

Corporate Data

(As of March 31, 2001)

Plants and Offices

	Main Products	Number of Employees	Land Area (1,000 m ²)	Photo Number
Kariya Plant	Textile machinery, car air-conditioning compressors	1,800	170	
Takahama Plant	Forklift trucks, materials handling systems	1,586	329	
Nagakusa Plant	Automobiles	2,171	271	
Kyowa Plant	Semiconductors, electronics equipment, press dies	844	164	
Obu Plant	Car air-conditioning compressors, foundry parts	462	156	
Hekinan Plant	Engines	1,279	271	
Higashichita Plant	Foundry parts	81	332	
Head Office and Others		912	842	
Total		9,135	2,535	

Consolidated Subsidiaries

	Location	Capital (thousands of the local currency)	Equity Ownership	Photo Number
Japan				
TIBC Corporation	Aichi	¥3,000,000	65.0%	1
TOYODA-SULZER MANUFACTURING LTD.	Aichi	¥500,000	100.0%	
ALTEX CO., LTD.	Shizuoka	¥200,000	75.0%	
Sun River Co., Ltd.	Osaka	¥150,000	81.3%	
IZUMI MACHINE MFG. CO., LTD.	Aichi	¥150,000	59.2%	
TOKYU CO., LTD.	Aichi	¥135,000	63.3%	
MINO TOKYU CO., LTD.	Gifu	¥18,000	93.4%	
Toyoda High System, Incorporated	Aichi	¥100,000	90.0%	
Nishina Industrial 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%	
TOKAI SYSTEM INSTITUTE CORP.	Aichi	¥10,000	100.0%	
Shine's Inc.	Aichi	¥10,000	100.0%	
Outside Japan				
Toyoda International Sweden AB ¹	Mjölby, Sweden	SEK6,652,977	100.0%	
BT Industries Group ¹ (63 companies)	—	—	—	3
Toyota Industries North America, Inc. ²	Columbus, Indiana, U.S.A.	US\$27,000	100.0%	
Toyota Industrial Equipment Mfg., Inc. ²	Columbus, Indiana, U.S.A.	US\$60,000	80.0%	4
Toyoda Textile Machinery, Inc. ²	Charlotte, North Carolina, U.S.A.	US\$1,300	100.0%	
TAL Personnel Service, Inc. ²	Charlotte, North Carolina, U.S.A.	US\$100	100.0%	
Toyota Material Handling USA, Inc. ²	Torrance, California, U.S.A.	US\$0	100.0%	
Michigan Automotive Compressor, Inc.	Parma, Michigan, U.S.A.	US\$146,000	60.0%	6
TD Deutsche Klimakompressor GmbH	Straßgräbchen, Sachsen, Germany	EUR20,452	65.0%	7
Kirloskar Toyoda Textile Machinery Ltd.	Bangalore, Karnataka, India	Rs816,200	85.5%	
Toyota Industry Kunshan Co., Ltd.	Kunshan, Jiangsu, China	US\$16,000	70.0%	
Toyota Truck Norge Group ³ (4 companies)	—	—	—	
Toyota Industrial Equipment, S.A.	Ancenis, France	EUR9,000	52.8%	5

Unconsolidated Subsidiaries Accounted for by the Equity Method

	Location	Capital (thousands of the local currency)	Equity Ownership	Photo Number
Outside Japan				
BT Industries Group*1 (2 companies*4)	–	–	–	

Affiliates Accounted for by the Equity Method

	Location	Capital (thousands of the local currency)	Equity Ownership	Photo Number
Japan				
ST Liquid Crystal Display Corp.	Aichi	¥30,000,000	50.0%	2
TAIKOH TRANSPORTATION CO., LTD.	Aichi	¥83,985	46.2%	
Outside Japan				
BT Industries Group*1 (15 companies)	–	–	–	

*1 BT Industries Group is composed of 80 subsidiaries and affiliates and is centered on the holding company BT Industries AB (headquartered in Mjölby, Sweden, capitalized at SEK560 million). Toyota International Sweden AB held 98.2% of the outstanding shares of BT Industries AB as of March 31, 2001.

*2 Toyota Industries North America, Inc. is a holding company that exercises control over Toyota Industrial Equipment Mfg., Inc., Toyota Textile Machinery, Inc., TAL Personnel Service, Inc. and Toyota Material Handling USA, Inc.

*3 Toyota Truck Norge Group is composed of four subsidiaries and is centered on the company Toyota Truck Norge AS (headquartered in Trondheim, Norway, capitalized at NOK82,280 thousand).

*4 BT Industries AB temporarily held more than a 50% share of the capital of two subsidiaries as of December 31, 2000.

Note: ¥–Japanese yen; SEK–Swedish krona; U.S.\$–U.S. dollar; EUR–Euro; Rs–Indian rupee; NOK–Norwegian krone

Maj or Subsidiaries and Affiliates



1. TIBC Corporation (TIBC)



2. ST Liquid Crystal Display Corp. (ST-LCD)



3. BT Industries AB (BT Industries)



4. Toyota Industrial Equipment Mfg., Inc. (TIEM)



5. Toyota Industrial Equipment, S.A. (TIESA)



6. Michigan Automotive Compressor, Inc. (MACI)



7. TD Deutsche Klimakompressor GmbH (TDDK)