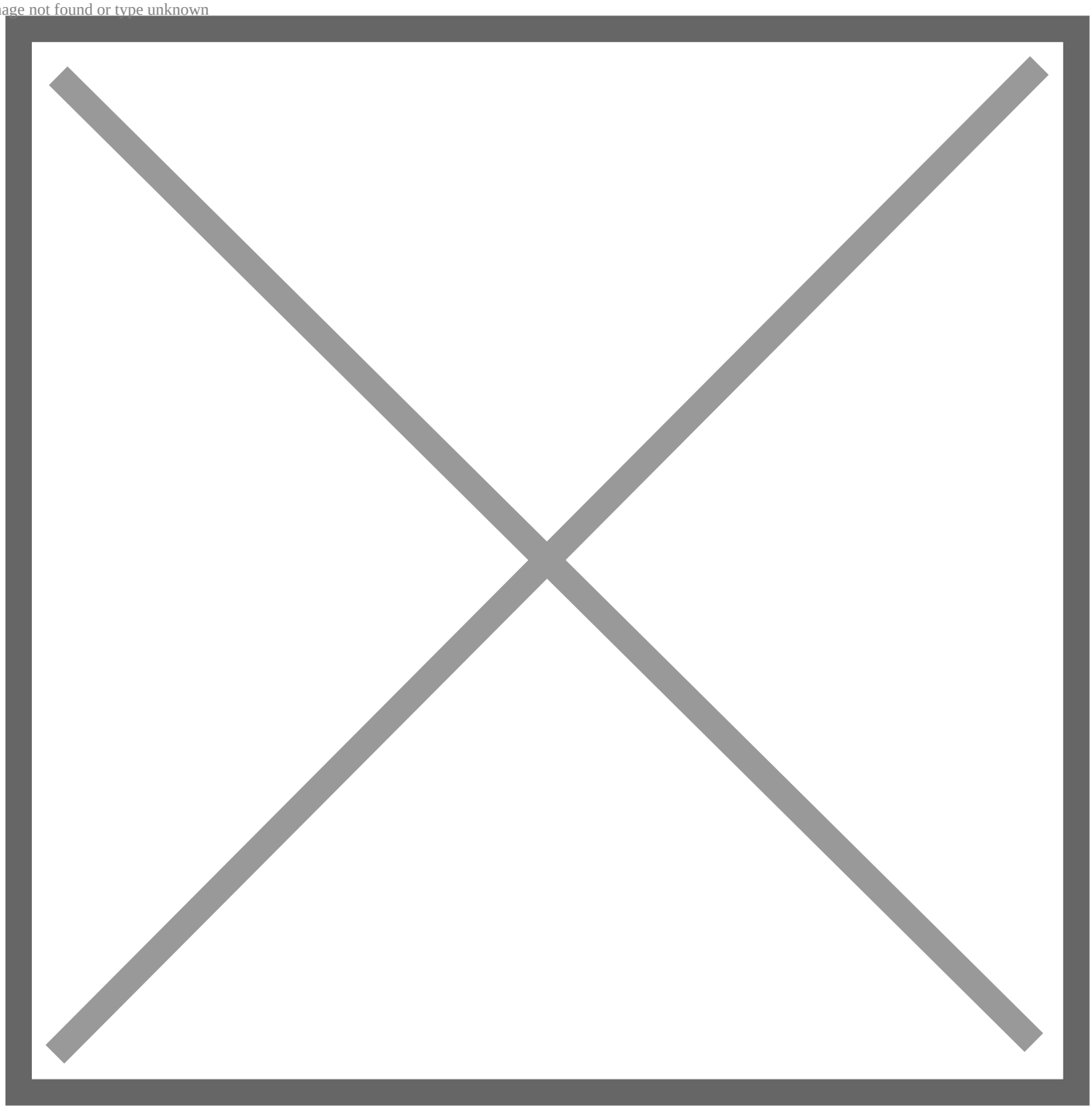
How Toyota’s Kentucky and Indiana Plants Train Team Members to Build the Future

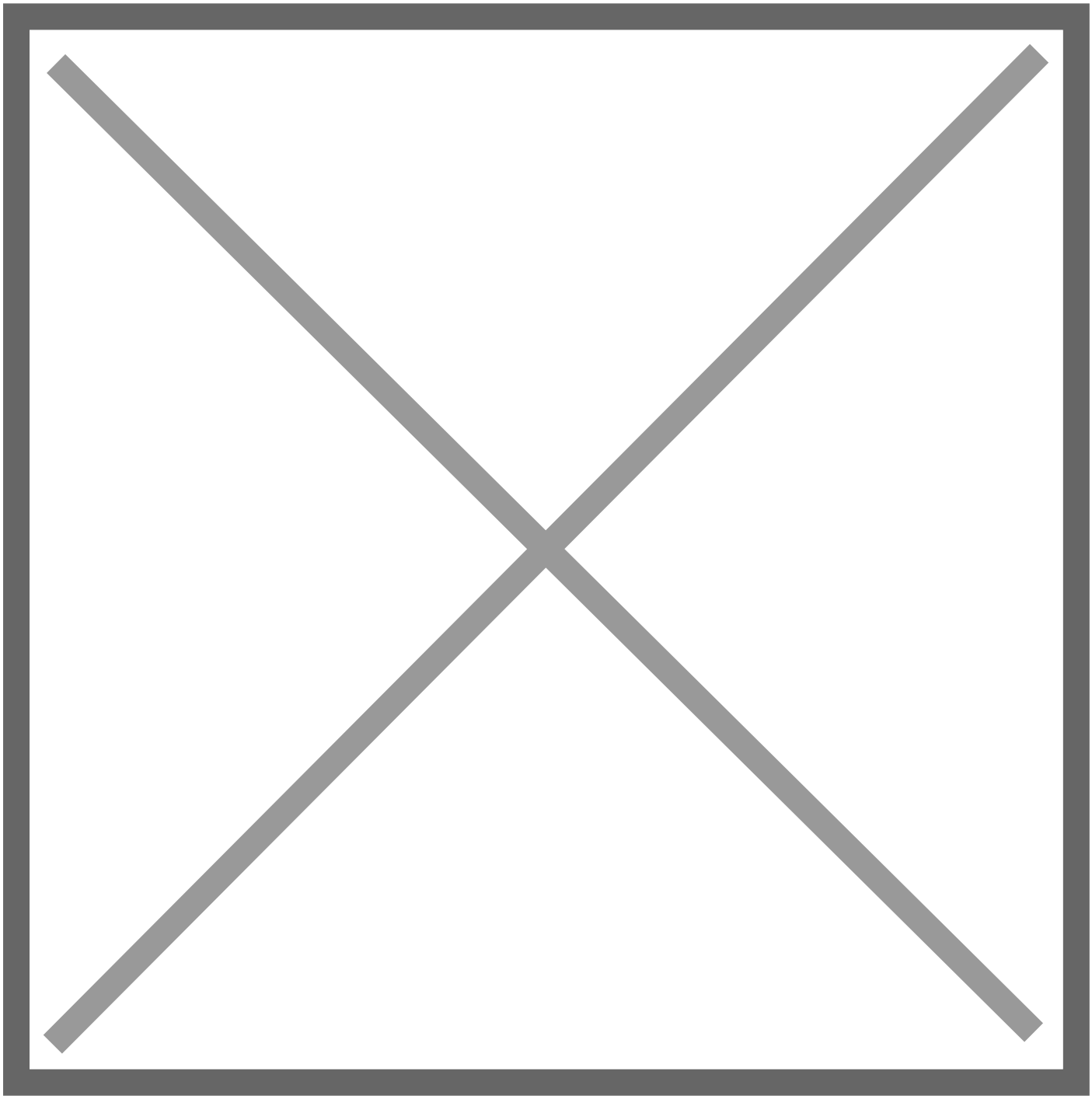
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Toyota Kentucky and Toyota Indiana don’t just crank out popular vehicles like the Toyota Camry and Lexus TX — they invest heavily in their people, making sure every team member is ready to meet the challenges of today’s fast-changing automotive world.

Toyota Kentucky has been the beating heart of Toyota’s U.S. operations since 1988. Over the decades, it’s grown into the world’s largest Toyota vehicle plant, assembling about 550,000 vehicles and 600,000 engines a year.

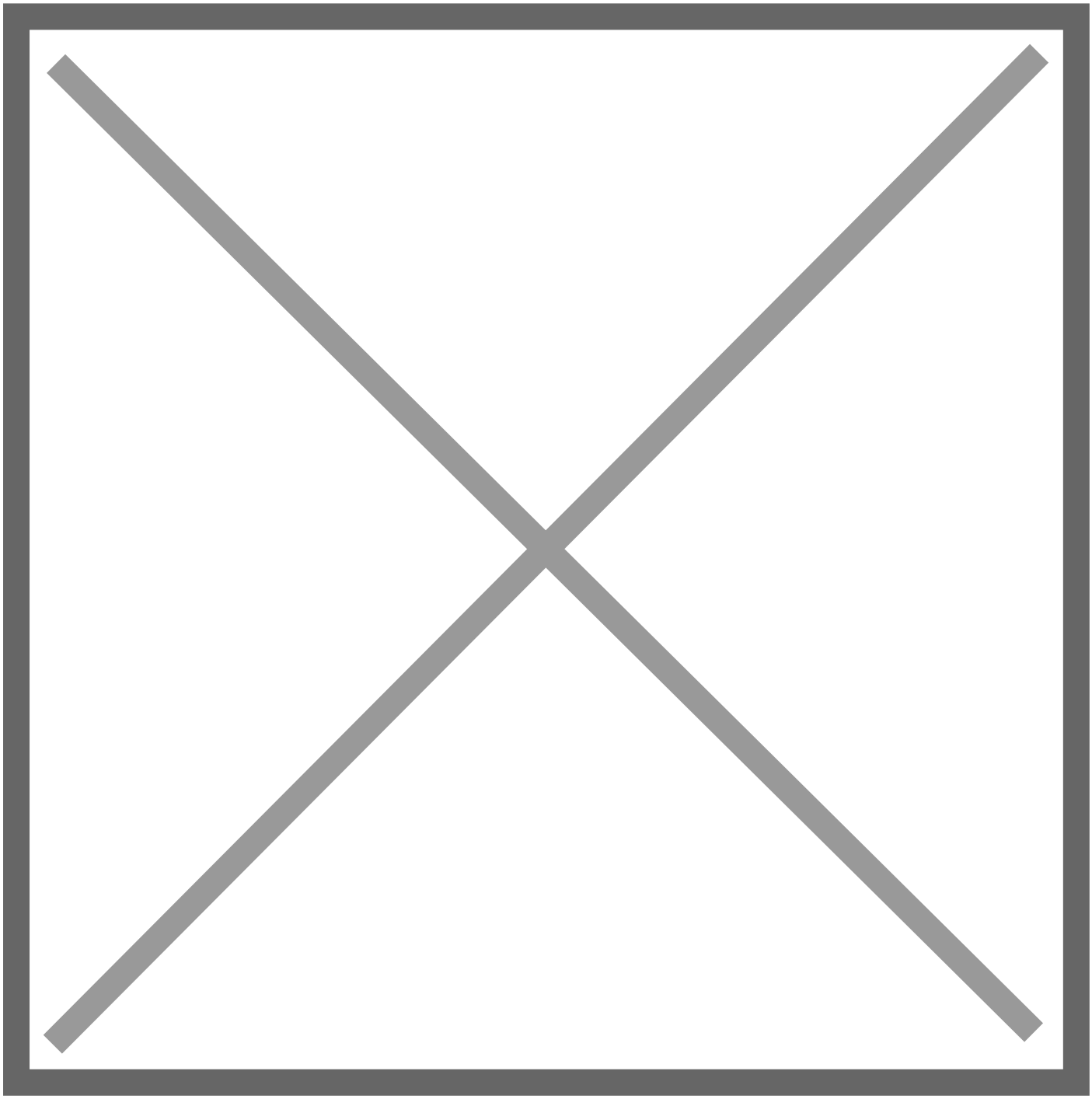


On-Hands Training — The Toyota Maintenance Training Center (TMTC) is a 20,000-square-foot facility dedicated to training team members. Above is one of many training aids they use.

With close to 10,000 full-time employees, the plant has continuously adapted to shifting consumer demands, transitioning from a sedan-focused operation to a diverse facility assembling SUVs, hybrids and batteries side by side.

At the center of this transformation is the Toyota Maintenance Training Center (TMTC), a $3 million, 20,000-square-foot facility dedicated to upskilling team members. Here they focus on electrical systems, robotics, conveyors and advanced Programmable Logic Controllers (PLCs).

“We want our team members to understand the risks before they face them,” said Carter Hall, manufacturing manager at Toyota Kentucky. “Our safety dojos simulate unsafe scenarios in a safe environment, so people learn how to stay safe without ever being in danger.”



Working with Robotics — The TMTC is all about building confidence in new technicians while also learning to work with robots, not against them.

The TMTC's dojos use hands-on, real-world training — like simulators that replicate falls and other hazards — going way beyond sitting in a classroom, Hall said. And with nearly half of the maintenance team having less than four years on the job, TMTC's training starts from the ground up.

It’s about building confidence and skills fast, so these novice technicians can keep the plant running smoothly without waiting for outside help.

The training follows a “crawl, walk, run” approach. It sounds as simple as picking up bolts, but then you realize you need dexterity and it’s not as easy as it looks.

TMTC also uses analog training aids to help. One table will trigger an alarm if you push too hard because the force can strain workers. Another plays a subtle train whistle if you lean on it too much. These small details help build muscle memory and protect team members while they work on the line, Hall said.

Team members also receive training on how to collaborate with automation systems. Robots handle repetitive tasks, but humans are still the experts on quality control, problem-solving and process improvements.

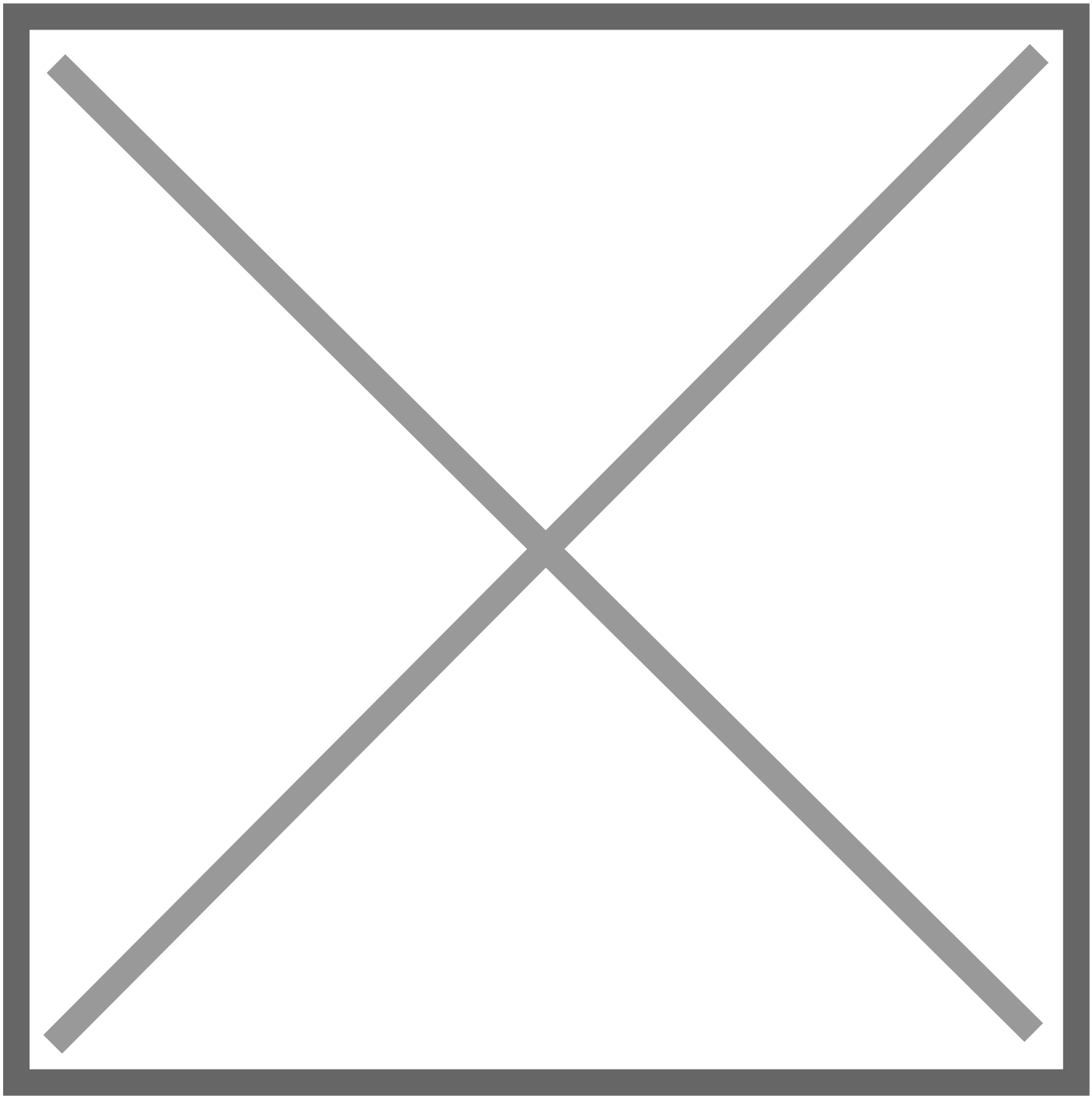
Toyota Indiana employs over 7,600 team members and assembles family favorites like the Toyota Grand Highlander, Toyota Sienna and the Lexus TX.

“We didn’t just add Lexus vehicles to a Toyota plant,” said Deanna Tackett, general manager of Quality. “We transformed Toyota Indiana into a Lexus plant that also assembles world-class Toyotas.”

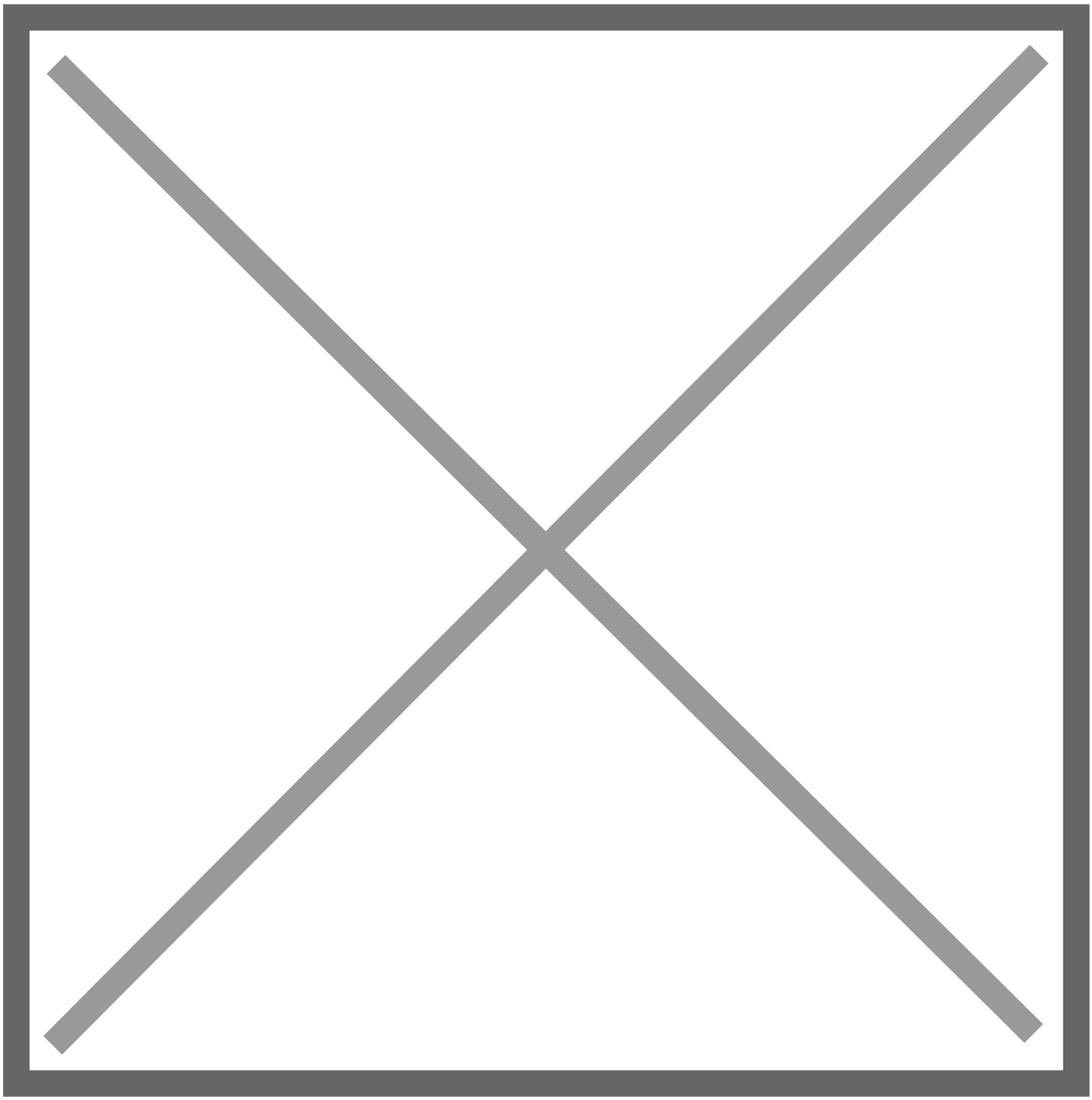
That transformation starts with Quality Control Fundamental Skills Training or “Quality School.”

It features 26 dojo stations where team members learn from experts. According to trainer and production team leader Chad Clark, the team members rotate through jobs every couple of hours, building confidence and mastering skills — all while using the metric system.

The goal? Takumi-level craftsmanship: the kind of skill that takes 60,000 hours to perfect.

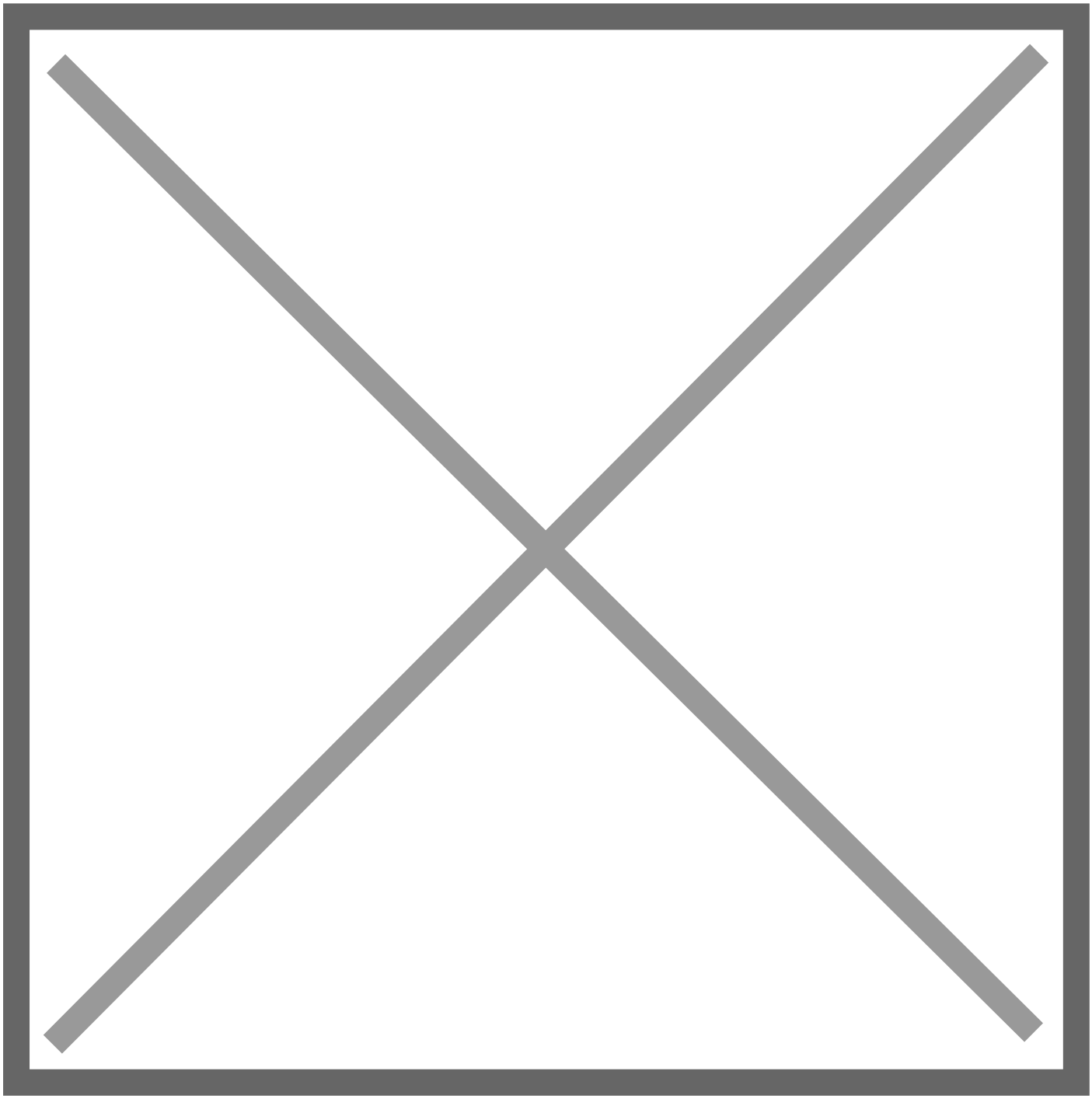


Harder Than It Looks — (Above and below) Members of the media try out dojos at Toyota Indiana's Quality Control Fundamental Skills Training center. One involves tightening bolts within a certain timeframe, while the other is practicing rotating golf balls in one hand as a dexterity warm-up.



When it comes to Lexus vehicles, senior managers train with teams in Japan to understand what “exceptional quality” really means. The plant uses “Circle L” checkpoints throughout production to catch issues early, ensuring every panel, seam and paint finish meets Lexus’ high standards.

Even in an age of electrification and automation, the heart of manufacturing remains the people. Both plants invest heavily in onboarding, mentorship and ongoing training to retain and grow talent.



Practice Makes Perfect — Production team leader John “JT” Teising shows members of the media one of the dojos that team members have to perfect before working on the line at Toyota Indiana.

At Toyota Kentucky, the focus is on building technical skills from scratch, especially in electrical systems and robotics. Less experienced maintenance workers are paired with experienced techs, creating a strong mentorship culture.

At Toyota Indiana, new hires spend about four weeks learning Toyota’s culture, then six to eight weeks on the floor, supported by mentors who help them find their way and keep safety top of mind.