



VIEWS & VISIONS

A publication of Bowles Rice LLP

Summer 2014



Toyota: Working Hard to Minimize Our Environmental Impact

Millie Marshall, President
Toyota Motor Manufacturing West Virginia, Inc.

Millie Marshall is president of Toyota Motor Manufacturing West Virginia, Inc. (TMMWW), located in Buffalo, West Virginia. Toyota's Buffalo site produces four-cylinder and V6 engines, as well as six-speed transmissions.

Ms. Marshall was appointed senior vice president of manufacturing at TMMWW in 2012. Prior to that role, she served as vice president of human resources from 2009 to 2012 at Toyota Motor Engineering & Manufacturing North America, Inc. (TEMA), located in Erlanger, Kentucky.

She joined Toyota in 1991 at the company's vehicle and engine assembly plant in Georgetown, Kentucky, in the information systems (IS) division as a specialist. In 2003, Ms. Marshall was promoted to general manager of administration at Toyota Motor Manufacturing, Alabama, Inc., in Huntsville, overseeing human resources, corporate affairs and accounting and finance. She also served as vice president of TEMA IS, leading the organization's technology development and strategic planning for its manufacturing and design operations.

Prior to her career at Toyota, Ms. Marshall worked for Parker Hannifin Corporation and Square D Company in information systems.

She earned her bachelor of arts degree in organizational management from Midway College in Midway, Kentucky and an associate degree in applied science from Lexington Community College. In addition, Ms. Marshall has earned SPHR certification.

At Toyota, we're working today to build a better tomorrow.

As our operation in the Mountain State has grown since 1996, Toyota West Virginia's responsibility to reduce its environmental footprint is more important than ever.

And it all starts with our 1,300 dedicated team members who build the best engines and transmissions at our Buffalo facility.

Our goal: to achieve a sustainable future and be a role model for statewide businesses and organizations and other Toyota facilities across the world.

Here in West Virginia, our team members continue to work hard every day to suggest, collaborate and implement new, creative ways to minimize our environmental impact.

True to our beliefs in continuous improvement, outstanding collaboration, problem-solving and sharing best practices, our team members are highly motivated to identify ways to minimize our impact on the environment.

They know there's no best way; only a better way of doing things.

Consider that in April 2014, Toyota, including our operations in Buffalo, was honored by the United States Environmental Protection Agency with our 10th consecutive ENERGY STAR Partner of the Year – Sustained Excellence Award

TOYOTA

for our continued leadership in protecting the environment through superior energy efficiency.

Our 10th ENERGY STAR award – the most among any automaker – demonstrates that when good ideas are shared, great things can happen. And the results are impressive. During the past decade:

- Toyota's total energy savings across our North American plants is equal to 10.6 million kilowatt hours. That's equal to saving 822,464,341 gallons of gas, changing nearly 192,000,000 incandescent bulbs to CFLs, or installing more than 2,000 wind turbines.
- Toyota's total energy use across our plants was reduced by 22 percent per vehicle produced and total CO₂ emissions fell by 19 percent per vehicle produced.
- Toyota's total cost savings: **\$500 million!** This kind of savings ultimately helps our bottom line.

Here in West Virginia, our team members continue to work hard every day to suggest, collaborate and implement new, creative ways to minimize our environmental impact. Some of their accomplishments include:

- Installation of a compressed air metering system to improve system control. This improvement cut our energy use by four percent, resulting in savings of more than \$300,000 annually.
- Modification of drainage patterns around our ponds to reduce erosion and the potential for suspended solids leaving our site.



An aerial shot shows the footprint of the Toyota Motor Manufacturing West Virginia, Inc. plant in Buffalo, West Virginia.

- Eliminating the use of gasoline to test each engine produced, saving more than 24,000 gallons each year. That's enough gasoline to drive round trip from our West Virginia plant to San Francisco nearly 250 times. We now use an electric starter for each motor that's tested.
- Designation as a U.S. EPA ENERGY STAR Challenge for Industry recipient, which recognizes individual industrial sites that commit to improve energy efficiency by 10 percent over five years.

will continue to learn from others and share with others our philosophy that many incremental energy improvements can add up to significant cost savings for the future. ▽

By introducing new technologies and seeking low- and no-cost energy improvement solutions, Toyota West Virginia's 1,300 team members continue on their quest to further enhance our environmental sustainability program in the years to come.

Toyota West Virginia will continue to challenge itself to be an environmental role model in the Mountain State. We