

Congress of the United States
Washington, DC 20515

March 23, 2010

Mr. Akio Toyoda
President
Toyota Motor Corporation

Dear President Toyoda:

We are writing to you with respect to the New United Motor Manufacturing, Inc. (NUMMI) facility in Fremont, California and we appreciate your attention to our concerns.

We understand that a delegation of leaders from business, labor, environmental, faith and other organizations met on March 8th with senior executives of Toyota to urge your company to reconsider its decision to close the Fremont NUMMI facility at the end of this month. We also understand that Toyota executives have received the "white paper" prepared by the California State Treasurer Bill Lockyer's NUMMI Blue Ribbon Commission and Professor Harley Shaiken, which sets forth compelling reasons why the closing of the NUMMI facility would be detrimental to Toyota, as well as to the workers, the State of California and the country.

We are aware that a close out agreement has been reached between Toyota and the United Auto Workers (UAW) concerning the NUMMI plant. We commend Toyota for working with the UAW on this agreement. However, we continue to believe that keeping the plant open is the best course of action for all parties and we strongly urge you to reconsider your decision to shift Toyota Corolla production from the Fremont NUMMI facility to Canada and Japan.

Toyota has prospered in recent years because of a reputation in California and across the United States for being a leader in building quality, fuel-efficient vehicles. The NUMMI facility has been an important symbol of this commitment by Toyota. When it was first opened in 1984, Eiji Toyoda, then Toyota's chairman, said, "We hope to make this project a success as a model of economic cooperation between Japan and the United States – one that contributes to the American economy."

The NUMMI facility has been an important symbol of the cooperation between the United States and Japan. Under Toyota's leadership, the NUMMI facility pioneered cooperative labor-management relations. The skilled workforce has received top marks for productivity and quality, and the plant is the most environmentally friendly Toyota facility in the world. Its California location enables the plant to receive 35 percent of its parts from Japan cost-effectively, while also supporting a significant parts supplier network in California and other western states. The Corollas produced at the NUMMI plant have been a leading seller in California and the United States.

In our judgment, closing the NUMMI facility would undermine Toyota's standing in all of these areas. It would represent the first time Toyota has ever closed a Toyota assembly facility. Instead of producing vehicles in its largest market, Toyota would be reducing its footprint in America and increasing the percentage of its U.S. sales that are imported from Japan, even as exchange rates in recent years have made American vehicle production more attractive, especially in the months since Toyota decided to close NUMMI. This closing would add more than \$2 billion dollars to an already large U.S.-Japan auto trade deficit, and would represent a significant step backwards from the progress that has been made since the Voluntary Restraint Agreements were negotiated by our two countries.

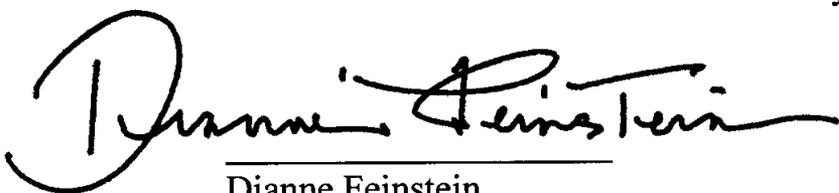
We are also concerned that the job loss created at NUMMI and its U.S. supplier network, coming at this time of extremely high unemployment in both California and the U.S., could feed protectionist sentiment in the U.S. that would be detrimental to the cooperative relationship our countries have both worked so diligently to create.

We have worked for many months with key stakeholders in the NUMMI situation – the State of California, utilities, UAW and others – to offer assistance to assure that NUMMI is as competitive as any other Toyota plant. We have listened carefully to each competitiveness issue raised by Toyota, and we have worked to address it. In addition, if Toyota were to propose the assembly of a hybrid or other advanced technology vehicle at the plant, we believe NUMMI would be eligible for assistance under the Federal Advanced Technology Vehicles Manufacturing Loan Program, and we would support NUMMI's application with vigor. We stand ready to fight for NUMMI's jobs, if Toyota is willing to stand with us.

For all of the foregoing reasons, we respectfully and strongly urge Toyota to re-evaluate the NUMMI facility before closing it. We believe it would be in the long-term interests of the company to continue production at this facility, thereby reaffirming its commitment to producing high quality, fuel-efficient vehicles in its largest market. We welcome the opportunity to discuss this issue with you.

cc Yoshimi Inaba

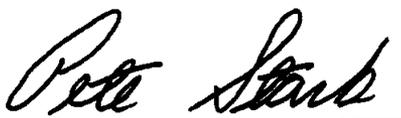
Sincerely,



Dianne Feinstein
U.S. Senator



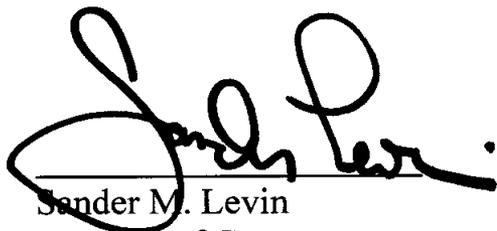
Barbara Boxer
U.S. Senator



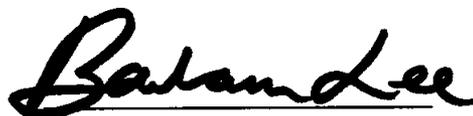
Pete Stark
Member of Congress



George Miller
Member of Congress



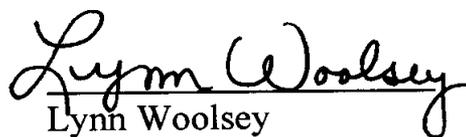
Sander M. Levin
Member of Congress



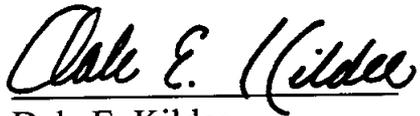
Barbara Lee
Member of Congress



Xavier Becerra
Member of Congress



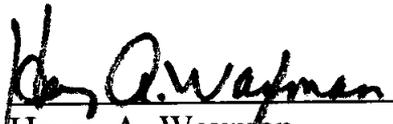
Lynn Woolsey
Member of Congress



Dale E. Kildee
Member of Congress



Brad Sherman
Member of Congress



Henry A. Waxman
Member of Congress



Phil Hare
Member of Congress



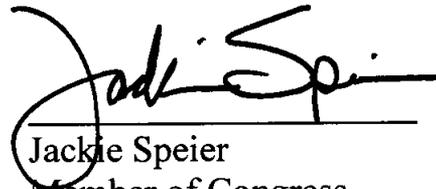
Linda T. Sánchez
Member of Congress



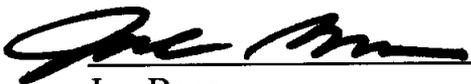
Jerry McNerney
Member of Congress



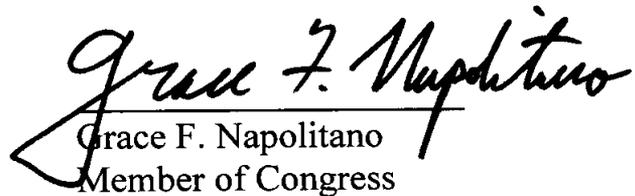
John Garamendi
Member of Congress



Jackie Speier
Member of Congress



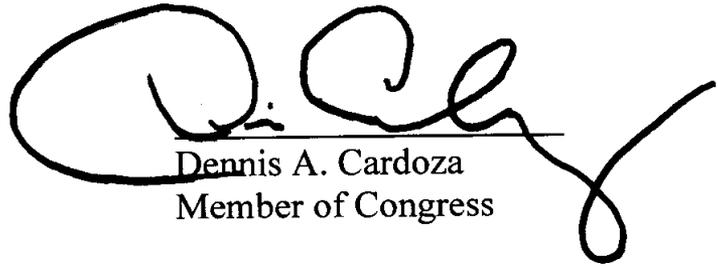
Joe Baca
Member of Congress



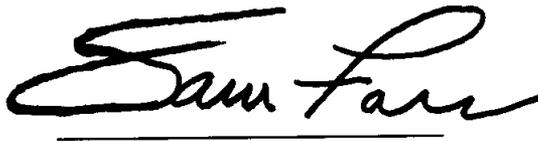
Grace F. Napolitano
Member of Congress



Adam B. Schiff
Member of Congress



Dennis A. Cardoza
Member of Congress



Sam Farr
Member of Congress



Jane Harman
Member of Congress