

# Corporate Data

(As of March 31, 2000)

## PLANTS AND OFFICES

	Main Products	Number of Employees	Land Area (m <sup>2</sup> )
Kariya Plant	Textile machinery, car air-conditioning compressors	1,757	170,000
Takahama Plant	Forklifts, materials handling systems	1,620	327,000
Nagakusa Plant	Automobiles	2,250	269,000
Kyowa Plant	Semiconductors, electronics equipment, press dies	848	164,000
Obu Plant	Foundry parts	538	156,000
Hekinan Plant	Engines	1,216	271,000
Head Office and Other		933	1,162,000
<b>Total</b>		<b>9,162</b>	<b>2,519,000</b>

## CONSOLIDATED SUBSIDIARIES

	Location	Capital (Thousands of the local currency)	Equity ownership
<b>Japan</b>			
TIBC Corporation	Aichi	¥3,000,000	65.0%
Toyoda-Sulzer Mfg., Ltd.	Aichi	¥500,000	51.0%
Sun River Co., Ltd.	Osaka	¥150,000	80.6%
Izumi Machine Mfg. Co., Ltd.	Aichi	¥150,000	59.2%
Tokyu Co., Ltd.	Aichi	¥135,000	63.3%
Toyoda High System, Inc.	Aichi	¥100,000	90.0%
Nishina Industry Co., Ltd.	Nagano	¥100,000	50.0%
Tokaiseiki Co., Ltd.	Shizuoka	¥98,000	92.1%
Logistec Co., Ltd.	Aichi	¥90,000	100.0%
SKE, Inc.	Aichi	¥78,500	100.0%
SK Maintenance, Inc.	Aichi	¥50,000	70.0%
Iwama Loom Works, Ltd.	Aichi	¥49,920	50.0%
Kawamoto System Corporation	Aichi	¥47,000	100.0%
ARTI, Inc.	Aichi	¥30,000	100.0%
Hara Corporation	Gifu	¥23,193	73.2%
Mizuho Industry Co., Ltd.	Aichi	¥20,000	93.8%
Sun Valley, Inc.	Aichi	¥20,000	100.0%
Sun Staff, Inc.	Aichi	¥20,000	100.0%
Mino Tokyu Co., Ltd.	Gifu	¥18,000	93.4%
Shine's, Inc.	Aichi	¥10,000	100.0%
Tokai System Laboratory Co., Ltd.	Aichi	¥10,000	100.0%
Esaka Sports Land Co., Ltd.	Osaka	¥10,000	100.0%
<b>Overseas</b>			
Michigan Automotive Compressor, Inc.	Parma, Michigan, U.S.A.	U.S.\$146,000	60.0%
Toyota Industrial Equipment Mfg., Inc.	Columbus, Indiana, U.S.A.	U.S.\$60,000	80.0%
Toyoda Textile Machinery, Inc.	Charlotte, North Carolina, U.S.A.	U.S.\$1,300	100.0%
Toyota Industrial Equipment S.A.	Ancenis, France	EUR9,000	52.8%
TD Deutsche Klimakompressor GmbH	Stratgräbchen, Sachsen, Germany	EUR20,452	65.0%
Toyota Industry Kunshan Co., Ltd.	Kunshan, Jiangsu, China	U.S.\$16,000	70.0%
Kirloskar Toyoda Textile Machinery, Ltd.	Bangalore, Karnataka, India	Rs816,200	85.5%

Note: ¥ – Japanese yen; U.S.\$ – U.S. dollar; EUR – Euro; Rs – Indian rupee

## AFFILIATES ACCOUNTED FOR UNDER THE EQUITY METHOD

	Location	Capital (Thousands of the local currency)	Equity ownership
<b>Japan</b>			
ST Liquid Crystal Display Corp.	Aichi	¥30,000,000	50.0%
Taikoh Transportation Co., Ltd.	Aichi	¥ 83,985	46.2%