

Major Plants (Parent Company)

	Main Products	Start of Operations
Kariya Plant	Textile machinery, car air-conditioning compressors	1927
Obu Plant	Parts for car air-conditioning compressors	1944
Kyowa Plant	Electronic equipment, automotive press dies, production facilities, engine parts	1953
Nagakusa Plant	Automobiles	1967
Takahama Plant	Lift trucks, materials handling systems	1970
Hekinan Plant	Engines for automobiles and industrial equipment	1982
Higashichita Plant	Engines for automobiles, foundry parts, engine parts	2001
Higashiura Plant	Parts for car air-conditioning compressors	2002

Major Consolidated Subsidiaries

	Company Name	Location of Head Office	Ownership Ratio (%)*
Japan			
	Aichi Corporation	Saitama	51.0%
	Wanbishi Archives Co., Ltd.	Tokyo	100.0%
	TIBC Corporation	Aichi	60.0%
	HANDA Casting Company	Aichi	100.0%
	Mail & e Business Logistics Service Co., Ltd.	Mie	50.5%
	Asahi Security Co., Ltd.	Tokyo	100.0%
	TOYOTA L&F Tokyo Co., Ltd.	Tokyo	100.0%
	Altex Co., Ltd.	Shizuoka	75.0%
	Sun River Co., Ltd.	Osaka	100.0%
	IZUMI MACHINE MFG. CO., LTD.	Aichi	100.0%
	TOYOTA L&F Keiji Co., Ltd.	Kyoto	75.0%
	Tokyu Co., Ltd.	Aichi	100.0 %
	Advanced Logistics Solutions Co., Ltd.	Aichi	100.0 %
	Toyoda High System, Incorporated	Aichi	100.0 %
	Nishina Industrial Co., Ltd.	Nagano	97.5 %
	KTL Co., Ltd.	Tokyo	50.5%
	TF Logistics Co., Ltd.	Tokyo	51.0%
	Tokaiseiki Co., Ltd.	Shizuoka	100.0%
	Taikoh Transportation Co., Ltd.	Aichi	50.7%
	SKE Inc.	Aichi	100.0%
	SKM CORPORATION	Aichi	100.0%
	Unica Co., Ltd.	Aichi	100.0%
	Iwama Loom Works, Ltd.	Aichi	100.0%
	Nagao Kogyo Co., Ltd.	Aichi	100.0%
	TOYOTA L&F Shizuoka Co., Ltd.	Shizuoka	100.0%
	TOYOTA L&F Hyogo Co., Ltd.	Hyogo	100.0%
	Hara Corporation	Gifu	100.0%
	Sun Valley Inc.	Aichi	100.0%
	Miduho Industry Co., Ltd.	Aichi	100.0%
	Sun Staff, Inc.	Aichi	100.0%
	ALT Logistics Co., Ltd.	Aichi	60.0%
	Shine's Co., Ltd.	Aichi	100.0%
	Toyota Industries Well Support Corporation	Aichi	100.0%
Europe			
Sweden	Toyota Industries Europe AB	Mjölby	100.0%
	Toyota Industries Sweden AB	Mjölby	100.0%
	BT Products AB	Mjölby	100.0%
	Toyota Material Handling Sweden AB	Bromma	100.0%
	Toyota Industries Finance International AB	Mjölby	100.0%
Norway	Toyota Material Handling Norway AS	Trondheim	100.0%
Finland	Toyota Material Handling Finland OY	Vantaa	100.0%
Estonia	Toyota Material Handling Eesti AS	Harjumaa	100.0%

* Including indirect investment

	Company Name	Location of Head Office	Ownership Ratio (%)*
Latvia	Toyota Material Handling Latvija Ltd.	Riga	100.0%
Lithuania	Toyota Material Handling Lietuva UAB	Vilnius	100.0%
Denmark	Toyota Material Handling Danmark A/S	Slangerup	100.0%
U.K.	Toyota Material Handling UK Limited	Slough, Berkshire	100.0%
Germany	Toyota Material Handling Deutschland GmbH	Langenhagen	100.0%
	TD Deutsche Klimakompressor GmbH	Bernsdorf	65.0%
France	Toyota Industrial Equipment, S.A.	Ancenis	80.0%
	BT France S.a.r.l	Marne La Vallée	100.0%
France/Belgium	Toyota Industrial Equipment Europe, S.A.R.L.	Ancenis (France)/Brussels (Belgium)	100.0%
Belgium	Toyota Material Handling Europe, NV/SA	Brussels	100.0%
	Toyota Material Handling Belgium NV/SA	Wilrijk	100.0%
Netherlands	Toyota Material Handling Nederland B.V.	Ede	100.0%
Spain	Toyota Material Handling España, S.A.	Barberá del Vallés	100.0%
Austria	Toyota Material Handling Austria GmbH	Wiener Neudorf	100.0%
Switzerland	Toyota Textile Machinery Europe, AG	Uster	100.0%
Italy	CESAB Carrelli Elevatori S.p.A.	Bologna	100.0%
	Toyota Carrelli Elevatori Italia S.r.l.	Bologna	100.0%
	BTCESAB S.r.l.	Bologna	100.0%
Greece	Toyota Material Handling Greece SA	Tavros	100.0%
North America			
U.S.A.	Toyota Industries North America, Inc.	Elk Grove Village, Illinois	100.0%
	Toyota Industrial Equipment Mfg., Inc.	Columbus, Indiana	100.0%
	The Raymond Corporation	Greene, New York	100.0%
	Raymond-Muscatine Inc.	Muscatine, Iowa	100.0%
	Indiana Hydraulic Equipment Corp.	Franklin, Indiana	100.0%
	Toyota Material Handling, U.S.A., Inc.	Irvine, California	100.0%
	Michigan Automotive Compressor, Inc.	Parma, Michigan	60.0%
	TD Automotive Compressor Georgia, LLC	Pendergrass, Georgia	65.0%
	ACTIS Manufacturing, Ltd. LLC	Grapevine, Texas	60.0%
	Toyoda Textile Machinery, Inc.	Charlotte, North Carolina	100.0%
	Toyota Industries Personnel Service of America, Inc.	Elk Grove Village, Illinois	100.0%
Canada	Raymond Industrial Equipment Ltd.	Brantford, Ontario	100.0%
	Lift-Rite Inc.	Brampton, Ontario	100.0%
	G. N. Johnston Equipment Co., Ltd.	Mississauga, Ontario	100.0%
South America			
Brazil	Toyota Material Handling Mercosur Comercio de Equipamentos LTDA	São Paulo	100.0%
	Toyota Máquinas Têxteis Brasil Ltda	São Paulo	100.0%
Asia and Oceania			
Australia	Toyota Material Handling Australia Pty Limited	New South Wales	100.0%
India	Kirloskar Toyoda Textile Machinery Pvt. Ltd.	Bangalore	95.1%
China	Toyota Material Handling (Shanghai) Co., Ltd.	Shanghai	100.0%
	TD Automotive Compressor Kunshan Co., Ltd.	Kunshan, Jiangsu	59.8%
	Toyota Industry (Kunshan) Co., Ltd.	Kunshan, Jiangsu	70.0%
	Toyota Industry Automotive Parts (Kunshan) Co., Ltd.	Kunshan, Jiangsu	60.0%
	Toyota Industries Trading & Logistics (China) Co., Ltd.	Shanghai	100.0%

Major Affiliates Accounted for by the Equity Method

	Company Name	Location of Head Office	Ownership Ratio (%)*
Japan			
	Fuji Logistics Co., Ltd.	Tokyo	26.0%
Europe			
Poland	Toyota Motor Industries Poland Sp.zo.o.	Jelcz-Laskowice	40.0%
Switzerland	Toyota Material Handling Schweiz AG	Zürich	50.0%

* Including indirect investment