

# CALIFORNIA MANUFACTURER LEADING THE WAY



More than  
**\$2.5 billion**  
Investment in plant

More than  
**1,000**  
California suppliers

Nearly  
**20,000**  
Jobs created in state

Approximately  
**\$512 million**  
Annual payroll and benefits



# New United Motor

**N**ew United Motor Manufacturing, Inc. (NUMMI) is the pioneering venture of Toyota and General Motors.

Established in Fremont in 1984, NUMMI is among the most acclaimed manufacturing facilities in North America. At the heart of its success is an exceptional relationship between plant management and United Auto Workers (UAW) leadership. With the cooperation of the UAW, NUMMI has trained thousands of unionized workers how to build a very high quality product through the use of the famed Toyota Production System.

Using environmentally sound practices, NUMMI produces nearly 400,000 vehicles annually – two award winning models for Toyota, the Corolla and Tacoma pick-up, and the Pontiac Vibe for General Motors.



## EMPLOYEES

**5,500**  
Employees

**5,000**  
Unionized  
production line  
labor force

**\$65,000**  
Typical pay  
for production  
line worker

**\$1 million**  
Approximate annual  
company and team member  
contributions to community

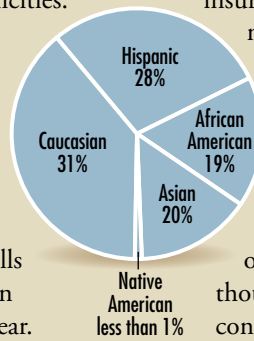
**R**eflective of the region's cultural diversity, the workforce at NUMMI draws from many different backgrounds and ethnicities.

Qualified team members with a high school education and a strong desire to continue their professional growth typically learn new skills that allow them to earn around \$65,000 per year.

They also have paid medical benefits for themselves and their families (including domestic

partners). Additionally, team members enjoy a traditional retirement plan, a 401(k) matching program, dental insurance, vision insurance, mental health services and a legal plan.

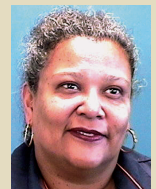
Along with the jobs NUMMI supplies to its own employees, it provides opportunities to thousands of temporary contractors and has drawn to California a network of suppliers providing thousands of additional long-term, high-quality jobs.



Percentages are rounded

*"I started as a production worker, apprenticed for four years and now have a skilled trade. NUMMI has been a great place to make a career."*

**Martha Quesada**  
20-year team member



# Manufacturing, Inc.



*“Over the past three years, my company has grown from 100 to 130 employees because of the work we do for NUMMI.”*

**Bruce Walker, Walker Corporation, Ontario**

Once part of a thriving auto industry in California, NUMMI is now the only remaining auto plant west of the Rockies.

While NUMMI has enjoyed the opportunity to actively engage in the community and contribute much to the state's economy, it now faces many competitive disadvantages. Some of the disadvantages stem from California-unique laws and regulations.

For example, California imposes a tax on investment in manufacturing equipment. This is a tax that nearly all of NUMMI's competitors in other states do not pay. Likewise, electricity for manufacturers in California is more than twice as expensive as it is in most other states.

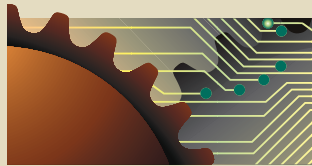
NUMMI works cooperatively with public officials to resolve these and other issues with the hope that NUMMI can become more competitive and retain thousands of excellent jobs in California.

*“NUMMI's contributions and involvement with our Foundation have been a great support to the county's public library system.”*

**Lara White, Executive Director,  
Alameda County Library Foundation**

Manufacturers are the engine of the California economy, providing good quality jobs and economic opportunities for vast networks of suppliers.

The CMTA “California Manufacturer Leading the Way” series highlights the tremendous contributions made by manufacturers to improve the quality of life in California.



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