



Diversity



TOYOTA Supplier

Diversity

Not an *option*. We consider it a *standard*.

2015/Issue 4

2015



I BREAKFAST CROWD AT THE 26TH ANNUAL OPPORTUNITY EXCHANGE

Diversity

Not an *option*. We consider it a *standard*.

Issue 4

Published by:
TOYOTA
www.toyotasupplier.com

© Copyright 2016
by Toyota North America. All pieces reproduced
in this issue are under prior copyright of the
creators and publisher by the contractual
arrangements. Nothing shown may be
reproduced in any form without obtaining the
permission of TMNA and any other person or
company who may have copyright ownership.

From The Editor	3
Executive Message: Noby Tanaka	4
2015 in Review: Progressing as One Toyota	5
Meet the Team	8
Upcoming Events	9



CHUCK HENDRIX
SENIOR MANAGER,
SUPPLIER DIVERSITY
TOYOTA

Greetings,

Standing at the Toyota exhibit during this year's Opportunity Exchange tradeshow, I had an "ah-ha" moment about how our Supplier Diversity processes have evolved over the years. Fifteen years ago, for example, our focus was on building relationships with MBEs. Today, we're also actively engaging more WBEs in our supplier base. And while I overheard countless 'hellos' and 'nice to meet yous' throughout the exhibit hall, attendees were also engaging with the event on our new Opportunity Exchange mobile app.

At this year's Opportunity Exchange – our largest yet – I was proud to see so many of our MBE and WBE suppliers engaged at both a national and regional level. Whether it involved leading educational seminars and/or exhibiting as Toyota Tier I Suppliers, their impact and the event's growth has been undeniable.

Our company continues to change, too, especially as we shift closer to becoming One Toyota. Collaboration and innovative thinking is transforming how we manage and implement diversity and inclusion company-wide. A key example is how Toyota's North American Diversity and Inclusion Alliance (NADIA) is helping our supplier diversity program remain progressive and sustainable. New educational resources, accountability metrics and enhanced reporting will help our team increase responsiveness and work more efficiently.

As we jump into 2016, our newsletter is taking a look back at some of Toyota's Supplier Diversity initiatives, developments and accomplishments in 2015. In addition to a special editorial feature, "2015 in Review: Progressing as One Toyota," we'll hear from Noby Tanaka, Executive Advisor, Purchasing & Supplier Engineering, on what Opportunity Exchange means to him personally.

Best regards,

Chuck

—



NOBY TANAKA

EXECUTIVE ADVISOR
PURCHASING & SUPPLIER ENGINEERING DEVELOPMENT
TOYOTA

Although I was unable to attend this year's Opportunity Exchange (OE), I was pleased to record a video message to share a few words with our valued guests. It was important to me that our suppliers, partners and guests knew how much I appreciate their ongoing support and participation in OE. I also shared some of my thoughts on the event and would like to share those thoughts here with you.

The title, "Opportunity Exchange," consists of just two words; however, it implies a huge amount of meaning to Toyota's important philosophy of being a good corporate citizen. It perfectly reflects Toyota's commitment to diversity and inclusion.

The word 'opportunity' is very often used to describe business partnerships; however,

we also value other opportunities: The opportunity to build relationships. The opportunity to participate. The opportunity to contribute. The opportunity to pursue the same goal together. Overall, the Toyota team values the opportunity to build sustainable relationships to cultivate mutually beneficial goals with our suppliers and partners.

The word 'exchange' means the give and take with each other and is associated with neutrality. It implies an equal partnership where both sides benefit from it. The focused forum of OE expands that traditional definition by creating an environment where this 'give and take' is actively facilitated. For example, introductions made between certified diverse attendees and Toyota Tier I Suppliers at OE creates innovation and collaboration which drives growth for their companies.

In the spirit of continuous improvement, Toyota is always looking ahead, striving to be a better automotive partner of choice. As we head into 2016 and beyond, I imagine OE will play an even greater role in supporting the achievement of our supplier diversity objectives.

We also anticipate bolstering our Tier I's access to diverse suppliers and promoting economic growth and development in communities across North America.

2016 is going to be an exciting year for Toyota and we look forward to sharing that energy with you. And as I said at the end of my OE video, if you are really, really ready to exchange opportunities, "We will, we will rock you!"

2015 IN REVIEW: PROGRESSING AS ONE TOYOTA



Photo by Easley Blessed

JIM LENTZ, TOYOTA PRESIDENT & CEO,
ADDRESSING ATTENDEES AT THE 26TH
ANNUAL OPPORTUNITY EXCHANGE

With 2015 came new challenges and great expectations. As a result, we established challenging goals for our Supplier Diversity team. Our first goal involved fostering stronger connections between our Purchasing team and all areas of our company. Realizing that we achieve the highest levels of success when we collaborate across boundaries, we focused on communicating clearly and effectively and considered different perspectives in order to enhance our processes. Our second goal involved strengthening our relationships with NMSDC and WBENC regional councils to identify even more opportunities to engage diverse entrepreneurs.

Thanks to the ingenuity, time and commitment of our team members, suppliers and partners, we were able to not only meet our goals but exceed them in what was another successful year. As we move ahead into what we anticipate will be a productive 2016, we invite you to share with us in recapping 2015 - a year filled with dynamic events, rewarding achievements, and historic milestones for Toyota.



Photo by Easley Blessed

PAMELA PRINCE-EASON, WBENC PRESIDENT AND
JOSET WRIGHT-LACY, NMSDC PRESIDENT, SEMINAR
PRESENTERS AT THE 26TH ANNUAL OPPORTUNITY EXCHANGE

Continued on next page ➔

January



Toyota Plows Forward in Plano, Breaks Ground on New Headquarters



Toyota Listed as One of *Black Enterprise's* Top 40 Best Companies for Supplier Diversity

Awarded annually based on a commitment to diversity and inclusion in the following four areas: employee base, senior management, supplier diversity and board of directors.

April



Toyota Motor Sales Hosts First-Ever North Texas Power of Exchange for Local Minority- and Women-Owned Businesses

Power of Exchange 2015, was presented in Plano for diverse businesses to build relationships with Toyota and Tier I Suppliers through a day of education and networking.

DiversityInc

Named to DiversityInc's Top 50 Companies for Diversity for Eighth Year in a Row



Toyota Recognized as TriState Minority Supplier Development Council's Corporation of the Year

June



Event Spotlight: WBENC National Business Conference

Toyota was honored to sponsor the tradeshow during WBENC's flagship event held in Austin, TX. A full recap of this event can be found in 2015: Issue 3 of our SD newsletter.



Cars.com Names Toyota Camry and Sienna as the Two Most-American Vehicles

According to Cars.com, the "American-Made Index" is based on vehicles built and bought in the United States.

Factors include the percentage of parts considered "domestic" under federal regulations, whether the car is assembled in the U.S., and U.S. sales.

Toyota Breaks Ground on Expansion in Michigan at Toyota Technical Center



Supplier Diversity Excellence Recognized by the Southwest Minority Supplier Development Council

Toyota received the council's Corporation of the Year Award and Jim Holloway, Toyota Purchasing General Manager, was awarded SMSDC's Advocate of the year.

2015



Annual Supplier Business Meeting & Awards Ceremony

During the meeting, Toyota shares business objectives and goals in preparation

for the upcoming year. Over 30 Tier I Suppliers were recognized in the following categories: Supplier Diversity, Value Improvement, Value Analysis Achievement, Quality and Launch Performance.

Supplier Diversity Special Recognition recipients (pictured left) for Diversity Development were Johnson Controls, Inc. and Tenneco, and for Diversity Improvement were Continental Automotive Systems Inc. and Gentex.



Toyota Recognized as Part of America's Top Corporations for Women's Business Enterprises

During the 2015 WBENC Summit & Salute, Toyota received the silver distinction awarded to leading companies whose evolving practices and programs actively support WBEs.

March



Toyota Co-hosts 2015 Billion Dollar Roundtable Summit

Daylong event that celebrated corporate supplier diversity and examined best practices to current topics related to supply chain diversity. This year's theme? "Collaboration, Connectivity and Digitization."

Toyota Plows Ahead with New Production Engineering Building in Georgetown

A local investment of \$80 million, marking Toyota's third major groundbreaking event in North American in 2015.



August

October



Event Spotlight: National Minority Supplier Development Council Business Opportunity Fair

Toyota was honored to sponsor the BOF during the nation's premier forum on minority supplier development. Over 6,000 corporate COEs, buyers and diverse businesses convened in San Diego, California for this year's conference.



U.S. Lexus Production Begins in Kentucky

Toyota Motor Manufacturing Kentucky (TMMK) began producing the ES 350, Lexus' best-selling sedan in the U.S. Total capacity for the new line is 50,000 vehicles, adding 750 new jobs.



Monetta Stephens Presented the Distinguished Supplier Diversity Award by the Minority Business Development Agency



Tier II Program Recognized by NMSDC

Toyota awarded Corporation of the Year, Category Top Performers (Tier II Program) for increasing opportunities through Opportunity Exchange for over two decades.

December



WBE Hall of Fame inducts Gene Tabor for Corporate Advocate

TOYOTA

Toyota Executives and Team Members Honored On MBN's Best of the Decade List

Among those recognized were Simon Nagata (CEO); Robert Young (Chief Purchasing Officer); Jim Holloway and Chris Nielsen (Executive Champions); and Chuck Hendrix, Ellis Savage and Monetta Stephens (Circle of Honor).

September



Awarded Great Lakes Women's Business Council's "Advanced" Excellence in Supplier Diversity Award



Named Corporation of the Year by the United States Hispanic Chamber of Commerce



Monetta Stephens, Toyota Supplier Diversity Manager, Honored as Southwest Minority Development Council's Buyer of the Year

Named Corporation of the Year by the Southern California Minority Supplier Development Council



Event Spotlight: 26th Annual Opportunity Exchange (OE)

Featuring insightful seminar discussions with some of Toyota's longstanding partners, a dynamic keynote by Simon T. Bailey and a productive tradeshow that facilitated meaningful introductions between Tier I suppliers and M/WBEs, this year's Opportunity Exchange demonstrated once again the business case of diversity and inclusion in corporate America.



Forma Automotive begins production at TMMTX

The first Hispanic woman-owned Tier I direct supplier to Toyota, Forma Automotive assembles Tacoma truck beds for the Texas plant.



HRC Recognizes Toyota as a Best Place to Work for LGBT Equality

Toyota received a perfect "100" on the Human Rights Campaign's 2016 Corporate Equality Index (CEI). Monumental in that this marks the first time all of Toyota's U.S. operations have been jointly recognized by HRC as a single One Toyota company.



Named to MBN USA "Corporate 101" List for Commitment to Supplier Diversity

Recognizes companies that help drive growth through their unwavering commitment to supplier diversity.

November

MEET THE TEAM



CHUCK HENDRIX | SENIOR MANAGER

Mr. Hendrix was appointed Toyota Supplier Diversity Senior Manager in January 2015. He oversees both the manufacturing and sales divisions. He is responsible for building Toyota's supplier diversity processes, including the sourcing and development of M/WBEs. He previously held this position from 1997-2000.



MONETTA STEPHENS | MANAGER

Ms. Stephens serves as Purchasing Supplier Diversity Manager responsible for the sales division. Her responsibilities include the Power of Exchange, internal strategy development as well as development and sourcing of MBEs and WBEs within Toyota's supply base.



MATT GREENE | MANAGER

Mr. Greene serves as Toyota's Purchasing Supplier Diversity Manager responsible for the manufacturing division. He leads Opportunity Exchange, the group's strategy creation and relationship building efforts to ensure the continuous development of MBEs and WBEs within Toyota's supply base.



ELLIS SAVAGE | MANAGER

Mr. Savage is responsible for Supplier Diversity and Inclusion for Toyota Financial Services (TFS). He is responsible for building a diverse base of suppliers, engaging today's shifting marketplace, providing access to a broader range of solutions, and helping turn business partners into advocates for our brand.



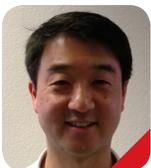
STEPHANIE BURTON | MANAGER

Mrs. Burton is in the Supplier Diversity group where her responsibilities include Opportunity Exchange, Tier I Diversity Spend & Reporting as well as acting as a liaison between Toyota groups and M/WBEs. She manages Toyota Supplier Diversity activities for NMSDC and WBENC Northern Regions as well as Canada.



ERIN CAUDILL | ANALYST

Mrs. Caudill is a Purchasing Supplier Diversity Analyst at Toyota. Her responsibilities include Opportunity Exchange, Tier II tracking & strategy development as well as acting as a liaison between Toyota groups and M/WBEs. She manages Toyota Supplier Diversity activities for NMSDC and WBENC Southern Regions.



AARON EMI | ANALYST

Mr. Emi is a Purchasing Supplier Diversity Analyst at Toyota. He is responsible for The Power of Exchange, Tier I and Tier II Diversity spend, reporting & tracking for the sales division as well as acting as a liaison between Toyota groups and M/WBEs. He manages Toyota Supplier Diversity activities for NMSDC and WBENC Western Regions.



JEANA HARRIS-QUIROZ | ADMINISTRATOR

Ms. Harris-Quiroz joined the Toyota Supplier Diversity team in 2014 and is responsible for executing the team's sponsored events as well as coordinating executive management participation in tradeshow, seminars, and conferences. She previously supported Toyota's Indirect Purchasing team at TMMK.

MARCH

March 2, Detroit, MI | Pure Michigan Automotive Matchmaking Summit

March 2, Las Vegas, NV | NMSDC Impact

March 22-24, Phoenix, AZ | WBENC Summit and Salute

SPECIAL RECOGNITION



The Women's Business Enterprise Hall of Fame, now in its seventh year of celebrating women-owned businesses and their successes, inducted a new group of women entrepreneurs and those who value their contributions at the Four Seasons Resort and Club Dallas at Las Colinas on Dec. 7. During the ceremony presented by the American Institute of Diversity & Commerce, honorees from around the country were recognized for excellence in entrepreneurship, leadership and mentorship.

A special congratulations to Gene Tabor, retired, Purchasing General Manager for his induction into the WBE Hall of Fame for corporate advocacy.



Photo by Easley Blessed

SIMON T. BAILEY
OPPORTUNITY EXCHANGE KEYNOTE SPEAKER



Photo by Easley Blessed

DE TRADESHOW ATTENDEES MAKING CONNECTIONS



Photo by Easley Blessed

DE SEMINAR SPEAKERS **DENISE THOMAS**, THE KROGER COMPANY AND **ANDY BUTLER**, PROCTER AND GAMBLE

STANDARD EQUIPMENT

DIVERSITY

- Respect for all people
- Innovative thinking & new ideas
- Continuous improvement
- Collaboration & understanding
- Sustainable relationships
- Mutual trust & benefit

SAFETY & CONVENIENCE

- Star Safety System: VSC, TRAC, ABS, Elect Brake-Force Distribution, Brake Assist(BA) & Smart Stop Technology (SST)
- Dr & Fr Pass Advanced Airbag System
- Dr & Fr Pass Seat Mounted Side Airbags
- Side Curtain Airbags & Dr Knee Airbag
- Dr & Fr Passenger Active Headrests
- LATCH (Lower Anchor & Tethers for Children) for Outboard Rear Seating Positions Only
- Engine Immobilizer, Tire Pressure Monitor Sys

- Rear Spoiler, Intermittent Rear Wiper
- Halogen Headlamps w/Auto-On/Off, LED DRLs
- Power Mirrors

- Auto Climate Control System
- Display Audio w/Navl, Entune & JBL
- 6.1" Touch-Screen w/Backup Cam, AM/FM/CD
- 8 JBL Spkrs, SXM All Access 3-mo Trial
- HD Radio, Aux Jack, USB Port & Bluetooth
- Multi-information Display w/Trip Info
- Instant MPG, Touch Tracer Display
- SofTex-Trimmed Heated Front Sts w/8-Way
- Adj Power Driver Seat w/Power Lumbar
- 60/40 Split Fold Down Rear Bench Seat w/



- Dual Exhaust
- Cargo Tonnage Capacity Limited. Load Capacity Limited. See Owner's Manual for Details.
- ***Full Tank

MANUFACTURER'S OPTIONS

- FE 50 State Emission
- PC Special Coating
- BM Lower Door Trim
- CF Carpet Floor Mats

Diversity

Not an *option*. We consider it a *standard*.



#ToyotaSD | toyotasupplier.com |

Certified MBE and WBE companies are invited to find out more about becoming a Toyota supplier by visiting toyotasupplier.com.

SAVE THE DATE: Toyota's 27th Annual Opportunity Exchange November 14 & 15, 2016 | Covington, Kentucky - toyotaopportunityexchange.com

TOYOTA