieved during the year helped us to do this including the opening of the new engine manufacturing facility. Employee confidence in the company was reflected in 2012's improved employee satisfaction index.

Workplace productivity will continue to be an issue for the business and is a key component of the transformation strategy.

CASE STUDY

Employee communication the key

A key role of the internal communications program is to make sure employees understand and are engaged in the business and the transformation strategy.

Toyota has formal communications structures in place to ensure employees are well informed and able to provide feedback. This involves a variety of activities ranging from a whole of company annual presentation from our President and CEO, to regular team meetings.

Our Altona production facility consists of seven shops – paint, weld, press, assembly, unit, powertrain and resin – which run two shifts each day. Before each shift there is a pre-start production meeting. Each month we hold a more detailed briefing session that brings together employees from all shops.

Each quarter production employees attend a directors' address between shifts. These are followed by employee focus groups, established to ensure the intended message has been effectively understood. Employees are encouraged to raise any questions they may have to their supervisor or manager in the first instance, or via email to a mailbox established specifically for employee feedback and questions.

Similar activities take place at non-production sites with the annual President's address, quarterly directors' briefings and follow up focus group sessions. Different operating arms also have varying structures for regular communication meetings.

Face to face meetings are supported by written communication including employee bulletins and newsletters.

The company also has a senior consultative group that meets quarterly to discuss key business issues facing the company and employees. Its members include senior management, company representatives from each operating arm and union representatives. It provides award employees with a formal structure to discuss issues with senior management

Workforce Profile

Information as of 31 March 2013

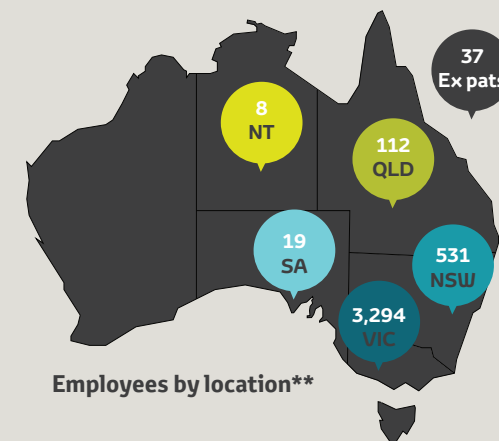
Employees

4029*
Actual headcount

4,001**
Full time equivalent

13 yrs*
Average years of service

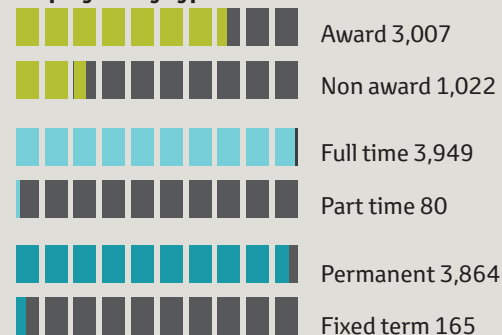
43.62 yrs*
Average age



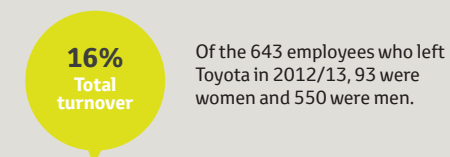
Gender**



Employees by type*



Employee turnover



* Actual headcount – the definite number of employees, excluding contractors.

**Full time equivalent – the total of the number of employees on full-time schedules plus the number of employees on part-time schedules converted to a full-time basis, excluding contractors.

Equal Opportunity and Diversity

Toyota is made up of a diverse mix of cultures, ages and religions. We have more than 70 nationalities, the average length of service is 13 years and the average age is 44 years.

As of 31 March 2013, Toyota employed 560 women and 3,441 men (full time equivalent excluding contractors), with women making up 14 per cent of the workforce. This is a one per cent increase on the previous reporting period.

The lower percentage of women in our workforce is reflective of the automotive industry in general which has been traditionally male dominated. We recognise that redressing the historic gender imbalance will take time. Recruitment at Toyota is based on individual skills and merits, regardless of age, gender, disability, religion or race.

Toyota has merit based pay policies which are designed to promote equal pay for equal contribution, capability and experience. Award employees are paid under the 2011 Toyota Australia Workplace Agreement therefore the ratio of basic pay of men and women is equal at all employment categories.

The table sets out the ratio of basic salary of males to females for non-award employees by employee level in 2012/13.

Ratio basic salary non-award employees by employee level

	Female	Male	Dif
Level 1	1.00	1.13	0.13
Level 2	1.00	1.01	0.01
Level 3	1.00	1.05	0.05
Level 4	1.00	1.06	0.06
Level 5	1.00	1.02	0.02
Level 6	1.00	0.96	-0.04

Data as of 31 March 2013. Figures based in average salary per level/gender.

Training and Development

Within the company, training and development is divided into four areas. Manager and leadership training is one area with another involving the delivery of global Toyota programs to ensure that company values and methods are understood and practiced worldwide. The third area involves training specific to manufacturing at Toyota's manufacturing plant in Altona while the fourth relates to training for dealers and service providers (refer to **Customer Expectations** section).

Leadership development was in the spotlight during the year with the company viewing this as key to supporting the transformation process. It was recognised that we needed to strengthen leadership and manager capability, ensuring those people with leadership and people management responsibilities had the knowledge and understanding required to drive the necessary changes.

Senior executives have taken part in the leadership program. The majority of managers responsible for managing people are participating in manager capability training.

We also facilitate global development programs designed to give new employees an understanding of the Toyota Way values so that they can be applied in their daily work. The programs provide an understanding on:

- The history, foundation and application of the Toyota Way;
- Ensuring continuous improvement in employee's daily work by applying the principles of Plan Do Check Act;
- Building consensus through effective report writing; and
- Identifying and solving simple and complex problems in daily work using the Toyota Way values.

This training was completed by 553 employees. Total training hours were 3,756 hours or 6.8 hours per employee taking part.

In addition to this, we also support training that may be specific to an employee's job. This may involve on the job training, short courses and seminars, or further education. The number of hours associated with this training is not captured.

During the year a number of employees took part in training associated with the knowledge and skills required to achieve manufacturing excellence. This covers training rolled out by Toyota globally such as fundamental skills, Toyota job instruction, Toyota Production System and Group Leader Role Training, as well as local content such as Certificate Two and Certificate Three in Automotive Manufacturing. The total number of hours spent on off-the-job training with the production workforce in 2012/13 was more than 10,000 hours.

A key component of training and development is the apprentice and graduate program. As at 31 March 2013 we employed 22 apprentices and 21 graduates.

A program of promotions and rotations (P&R) is undertaken annually. This provides development opportunities for employees. It also aligns business needs with employees who possess the required skills and abilities. P&R also provides the company with an effective system for managing career progression and development opportunities for employees.

The company supports regular performance and career development reviews for all non-award and TECS (fortnightly paid awards) employees. In 2013 we introduced team member assessments for all award shop floor workers. They are evaluated and given feedback on their strengths and opportunities for improvement.

Rewards and Benefits

At Toyota we recognise that our employees are our most valuable asset. We aim to provide a workplace that is safe, supportive and inclusive. As a result we offer a range of work conditions and benefits to retain and recruit the best employees. Benefits exceed those that are mandated by law and include:

Discounted vehicles and spare parts:

The opportunity to purchase vehicles at a discounted rate is available for employees and immediate family members. In addition, employees can benefit from subsidised lease and allocated vehicles depending on job grade. Employees are also able to purchase spare parts at a discounted rate.

Overseas career development:

We participate in an inter-company transfer program where employees can be selected to work overseas to enhance their training and development opportunities. The skills and experience acquired by employees while on assignment benefit Toyota and provide career development opportunities to the employee.

Parental leave:

After 12 months of continuous service, employees are eligible for 14 weeks paid maternity leave and one week paid paternity leave following the birth of a child.

Employee assistance program:

Employees and their family members can access an employee assistance program that provides confidential counselling free-of-charge to help cope with work and personal issues. The program is administered by an external, independent company and is paid for by Toyota.

Superannuation:

Employees have a choice of superannuation funds to which employer and employee contributions can be made. Award employees receive superannuation benefits at least equivalent to a 9.5 per cent employer contribution and non-award employees receive benefits at least equal to a 14 per cent employer contribution. Death and disability insurance benefits are also provided through the Toyota superannuation fund.

Information about the superannuation program is given to all employees as part of induction and brochures are also available throughout the company. A retirement readiness group session was offered to all employees, providing advice on superannuation, financial planning and general lifestyle impacts associated with moving into retirement. Members of the Toyota Superannuation Fund were invited to one-on-one financial planning sessions.

The benefits provided to full-time, part-time and fixed-term (temporary) employees who are directly employed by Toyota Australia do not differ. Temporary or contract labor engaged via a third party, such as an employment agency, do not have access to these benefits.

All of our award employees are covered by the 2011 Toyota Australia Workplace Agreement. The agreement ensures fairness of workplace conditions and supporting processes, policies and systems.





CASE STUDY

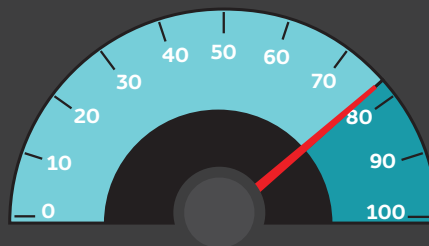
Employee satisfaction survey

Each November Toyota conducts a survey to determine our Employee Satisfaction Index (ESI). The survey provides information on employees' job engagement and company commitment, as well as giving employees the opportunity to make confidential comments.

We experienced a particularly challenging year in 2012. There was a strong focus on achieving targets associated with the transformation strategy and, as a result, many areas of the company had to adapt to new ways of operating along with undertaking major projects on a large scale.

Although it was a demanding year, the ESI score for the company as a whole increased by 2.8 to a score of 77.1. Impressively we had a survey return rate of 97 per cent.

We are now looking at new ways of sharing information obtained from the index to further improve employee satisfaction and engagement. This includes sharing actions undertaken by other areas of the business to positively impact their engagement and commitment score.



77.1% Employee satisfaction

Target
80

Health and Safety

At Toyota we recognise our responsibility for managing the health, safety and welfare of employees, contractors and visitors. As highlighted in the President's Goals, the company aims to provide a safe and healthy working environment and preventing work related injuries and illness.

The company has a health and safety management system certified to International Standard Organisation (ISO) 18001 and accredited under the National Auditing Tool, which is administered and audited by WorkSafe.

The workforce has health and safety representation, in the form of active health and safety committees at the majority of sites. Committees are made up of elected health and safety representatives and management representatives and provide a mechanism for employees to be able to raise and discuss issues directly with management. At a minimum the committees meet quarterly but most meet monthly. More than six per cent of our workforce or 260 employees (based on actual headcount) participate in the committees.

Lost time injury frequency rate (LTIFR)

2012/13	9
2011/12	10
2010/11	12
2009/10	11

The LTIFR is a measurement of the number of injuries/ lost time for each one million hours worked. There were no work place fatalities involving Toyota Australia employees in 2012/13.

Safety and culture

A significant aspect of Toyota's transformation strategy is about cultural change and this applies to all areas of the business including health and safety.

The introduction of hard hats at our press shop was as much about safety culture and leadership as it was about reducing the risk of injury.

While press shop employees at Toyota manufacturing plants around the world wore hard hats there had been resistance at our Altona plant. Following a risk assessment, and in consultation with Health and Safety Representation and the unions, employees in press shop adopted the hard hats with high level of compliance.

CASE STUDY



Occupational diseases

A total of 26 occupational diseases were reported to our medical centre during the year.

Absenteeism

Total absentee hours for 2012/13 were 302,412 or 75 hours per employee (based on actual headcount). This includes both paid and unpaid sick leave and carers' leave. This was a significant decrease on 2011/12 results of 423,583 hours or 94 hours per employee.

Toyota will continue to look for ways to reduce absenteeism because of its significant impact in the manufacturing environment. Our just in time approach to manufacturing means we build cars to meet customer demand, and therefore rely on all parts of the manufacturing process to operate smoothly. Employees rely heavily on one another and if multiple people are away there can be a significant impact on productivity.

Health and safety training

There was a clear focus on health and safety training in 2012/13 which contributed to a reduction in the lost time injury rate and a significant decrease in absenteeism.

We joined with external safety specialist Safety Action to facilitate a conference focusing on zero harm best practice. It was led by corporate occupational health and safety and attended by senior industry representatives including Toyota Australia.



CASE STUDY

Aligning our approach to health and safety

Our transformation strategy is about looking to the future, working together and aligning our thinking. In health and safety, we are working to achieve this in a number of areas.

One key focus is to bridge any gaps between the understandings of health and safety representatives (HSRs) and management on health and safety issues at our manufacturing plant recognising that working together can provide a catalyst for change.

We held a number of joint workshops with HSRs and management to discuss effective risk management and consultation principles including issues resolution. The sessions were facilitated by Toyota's corporate health and safety team and WorkSafe Victoria. Currently the focus is on manufacturing with those shops with the biggest risks going through the process first.

As part of Toyota's continued commitment to safety, occupational health and safety policies have been updated to reflect legislative changes and are going through a consultation processes with key stakeholders including management, HSRs and unions.



SUPPLIER SUPPORT

Toyota recognises that a sustainable supply chain is an essential component of maintaining our manufacturing operation in Australia. A key aspect of our transformation strategy is to align our strategy for the future with the plans and objectives of our supplier base.

To achieve this we work closely with suppliers to help them improve their business processes and profitability. We also involve them in our plans, so we can work together to achieve mutual benefits.

Toyota is well known for business practices that eliminate 'non-value adding' activity and we have programs to share our skills and knowledge with our local suppliers to ensure their long term sustainability.

While there were many positive supplier outcomes during the year, we were also impacted by a number of complex issues. This included a fire at one of our key component supplier's premises and financial difficulties experienced by others.

Value of buy (\$ billion)

	09/10	10/11	11/12	12/13
IP	1.1	0.8	1	1.2
DP	1.2	1.5	1.1	1.0
SP&A	0.2	0.3	0.2	0.3
Total	2.4	2.6	2.3	2.4

Number of suppliers

	09/10	10/11	11/12	12/13
IP	1,591	1,596	1,507	1,299
DP	89	71	73	67
SP&A	125	128	117	101
Total		1,795	1,697	1,467

We categorise our supply chain into three main groups:

IP: Indirect Purchasing: Indirect purchases of goods and/or services to support the operation and maintenance of all buildings, plant and equipment as well as all corporate services.

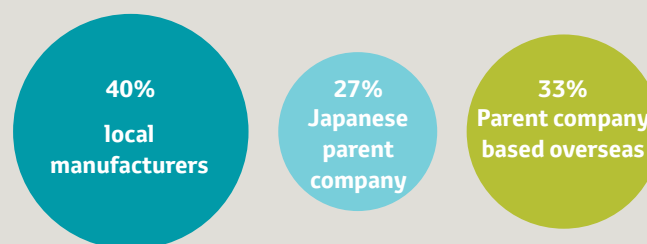
SP&A: Service Parts and Accessories: Locally procured services parts and accessories to support aftermarket sales.

DP: Direct Purchasing: Locally procured components (and raw materials) required for the manufacture of locally-built vehicles.

We only track direct purchasing suppliers in regard to their country of origin and the majority (40 per cent) have some level of manufacturing in Australia. Some are called pass through suppliers meaning they import a commodity to Australia and then conduct handling and quality checks before delivering the product to Toyota.

Of the 67 direct purchasing suppliers:

- 27 (40 per cent) are local manufacturers
- 18 (27 per cent) have a Japanese parent company
- 22 (33 per cent) have a parent company that is based overseas based but is not Japanese



Supplier development

Toyota recognises the importance of having sustainable and capable local automotive parts manufacturers that are globally competitive. We continued to work closely with government and industry to implement supplier improvement initiatives to enhance the capabilities of local parts suppliers.

Dedicated specialists in Toyota's supplier development team have worked collaboratively with local suppliers to embed the principles of the Toyota Production System (TPS) in their manufacturing operations. TPS strives for the complete elimination of waste in all aspects of production to maximise efficiency and is sometimes referred to as 'lean manufacturing'. Our supplier development team works closely with local suppliers to identify and implement safety, cost, quality and productivity improvement initiatives using this methodology.

The supplier development program has been operating since the 1990s and has assisted more than 60 local suppliers become more globally competitive. In recent years, the program has been expanded and accelerated with funding contributed by the Federal Government's Automotive Supply Chain Development Program (ASCDP).

In the second round of the ASCDP, covering the period January 2012 to June 2013, we received \$2.4 million in funding.



CASE STUDY

Toyota Production System - Simulation Dojo

In February 2012, the Toyota supplier development team launched the 'TPS Simulation Dojo' as a training facility for suppliers to gain a better understanding of TPS implementation.

The Dojo is a simulated small scale 'factory' that builds Lego cars. Through progressive stages of implementing TPS, trainees experience first-hand the improvement opportunities in cost, quality, productivity and team member morale.

Since its opening more than 150 participants from suppliers to industry members have taken part in the simulation training.

Toyota Production System - driving productivity at Total Tooling

Toyota has been leading a series of problem solving exercises in collaboration with pressed metal supplier Total Tooling, looking at its entire production process to find areas for improvement.

Total Tooling is an Australian owned company based in Croydon South, Victoria. It has been operating for more than 25 years and employs approximately 70 people. Total Tooling has been a direct supplier to Toyota since the launch of the 2011 Camry, and indirectly via Toyota Boshoku since 2006. It supplies Toyota with approximately 47,000 parts per week for its locally built Aurion and Camry. Parts supplied to Toyota include pressed metal and welded sub-assemblies for the boot, floor and car doors.

Prior to the review, Total Tooling operated three separate production processes which resulted in team members waiting for machines to finish before they could start the next task. To address this we simulated a range of alternate production set ups and performed basic trials.

After a week of simulating the entire process and making small adjustments, we were able to work together to combine three separate production processes into one. This means employees no longer need to wait for machines to finish and they can easily fulfil increased customer orders.

TPS has already helped the company improve its productivity by 26 per cent equating to a time saving of 8.75 hours a week or just over one working day to produce the same number of parts.

The process allowed the company to significantly improve its productivity without having to rely on investment in new equipment. With the time saved they are now able to better utilise resources and better manage overtime requirements when they receive an increase in orders for these components.



CASE STUDY

Supplier Environmental Risk Management

Toyota continues to engage with its suppliers to promote environmental best practice.

We work with suppliers to:

- Monitor supplier ISO14001 certification status;
- Promote management and further reduction in the use of substances of concern;
- Help suppliers understand their carbon footprint and reduction opportunities;
- Foster a zero-waste culture towards and support environmental leadership in the supply chain; and
- Recognise performance excellence in supplier environmental management through annual supplier awards.



Supplier Conference

Toyota holds an annual supplier conference which provides a forum for the company to reflect on the previous year's activities and performance, as well as to present suppliers with key policies and future directions.

The 2013 conference was held in April and was attended by 88 component and service suppliers and representatives of the Federal and Victorian Governments, the Federation of Automotive Products Manufacturers and our parent company.

The theme for the 2013 conference was ACTION: Align, Challenge, Transform, Innovate, Optimise Now, building on the, Align, Challenge, Transform, theme of the previous year. It was aimed at encouraging suppliers to innovate with a heightened level of urgency. Reflecting Toyota's own transformation strategy, suppliers were encouraged to expand and accelerate their business transformation activities, with an emphasis on the importance of rapid decisive action.

A number of suppliers shared their experiences in integrating innovation, consolidation and diversification into projects by participating in an exhibition at the conference, giving others the opportunity to understand real examples of successful change.

CASE STUDY

Enhancing and reinforcing environmental management - Toyota Green Purchasing Guidelines

In order to provide clean and safe products, it is essential that all Toyota Group companies and their business partners make a concerted effort to manage environment impacts.

Toyota Australia released an updated version of the Green Purchasing Guidelines to its parts suppliers, taking into consideration the changes in environmental laws and regulations globally in recent years.

The Guidelines reinforce the expected management of substances of concern from managing raw materials, through the development and design stage, to production and delivery. The specific requirements vary depending on the type of industry or commodity produced by the supplier however, all suppliers are expected to comply with the relevant requirements.

Suppliers also receive guidelines on corporate social responsibility. Developed by Toyota Motor Corporation the guidelines clarify the company's expectations of suppliers in the areas of safety, environment and human rights, complementing the Green Purchasing Guidelines.

Supplier Awards

The Annual Supplier Awards were presented at the Supplier Conference recognising outstanding supplier performance during 2012.

The 2012 President's Supplier of the Year Award was awarded to Chassis Brakes International (Australia) Pty Ltd.

The winners of the other Performance Excellence Awards in the following categories were:

Award Category	Winner
Safety	TT Steel Centre Australia Pty Ltd
Environment	Continental Pty Ltd
Quality	TT Assembly Australia Pty Ltd
Cost Improvement	Chassis Brakes International (Australia) Pty Ltd
Value Innovation	Metalsa Australia Pty Ltd
Toyota Production System (TPS) Excellence	Toyota Boshoku Australia Pty Ltd
Outstanding Jishuken	MHG Glass Pty Ltd
Supply Chain Management	Toyoda Gosei Australia Pty Ltd
Industry Contribution	SMR Automotive Australia
Value Add - Value Engineering (VE-VE)	ITW Australia Pty Ltd



Back L-R: Paul Ryan (Chassis Brakes International Australia), Peter Baird (TT Steel Centre Australia), Milad Tawil (Toyoda Gosei Australia), Kent Ballan (ITW Deltar), Kei Okano (Toyota Motor Corporation Japan), Ellison Mouncey (MHG Glass)

Front L-R: Yasuhiro Shido (Toyota Motor Asia Pacific – Engineering & Manufacturing Thailand), Evan Tsirogiannis (Toyota Australia), Mark Curnow (Toyota Boshoku Australia), Chris Harrod (Toyota Australia), Graham Scull (Chassis Brakes International Australia), Dave Buttner (Toyota Australia), Ben Tabanquerao (TT Assembly Australia), Paul Sandercock (SMR Automotive), John Scott (SMR Automotive), Murat Kirem (Metalsa Australia)



CASE STUDY

L-R: Evan Tsirogiannis (Toyota Australia), Chris Harrod (Toyota Australia), Ellison Mouncey (MHG Glass), Dave Buttner (Toyota Australia)

MHG Glass wins 2012 Outstanding Jishuken Award

Toyota supplier MHG Glass won the inaugural Performance Excellence Award for Outstanding Jishuken at the 2013 Supplier Awards ceremony. Jishuken is a continuous improvement activity where the organisation works together to achieve success.

This award recognised that MHG had used the principles of the Toyota Production System (TPS) to drive improvements on the shop floor. The shop floor team identified the opportunities and led the activity, which focused on developing standardised work process to develop the Super Cell (windscreen and back window).

In conducting the activity, the team at MHG Glass demonstrated a hands-on approach to implementing TPS with a strong foundation of human resource development. Through the generation of innovative and practical ideas, there was a 22 per cent productivity improvement in that process, with positive flow on effects to safety and housekeeping.

The most impressive outcome was the personal development of the shop floor members and the increased motivation and engagement of the workforce who continue to sustain the improvements while looking for new opportunities.



COMMUNITY ENRICHMENT

Toyota Motor Corporation has a long tradition of supporting the community at both local and national levels. Toyota Australia's community investment philosophy reflects the global vision and is articulated in the Toyota guiding principles.

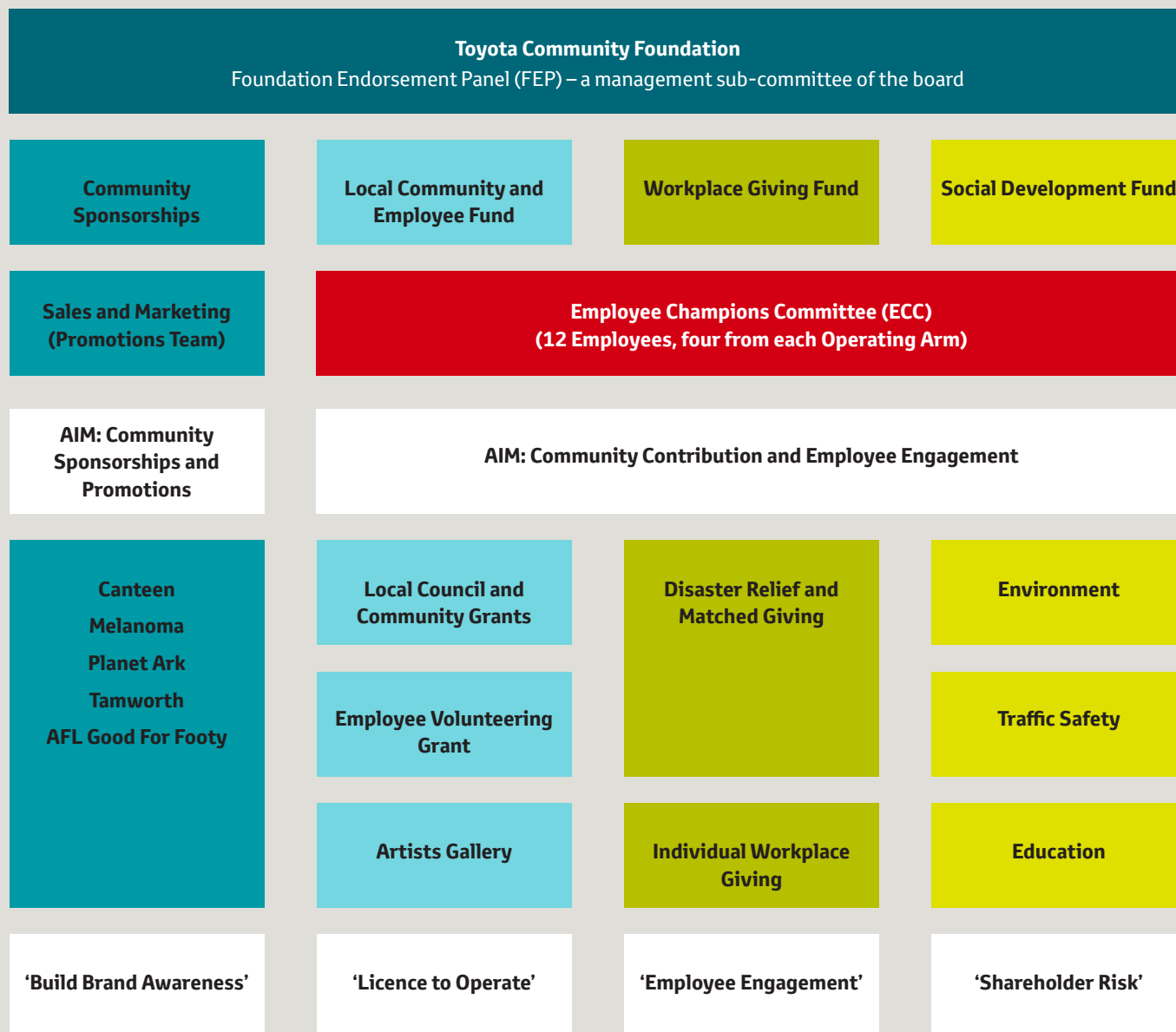
While Toyota is a car company, our community investment philosophy encapsulates the concept that we exist to work with local communities to strengthen and contribute to society.

The philosophy impacts all aspects of the company and is clearly evident in our community investment program – the Toyota Community Foundation.

The Toyota Community Foundation

The Toyota Community Foundation (TCF) was established in 2011 to consolidate and build on community contributions and provide a framework for new programs. We contributed \$2.3 million to the community through the TCF during the year.

There are two key pillars to the TCF. One pillar represents community sponsorships and promotions. These are detailed on our website. The second pillar involves three funds – the local community and employee fund, the workplace giving fund and the social development fund.



The local community and employee fund directs local community giving through the three local councils in which Toyota has significant operations: Hobsons Bay (Altona, Melbourne), City of Port Phillip (Port Melbourne, Melbourne) and Sutherland Shire (Woolloomare Bay, Sydney). These programs include support for environmental groups, business mentoring programs and training for community organisations. Another significant program involves the Toyota Community Spirit Gallery.

The key platforms of the workplace giving fund are disaster relief and the workplace giving program.

The social development fund supports national initiatives incorporating traffic safety, environment and education.

Toyota Australia employees play a key role in the TCF with 12 employee champions selected from across the company. Appointed for three years, they are responsible for making recommendations to the foundation endorsement panel on programs and activities to be supported by the foundation.

The TCF model was refined during the year with the introduction of an employee giving scheme and the development of disaster response guidelines. An employee community grants scheme was also developed and will be introduced in 2013.

Employee workplace giving

Workplace giving was launched in August 2012 and offers employees the opportunity to donate from their salary (pre-tax) to registered charities of their choice through the payroll system. Toyota covers the administration costs of the program so that 100 per cent of employees' donations go directly to their nominated charities.

Disaster response

With increasing awareness of the impact of natural disasters and an expectation that corporations will provide assistance, we developed disaster giving guidelines in 2012 to ensure a consistent response. Assistance usually involves two areas – a Toyota corporate response and an employee giving program matched by company donations. The corporate response may involve cash or in-kind provision.

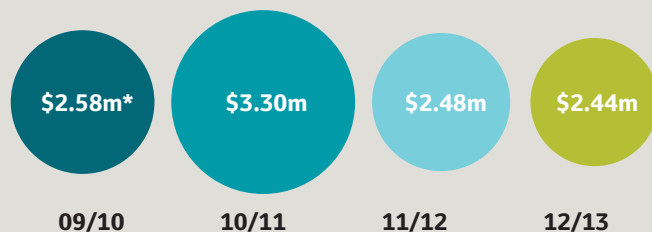
Employee community grants scheme

During 2012 the TCF developed a new employee community grants scheme which was launched in April 2013. The program rewards employees for contributing to their local community groups. Each year, 15 Toyota employees will be selected to receive a \$1,000 grant for a nominated local community group in which they are involved.

Toyota Australia's Community Investment

(1 April 2012 to 31 March 2013)

During the financial year ending 31 March 2013, our community investment totalled approximately \$2.44 million.



* Management costs not included. It is standard practice under LBG to include management costs which cover program management fees, public relations costs and advertising.

We use the London Benchmarking Group (LBG) methodology to measure our community contribution and have aligned our community investment reporting with its principles and definitions:

- Community donations – contributions made out of a sense of moral responsibility or in response to expectations from society.
- Community investment – contributions made because of a belief that companies have a long-term interest in fostering healthy communities.
- Commercial initiatives in the community – contributions made as part of a program designed to provide direct benefits to the company, such as increased profitability, stronger company image, reduced costs, or improved customer loyalty. Only those commercial initiatives that meet LBG criteria for community benefit are included. Others, such as commercial sponsorships, are not recorded in this report.

The LBG reports each September/ October, therefore the information provided below is from its 2012 benchmarking report and uses data from the Toyota financial year 1 April 2011 to 31 March 2012.

For the period 2011/12, our total community contribution was \$2.48 million.

This was made up of:



The company's community contributions equated to 0.03 per cent of total revenue compared with 0.04 per cent in 2011 and an average 0.07 per cent for Australia/ New Zealand LBG members.

The breakdown of our community contribution for 2012/13 will be published in the next reporting period



CASE STUDY

Disaster response in action

Toyota's disaster giving guidelines were put into action twice over the summer of 2012/13.

In January, tropical cyclone Oswald devastated parts of Queensland and New South Wales with severe storms and flooding causing damage estimated at \$2.4 billion.

In Bundaberg 7,500 residents, including patients at the Bundaberg Hospital, were evacuated. Houses were completely washed away and parts of Bundaberg's sewage network were destroyed. Road and rail closures, communication interruptions, electrical blackouts and water supply problems were experienced across wide areas.

Toyota provided Red Cross with five cars through the TCF to assist with the relief effort.

The Red Cross was also called in to manage the recovery effort following the Tasmanian bushfires. Once again the TCF provided support to affected communities through five loan vehicles to be used by the Red Cross to assist with the recovery work.



CASE STUDY

Toyota Community Spirit Gallery

The Toyota Community Spirit Gallery (TCSG) is an initiative that falls under our local community and employee fund. Typically, the program includes three exhibitions a year featuring local and emerging artists. It is aimed at building the capacity of the arts and culture sector in two of our partnering city councils – the Hobson's Bay City Council and the City of Port Phillip.

The works of more than 850 artists have been exhibited to an estimated 7,500 visitors since the TCSG was established. Exhibitions often attract over 200 submissions and multiple awards have been made to assist artists to develop their careers.

During the year we commissioned an independent review of the TCSG to understand its social impact. Social Return on Investment (SROI) methodology was used to understand and measure the impact of the program from a stakeholder perspective.

Nearly 50 participating artists, the planning committee and representatives from the two partner councils were engaged through focus groups and one-on-one interviews. Surveys were also completed by over 200 past participants. By allocating a monetary value to these outcomes, the social value to the material stakeholder groups was determined. It was calculated that for every dollar invested in the TCSG, \$3.28 in social value was created.

Driving youth safety education

At Toyota we are continually looking for new ways to increase the safety of our vehicles. We also strongly advocate responsible driving and supporting young drivers with additional road safety information.

We have strengthened our commitment to road safety by partnering with Road Safety Education Limited (RSE), a national not-for-profit organisation, to deliver road safety information to high school students.

Statistics show that young people are over-represented in crash data. By working with RSE we can make sure more high school students are exposed to driver safety information to help them make informed decisions when behind the wheel.

The one day program aims to provide senior students with practical information on safe driving practices and how to avoid or minimise the impact of common crashes and high risk situations. It includes six interactive sessions delivered to small student groups and has a guest presentation from a car crash survivor who speaks about the impact of their crash on family and friends.

Feedback from participants reveals that after attending the program they are less likely to drive 5 km/h above the speed limit, have a better understanding of how to avoid a car crash and are more likely to turn off or switch their mobile phones on silent before driving.

In 2012 the road safety program involved more than 45,000 high school students around Australia. The program began in New South Wales 12 years ago and has since expanded nationally and into New Zealand. More than 250,000 students have now taken part.

CASE STUDY





CUSTOMER EXPECTATIONS

The direction from Toyota Motor Corporation is clear – aim to exceed customers' expectations. In Australia we do this by delivering outstanding automotive products and services, and keeping a focus on customers.

Our primary connection with customers is managed through our network of dealers located across Australia. While independently owned, they are an extension of Toyota and integral to our success. We are also the largest fleet supplier in Australia and our fleet team works directly with government and business fleet buyers. Our customer experience team also provides one on one support.

All our customer interactions are guided by Toyota's code of ethics, which says we need to:

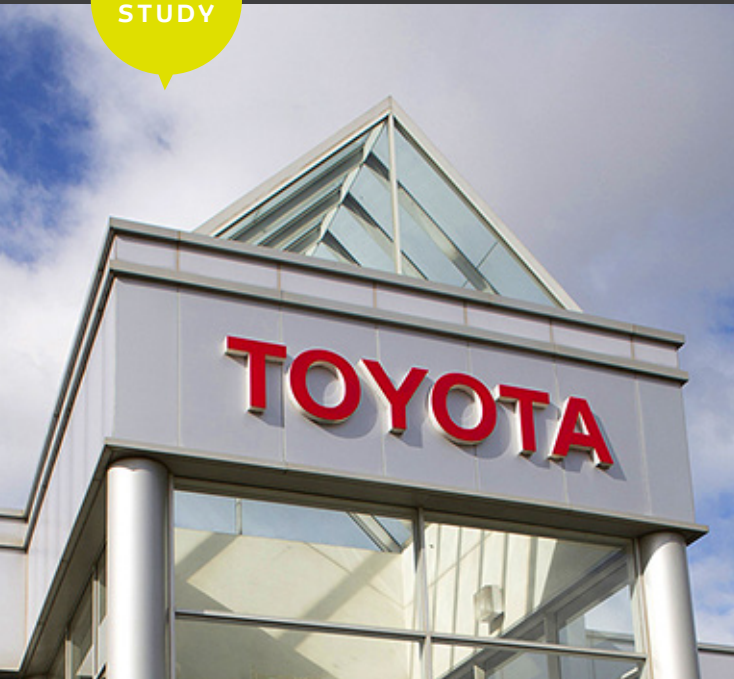
- Act honesty and obey the law;
- Provide quality products and services;
- Maintain and promote the highest industry ethical business standards;
- Support the product and the distribution network;
- Honour commitments;
- Communicate clearly and effectively; and
- Investigate and respond promptly to customer enquiries and complaints.

Toyota number one in reputation

Toyota was ranked number one in the 2013 Australian Corporate Reputation Index, up from fourth position in 2012. Australia Post was ranked second and JB Hi-Fi third. The last time we were ranked number one was in 2006.

The survey, conducted annually by AMR and the Reputation Institute, examines Australia's top 60 companies using the BRW Top 100 list. Reputations are ranked by consumers giving their opinions on products and services, innovation, workplace, citizenship, governance, leadership and performance.

CASE STUDY



Customer Experience

Our customer experience centre provides an interface with customers on issues ranging from new vehicle launches to vehicle recalls.

The experience centre dealt with 31,000 customers by phone, nearly 10,000 customers by web and email, and just over 400 customers by mail during the reporting period.

Another platform to help the company understand and respond to customers' needs is the Toyota customer satisfaction program which surveys customers who either purchased or serviced their vehicle at a Toyota dealership. During 2012 we sent out:

- 270,580 surveys to service customers and received a response from 59,950 people or 22.2 per cent
- 106,176 surveys to sales customers and received a response from 47,167 people or 44.4 per cent.

The results of the surveys (both positive and negative) were reported back to the dealer network for action and follow-up where required.

Toyota also uses information from the customer satisfaction program to set benchmarks for dealers in regard to customer satisfaction.

Responsible Marketing

Another way in which Toyota interacts with the broader customer base is through our marketing and advertising presence.

We aim to ensure we comply with all relevant laws and voluntary codes of practice including the Competition and Consumer (CCA) Act 2010 and the Federal Chamber of Automotive Industries' (FCAI) Voluntary Code of Practice for Motor Vehicle Advertising. The latter provides guidelines specific to automotive advertising including the condition that advertisements do not depict, encourage or condone dangerous, illegal, aggressive or reckless driving.

Toyota has an internal review process to check marketing and advertising information is accurate and compliant with technical and legal requirements.

In 2011 the Australian Competition and Consumer Commission (ACCC) advised Toyota of its concern that consumers were likely to have been misled to believe the interior components of certain Toyota vehicles were upholstered entirely in leather when that was not the case, contravening the Trade Practices Act 1974.

The vehicles involved were sold between 2005 and 2009 and included variants of the Aurion, Camry, Kluger and Prado models. The upholstered interior components of these vehicles were not wholly leather but contained some leather and some synthetic material.

In 2013 the ACCC accepted a court-enforceable undertaking from Toyota requiring the company to publish a corrective notice on our website, provide Toyota dealerships with details of the leather and non-leather upholstered interior components of our vehicles, and implement a supplementary compliance program to ensure the incident is not repeated.

As soon as we became aware of the issue we changed advertising materials to 'leather accents' or 'leather accented'. This change was made to indicate that the interior of the vehicle or the seats have leather touches or accents, but are not wholly leather.

Dealer Network

Toyota and Lexus dealers provide an interface between the company and our customers.

Across Australia there are 210 Toyota dealers, operating at 278 sites. There are 19 Lexus dealers at 24 sites. In 2012 these dealers employed 12,615 people.

With the exception of Sydney City Toyota and Sydney City Lexus, which are both owned by Toyota Australia, the dealerships are independently owned.

Our national franchise development team and five regional offices provide key support and regular interaction with dealers. This involves all areas of operations including sales, services, spare parts and used vehicle sales.

Dealer Environmental Responsibility

Toyota takes environmental responsibility seriously and we encourage our dealer network to apply the same diligence. There are a number of programs to support dealers including an environmental risk audit program, the Toyota environmental dealerships program and dealer environmental excellence awards.

Dealer environmental risk audit program

The dealer environmental risk audit program (DERAP) supports the introduction of sound environmental practices in the dealer network.

DERAP is a self-audit and awareness system that encourages dealers to fulfill a number of requirements including:

- Nomination of a person responsible for environmental management;
- Approval of a policy and statement of compliance;
- Proper management of hazardous waste;
- Proper management of wastewater;

- Management of ozone-depleting substances in accordance with legislation and
- Completion of a yearly online self-audit.

As at 31 March 2013, almost all Toyota dealer sites (over 98 per cent) had successfully completed DERAP.

Toyota Environmental Dealerships

We ran two key environmental programs for dealers – the Toyota Environmental Dealership (TED) program that encourages dealers to adopt environmental business practices and look for ways to improve their environmental performance and the Environmental Excellence Awards program.

There were 11 dealers involved in the TED program and 16 in the environment excellence program.

In early 2013 the programs were integrated with the aim of increasing dealer participation and promoting benefits including return on investment and aligning with environmentally focused customers.

Dealers have to meet mandatory environmental requirements to take part in the TED program. They are then awarded points based on their uptake of the program in areas such as facility design and innovation, energy, waste and recycling, water, communication, social contribution and purchasing. TED certification represents the highest level of achievement.

The program looks beyond basic environmental compliance to focus on the potential returns associated with on-site environmental initiatives such as the installation of solar panels, rainwater tanks, grey water systems and the separation of energy meters.

Eligible dealers are recognised through various awards and recognition through both the Environmental Excellence Program and TED certification.



CASE STUDY

L-R: Jesse Wade (CMI Toyota), John O'Neill (Peter Kittle Toyota), Angela Zonneveld-Condon (Illawarra Toyota), Anthony Sciberras (Lander Toyota), Aproniano Horfilla (Ian Weigh Toyota), Michael Blucher (Mike Carney Toyota), Garry Perren (New Town Toyota)

Recognising customer service excellence

As part of our push to promote excellence among employees at Toyota dealerships, we held a nationwide contest to find high achieving dealership employees that promote continuous improvement, a concept fundamental to Toyota's strategy.

The National Skills Contest tests and recognises outstanding achievements in the categories of service advisor, service technician, diagnostic technician, parts sales representative, parts interpreter, vehicle sales and customer experience managers.

Over 5,700 dealer staff were eligible to take the first online quiz in March. The top 35 finalists were then determined through a series of questionnaires and in-dealer assessments leading to the regional finals.

Finalists then had to work through practical tasks and role plays in front of an audience of dealer staff, TAFE executives, local business people and a panel of judges.

Service technicians and diagnostic technicians also had to deal with a series of technical issues that required attention or repair.

Dealer Support

In addition to informal regular dealer contact, we also have a formal structure in place to ensure dealers are engaged and updated.

Regional offices coordinate monthly meetings with dealer principals in each of the five regions. The national sales team holds quarterly meetings, and each year there is a senior executive fly around where Toyota Australia's president, directors and divisional managers spend three weeks visiting Toyota dealers.

Dealers have access to a dealer intranet portal which hosts bulletins and information from their respective regional offices and various national departments. This system is due to be replaced with a new dealer communication portal in late 2013 to deliver a better user experience.

Information for technical employees and services teams can be accessed through another intranet portal which includes service bulletins and technical information. There is also a quarterly publication called Tech Torque that is issued to all service teams.

Training and Development

Toyota has a strong commitment to ensuring dealers are well supported and offers a range of training and development programs. The Toyota Institute Australia (TIA) offers dealers more than 60 training programs. These programs include maximising profitability and sales, ensuring compliance with TMC programs, improving employee morale, and increasing customer retention rates and satisfaction. While dealers are responsible for their own health and safety plans and employee compliance, TIA offers courses to ensure that dealers comply with their customers on consumer laws and privacy.

Some training, such as the Toyota Way, is available online however the majority of training is conducted in a face to face classroom style. In 2012 (calendar year) approximately 2,600 dealer employees undertook some form of face to face training through the TIA.

In early 2013 the dealer training resources centre was launched. This is an online resource that includes course information, training and development updates and a chat room for participants in the future dealers leader program.

Plans are currently underway to launch an induction program for new dealership employees to introduce them to Toyota's future direction, vision and values, and the Toyota Way.

Toyota Fleet

Toyota Australia has a large dedicated fleet team committed to providing fleet solutions to business, government and rental customers.

We are the largest fleet provider in Australia and in 2012 our Toyota brand had a total fleet market share of 22 per cent representing 125,859 vehicles sold. These fleet sales accounted for over 55.79 per cent of Toyota Australia sales.



ASSURANCE STATEMENT

Beca Independent Assurance Report to Toyota Australia

Beca Pty Ltd (Beca) was engaged by Toyota Australia to provide independent Type 2 moderate assurance of its 2013 Sustainability Report to the scope of work below.

Scope of Work

This assurance report was prepared for Toyota Australia and its stakeholders. The 2013 Sustainability Report (the Report) covers Toyota Australia's operations from 1 April 2012 to 31 March 2013, unless stated otherwise in the text. This work was performed using Beca's assurance methodology to AA1000AS (2008), AccountAbility's Assurance Standard. To do this, Beca interviewed a number of personnel and reviewed relevant information at Toyota Australia's offices in Port Melbourne and the Altona manufacturing plant. Data collation processes were reviewed, including sighting a sample of original records, interrogating spreadsheets and re-performing some calculations. The following subject matter was evaluated against criteria defined in Assurance Principles Standard AA1000APS (2008) and Guidance for AA1000AS (2008) Assurance Providers:

- Adherence to the AA1000AS (2008) principles of materiality, inclusivity and responsiveness.
- Reliability of specific performance information: production energy use and greenhouse gas emissions; training numbers and hours; Lost Time Injury Frequency Rate (LTIFR) and occupational diseases; vehicle environmental innovation; strategy development process and achievements.

Beca's Independence

Toyota Australia was responsible for preparing the Report. Beca is one of the largest employee-owned engineering and related consultancy groups in Asia Pacific. Beca assurance auditors, experienced in the determination of materiality and the assurance of sustainability data, led by Jo Cain (Business Director - Sustainability), were responsible for expressing assurance conclusions in line with the scope of work agreed with Toyota Australia. During the reporting period, Beca did not work with Toyota Australia on other consulting.

Our Conclusion

Beca concludes that, based on the scope of work and related limitations, for the specified subject matter, Toyota Australia's 2013 Sustainability Report adheres to the AA1000AS (2008) principles of inclusivity, materiality and responsiveness and reports reliable performance information, based on the limitations outlined above, for 1 April 2012 to 31 March 2013. In addition, Beca has provided a management report to Toyota Australia.



Key Observations

Based on the scope of work, and without affecting our assurance conclusion, Beca makes the following observations:

Good Practice

- *Materiality principle:* Comprehensive materiality determination process including stakeholder interviews and review of risks, peer reports and media coverage.
- *Inclusivity principle:* Extensive internal and external stakeholder interview program as part of the materiality determination process.
- *Responsiveness principle:* Coverage of product innovation and viability of automotive manufacturing in Australia, as highlighted in stakeholder interviews.
- *Performance information:* Data owner awareness, responsiveness and openness in sharing information as part of the assurance process. Strategy development process and achievements and vehicle environmental innovation performance information were particularly strong areas.

Areas for Improvement

- *Materiality principle:* Development of a materiality matrix plotting stakeholder importance against potential impact on the business.
- *Inclusivity principle:* Increase in the proportion of external stakeholder interviews with representation from key stakeholder groups - dealers, suppliers and community.
- *Responsiveness principle:* No areas for improvement were identified for this principle.
- *Performance information:* Replacement of manual data entry with automatic electronic data transfer to minimise potential transcription error for energy and training data. Consider auditing office and manufacturing training data to improve data collation processes and accuracy of training data reporting.

Beca congratulates Toyota Australia on its continued commitment to sustainability reporting.

A handwritten signature in blue ink that reads "Beca".

Beca Pty Ltd, 23 August 2013, Melbourne, Australia

Beca Pty Ltd (Beca) is an independent employee-owned engineering and related consultancy services group in the Asia Pacific region. Beca has prepared this statement for Toyota Australia in accordance with Beca's standard terms and the standard practised by members of the consulting profession performing this type of service at the same time. No other warranty, express or implied, is given by Beca as a result of the provision of this statement. To the extent permitted by law, this statement is provided for informational purposes only, without the right to rely, and Beca will not be liable for any reliance which may be placed on this statement by a third party. This statement may not be used by any third party without Beca's express written permission.

GRI INDEX

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
STANDARD DISCLOSURES PART I: Profile Disclosures			
1. Strategy and Analysis			
1.1	Statement from the most senior decision-maker of the organization.	Fully	President's Message
1.2	Description of key impacts, risks, and opportunities.	Fully	President's Message Stakeholder Engagement
2. Organizational Profile			
2.1	Name of the organization.	Fully	Toyota Motor Corporation Australia Limited
2.2	Primary brands, products, and/or services.	Fully	About Toyota Australia Innovative Products More information about Toyota and Lexus vehicles can be found on the Toyota Australia and Lexus websites.
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	About Toyota Australia
2.4	Location of organization's headquarters.	Fully	155 Bertie Street, Port Melbourne, VIC 3207
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	About Toyota Australia
2.6	Nature of ownership and legal form.	Fully	About Toyota Australia
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Economic Performance
2.8	Scale of the reporting organization.	Fully	About Toyota Australia
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	About Toyota Australia
2.10	Awards received in the reporting period.	Fully	Highlights
3. Report Parameters			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	Stakeholder Engagement
3.2	Date of most recent previous report (if any).	Fully	December 2012
3.3	Reporting cycle (annual, biennial, etc.)	Fully	Annual
3.4	Contact point for questions regarding the report or its contents.	Fully	sustainability@toyota.com.au
3.5	Process for defining report content.	Fully	Stakeholder Engagement
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	About Toyota Australia Stakeholder Engagement
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	About Toyota Australia
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	About Toyota Australia
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	The environmental performance data in this report is gathered from internal reporting procedures. The methodology used is in line with the Greenhouse Gas Protocol of the World Business Council of Sustainable Development and the World Resources Institute. The social performance data is from formal statistics on customer relations, product quality, safety, health and human resources. The economic data is from the finance group and is fully in line with corporate annual reporting procedures.

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	There were no re-statement of information.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	There are no significant changes.
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	GRI Index
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Assurance Statement
4. Governance, Commitments, and Engagement			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Sound Governance
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Sound Governance The President of the Board is also the Chief Executive Officer.
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Fully	Sound Governance All members of the Board of Directors are Executives of Toyota Motor Corporation or its affiliates.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Workforce Engagement
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Sound Governance
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Sound Governance
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Fully	Sound Governance
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Our Vision, Mission and Strategic Direction Toyota Guiding Principles: www.toyota.com.au/about/guiding-principles Code of Ethics: www.toyota.com.au/about/code-of-ethics CSR Policy: www.toyota-global.com/sustainability/csr_initiatives/csr_concepts/policy.html Toyota Production System: www.toyota-global.com/company/vision_philosophy/toyota_production_system Toyota Global Vision 2020: www.toyota-global.com/company/vision_philosophy/toyota_global_vision_2020.html Global Statement of Environmental Responsibility: www.toyota-global.com/sustainability/environmental_responsibility Toyota Australia Health & Safety Policy: www.toyota.com.au/toyota/company/policies?WT.ac=Toyota_TheCompany_TopNav_Policies#top
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Sound Governance
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	The performance of Directors, and The Board as a whole, is reviewed against annual objectives and key performance indicators. The Board of Directors does not have specific environmental and social performance measures.
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Environmental Impact Toyota Australia has adopted the precautionary principle in its response to greenhouse emissions and other emissions. The company has in place processes to measure and mitigate risks in both these areas.

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	<ul style="list-style-type: none"> * EMS ISO 14001 * OH&S Accredited under the National Audit Tool (NAT) for OHS Management Systems * OH&S ISO 18001 * Global Reporting Initiative * FCAI Voluntary Code of Practice for Recalls * FCAI Voluntary Code of Practice for Motor Vehicle Advertising
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization.	Fully	Stakeholder Engagement
4.14	List of stakeholder groups engaged by the organization.	Fully	Stakeholder Engagement
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Stakeholder Engagement Toyota Australia identifies its stakeholders as those groups who are directly affected by its operations or who directly affect the organisation. Toyota Australia's code of ethics includes statements of duty to stakeholders.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Stakeholder Engagement Toyota Australia engages with each of its key stakeholder groups on an ongoing basis.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Stakeholder Engagement
STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)			
DMA EC	Disclosure on Management Approach EC		
Aspects	Economic performance	Fully	Economic Performance
	Market presence	Fully	Economic Performance
	Indirect economic impacts	Fully	Economic Performance Supplier Support Customer Expectations Workforce Engagement
DMA EN	Disclosure on Management Approach EN		
Aspects	Materials	Fully	Environmental Impact, Resource Use
	Energy	Fully	Environmental Impact, Energy Use and Greenhouse Gas Emissions
	Water	Fully	Environmental Impact, Resource Use
	Biodiversity	Fully	Environmental Impact, Protecting Local Environments Toyota Australia has a three year environmental action plan which commits to ensuring any project undertaken by Toyota Australia considers biodiversity impacts in accordance with relevant state and national legislation and guidelines. It also states that where its operations are adjacent to sensitive environments it will work with local partners to enable these environments to be protected and restored.
	Emissions, effluents and waste	Fully	Environmental Impact, Energy Use and Greenhouse Gas Emissions Environmental Impacts, Waste
	Products and services	Fully	Innovative Products
	Compliance	Fully	Environmental Impact, Managing Operational Impacts Environmental Impact, Environmental Licence
	Transport	Fully	Environmental Impact, Energy Use and Greenhouse Gas Emissions Environmental Impacts, Waste
	Overall	Fully	Environmental Impacts, Managing Operational Impacts Sound Governance, Board Committees
DMA LA	Disclosure on Management Approach LA		
Aspects	Employment	Fully	Workforce Engagement

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
	Labor/management relations	Fully	Workforce Engagement
	Occupational health and safety	Fully	Workforce Engagement
	Training and education	Fully	Workforce Engagement
	Diversity and equal opportunity	Fully	Workforce Engagement
DMA HR	Disclosure on Management Approach HR		
Aspects	Investment and procurement practices	Fully	Supplier Support Toyota Australia code of ethics Toyota Motor Corporation – Supplier CSR Guidelines Green Purchasing Guidelines
	Non-discrimination	Fully	Toyota Australia code of ethics – equal opportunity
	Freedom of association and collective bargaining	Fully	Toyota Australia code of ethics – equal opportunity
	Child labor	Fully	Toyota Motor Corporation – CSR Policy We respect and honour the human rights of people involved in our business and, in particular, do not use or tolerate any form of forced or child labour. Guiding principle 5.
	Forced and compulsory labor	Fully	Toyota Motor Corporation – CSR Policy We respect and honour the human rights of people involved in our business and, in particular, do not use or tolerate any form of forced or child labour. Guiding principle 5.
	Security practices	Fully	Toyota Australia engages a contractor to provide security personnel. As with all contractors, security employees are required to comply with Toyota Australia policies and practices including the company Code of Ethics. All contractors are advised this at induction.
	Indigenous rights	Fully	Toyota Australia code of ethics – equal opportunity
DMA SO	Disclosure on Management Approach SO		
Aspects	Community	Fully	Community Enrichment
	Corruption	Fully	Sound Governance Toyota Australia code of ethics
	Public policy	Fully	The company contributes to public debate, through means such as written submissions and Senate hearings, on issues relating to the automotive industry, and fiscal and environmental issues.
	Anti-competitive behaviour	Fully	Toyota Australia – code of conduct
	Compliance	Fully	Sound Governance Toyota Australia – code of conduct
DMA PR	Disclosure on Management Approach PR		
Aspects	Customer health and safety	Fully	Innovative Products
	Product and service labelling	Fully	Innovative Products
	Marketing communications	Fully	Customer Expectations, Responsible Marketing
	Customer privacy	Fully	Toyota Australia's privacy policies are detailed on its website
	Compliance	Fully	Customer Expectations
STANDARD DISCLOSURES PART III: Performance Indicators			
Economic			
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Economic Performance Community Enrichment Toyota Australia is required to submit an annual report to the Australian Securities and Investment Commission (ASIC). The report includes the company's audited financial statement and is available on the ASIC website.

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	Governance, Board Committees Environmental Impact, Energy Use and Greenhouse Emissions Environmental Impact, Reducing the Cost of Carbon Innovative Products, Sustainable Transport Stakeholder Engagement, Government Policy
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	Workforce Engagement, Rewards and Benefits, Superannuation
EC4	Significant financial assistance received from government.	Fully	Manufacturing Viability Supplier Support Toyota Australia receives government funding through the Automotive Transformation Scheme and the Automotive Supply Chain Development Program.
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Fully	National Minimum Wage: \$622.20 per week (at 1 July 2013) Toyota Australia Trainee Fixed Term (TFT) Employee Weekly Wage: \$850.40 (at 1 April 2013)
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Partially	Supplier Support
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	Our recruitment procedures do not specifically require resources to be selected from operational locations. Instead we focus on hiring individuals with the skills and experience required to undertake the roles.
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	Community Enrichment Toyota Australia's community programs are focused on supporting a wide range of services including sport, environment, health and community events. During the reporting period Toyota did not invest in any public service infrastructure facilities.
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	Economic Performance Supplier Support Customer Expectations, Dealers Workforce Engagement Environmental Impacts Community Enrichment
Environmental			
Materials			
EN1	Materials used by weight or volume.	Fully	Environmental Impact, Resource Use
EN2	Percentage of materials used that are recycled input materials.	Fully	Environmental Impact, Resource Use
Energy			
EN3	Direct energy consumption by primary energy source.	Fully	Environmental Impact, Energy and Greenhouse
EN4	Indirect energy consumption by primary source.	Fully	Environmental Impact, Energy and Greenhouse
EN5	Energy saved due to conservation and efficiency improvements.	Fully	Environmental Impact, Energy and Greenhouse
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Environmental Impact, Energy and Greenhouse Innovative Products
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Environmental Impact, Energy and Greenhouse
Water			
EN8	Total water withdrawal by source.	Fully	Environmental Impact, Resource Use
EN9	Water sources significantly affected by withdrawal of water.	Fully	Environmental Impact, Resource Use
EN10	Percentage and total volume of water recycled and reused.	Fully	Environmental Impact, Resource Use
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	Toyota Australia owns a manufacturing site at Altona, Melbourne which is located next to Kororoit Creek. The site is 76 hectares.

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	Environmental Impact, Protecting Local Environments Toyota does not have any activities in protected areas. Its manufacturing plant is located next to Kororoit Creek and the company has a detailed site environment plan to mitigate any impact to the Creek. This includes a ground water monitoring program.
EN13	Habitats protected or restored.	Fully	Environmental Impact, Protecting Local Environments
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	Environmental Impact, Protecting Local Environments
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not applicable	
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	Environmental Impact, Energy and Greenhouse
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Environmental Impact, Energy and Greenhouse
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Environmental Impact, Energy and Greenhouse
EN19	Emissions of ozone-depleting substances by weight.	Fully	Environmental Impact, Energy and Greenhouse
EN20	NOx, SOx, and other significant air emissions by type and weight.	Fully	Environmental Impact, Energy and Greenhouse
EN21	Total water discharge by quality and destination.	Fully	Environmental Impact, Resource Use
EN22	Total weight of waste by type and disposal method.	Fully	Environmental Impact, Resource Use
EN23	Total number and volume of significant spills.	Fully	Our manufacturing operations holds an accredited Environmental Protection Authority (EPA) licence. Under that licence we are required to report significant environmental incidents. No incidents were reported in 2012/ 2013
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not applicable	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Fully	Toyota Australia owns a manufacturing site at Altona, Melbourne which is located next to Kororoit Creek. The site is 76 hectares. The company has mitigation measures in place to reduce the likelihood of run off from the plant to the creek. Environmental Impact, Protecting Local Environments
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	Innovative Products Environmental Impacts
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully	Environmental Impacts
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	None in the reporting period
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	Environmental Impact, Energy Use and Greenhouse Gas Emissions, Toyota Fleet Environmental Impact, Energy Use and Greenhouse Gas Emissions, Logistics Emissions
Overall			
EN30	Total environmental protection expenditures and investments by type.	Fully	Environmental Impact, Managing Operational Impacts
Social: Labor Practices and Decent Work			
Employment			
LA1	Total workforce by employment type, employment contract, and region.	Fully	Workforce Engagement, Workforce Profile
LA2	Total number and rate of employee turnover by age group, gender, and region.	Fully	Workforce Engagement, Workforce Profile, Turnover Of the 643 employees who left during the reporting period, 86 were aged <20 to 29, 304 were aged 30 to 44, 212 were aged 45 to 59 and 41 were aged 60 plus.
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	Workforce Engagement, Rewards and Benefits

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	Workforce Engagement, Workforce Profile
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	The minimum notice period is between two and four weeks dependent on years of service, which is specified in the Workplace Agreement for Award employees. Award employees over the age of 45 who have a minimum of two years of service are given an additional one week notice period.
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	Workforce Engagement, Health and Safety
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Fully	Workforce Engagement, Health and Safety
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	Workforce Engagement, Health and Safety
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	Health and Safety are not covered in Toyota Australia formal agreements. Health and Safety are determined by Health and Safety legislation by which we must abide.
Training and education			
LA10	Average hours of training per year per employee by employee category.	Partially	Workforce Engagement, Training and Development
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	Workforce Engagement, Rewards and Benefits, Superannuation
LA12	Percentage of employees receiving regular performance and career development reviews.	Fully	Workforce Engagement, Training and Development 100% of employees receive regular performance and career development reviews.
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	Sound Governance, Board of Directors Workforce Engagement, Workforce Profile
LA14	Ratio of basic salary of men to women by employee category.	Fully	Workforce Engagement, Equal Opportunity and Diversity
Social: Human Rights			
Investment and procurement practices			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	Fully	There were no significant investments outside Australia during the reporting period. All Australian investments must comply with Australian law and Toyota policy including Toyota's Supplier Corporate Social Responsibility (CSR) Guidelines
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	Fully	Supplier Support All suppliers receive guidelines on corporate social responsibility (Toyota supplier corporate social responsibility guidelines) however the company does not have a system in place to monitor how its suppliers are adhering to the guideline.
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partially	100% of employees undergo induction. At induction they receive details on workplace relationships, equal employment opportunity, harassment, as well as workplace safety and environment protection. Total hours of human rights training not reported.
Non-discrimination			
HR4	Total number of incidents of discrimination and actions taken.	Fully	None for the reporting period. Freedom of association and collective bargaining
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Fully	No risk to exercise freedom of association and collective bargaining has been identified. We comply with all applicable laws in our countries of operation. Toyota Supplier Corporate Social Responsibility (CSR) Guidelines www.toyota-global.com/sustainability/stakeholders/pdf/supplier_csr_en.pdf
Child labor			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Fully	No risk of child labour has been identified. We comply with all applicable laws in our countries of operation. Toyota Supplier Corporate Social Responsibility (CSR) Guidelines www.toyota-global.com/sustainability/stakeholders/pdf/supplier_csr_en.pdf

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
Forced and compulsory labor			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Fully	No risk of forced or compulsory labour has been identified. We comply with all applicable laws in our countries of operation. Toyota Supplier Corporate Social Responsibility (CSR) Guidelines www.toyota-global.com/sustainability/stakeholders/pdf/supplier_csr_en.pdf
Security practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	Toyota Australia engages a contractor to provide security personnel. As with all contractors, security employees are required to comply with Toyota Australia policies and practices including the company Code of Ethics. All contractors are advised this at induction.
Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	None for the reporting period.
Social: Society			
Community			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	About Toyota Australia, Operational Changes 2012/2013
Corruption			
SO2	Percentage and total number of business units analysed for risks related to corruption.	Fully	The company has a formal risk management framework that is consistent with the international standard for risk management (AS NZS ISO 31000:209) and includes an annual review of risk exposures and regular reporting to the Board via the Compliance Committee on the risk position.
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	100% of employees undergo induction. At induction they receive details on anti corruption.
SO4	Actions taken in response to incidents of corruption.	Fully	There were no incidents of corruption and therefore no actions taken.
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	Stakeholder Engagement, Government Policy
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	None for the reporting period. Toyota Australia's code of conduct states that no employee shall make a political contribution on behalf of Toyota Australia unless permitted by law and as approved, in writing, by the President of Toyota. The term contributions includes giving of company funds, services, or assets.
Anti-competitive behaviour			
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	Fully	None for the reporting period.
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	None for the reporting period.
Social: Product Responsibility			
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	Innovative Products, Product Safety
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	Two minor incidents during the reporting period.
Product and service labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	Detailed information about each vehicle model can be found on the Toyota Australia website. Greenhouse emissions by model can be found on the green vehicle guide website. All vehicles are sold with comprehensive product information handbooks. Any additional product information, such as safety recalls, is conducted in accordance with FCAI Voluntary Code of Practice for Recalls.

Profile Disclosure	Description	Reported	Cross-reference/Direct answer
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	Fully	Customer Expectations, Responsible Marketing
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Customer Expectations, Responsible Marketing
Marketing communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	Customer Expectations, Responsible Marketing
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	Customer Expectations, Responsible Marketing
Customer privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	There were no significant or major issues
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	None for the reporting period.



Copies of the report

The 2013 Sustainability Report and supporting documentation can be viewed online at [**toyota.com.au/toyota/sustainability**](http://toyota.com.au/toyota/sustainability). If you would like a printed copy of the report, please email [**sustainability@toyota.com.au**](mailto:sustainability@toyota.com.au).

Feedback

Give us your feedback so we can continue to improve on our approach to sustainability and reporting. If you have any comments, ideas or questions, please visit [**toyota.com.au/toyota/sustainability**](http://toyota.com.au/toyota/sustainability) or email [**sustainability@toyota.com.au**](mailto:sustainability@toyota.com.au) to provide feedback.

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