

Congress of the United States
Washington, DC 20510

July 23, 2009

Mr. Akio Toyoda
President
Toyota Corporation
1 Toyota-cho,
Toyota-shi, Aichi 471
Japan

Dear Mr. Toyoda:

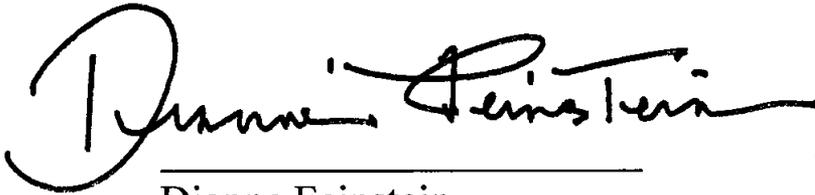
We are writing to express our sincere interest regarding the future of New United Motor Manufacturing, Inc., (NUMMI) a General Motors-Toyota joint venture from which General Motors (GM) has announced that it will withdraw. We are greatly concerned that GM's decision creates uncertainty about NUMMI's future. We are eager to see that all interested parties come to the table to arrive at a solution that will secure NUMMI's future.

We have followed the NUMMI experiment since it began in 1984, when one of your predecessors, Shoichiro Toyoda, brought the efficiency of the Toyota Production System, a model of lean manufacturing, to the San Francisco Bay area. We watched with great pride as the Japanese management and production methods – under the leadership of Tatsuro Toyoda – succeeded, as the plant went from one shift to three, and as it emerged as a unique model factory that has produced a wide range of vehicles since the 1980s. We are confident that you, as a former manager at NUMMI, can appreciate its unique history and value.

NUMMI has been a great asset to both California and the United States, demonstrating that American workers can build Toyota vehicles in a win-win for both. Today NUMMI employs approximately 4,500 workers and is indirectly responsible for more than 35,000 jobs. We deeply regret the fact that General Motors has determined that it must withdraw.

With thousands of jobs at stake, many of us have spoken with Toyota executives to express our concern in recent weeks. We look forward to hearing from you about this matter, and we look forward to working together on this very important challenge.

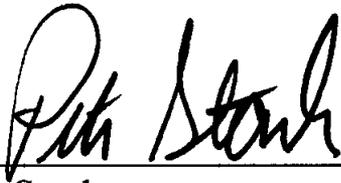
Sincerely,



Dianne Feinstein
United States Senator



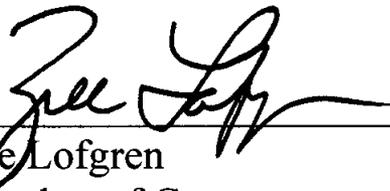
Barbara Boxer
United States Senator



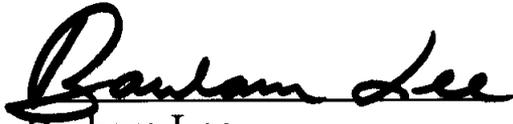
Pete Stark
Member of Congress



Mike Thompson
Member of Congress



Zoe Lofgren
Member of Congress



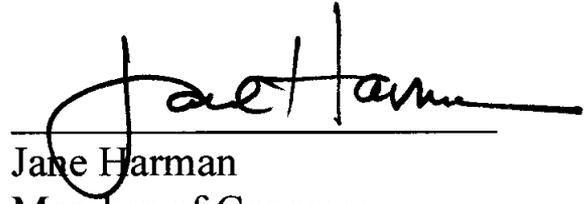
Barbara Lee
Member of Congress



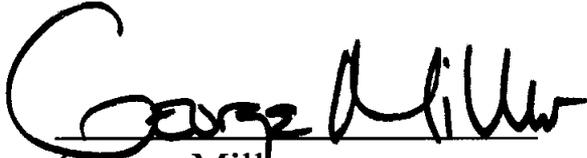
Jerry McNerney
Member of Congress



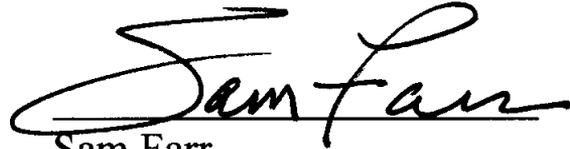
Adam Schiff
Member of Congress



Jane Harman
Member of Congress



George Miller
Member of Congress



Sam Farr
Member of Congress



Bob Filner
Member of Congress



Grace Napolitano
Member of Congress



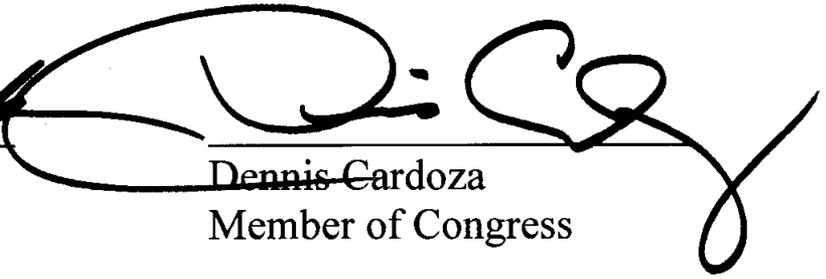
Linda Sanchez
Member of Congress



Jackie Speier
Member of Congress

Handwritten signature of Mike Honda in black ink, written in a cursive style.

Mike Honda
Member of Congress

Handwritten signature of Dennis Cardoza in black ink, written in a cursive style.

Dennis Cardoza
Member of Congress

Cc: Yoshimi Inaba