

Plants and Offices

	Main Products	Number of Employees	Land Area (1,000 m ²)
Kariya Plant	Textile machinery, car air-conditioning compressors	1,685	171
Takahama Plant	Forklift trucks, materials handling systems	1,507	329
Nagakusa Plant	Automobiles	2,146	271
Kyowa Plant	Semiconductors, electronics equipment, press dies	978	159
Obu Plant	Car air-conditioning compressors, die-cast parts	428	156
Hekinan Plant	Engines	1,279	271
Higashichita Plant	Foundry parts	305	332
Head Office and Others		1,348	846
Total		9,676	2,535

Note: Though not listed above, Higashiura Plant, which manufactures parts for car air-conditioning compressors, is scheduled to start operations in July 2002.

Consolidated Subsidiaries**Japan**

	Location	Capital (thousands of the local currency)	Equity Ownership
TIBC Corporation	Aichi	¥3,000,000	65.0%
TOYOTA L&F Tokyo Co., Ltd.	Tokyo	¥350,000	90.0%
Logistics Planning Tokyo Co., Ltd.	Tokyo	¥10,000	90.0%
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	60.7%
TOYOTA L&F Keiji Co., Ltd.	Kyoto	¥140,000	65.0%
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	59.1%
Advanced Logistics Solutions Co., Ltd.	Aichi	¥100,000	100.0%
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%
TOYOTA L&F Shizuoka Co., Ltd.	Shizuoka	¥30,000	90.0%
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%

Consolidated Subsidiaries

Outside Japan

	Location	Capital (thousands of the local currency)	Equity Ownership
Toyoda International Sweden AB * ¹	Mjölby, Sweden	SEK6,652,977	100.0%
BT Industries Group * ¹ (63 companies)	–	–	–
Michigan Automotive Compressor, Inc.	Parma, Michigan, U.S.A.	US\$146,000	60.0%
Toyota Industries North America, Inc. * ²	Schaumburg, Illinois, U.S.A.	US\$37,900	100.0%
Toyota Industrial Equipment Mfg., Inc. * ²	Columbus, Indiana, U.S.A.	US\$60,000	100.0%
Toyota Material Handling USA, Inc. * ²	Irvine, California, U.S.A.	US\$12,500	100.0%
ACTIS Manufacturing, Ltd. LLC * ²	Grapevine, Texas, U.S.A.	US\$2,000	60.0%
Toyota–Lift of Los Angeles, Inc. * ²	Santa Fe Springs, California, U.S.A.	US\$1,500	100.0%
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%
Kirloskar Toyoda Textile Machinery Ltd.	Bangalore, Karnataka, India	Rs1,116,200	89.4%
TD Deutsche Klimakompressor GmbH	Straßgräbchen, Germany	EUR20,452	65.0%
Toyota Industry (Kunshan) Co., Ltd.	Kunshan, Jiangsu, China	US\$16,000	70.0%
Toyota Truck Norge AS	Trondheim, Norway	NOK110,000	100.0%
Toyota Truckutleie Norge AS	Trondheim, Norway	NOK100	100.0%
Toyota Truck Danmark A/S	Vejle, Denmark	DKK9,000	100.0%
Toyota Truckudlejning Danmark A/S	Vejle, Denmark	DKK500	100.0%
Toyota Industrial Equipment, S.A.	Ancenis, France	EUR9,000	60.0%
Toyota Gabelstapler Deutschland GmbH	Duisburg, Germany	DM1,400	100.0%
Toyota Industrial Equipment (UK) Limited	Castleford, West Yorkshire, U.K.	GBP48	100.0%
Toyota Industrial Equipment (Northern) Limited	Castleford, West Yorkshire, U.K.	GBP10	100.0%
Toyota Industrial Equipment Europe, S.A.R.L.	Ancenis, France	EUR75	100.0%
Toyota Carrelli Elevatoria Italia S.r.l.	Bologna, Italy	EUR1,250	100.0%

Unconsolidated Subsidiary Accounted for by the Equity Method

Outside Japan

	Location	Capital (thousands of the local currency)	Equity Ownership
BT Industries Group * ¹ (1 company * ³)	–	–	–

Affiliates Accounted for by the Equity Method

Japan

	Location	Capital (thousands of the local currency)	Equity Ownership
ST Liquid Crystal Display Corp.	Aichi	¥50,000,000	50.0%
Taikoh Transportation Co., Ltd.	Aichi	¥83,985	46.2%

Outside Japan

	Location	Capital (thousands of the local currency)	Equity Ownership
BT Industries Group * ¹ (16 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). Toyoda International Sweden AB held 99.3% of the outstanding shares of BT Industries AB as of March 31, 2002.

*² Toyota Industries North America, Inc. is a holding company that exercises control over Toyota Industrial Equipment Mfg., Inc., Toyota Material Handling USA, Inc., ACTIS Manufacturing, Ltd. LLC, Toyota–Lift of Los Angeles, Inc., Toyoda Textile Machinery, Inc. and TAL Personnel Service, Inc.

*³ BT Industries AB temporarily holds more than a 50% share of the capital of the subsidiary.

Note: ¥–Japanese yen; SEK–Swedish krona; US\$–U.S. dollar; Rs–Indian rupee; EUR–Euro; NOK–Norwegian krone; DKK–Danish krone; DM–German mark; GBP–British pound