

CORPORATE PROFILE

Toyota Motor Corporation is the third largest automaker in the world and together with its subsidiaries produces a full range of model offerings — from minivehicles to large trucks. Global sales of its Toyota and Lexus brands, combined with those of Daihatsu and Hino, totaled 6.16 million units in the 2002 calendar year. As of March 2003, besides its own 12 plants and 11 manufacturing subsidiaries and affiliates in Japan, Toyota has 45 manufacturing companies in 26 countries and regions, which produce Lexus- and Toyota-brand vehicles and components, employs 246,700 people worldwide (on a consolidated basis), and markets vehicles in more than 160 countries and regions.

Automotive business, including sales finance, accounts for more than 90% of the company's total sales, which came to a consolidated ¥15.1 trillion in the fiscal year to March 2002. Toyota also has a growing portfolio of diversified operations, with ventures in telecommunications, prefabricated housing and leisure boats.

Using such success as a springboard, Toyota continues to pursue growth in unison with society. We believe a harmonious relationship with the environment, the global economy, local community and our stakeholders is the key to achieving long-term, stable growth. As a result, we are investing aggressively in next-generation technologies to develop automobiles that are greener, safer and more fun to drive.

The Toyota Production System has become the basis for highly efficient "lean" manufacturing in industries worldwide. To guide the continuing evolution of Toyota's worldwide operations, Toyota announced its "Global Vision 2010." Building on the principles set out in our "Toyota Way 2001" booklet, "Global Vision 2010" outlines the management direction and targets that all employees of Toyota and the Toyota Group should strive for in the 21st century.

Overseas, Toyota sold more vehicles than ever in North America, reaching 1.94 million units in CY 2002. European sales reached 755,633 units, also a record. In August 2002, Toyota and China FAW Group Corporation (FAW) announced a strategic and long-term cooperative relationship aimed at production and sales of 300,000 to 400,000 vehicles a year for the Chinese market by 2010.

Toyota is committed to the development of automobile technology that places less burden on the environment, including hybrid technology and fuel cells. The Toyota Prius, the world's first mass-produced gasoline-electric vehicle, topped the 100,000 sales mark in August and is now available in more than 20 countries and regions around the world. Toyota's overall cumulative hybrid sales, including the Estima and Crown, total more than 130,000 units worldwide as of the end of December 2002.

In terms of fuel cell vehicles, in November the TOYOTA FCHV became the first-ever market-ready fuel cell vehicle to be certified by the Japanese government. Leasing of a limited number of TOYOTA FCHVs began in December 2002, both in Japan and the United States.

NOTES

- 1) Statistics in this publication are based on facts and figures from January 1, 2002 to December 31, 2002 (except where otherwise noted).
- 2) Figures on P3 to P83 are unconsolidated figures for Toyota Motor Corporation.
- 3) As for p.1, 3-5 and 79-83, figures for "overseas production" indicate "local production", i.e. the number of vehicles that were manufactured with the value of parts imported from Japan (F.O.B. price) less than 60% the total value of the parts in the vehicle. As for p.79-83, the numbers in parentheses refer to the number of vehicles produced on a line-off base in 2002.
- 4) Figures for "domestic production" include the number of CKD vehicles.
- 5) As for p.40, 44, 48, 52, 56, 60 and 64, figures in the "2002 vehicle production" column refer to the number of vehicles produced on a line-off base in 2002. The numbers in parentheses indicate "local production", i.e. the number of vehicles that were manufactured with the value of parts imported from Japan (F.O.B. price) less than 60% of the total value of the parts in the vehicle.
- 6) The following acronyms are used throughout this publication:
JAMA (Japan Automobile Manufacturers Association)
JAIA (Japan Automobile Importers Association)
JADA (Japan Automobile Dealers Association)
JMA (Japan Minivehicle Association)
OICA (Organisation Internationale des Constructeurs d'Automobiles)
SMMT (Society of Motor Manufacturers and Traders Ltd.)
TMC (Toyota Motor Corporation) (Other Toyota companies listed in Index)
IMF (International Monetary Fund)
Other specialized sources appear throughout the publication as well.

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1-1. Outline of Toyota

Production, sales and exports of vehicles (calendar year)

(1 = 1 unit)

	2000			
	Total	Toyota	Daihatsu	
Worldwide production	5,888,387 (9.0)	5,180,651 (9.5)	707,736 (5.4)	
Overseas	1,779,795 (9.8)	1,751,442 (8.7)	28,353 (181.6)	
Domestic	4,108,592 (8.7)	3,429,209 (10.0)	679,383 (2.7)	
Worldwide sales	5,801,496 (8.3)	5,154,318 (9.1)	647,178 (1.6)	
Overseas	3,480,692 (9.7)	3,382,657 (10.6)	98,035 (-14.1)	
Domestic	2,320,804 (6.1)	1,771,661 (6.4)	549,143 (5.1)	
Exports from Japan	1,788,772 (8.3)	1,706,210 (10.2)	82,562 (-20.7)	

	2001			
	Total	Toyota	Daihatsu	Hino
Worldwide production	5,848,094 (-1.5)	5,135,027 (-1.0)	659,741 (-6.8)	53,326 (12.5)
Overseas	1,801,457 (1.2)	1,780,603 (1.6)	20,854 (-26.4)	0 (N.A.)
Domestic	4,046,637 (-2.6)	3,354,424 (-2.2)	638,887 (-6.0)	53,326 (12.5)
Worldwide sales	5,927,568 (2.2)	5,261,853 (2.1)	612,660 (-5.3)	53,055 (6.1)
Overseas	3,636,065 (4.5)	3,546,701 (4.8)	70,669 (-27.9)	18,695 (5.9)
Domestic	2,291,503 (-2.6)	1,715,152 (-3.2)	541,991 (-1.3)	34,360 (6.0)
Exports from Japan	1,749,041 (-3.2)	1,665,719 (-2.4)	64,627 (-27.8)	18,695 (5.9)

	2002			
	Total	Toyota	Daihatsu	Hino
Worldwide production	6,314,008 (8.0)	5,640,383 (9.8)	619,455 (-6.1)	54,170 (1.6)
Overseas	2,175,135 (20.7)	2,155,221 (21.0)	19,914 (-4.1)	N.A.
Domestic	4,138,873 (2.3)	3,485,162 (3.9)	599,541 (-6.2)	54,170 (1.4)
Worldwide sales	6,167,703 (4.1)	5,518,760 (4.9)	592,803 (-3.2)	56,140 (5.8)
Overseas	3,949,379 (8.6)	3,838,281 (8.0)	88,173 (24.8)	22,925 (22.6)
Domestic	2,218,324 (-3.2)	1,680,479 (-2.0)	504,630 (-6.9)	33,215 (-3.3)
Exports from Japan	1,915,819 (9.5)	1,816,785 (9.1)	76,109 (17.8)	22,925 (22.6)

SOURCE: TMC

NOTES: 1) Figures for Toyota include the Lexus brand.

2) See inside front cover for description of "overseas production."

3) * Combined figures for exports and those for overseas production.

Major manufacturers' CY2002 worldwide vehicle sales

(1 = 1,000 units)

Make	Total vehicles
Toyota	6,168 *1
GM	8,537 *2
Ford	6,980 *3
VW	4,984 *4
DaimlerChrysler	4,540
PSA Peugeot Citroën	3,267
Honda	2,834
Hyundai	2,751
Nissan	2,736
Renault	2,404

SOURCE: Announcement of each automaker.

NOTES: 1) *1 Includes Lexus, Daihatsu and Hino.

2) *2 Includes Vauxhall, Isuzu, Opel and Saab.

3) *3 Includes Jaguar, Volvo, Land Rover and Aston Martin

4) *4 Includes Bugatti, Bentley, Volkswagen, Skoda, Lamborghini, Audi and Seat

1-1. Outline of Toyota

Business results (fiscal year, consolidated, U.S. GAAP)

(1 = ¥1 million)

Period	1999	2000	2001	2002
	April 1998- March 1999	April 1999- March 2000	April 2000- March 2001	April 2001- March 2002
Net sales	12,687,421	12,649,777	13,137,070	14,316,874
Income before income tax	875,674	880,680	1,107,289	972,101
Net income	451,646	481,936	674,898	556,567
Net income per share (Basic)	119.47	128.27	180.65	152.26
(1=¥1) (Diluted)	119.47	128.27	180.65	152.26

NOTE: For further information, please go to: <http://www.toyota.co.jp>

Business results (fiscal year, consolidated, Japan GAAP)

(1 = ¥1 billion)

	1994	1995*	1996	1997	1998	1999	2000	2001	2002	2003
Net Revenue	9,362.7	8,120.9	10,718.7	12,243.8	11,678.3	12,749.0	12,879.5	13,424.4	15,106.2	16,064.2
Income before income tax	236.5	274.8	420.8	708.2	884.5	771.8	750.5	864.1	1,113.5	1,649.3
Net Income	125.8	131.9	256.9	385.9	454.3	356.1	406.7	471.2	615.8	944.6
Vehicle Production (units)	3,916,050	3,040,311	3,849,817	4,293,682	4,233,371	4,458,406	5,002,731	5,275,213	5,404,216	5,982,966
Vehicle Sales (units)	4,130,846	3,260,670	4,148,641	4,559,515	4,456,344	4,695,147	5,182,774	5,526,863	5,784,917	6,246,156
Employee (1=1person)	110,534	142,068	146,855	150,736	159,035	183,879	210,709	215,648	246,702	264,096
Capital Expenditures*1	330.0	282.6	471.3	664.4	788.7	973.4	871.3	860.8	940.3	993.5
Depreciation*1	400.3	330.3	405.8	446.7	508.3	606.1	689.4	672.5	699.2	738.1
R&D spending	N.A.	N.A.	N.A.	450.7	444.4	487.3	453.3	479.9	592.5	671.6

NOTES: 1) *1 Not including vehicles for leasing.

2) *2 TOYOTA changed its fiscal year to a period ending March 31 as of 1995.

That resulted in an irregular, nine-month fiscal period for the term ended March 31, 1995. Year-on-year comparisons therefore are impossible.

1-2. Production

Regional breakdown of production

- Domestic production in 2002 was nearly 3.49 million vehicles.
- In 2002, overseas production reached 2.15 million vehicles.

Production by region*

(1 = 1,000 vehicles)

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
North America	532.8	581.3	729.9	783.0	838.3	962.8	1,061.9	1,104.0	1,088.5	1,205.3
Latin America & the Caribbean	2.6	3.7	3.7	3.2	3.8	15.3	16.8	19.6	17.8	28.1
Europe	49.5	93.5	95.5	124.4	108.8	175.7	181.5	173.3	216.9	344.6
Africa	81.1	76.7	87.7	85.1	91.2	74.1	68.4	77.5	77.5	79.8
Asia	161.9	222.7	259.0	255.1	246.7	124.8	182.1	248.4	254.3	345.7
Oceania	58.7	68.5	54.1	67.6	77.6	100.4	91.0	92.4	94.6	86.6
Middle East & Southwest Asia	2.1	4.8	23.3	27.7	23.8	14.4	9.4	36.1	31.0	65.1
Overseas total	888.7	1,051.3	1,253.3	1,346.0	1,390.1	1,467.6	1,611.0	1,751.4	1,780.6	2,155.2
Domestic total	3,561.8	3,508.5	3,171.3	3,410.1	3,502.0	3,165.8	3,118.2	3,429.2	3,354.4	3,485.2
Worldwide total	4,450.5	4,559.8	4,424.6	4,756.1	4,892.1	4,633.4	4,729.2	5,180.6	5,135.0	5,640.4

SOURCES: TMC, Toyota and Lexus brand

NOTES: 1) See inside front cover for description of "overseas production".

2) * Regions defined by TMC.

2002 Breakdown of production by model

Domestic production

(1 = 1 vehicle)

Model name	Start of production	2002	Cumulative total **
Allex	2001	20,523	54,324
Allion	2001	54,650	56,950
Alphard	2002	56,030	56,030
Altezza (including IS200/300)	1998	47,987	230,420
Aristo (including GS300/430)	1991	24,789	369,822
bB	2000	42,282	200,904
Brevis	2001	7,661	21,237
Caldina	1992	33,289	766,698
Cami	1999	OEM	OEM
Camry	1980	157,564	3,558,988
Celica	1970	38,152	4,079,591
Celsior (including LS400/430)	1989	47,539	735,577
Century	1967	473	37,713
Coaster	1963	8,392	302,199
Comfort	1995	11,655	101,978
Corolla (including Spacio, Fielder, Runx)	1966	467,117	21,700,713
Crown	1955	72,356	5,346,596
Dyna/Toyocae	1954	42,219	3,285,654
Estima (including Previa)	1990	101,683	1,528,125
Estima Hybrid	2001	11,505	17,793
FunCargo	1999	80,541	393,311
Gaia	1998	16,661	141,790
Granvia	1995	24,762	324,397
Harrier (including RX300)	1997	93,799	541,974
Hiace (including Regius)	1967	97,077	4,465,932

1-2. Production

Domestic production (continued)

(1 = 1 vehicle)

Model name	Start of production	2002	Cumulative total **
Hilux	1967	247,992	9,907,389
Ipsium (including Picnic)	1996	70,894	571,930
ist	2002	109,509	109,509
Kluger V	2000	155,510	295,457
Land Cruiser (including LX470)	1951	201,380	4,095,975
Liteace	1970	12,724	2,143,700
Mark II (including Blit)	1968	59,106	6,455,915
MR-S	1999	11,041	56,122
Nadia	1998	2,377	77,387
Noah/Voxy	2001	180,996	204,661
Opa	2000	13,387	66,550
Platz	1999	111,514	461,188
Premio	2001	61,874	64,167
Prius	1997	31,076	117,688
Probox	2002	29,009	29,009
Progrès	1998	5,108	65,254
Raum	1997	4,308	166,681
RAV4	1994	243,995	1,367,232
Soarer (including SC430)	1981	17,983	449,178
Sparky	2000	OEM	OEM
Sprinter	1968	2,754	3,084,591
Sprinter Carib	1982	1,013	753,252
Succeed	2002	19,615	19,615
Supra	1986	344	285,280
Townace	1976	16,722	2,380,460
Verossa	2001	8,165	20,649
Vista	1982	12,044	731,903
Vitz	1999	188,042	1,235,837
WiLL Cypha	2002	9,457	9,457
WiLL VS	2001	6,276	13,252
Windom (including ES300)	1991	91,209	777,897

SOURCE: TMC

NOTES: 1) *As of the end of 2002.

2) Figures are including those for export models and CKD products.

1-2. Production

Overseas production of selected models

(1 = 1 vehicle)

Model name	Start of production	2002	Cumulative total *
Avalon	1994	84,176	739,727
Camry* ¹	1987	484,596	4,794,905
Corolla* ²	1979	635,663	5,317,330
Corona/Avensis	1979	71,304	1,588,155
Hiace	1989	7,296	99,575
Hilux* ³	1981	112,534	1,585,851
Qualis	1999	26,030	76,242
Sequoia	2000	77,550	163,858
Sienna	1997	96,403	555,352
Soluna	1996	19,351	111,626
Tacoma	1995	164,535	1,200,813
Tundra	1999	109,022	379,044
TUV	1979	110,216	1,393,110
Voltz	2002	8,108	8,108

SOURCE: TMC

NOTES: 1) *As of the end of 2002.

2) See inside front cover for description of "overseas production".

3) *1 Including "Solara"

4) *2 Including "Matrix"

5) *3 Does not include those which were manufactured as CKD vehicles in Thailand in order to export to Australia.

1-3. Sales

Regional breakdown of sales

- Toyota's domestic sales in 2002 were 1.68 million vehicles, down 2.0% from 2001.
- In 2002, overseas sales reached 3.83 million vehicles.

Sales by region*

(1 = 1,000 vehicles)

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
North America	1,116.4	1,174.1	1,169.2	1,251.5	1,356.7	1,516.0	1,631.3	1,766.3	1,893.6	1,940.8
Latin America & the Caribbean	90.3	78.9	96.0	82.2	115.1	125.0	99.9	105.6	107.5	96.9
Europe	393.8	389.3	384.1	411.9	471.2	540.9	592.3	655.8	666.0	755.6
Africa	121.7	113.8	136.2	135.5	143.6	129.7	123.2	121.8	126.5	139.8
Asia	386.3	413.7	433.0	444.8	417.9	229.5	252.9	339.3	342.2	455.0
Oceania	147.1	152.6	145.0	144.2	148.2	176.5	171.8	176.7	162.2	182.2
Middle East & Southwest Asia	184.8	159.3	132.8	151.7	185.0	212.4	186.6	217.2	248.6	267.9
Overseas total	2,440.4	2,481.6	2,496.2	2,621.8	2,837.6	2,930.0	3,058.1	3,382.7	3,546.7	3,838.3
Domestic total	2,065.7	2,040.9	2,060.1	2,135.3	2,005.9	1,711.0	1,664.4	1,771.7	1,715.2	1,680.5
Worldwide	4,506.1	4,522.5	4,556.3	4,757.1	4,843.5	4,641.0	4,722.5	5,154.3	5,261.9	5,518.8

SOURCES: TMC, Toyota and Lexus brand

NOTE: * Regions defined by TMC.

Top 10 sales in overseas market

(1 = 1,000 vehicles)

	Country/Region	2000	Country/Region	2001	Country/Region	2002
1	U.S.A.	1,619.2	U.S.A.	1,741.3	U.S.A.	1,756.1
2	Australia	158.9	Australia	143.6	Australia	161.0
3	Canada	123.6	Canada	127.8	Canada	152.8
4	U.K.	98.8	U.K.	115.4	Thailand	130.1
5	Taiwan	91.1	Italy	100.2	Italy	122.0
6	Indonesia	87.8	Saudi Arabia	96.3	U.K.	121.4
7	Italy	87.8	Germany	87.6	Saudi Arabia	105.0
8	Germany	86.8	Thailand	83.5	Germany	100.1
9	Saudi Arabia	81.4	South Africa	82.7	Taiwan	95.4
10	South Africa	79.3	Indonesia	82.2	Indonesia	82.6

SOURCES: TMC, Toyota and Lexus brand

2002 Overseas sales by brand

(1 = 1,000 vehicles)

Region	Toyota brand	Lexus brand	Total
North America	1,699.4	241.3	1,940.8
Latin America & the Caribbean	96.7	0.3	96.9
Europe	734.5	21.2	755.6
Africa	139.7	0.1	139.8
Asia	444.2	10.9	455.0
Oceania	178.6	3.6	182.2
Middle East & Southwest Asia	257.6	10.3	267.9
Overseas Total	3,550.7	287.6	3,838.3

SOURCE: TMC

1-3. Sales

2002 domestic sales breakdown by model

(1 = 1 vehicle)			
Model name	Start of sales	2002	Cumulative total **
Alex	2001	21,424	56,681
Allion	2001	49,975	51,469
Alphard	2002	53,428	53,428
Altezza	1998	14,620	97,461
Aristo	1991	4,954	138,229
bB	2000	43,820	198,874
Brevis	2001	8,634	20,319
Caldina	1992	31,728	728,132
Cami	1999	4,284	35,205
Camry	1980	9,686	1,176,255
Carina	1970	542	3,799,084
Celica	1970	2,842	858,609
Celsior	1989	14,602	320,656
Century	1967	474	41,456
Chaser	1977	19	1,009,782
Coaster	1992	5,183	145,337
Comfort	1995	11,570	83,068
Corolla	1966	243,546	10,900,180
Corona	1957	775	5,454,387
Crown	1955	70,429	4,623,948
(including Crown Mild Hybrid*	2001	1,631	3,205)
Dyna	1956	23,025	1,122,519
Duet	1998	22,600	108,113
Estima	1990	107,367	1,123,839
(including Estima Hybrid*	2001	11,602	17,488)
FunCargo	1999	57,525	281,031
Gaia	1998	16,739	136,576
Granvia	1995	1,910	84,751
Harrier	1997	9,520	133,303
Hiace * ³	1967	59,695	2,607,939
Hilux	1967	13,317	1,106,402
Ipsium	1996	51,998	444,088
Ist	2002	103,579	103,579
Kluger V	2000	13,641	38,821
Land Cruiser	1951	23,929	580,124
Liteace * ²	1970	12,194	1,531,935
Mark II	1968	59,448	4,738,659
MR-S	1999	2,132	14,032
Nadia	1998	3,401	77,132
Noah	1996	97,697	548,933
Opa	2000	13,513	65,267
Origin	2000	29	1,064
Platz	1999	24,893	139,545
Premio	2001	58,800	60,336
Prius	1997	6,698	63,431
Probox	2002	26,038	26,038
Progrès	1998	5,210	65,169
Pronard *	2000		6,418

1-3. Sales

(continued)

(1 = 1 vehicle)			
Model name	Start of sales	2002	Cumulative total **
Raum	1997	4,840	166,273
RAV4	1994	13,711	318,439
Soarer	1981	1,272	341,305
Sparky	2000	1,537	8,667
Sprinter	1968	2,991	3,029,815
Sprinter Carib	1982	1,121	362,263
Succeed	2002	17,477	17,477
Supra	1986	342	121,788
Townace **	1976	15,456	1,780,821
Toyoace	1954	14	1,229,234
TOYOTA FCHV	2002	7	7
Verossa	2001	8,907	19,778
Vista	1982	13,016	730,039
Vitz	1999	100,801	560,691
Voxy	2001	77,958	87,022
Will Cypha	2002	8,092	8,092
Will Vi	2000	463	15,762
Will VS	2001	6,361	12,873
Windom	1991	6,639	218,594

SOURCES: JADA, JAIA, *TMC

NOTES: 1) *1 As of the end of 2002.

2) *2 No longer includes Liteace Noah. (See page 7)

3) *3 Includes Hiace Regius.

4) *4 No longer includes Townace Noah. (See page 7)

2002 domestic sales breakdown by category (excl. mini vehicles)

(1 = 1,000 vehicles)			
Model name	Domestic market	Toyota sales	Share (%)
Passenger cars total *	2,366 (101.2)	1,029 (94.2)	43.5
3 Box type	675 (82.6)	414 (84.8)	61.4
Sports & speciality type	34 (93.8)	7 (60.5)	19.3
2 Box type	1,090 (119.1)	456 (99.2)	41.8
Station wagon type	332 (98.9)	152 (114.5)	45.9
RV total *	1,138 (94.4)	494 (111.2)	43.4
Minivans & Cabwagon type	897 (98.8)	411 (125.1)	45.8
Sports utility type	223 (80.2)	83 (71.7)	37.2
Trucks	443 (89.6)	153 (88.1)	41.3
Buses	16 (102.8)	5 (89.6)	31.7
Total *	3,967 (97.7)	1,680 (98.0)	42.4

SOURCE: TMC

NOTES: 1) Figures in parentheses indicate % change over the previous year.

2) * Includes imported vehicles.

1-4. Exports

Export from Japan

● Toyota's exports from Japan in 2002 were about 1.81 million vehicles, up 9.1% from 2001.

Toyota's exports from Japan by region*

(1 = 1,000 vehicles)

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
North America	603.0	653.6	454.4	456.3	510.8	569.5	650.1	717.7	720.8	852.1
Latin America & the Caribbean	96.6	89.3	110.9	86.2	135.3	125.1	89.0	93.9	97.4	75.2
Europe	361.2	334.5	263.0	303.6	404.1	372.5	447.9	491.1	433.1	392.7
Africa	34.7	32.1	46.6	44.2	47.3	49.2	42.3	37.4	38.2	53.6
Asia	201.5	160.4	156.1	184.3	161.6	79.3	93.4	117.5	99.0	147.2
Oceania	83.8	91.4	76.7	82.1	93.6	104.2	102.3	115.0	113.1	128.1
Middle East & Southwest Asia	151.8	137.1	89.3	112.1	133.7	155.7	114.5	126.3	158.5	160.4
Others	6.3	6.1	5.4	7.8	7.8	7.4	8.5	7.3	5.7	7.5
Total	1,539.0	1,504.5	1,202.4	1,276.7	1,494.3	1,462.8	1,548.0	1,706.2	1,665.7	1,816.8

SOURCE: TMC

NOTES: 1) Toyota and Lexus brands
2) Regions defined by JAMA.
3) Includes CKD vehicles.

Top 10 exports by destination

(1 = 1,000 vehicles)

	Destination	2000	Destination	2001	Destination	2002
1	U.S.A.	646.3	U.S.A.	653.6	U.S.A.	753.3
2	Australia	102.4	Australia	96.8	Australia	111.5
3	Italy	85.8	Italy	79.1	Canada	91.5
4	Canada	65.5	U.K.	70.0	Saudi Arabia	71.6
5	U.K.	65.2	Canada	67.2	Italy	69.8
6	Germany	56.3	Saudi Arabia	63.0	U.K.	61.0
7	Saudi Arabia	53.9	Germany	54.5	Germany	54.5
8	France	39.2	France	35.1	China	46.3
9	Thailand	27.6	Venezuela	28.0	France	43.1
10	Ireland	27.0	Oman	24.8	Oman	24.8

1-4. Exports

2002 exports by model

Toyota brand

(1 = 1 vehicle)

Model name	Start of exports	2002	Cumulative total *
Camry/Camry CNG	1982	148,258	2,902,978
Celica	1970	35,183	3,260,456
Century	1967	6	99
Coaster	1969	6,144	174,260
Corolla (including Corolla Spacio)	1966	225,443	10,894,222
Corona/Avensis	1958	0	2,837,799
Crown	1954	4,591	739,353
Dyna/Toyoace	1957	19,816	830,703
Heavy-duty trucks	1951	1	185,895
Hiace (including Granvia)	1967	58,435	1,930,619
Highlander (Kluger V)	2000	139,773	252,599
Hilux (including 4 Runner)	1968	233,209	8,684,383
Land Cruiser	1952	157,657	3,396,413
Liteace/Townace	1971	1,713	429,968
MR-S	1984	8,782	231,502 *
Picnic (Ipsum)	1996	20,605	127,029
Previa (Estima)	1990	17,224	422,725
Prius	2000	24,259	53,131
RAV4/RAV4 EV	1994	229,744	1,045,156
Yaris/Echo (Vitz/Plaz/Funcargo)	1998	198,266	1,095,485

SOURCE: TMC

NOTES: 1) *1 As of the end of 2002.

2) *2 Including cumulative figures of MR2.

Lexus brand

(1 = 1 vehicle)

Model name	Start of exports	2002	Cumulative total *
ES300	1989	85,338	610,014
GS300/430	1993	19,712	230,552
GX470	2002	4,255	4,255
IS200/300	1998	33,992	130,136
LS400/430	1989	32,707	413,370
LX450/470	1995	12,189	90,569
RX300/330	1997	82,810	403,772
SC300/400/430	1991	16,667	122,219

SOURCE: TMC

NOTE: *1 As of the end of 2002.

1-4. Exports

Promotion of exports by overseas subsidiaries

Exports of finished vehicles from overseas subsidiaries

Producing country/ region (company)	Model(s)	Export destination(s)	(1 = 1 unit) 2002 export volume
Canada (TMMC)	Corolla	U.S.A., Puerto Rico, Mexico	61,239
	Camry Solara	U.S.A., Puerto Rico	31,435
	Matrix	U.S.A., Puerto Rico, Mexico	69,435
U.S.A. (NUMMI)	Tacoma	Canada, Puerto Rico	2,700
(TMMK)	Camry, Avalon	Taiwan, Canada, Japan (Avalon), Middle East (Avalon), Puerto Rico (Camry)	8,116
	Sienna	Canada, Hawaii, Puerto Rico	9,695
(TMMI)	Tundra, Sequoia	Canada, Oceania, etc.	7,432
Argentina	Hilux	Brazil, Uruguay	7,568
Brazil	Corolla	Argentina	1,096
Colombia	Hilux, Land Cruiser, Prado	Ecuador, Venezuela	8,159
Venezuela	Land Cruiser, Corolla	Colombia, Ecuador	431
France	Yaris	Europe	121,000
Portugal	Optimo (Coaster)	U.K., Spain, Germany, etc	69
Turkey	Corolla	Europe, Middle East	33,400
U.K. (TMUK)	Avensis, Corolla	Europe (Corolla, Avensis), Middle East, Africa, South America (Avensis), Japan (Avensis)*	168,331
South Africa	Corolla, Hiace, Hilux, TUV, Dyna, DA Truck	Zimbabwe, Malawi, Mozambique, Zambia, Nigeria, etc.	82,310
Indonesia	TUV	Brunei, etc.	175
Thailand (TMT)	Hilux, Soluna	Pakistan, Philippines, Brunei, Singapore, Australia	11,801
Australia	Camry, Avalon (only NZ)	New Zealand, Thailand, Fiji, Papua New Guinea, Brunei, Middle East, South Africa, etc.	49,323

* From Autumn 2003.

Exports of parts and materials from overseas subsidiaries

Producing country/ region (company)	Products	Export destination(s)	(1 = 1 unit) 2002 export volume
Canada (CAPTIN)	Aluminum wheels	Japan, U.S.A.	891,000
U.S.A. (Bodine)	Differential carrier covers	Japan	22,000
(TABC)	Catalysts	Japan, Canada	310,000
	Converters	Japan	21,000
(TMMK)	AZ engines	Japan, Canada	51,000
	MZ engines	Japan, Canada, Australia	45,000
	Camry parts	Australia	7,000
	Avalon parts	Australia	220,000
(TMMWV)	ZZ engine	Canada	157,000
	MZ engines	Japan	22,000
Brazil (TDB)	Rear axle assemblies	Argentina	10,549
U.K. (TMUK)	ZZ engine pistons, connecting rods	Japan, Turkey, Venezuela, Brazil, South Africa	—
	SZ engines	France	68,000
	Parts for the Hiace	Japan	—
South Africa	Aluminum wheels	Europe	—
	Catalytic converters	Japan, U.K., Turkey	—

1-4. Exports

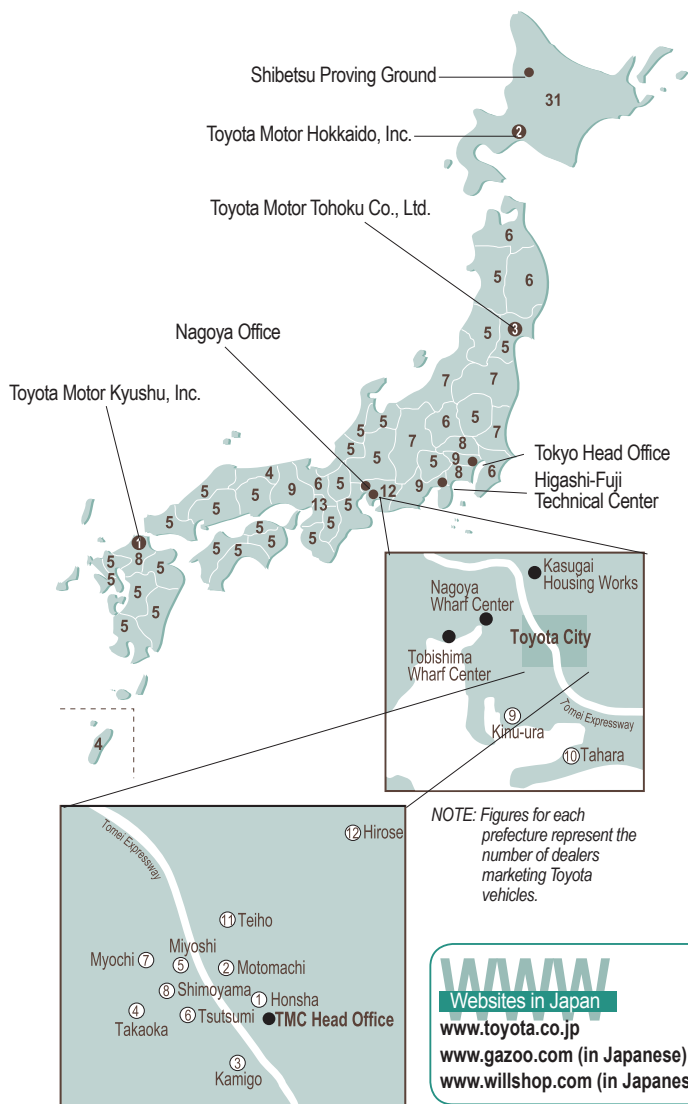
Exports of parts and materials from overseas subsidiaries (continued)

Producing country/ region (company)	Products	Export destination(s)	(1 = 1 unit) 2002 export volume
China (TTME)	5A engine parts, blocks, cranks, contact breaker cams, cylinder heads	Japan	31,000 — 34,000
	pallet base	Japan	—
(TFAP)	Constant velocity universal joint assemblies	Japan, Philippines	92,000
	Machinery processed parts	Philippines	9,000
(TTFC)	Semi-finished forging for constant velocity joints	Japan, Philippines	2,200,810
Indonesia(TAM)	5K engine blocks	Japan	6,000
	7K engines	Japan, Taiwan, Philippines, Malaysia, Vietnam	51,000
	CKD parts for TUV	Malaysia, Philippines, Vietnam, Taiwan, South Africa	41,000
Malaysia(T&K)	Manual steering gears	Thailand, Philippines, Indonesia, South Africa	20,000
	Power steering gears	Thailand, Indonesia, Philippines, Taiwan, South Africa, Vietnam, India, Pakistan	232,000
	Suspension lowerball joints	Thailand, Indonesia, Taiwan, Pakistan	88,000
(ASSB)	Parts for the TUV, Corolla and Soluna, resin parts, rubber parts, etc.	Thailand, Indonesia, Philippines, Taiwan, Vietnam	—
Portugal(SC)	Exhaust pipes	Europe	3,547
Poland(TMMP)	Transmission	France, U.K.	25,000
Philippines(TAP)	Transmission assy (G series)	Thailand, Malaysia, Taiwan, Vietnam, India, Indonesia, South Africa	122,000
	CVJ Assy (AJ series)	Thailand, Taiwan, Indonesia, Japan, Vietnam, Pakistan, Malaysia	148,000
	Aluminum castings for transmission cases, gears	Indonesia	54,000
(TMP)	Press parts for the TUV, etc.	Taiwan, Indonesia, South Africa, Vietnam, Malaysia	336,160
Taiwan	Parts for the TUV (parts for Press and Assembly)	Indonesia, South Africa, Philippines, India, Malaysia	—
	Corolla parts	Thailand, Vietnam, Malaysia, Pakistan, Philippines, South Africa, India, Indonesia, Latin America	—
	Camry Parts	Thailand, Indonesia, Malaysia, Philippines, Vietnam, Australia	—
	NBCV Parts	China, Thailand	—
Thailand(STM)	2L engines & 5L engine	Malaysia, Indonesia, Japan, Philippines, India, South Africa	56,000
	5A, ZZ and AZ engine parts	Australia, Taiwan, Philippines, Malaysia, Indonesia	—
	Parts for cams	Japan	91,000
	Parts for blocks	Japan	45,000
(TMT)	Body parts, resin parts, rubber parts, lamps, etc.	Philippines, Malaysia, Japan, etc.	—

2-1. Domestic manufacturing and marketing organizations

- A total of 12 Toyota plants are located in and around Toyota City and other areas of Aichi Prefecture. Toyota has established three other domestic manufacturing companies outside of Aichi — in Kyushu, in Hokkaido and in Tohoku.
- There are 308 Toyota dealers in Japan, consisting of 5 channels: "Toyota" dealers, "Toyopet" dealers, "Toyota Corolla" dealers, "Netz Toyota" dealers and "Toyota Vista" dealers.
- In addition, DUO sales outlets, which sell Volkswagen vehicles, have been operating since April 1992.

Locations of Toyota facilities



2-2. Domestic plants and other Toyota facilities

Toyota plants

Name	Main products	Start of operations	Site area (1,000m ²)	Bldg. area (1,000m ²)	Number of employees
① Honsha Plant	Vehicles, truck / bus chassis forging parts, chassis mechanical parts	1938	551	450	3,000
② Motomachi Plant	Vehicles	1959	1,610	830	6,100
③ Kamigo Plant	Engines	1965	933	540	3,500
④ Takaoka Plant	Vehicles	1966	1,432	710	5,300
⑤ Miyoshi Plant	Chassis parts	1968	380	170	1,700
⑥ Tsutsumi Plant	Vehicles	1970	1,070	600	5,500
⑦ Myochi Plant	Engine, chassis casting parts, chassis mechanical parts	1973	581	270	1,900
⑧ Shimoyama Plant	Engines, exhaust emission control devices	1975	453	230	1,600
⑨ Kinu-ura Plant	Transmissions, drivetrain casting parts	1978	921	360	2,800
⑩ Tahara Plant	Vehicles	1979	4,057	1,140	7,100
⑪ Teiho Plant	Machinery, dies for casting / forging plastic molds	1986	302	110	1,800
⑫ Hirose Plant	R&D and production of electronic control devices and IC	1989	247	90	1,300
Total					41,600
① Toyota Motor Kyushu, Inc.	Vehicles	1992	1,060	260	2,100
② Toyota Motor Hokkaido, Inc.	Transmissions, drivetrain parts, aluminum wheels	1992	980	190	1,000
③ Toyota Motor Tohoku Co., Ltd.	Mechanical and electronic parts	1998	290	20	150

NOTES: 1) Toyota Motor Kyushu, Inc., Toyota Motor Hokkaido, Inc., and Toyota Motor Tohoku Co., Ltd. are wholly owned subsidiaries of Toyota Motor Corp.
2) Data are as of March 2002. Data of main products are as of February 2003.

Other Toyota facilities

Name	Main products	Start of operations	Site area (1,000m ²)	Bldg. area (1,000m ²)	Number of employees
Higashi-Fuji Technical Center	Research & advanced development	1966	2,000	230	2,600
Shibetsu Proving Ground	Testing and evaluation of automobiles	1984	9,306	20	170
Nagoya Wharf Center	Shipping	1964	661	20	30
Tobishima Center	Shipment of parts for overseas production	1985	280	3	-
Haruhi Parts Center	Warehousing and service of medium-size spare parts	1961	100	50	150
Inazawa Parts Center	Warehousing and service of large-size spare parts	1978	107	60	60
Oguchi Parts Center	Warehousing and service of small and medium-size spare parts	1978	99	60	140
Kamigo Logistics Center	Warehousing and service of interior and exterior spare parts	1968	356	140	270
Tobishima Logistics Center	Warehousing and service of parts for overseas production and spare parts	1988	238	80	140
Total					3,560

NOTE: Data are as of March 2002.

2-3. Domestic automobile sales network

Dealer channels and models

	"Toyota" Dealers	Tokyo Toyota	Osaka Toyota	Okinawa Toyota	"Toyopet" Dealers	Tokyo Toyopet	Osaka Toyopet	"Toyota Corolla" Dealers	"Netz Toyota" Dealers	Netz Toyota in Osaka area	Netz Toyota Okinawa	"Toyota Vista" Dealers	"Duo" Dealers
Allex									■	■	■		
Allion	■	■		■			■						
Alphard G			■		■	■							
Alphard V												■	
Altezza									■	■	■		
Aristo									■	■	■	■	
bB									■	■	■		
Brevis	■	■		■			■						
Caldina	■	■	■	■	■	■	■						
Cami			■		■	■							
Camry								■					
Celica								■					
Celsior	■	■	■	■	■	■	■						
Century	■	■		■		■	■						
Coaster	■	■	■	■									
Corolla								■					
Crown	■	■		■		■	■						
Duet								■					
Dyna	■	■	■	■									
Estima Hybrid	■	■		■			■	■					
Estima L								■					
Estima T	■	■		■			■						
Funcargo								■				■	
Gaia	■	■		■			■						
Harrier			■		■	■							
Hiace		■			■	■	■						
Hilux	■	■		■			■			■			
Ipsum			■		■	■						■	
ist			■		■	■			■	■	■		
Kluger V												■	
Land Cruiser	■	■	■	■								■	

2-3. Domestic automobile sales network

Dealer channels and models

	"Toyota" Dealers	Tokyo Toyota	Osaka Toyota	Okinawa Toyota	"Toyopet" Dealers	Tokyo Toyopet	Osaka Toyopet	"Toyota Corolla" Dealers	"Netz Toyota" Dealers	Netz Toyota in Osaka area	Netz Toyota Okinawa	"Toyota Vista" Dealers	"Duo" Dealers
Liteace									■	■	■		
Mark II		■	■			■	■						
MR-S									■	■	■	■	
Nadia								■					
Noah								■					
Opa			■		■	■							
Platz			■		■	■			■	■	■		
Premio			■		■	■							
Prius	■	■		■			■						
Probox								■	■	■	■		
Progrès			■		■	■							
Pronard												■	
Raum									■	■	■		
RAV4 J									■	■	■		
RAV4 L								■					
Regius												■	
Soarer	■	■	■	■	■	■	■						
Sparky											■	■	
Succeed	■	■	■	■	■	■	■						
Townace								■					
Toyoace					■	■	■						
Verossa												■	
Vista											■	■	
Vitz									■	■	■		
Voltz									■	■	■		
Voxy									■	■	■		
VW*1													■
Will CYPHA								■				■	
Will VS												■	
Windom								■					
WISH									■	■	■	■	

NOTES: 1) *1 Lupo, Polo, Golf, Golf Wagon, Golf Cabriolet, Bora, New Beetle, Passat, Passat Wagon.
2) Data are as of January 2003.

2-4. Domestic production sites

	Toyota plants					Affiliated company plants							
	Honsha Plant	Motomachi Plant	Takaoka Plant	Tsutsumi Plant	Tahara Plant	Toyota Auto Body Co., Ltd.	Kanto Auto Works, Ltd.	Central Motor Co., Ltd.	Araco Corp.	Gifu Auto Body Industry Co., Ltd.	Daihatsu Motor Co., Ltd.	Hino Motors, Ltd.	Toyota Industries Corp.
Allex			●					●					
Allion				●									
Alphard						●							
Altezza							●						
(including IS200/300)													
Aristo					●								
(including GS300/430)													
bB			●										
Brevis		●											
Caldina				●				●					
Cami											*		
Camry				●									
Celica							●						
Celsior					●								
(including LS430)													
Century							●						
Coaster	▼								●				
Corolla			●				●	●					●
Comfort							●						
Crown		●			●		●						
Duet											*		
Dyna/Toyoe	▼					●				●		●	
Estima						●							
Estima Hybrid						●							
Funcargo			●										
Gaia						●							
Harrier													●
(including RX300/330)													
Hiace						●				●			
Hilux					●							●	
Himedie										●			
Ipsun					●								
Ist			●										
Kluger V													●
Land Cruiser	▼				●				●				
(including LX/GX470)													

2-4. Domestic production sites

	Toyota plants					Affiliated company plants							
	Honsha Plant	Motomachi Plant	Takaoka Plant	Tsutsumi Plant	Tahara Plant	Toyota Auto Body Co., Ltd.	Kanto Auto Works, Ltd.	Central Motor Co., Ltd.	Araco Corp.	Gifu Auto Body Industry Co., Ltd.	Daihatsu Motor Co., Ltd.	Hino Motors, Ltd.	Toyota Industries Corp.
Liteace	▼					●							
Mark II		●					●						
MR-S								●					
Nadia						●							
Noah						●							
Opa				●									
Platz			●										
Premio				●									
Prius		●											
Probox											●		
Progrès		●											
Pronard ⁽¹⁾													
Raum								●					
RAV4		● (EV)			●								●
Regius						●							
Soarer							●						
(including SC430)													
Sparky											*		
Succeed											●		
Townace	▼					●							
Verossa							●						
Vitz			●										●
Vista				●									
Voltz ⁽²⁾													
Voxy						●							
Will VS								●					
Will Cypha								●					
Windom				●			●						●
(including ES300)													
Wish				●									

NOTES: 1) *Manufactured at Toyota Motor Manufacturing Kentucky, Inc.
2) *Manufactured at New United Motor Manufacturing, Inc.
3) Data are as of December 2002.
4) ▼ only chassis, * OEM
5) Toyota Motor Kyushu Inc. is a wholly owned subsidiary of TMC. Daihatsu Motor Co., Ltd. and Hino Motors, Ltd. are subsidiaries of TMC.

2-5. Toyota group and suppliers organizations

Toyota group

Company name	Main products / activities	Est'd.	Equity sh (%)	Capital (¥ million)	Number of employees
Toyota Industries Corporation	● Manufacture and sales of spinning and weaving machines, industrial vehicles and automobiles	Nov. 1926	24.67	68,046	9,899
Aichi Steel Corporation	● Manufacture and sales of speciality steel and forged steel products	Mar. 1940	24.72	25,016	2,622
Toyoda Machine Works, Ltd.	● Manufacture and sales of machine tools and auto parts	May 1941	24.98	24,805	4,252
Toyota Auto Body Co., Ltd.	● Manufacture of auto and special vehicle bodies and parts	Aug. 1945	47.10	8,871	8,086
Toyota Tsusho Corporation	● Import, export and trading of raw materials and products	Jul. 1948	22.99	26,748	2,067
Aisin Seiki Co., Ltd.	● Manufacture and sales of auto parts, household appliances and die-cast parts	Jun. 1949	24.55	41,140	10,305
Denso Corporation	● Manufacture and sales of electric auto components and household appliances	Dec. 1949	24.52	173,105	33,998
Toyoda Boshoku Corporation	● Manufacture and sales of cotton thread, cotton cloth, auto parts and household appliances	May 1950	15.56	4,933	2,039
Towa Real Estate Co., Ltd.*	● Real estate development, management and rental	Aug. 1953	49.00	23,750	80
Toyota Central Research & Development Laboratories, Inc.*	● Fundamental technical research for the Toyota Group	Nov. 1960	54.00	3,000	895
Kanto Auto Works, Ltd.	● Manufacture of auto bodies and parts and equipment for housing construction	Apr. 1946	48.95	6,850	5,500
Toyoda Gosei Co., Ltd.	● Manufacture and sales of synthetic resin, rubber and cork products	Jun. 1949	41.79	25,138	5,490
Hino Motors, Ltd.	● Manufacture and sales of large trucks and buses	May 1942	50.11	72,717	8,693
Daihatsu Motor Co., Ltd.	● Manufacture and sales of automobiles	Mar. 1907	51.19	28,404	10,583

NOTES: 1) Data are as of the first half of fiscal year 2003 for each company.

2) *Data are as of the end of fiscal year 2002.

Suppliers organizations

Association	Est'd	Number of companies	Main products / activities
Kyohokai	Dec. 1947	211	● Manufacture of auto parts and components
Eihokai	Apr. 1983	123	● Manufacture of molds, gauges, jigs, etc. and contractors for plant facilities

NOTE: As of Apr. 2002

2-6. Major investments in non-automotive industries

Outline of major toyota investments in non-automotive industries

	Company name	Main products / activities	Est'd.	Equity share (%)	Capital (¥ billion)	Number of employees
Finance	Toyota Financial Services Corporation	● Overseeing the management of Toyota financing companies	2000	100.0	67.52	44
IT	KDDI Corp.	● Telephone and cellular phone service ● Internet service ● Data center service	1984	11.7	141.85	8,798
	Toyota Digital Cruise Inc.	● Value Added Network (VAN) business ● Intranet service, and system integration	1996	60.8	0.80	178
	Cross Wave Communications Inc.	● Data broadcasting for automobiles and other transportation	1998	23.9	30.63	182
	Toyota Communication Systems Co., Ltd.	● Development, maintenance and operation of key global design, procurement, production, sales and managerial systems, as well as consultation concerning such systems	2001	100.0	1.42	784
	Toyota Cælum Inc.	● Development, sales, and service of business improvement systems (particularly CAD/CAM systems) for the manufacturing industry	1993	77.86	0.70	145
	Toyota Info Technology Center	● Development of IT-related technologies and discovery and development of new business models	2001	65.0	3.00	25
	Gazoo Media Service Corp.	● Sales support and maintenance service of Gazoo system hardware ● System integration	2000	75.0	0.15	49
	TAS Co., Ltd.	● Provision of real estate appraisals/information via the internet	2000	22.2	0.18	5
Media	Himawari Network Inc.	● Operation of cable television service and Internet service	1989	21.5	2.31	50
	FM NAGOYA Inc.	● General broadcasting business and music entertainment business	1992	8.5	1.20	30
	Nagoya Broadcasting Network	● TV broadcasting	1961	34.6	0.40	243
ITS	Satellite Positioning Information Service, Ltd.	● Providing solutions for correcting discrepancies in GPS data for car navigation systems	1996	20.8	0.48	3
	Toyota Map Master	● Production and sales of map data for navigation systems	1998	51.1	0.48	171

NOTES: 1) Data are as of March 2002.

2-6. Major investments in non-automotive industries

Outline of major toyota investments in non-automotive industries (continued)

	Company name	Main products / activities	Est'd.	Equity share (%)	Capital (¥ billion)	Number of employees
Auto-Peripheral business	ITS Japan Mayday Service Co., Ltd.	● Relay of requests for emergency assistance to police, rescue services, etc.	1999	10.0	1.00	14
	Amlux Toyota Co., Ltd.	● Operation of automotive showrooms	1990	100.0	0.05	34
	Toyota Automall Development Corp.	● Planning and operation of automobile sales facilities and shopping centers	1999	100.0	0.49	9
	Fuji International Speedway Co., Ltd.	● Management of facilities for various motorsports races	1963	83.5	5.14	59
	LIFE CREATION CO., LTD.	● Management of off-road courses in Aichi Prefecture	1993	40.0	0.075	6
	TACTI Corporation	● Sales of automobile-related parts and accessories ● Car shop franchises	1996	80.0	0.45	376
	Panasonic EV Energy Co., Ltd.	● Development, manufacture and sales of batteries and related devices for electric and hybrid electric vehicles	1996	40.0	2.00	182
	Toyota Modellista International Corporation	● Development and sales of customized vehicles and components, and offering individualized services	1997	75.0	0.10	65
	Toyota Floritech Co., Ltd.	● Production and sales of floriculture	1999	50.0	0.10	40
	Toyota Roofgarden Corporation	● Roofgarden construction and sales of floricultural and gardening materials	2001	70.0	0.055	9
Energy	Toyota Turbine and System	● Production and sales of small gas turbine co-generation system	1998	70.0	1.60	77
Environment	Eco-Research Corporation	● Service of Internet-based environmental information	2001	51.0	0.10	5
Life	WELLNESS FRONTIER CENTER, CO., LTD.	● Creating network-based communities for the enhancement of wellness	2000	14.2	0.15	14
	GOOD LIFE DESIGN CO., LTD.	● Supporting local medical institutions & care facilities	2002	51.0	0.26	5
Marine	GAMAGORI Marine Development Co., Ltd.	● Management of the compound recreation institution	1991	15.8	0.1	135
	Nagasaki Sunset Marina Co., Ltd.	● Development of resort-related business	1993	76.9	0.14	5
Aero-space	AIRFLITE JAPAN Corp.	● Flight training	1992	75.0	0.4	42
	Aero Asahi Corporation	● Helicopter flight service and aerial surveying	1980	97.2	3.19	1,139
New material	Admatech Co., Ltd.	● Manufacturing and sales of raw materials for ceramics	1990	52.9	0.30	52

NOTE: Data are as of March 2002.

2-6. Major investments in non-automotive industries

Outline of major toyota investments in non-automotive industries (continued)

	Company name	Main products / activities	Est'd.	Equity share (%)	Capital (¥ billion)	Number of employees
Engineering	Sanritz Automation Co., Ltd.	● Development, manufacture and sales of board computer and ITS	1987	30	0.13	89
	Toyota MACS Inc.	● Development of various type measuring equipment and measurement-control systems	1990	57.0	0.10	655
	BPA INCORPORATED	● Design of vehicle production engineering	1991	90.0	0.40	86
	MTA INCORPORATED	● Production facility and development design of system ● FA Engineering	1991	94.0	0.25	75
	LATTICE TECHNOLOGY, INC.	● Development and sales of a group of tools using ultra-Small 3D	1999	32.2	0.4	35
	Employee enterprise project	● Outside certification testing of brakes ● Vehicle inspection and maintenance	1996	33.1	0.02	39
	Terra Corporation	● Development and manufacturing of regenerative burner	1996	85.0	0.10	10
	CREST HOMES Inc.	● Sales of import housing	1996	98.0	0.40	8
	Bike Lab Co., Ltd.	● Development and research bicycles	2001	13.3	0.01	1
	Media Click Inc.	● Providing broadcast-correlated information accessible by cellular phones and other types of portable terminals	2001	40	0.10	3
others	Toyota Mizunami Development Co., Ltd.	● Operation of golf courses	1989	37.6	0.25	61
	Nagoya Grampus Eight Inc.	● Organization and management of a professional soccer team	1991	22.5	0.40	30
	TOYOTAAMENITY Inc.	● Management and consulting service for hotels, wedding halls, restaurants and sporting facilities	1992	100.0	0.10	85
	OJT Solutions Co., Ltd.	● Implementation of production line improving of production plan	2002	51.0	0.25	47
	TOYOTA Personal Support Co., Ltd.	● Company's welfare management	2002	100.0	0.06	130

NOTES: 1) Data are as of March 2002.

3-1. Overseas operations

- At the end of 2002, Toyota had a total of 45 overseas manufacturing companies in 26 countries / regions. Toyota markets cars in about 170 countries through its overseas network consisting of more than 160 importers / distributors and numerous dealers.
- Toyota also had 6 overseas offices, 20 overseas representative offices and a number of R&D facilities overseas at the end of 2002.

○ Toyota's overseas manufacturing companies

▲ Toyota's overseas offices

△ Toyota's overseas representative and liaison offices

★ Toyota's R&D facilities

See p.25 for facility names.

3-2. Regional assets

Region	Marketing Importers	Manufacturing companies
North America	5	11
Latin America & the Caribbean	41	4
Europe	27	6
Africa	48	2
Asia (excluding Japan)	12	16
Oceania	15	1
Middle East & Southwest Asia	18	5
Overseas total	166	45

GLOBAL
OPERATIONS



3-3. Overseas manufacturing companies

Toyota's overseas manufacturing companies

Country/region	Name
Argentina	① Toyota Argentina S.A.
Australia	② Toyota Motor Corporation Australia Ltd.
Bangladesh	③ Aftab Automobiles Ltd.
Brazil	④ Toyota do Brasil Ltda.
Canada	⑤ Canadian Autoparts Toyota Inc.
	⑥ Toyota Motor Manufacturing Canada Inc.
China	⑦ Sichuan Toyota Motor Co., Ltd.
	⑧ Tianjin Toyota Motor Engine Co., Ltd.
	⑨ Tianjin Fengjin Auto Parts Co., Ltd.
	⑩ Tianjin Toyota Forging Co., Ltd.
	⑪ Tianjin Toyota Motor Co., Ltd.
	⑫ Tianjin Jinfeng Auto Parts Co., Ltd.
Colombia	⑬ Sociedad de Fabricacion de Automotores S.A.
Czech Republic	⑭ Toyota Peugeot Citroën Automobile Czech s.r.o (2005)(plan)
France	⑮ Toyota Motor Manufacturing France S.A.S.
India	⑯ Toyota Kirloskar Motor Private Ltd.
	⑰ Toyota Kirloskar Auto Parts Private Ltd.
Indonesia	⑱ P.T. Toyota-Astra Motor
Kenya	⑲ Associated Vehicle Assemblers Ltd.
Malaysia	⑳ Assembly Services Sdn. Bhd.
Mexico	㉑ Toyota Motor Manufacturing de Baja California S.de R.L.de C.V. (TMMBC)(2004)(plan)
Pakistan	㉒ Indus Motor Company Ltd.
Philippines	㉓ Toyota Autoparts Philippines Inc.
	㉔ Toyota Motor Philippines Corporation
Poland	㉕ Toyota Motor Manufacturing Poland SP. z o.o.
	㉖ Toyota Motor Industries Poland SP. z o.o. (2005)(plan)
Portugal	㉗ Salvador Caetano I.M.V.T., S.A.
South Africa	㉘ Toyota South Africa Motors (Pty.) Ltd.
Taiwan	㉙ Kuozui Motors, Ltd.
Thailand	㉚ Siam Toyota Manufacturing Co., Ltd.
	㉛ Hino Motors Thailand Co., Ltd.
	㉜ Toyota Auto Body Thailand Co., Ltd.
	㉝ Toyota Motor Thailand Co., Ltd.
Turkey	㉞ Toyota Motor Manufacturing Turkey Inc.
U.K.	㉟ Toyota Motor Manufacturing (UK) Ltd.
U.S.A.	㊱ Bodine Aluminum, Inc.
	㊲ New United Motor Manufacturing, Inc.
	㊳ TABC, Inc.
	㊴ Toyota Motor Manufacturing, Alabama, Inc. (2003)(plan)
	㊵ Toyota Motor Manufacturing, Kentucky, Inc.
	㊶ Toyota Motor Manufacturing, Indiana, Inc.
	㊷ Toyota Motor Manufacturing, West Virginia, Inc.
	㊸ Toyota Motor Manufacturing, Texas, Inc. (2006)(plan)
Venezuela	㊹ Toyota de Venezuela Compania Anonima
Vietnam	㊺ Toyota Motor Vietnam Co., Ltd.

3-4. Worldwide model offerings

Major names by market

Japan	Estima	FunCargo	Hilux	Kluger V	Ipsum	Platz	TUV*	Vitz	Premio
North America	—	—	—	Highlander	—	Echo	—	—	—
Latin America & the Caribbeans	—	Yaris Verso	Hilux	—	—	Yaris	—	Yaris	—
Europe	Previa	Yaris Verso	Hilux	—	Avenis Verso	—	—	Yaris	Avenis
Africa	Previa	Echo Verso	Hilux	—	Picnic	Echo	Condor	Echo	—
Asia	Previa	Echo Verso	Hilux	—	Picnic	Echo	Indonesia: Kijang Malaysia: Unser Philippines: Tamaraw Taiwan, Vietnam: Zace	Echo	—
Oceania	Previa	—	Hilux	—	Picnic	Echo	—	Echo	—
Middle East & South West Asia	Previa	—	Hilux	—	—	Echo	Qualis	Yaris	—

NOTE: *Not introduced in Japan.

3-4. Worldwide model offerings (continued)

Worldwide model offerings (in major countries/regions)

		Toyota brand															
		Avalon	Avenis verso	Camry	Camry Solara	Century	Celica	Coaster	Corona Avenis	Corolla	Crown	Dyna	Hiace/Semi bonnet	Highlander	Hilux	Land Cruiser	Liteace
North U.S.A.*		●	○	●	○	○	○		○	○				○			
America Hawaii		●	○	●	○	○	○		●					○			
Puerto Rico		●	●	●	○				●					○			
Canada		●	○	●	○				●					○			
Mexico			●						●								
Latin Argentina			○					○							○		
America Venezuela						○			●		●				●		
Brazil			○						●						○		
Europe Germany		○	○			○			●	○		○			○	○	○
France		○				○			●	○		○			○	○	○
U.K.		○	○			○			●	○		○			○	○	○
Italy		○				○			●	○		○			○	○	○
Spain		○				○			●	○		○			○	○	○
Netherlands		○				○			●	○		○			○	○	○
Belgium		○	○						●	○		○			○	○	○
Portugal		○				○	●		●	○	●	○			○	○	○
Denmark		○	○			○			●	○		○			○	○	○
Greece						○			●	○		○			○	○	○
Ireland		○	○			○			●	○		○			○	○	○
Sweden		○	○			○			●	○		○			○	○	○
Austria		○	○			○			●	○		○			○	○	○
Finland		○	○			○			●	○		○			○	○	○
Switzerland		○	○						●	○		○			○	○	○
Norway			○			○			●	○		○			○	○	○
Africa South Africa			○						●		●	●		●			
Asia Indonesia			●						●	○	●				○		
Thailand			●		○	○			●	○	●			●			
Philippines			●						●							○	
Malaysia			●						●			●					
Singapore			○				○		○	○	○		●		○		○
Taiwan			●			○			●	○	●						
Hong Kong			○		○	○			○	○						○	○
China		○		○		●			○								
Oceania Australia		●	●			○	○		○	○	○	○	○	○	○	○	○
New Zealand		○	○			○			○						○	○	○
Middle East & South-west Asia		○	○					○	○	○	○	○	○	○		○	
Saudi Arabia		○	○					○	○	○	○	○	○	○		○	
Oman		○	○					○	○	○	○	○	○	○		○	
Kuwait		○	○					○	○	○	○	○	○	○		○	
U.A.E.		○	○	○				○	○	○	○	○	○	○		○	
Turkey			○					○	●						○		
Pakistan							○	○	●					○			
India			○						●								

NOTES: 1) ○ : made in Japan
2) * excluding Hawaii

3-4. Worldwide model offerings (continued)

Worldwide model offerings (in major countries/regions)

		Toyota brand														Lexus brand									
		Previa	Plus	RAV4	RAV4 EV	Sequoia	Sienna	Soluna	Soluna Vios	Spacio	Tacoma	Tercel	TUV	Tundra	Vios	4 Runner	ES300	GS300/430	GX470	IS200/300	LS430	LX470	RX300	SC430	
North America	U.S.A.*		○	○	○	●	●				●			●		○	○	○	○	○	○	○	○	○	
	Hawaii		○	○		●	●				●			●		○	○	○	○	○	○	○	○	○	
	Puerto Rico			○		●	●				●			●		○	○	○	○	○	○	○	○	○	
	Canada		○			●	●				●			●		○				○	○	○	○	○	
	Mexico						●									○						○	○	○	
Latin America	Argentina			○												○					○				
	Venezuela															○									
	Brazil			○												○	○				○				
Europe	Germany	○	○	○						○								○		○	○		○	○	
	France	○	○	○						○								○		○	○		○	○	
	U.K.	○	○	○						○								○		○	○		○	○	
	Italy	○	○	○						○								○		○	○		○	○	
	Spain	○	○	○						○								○		○	○		○	○	
	Netherlands	○	○	○						○								○		○	○		○	○	
	Belgium	○	○	○						○								○		○	○		○	○	
	Portugal	○	○	○						○								○		○	○		○	○	
	Denmark	○		○						○								○		○	○		○	○	
	Greece			○						○								○		○	○		○	○	
	Ireland	○	○	○						○								○		○	○		○	○	
	Sweden	○	○	○						○								○		○	○		○	○	
	Austria	○	○							○								○		○	○		○	○	
	Finland	○	○	○						○								○		○	○		○	○	
	Switzerland	○	○	○						○								○		○	○		○	○	
Norway	○	○	○						○								○		○			○			
Africa	South Africa			○										●				○	○	○		○			
Asia	Indonesia	○		○				●						●											
	Thailand			○					●								○	○		○	○				
	Philippines			○					●					●											
	Malaysia			○										●											
	Singapore	○	○						●						●		○	○		○	○		○	○	
	Taiwan		○						●			●	●				○	○		○	○		○	○	
	Hong Kong	○	○	○						○							○	○		○	○		○	○	
	China	○		○												●		○		○	○		○	○	
Oceania	Australia	○	○	○														○		○	○		○	○	
	New Zealand	○		○													○	○		○	○		○	○	
Middle East & South-west Asia	Saudi Arabia	○		○													○	○			○	○			
	Oman	○		○													○	○			○	○			
	Kuwait	○		○													○	○			○	○			
	U.A.E.	○		○													○	○			○	○			
	Turkey									○															
	Pakistan			○																					
	India													●											

NOTES: 1) ○ : made in Japan
2) * excluding Hawaii

3-5. Major overseas subsidiaries and affiliates

Major overseas subsidiaries and affiliates

Country/ region	Company	Ownership	Date of equity participation by TMC	Main business	Employees
Argentina	Toyota Argentina S.A.	TMC 100%	Dec. 1994	Production and sales of automobiles and parts	880
Australia	Toyota Motor Corporation Australia Limited	TMC 100%	Jul. 1971	Production and sales of automobiles, parts and industrial vehicles	4,193
	Australian Afforestation Pty. Ltd.	TMC 90%, Mitsui & Co., Ltd. 7%, Mitsui & Co. Australia, Ltd. 3%	Aug. 1998	Afforestation business handling raw materials for paper making	0
Belgium	Toyota Motor Europe	TMC 100%	Apr. 2002	Holding company of European subsidiaries and affiliates	20
Brazil	Toyota do Brasil LTDA	TMC 100%	Jan. 1958	Production and sales of automobiles and parts	1,193
Canada	Toyota Motor Manufacturing Canada Inc.	TMC 100%	Mar. 1986	Production and sales of automobiles and parts	3,279
	Canadian Autoparts Toyota Inc.	TMC 100%	Apr. 1983	Production and sales of automotive parts	219
	Toyota Canada Inc.	TMC 50%, Mitsui & Co., Ltd. 50%	Jan. 1972	Sales of automobiles, parts and industrial equipment	493
China	Toyota Motor (China) Investment Co., Ltd.	TMC 100%	Jul. 2001	Support for sales and marketing	80
	Tianjin Fengjin Auto Parts Co., Ltd.	TMC 90%, Others 10%	Mar. 1996	Production and sales of automotive parts	197
	Tianjin Toyota Forging Co., Ltd.	TMC 100%	Apr. 1997	Production and sales of automotive parts	76
	Toyota Motor Technical Center (China)	TMC 100%	Apr. 1998	Technical consulting services related to research, development and local production	37
	Toyota Motor (China) Limited	TMC 75%, Toyota Tsusho Corporation 25%	Jun. 1993	Sales of automobiles and parts	71
	Sichuan Toyota Niton Development Co., Ltd.	TMC 100%	Jun. 2002	Mining, processing and export of peat	15
	Tianjin Toyota Motor Engine Co., Ltd.	TMC 50%, Local 50%	Aug. 1996	Production and sales of engines	1,254
	Sichuan Toyota Motor Co., Ltd.	TMC 45%, Toyota Tsusho Corp. 5%, Local 50%	Jan. 2000	Production of automobiles	655
	Tianjin Toyota motor Co., Ltd.	TMC 27.5%, TMCI 22.5%, Local 50.0%	June 2000	Production of automobiles	229

NOTES: 1) As of September 2002.

2) Shaded section means major overseas affiliates.

3) * TMC sales subsidiaries in Europe will become subsidiaries or affiliated companies of Toyota Motor Marketing Europe(TMME), which is in charge of coordinating TMC's European sales and marketing activities.

3-5. Major overseas subsidiaries and affiliates

Major overseas subsidiaries and affiliates (continued)

Country/ region	Company	Ownership	Date of equity participation by TMC	Main business	Employees
Czech Republic	*Toyota Motor Czech spol. s r. o	TMC 60%, Toyota Tsusho Corporation 40%	Nov. 1993	Sales of automobiles and parts	60
Denmark	*Toyota Denmark A/S	TMC 100%	Jul. 1999	Sales of automobiles and parts	147
Finland	*Toyota Motor Finland Oy	TMC 100%	Aug. 1995	Holding company	217
France	*Toyota France S.A.	TMC 100%	Jul. 1993	Sales of automobiles and parts	136
	Toyota Europe Design Development	TMC 100%	Nov. 1998	Styling design	36
Germany	*Toyota Deutschland GmbH	TMC 100%	Aug. 1969	Sales of automobiles and parts	479
	Toyota Motorsport GmbH	TMC 100%	Jul. 1993	Development of motorsports vehicles	650
Hungary	*Toyota Motor Hungary Kft	TMC 50%, Toyota Tsusho Corp. 50%	Dec. 1991	Sales of automobiles and parts	56
India	Toyota Kirloskar Motor Ltd.	TMC 99.0%, Others 1.0%	Dec. 1997	Production and sales of automobiles and parts	1,430
	Toyota Kirloskar Autoparts Limited	TMC 59.7%, Others 40.3%	Apr. 2002	Production and sales of automotive parts	212
	Toyota Techno Park India Private Limited	TMC 70%, Toyota Tsusho Corporation 30%	Sep. 1998	Real estate management; cafeteria, company bus and parking service; infrastructure, security and facility maintenance	10
Indonesia	P.T. Toyota Bio Indonesia	TMC 90%, Mitsui & Co., Ltd. 10%	May. 2001	Crop plantation	79
	P.T. Toyota-Astra Motor	TMC 49%, Local 51%	Dec. 1971	Production and sales of automobiles and parts	4,780
Italy	*Toyota Motor Italia S.p.A.	TMC 100%	Sep. 1990	Sales of automobiles and parts	169
Korea	Toyota Motor Korea Co.	TMC 100%	Mar. 2000	Sales of automobiles and parts	30
Malaysia	UMW Toyota Motor S.B.	UMWC 51%, TMC 39%, Toyota Tsusho Corp. 10%	Nov. 1982	Production and sales of automotive parts	2,583
New Zealand	Toyota New Zealand	TMC 100%	Feb. 1977	Sales of automobiles and parts	202
Norway	Bauda A/S	TMC 40%, Others 60%	Dec. 1991	Holding company	142

NOTES: 1) As of September 2002.

2) Shaded section means major overseas affiliates.

3) * TMC sales subsidiaries in Europe will become subsidiaries or affiliated companies of Toyota Motor Marketing Europe(TMME), which is in charge of coordinating TMC's European sales and marketing activities.

3-5. Major overseas subsidiaries and affiliates

Major overseas subsidiaries and affiliates (continued)

Country/ region	Company	Ownership	Date of equity participation by TMC	Main business	Employees
Peru	Toyota del Peru S.A.	TMC 49.8%, Mitsui & Co., Ltd. 49.8%, Local 0.4%	Aug. 1966	Sales of automobiles and parts	130
Philippines	Toyota Autoparts Philippines Inc.	TMC 95%, Toyota Motor Philippines Corp. 5%	Aug. 1990	Production and sales of automotive parts	533
	Toyota Motor Philippines Corp.	TMC 34%, Others 66%	Aug. 1988	Production and sales of automobiles and parts	1,465
Poland	*Toyota Motor Poland Co., Ltd.	TMC 100%	Apr. 1993	Sales of automobiles and parts	93
Portugal	Salvador Caetano I.M.V.T., S.A.	TMC 27%, Others 73%	Mar. 1972	Assembly and sales of automobiles and parts	3,341
Russia	*OOO Toyota Motor	TMC 70%, Toyota Tsusho Corporation 30%	Jul. 2001	Sales of automobiles and parts	44
Singapore	Toyota Motor Asia Pacific Pte. Ltd.	TMC 100%	Jul. 1990	Sales of automobiles and parts	49
South Africa	Toyota South Africa (Pty.) Ltd.	TMC 74.9%, Others 25.1%	Nov. 1996	Production and sales of automobiles and parts	6,948
Spain	*Toyota España, S.L.	TMC 100%	Dec. 1992	Sales of automobiles and parts	93
Sweden	*Toyota Sweden Holding AB	TMC 100%	May. 1994	Holding company	115
Taiwan	Kuozui Motors, Ltd.	TMC 51.7%, Hino Motors Ltd. 5% Local 43.3%	Jun. 1986	Production and sales of automobiles and parts	2,145
Thailand	Toyota Motor Thailand Co., Ltd.	TMC 86.4%, Others 13.6%	Oct. 1962	Production and sales of automobiles and parts	3,038
	Siam Toyota Manufacturing Co., Ltd.	TMC 96%, Local 4%	Jul. 1987	Production and sales of automotive parts	793
Turkey	Toyotasa Toyota- Sabanci Marketing and Sales INC.	TMC 25%, Sabanci 65%, Mitsui 10%	Oct. 2000	Sales of automobiles and parts	155
U.K.	*Toyota (GB) PLC	TMC 100%	Sep. 1967	Sales of automobiles and parts	488
U.S.A.	Toyota Motor North America, Inc.	TMC 100%	Sep. 1996	Holding company of US subsidiaries and affiliates	71
	Toyota Technical Center, U.S.A., Inc.	TMC 80%, TMS/U.S.A. 10%, Aisin Seiki Co., Ltd. 5%, Denso Corporation 5%	Jun. 1977	Research and development of automobile technologies	575
	Calty Design Research, Inc.	TMC 80%, TMS/U.S.A. 20%	Oct. 1973	Styling design	53
	New United Motor Manufacturing, Inc.	TMC 50%, General Motors Corp. 50%	Feb. 1984	Production and sales of automobiles and parts	5,275

NOTES: 1) As of September 2002.

2) Shaded section means major overseas affiliates.

3) * TMC sales subsidiaries in Europe will become subsidiaries or affiliated companies of Toyota Motor Marketing Europe(TMME), which is in charge of coordinating TMC's European sales and marketing activities.

3-5. Major overseas subsidiaries and affiliates

Major overseas subsidiaries and affiliates (continued)

Country/ region	Company	Ownership	Date of equity participation by TMC	Main business	Employees
Venezuela	Toyota de Venezuela C.A.	TMC 90%, Local 10%	Nov. 1989	Assembly and sales of automobiles and parts	971
Vietnam	Toyota Motor Vietnam Co., Ltd.	TMC 70%, Others 30%	Oct. 1995	Production and sales of automobiles and parts	362

NOTES: 1) As of September 2002.

2) Shaded section means major overseas affiliates.

3) * TMC sales subsidiaries in Europe will become subsidiaries or affiliated companies of Toyota Motor Marketing Europe(TMME), which is in charge of coordinating TMC's European sales and marketing activities.

3-6. R&D organization

Toyota utilizes a multi-phase development process. Synergy between these phases helps assure Toyota can consistently bring forward-thinking, high-quality, attractive products quickly to our customers.

1. Basic Research and Development

This phase defines the basic direction of development. It entails developing basic parts, the building blocks of a vehicle.

2. Advanced Engineering Development

This phase is where breakthroughs in technology occur. In order to keep one step ahead of our competitors, this phase focuses on new components and systems research.

3. Product Development

This phase centers around developing new vehicle models.

Toyota Technical Center
U.S.A. Inc. (Torrance)



Caly Design Research, Inc.



Arizona Proving Ground



Toyota Technical Center,
U.S.A. Inc.



Toyota Technical Center
(Head Office)



TMEM R&D Group
(Technical Center)

Toyota Europe Design Development
S.A.R.L. (ED²)



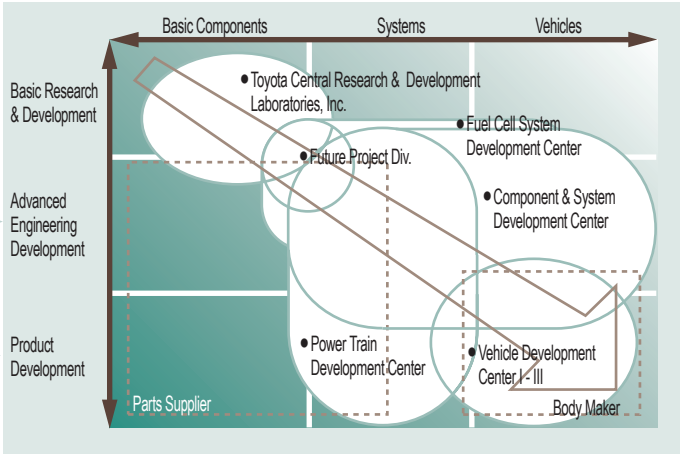
Higashi-Fuji Technical Center



Tokyo Design Research & Laboratory



Shibetsu Proving Ground



3-6. R&D organization

3-6. R&D organization

Japan

Toyota Technical Center (Head Office)	Location	Toyota City, Aichi Prefecture
	Date of establishment	—
	Main activities	Planning, design, vehicle evaluation, prototypes, etc.
Tokyo Design Research & Laboratory (Technical Center)	Location	Ishikawa, Hachioji City, Tokyo
	Date of establishment	April 1999 *
	Main activities	Design research and development of advanced styling designs
Higashi-Fuji Technical Center	Location	Mishuku, Susono City, Shizuoka Prefecture
	Date of establishment	November 1966
	Main activities	Research and advanced development
Shibetsu Proving Ground	Location	Onnebetsu, Shibetsu City, Hokkaido
	Date of establishment	October 1984
	Main activities	Vehicle testing and evaluation

NOTE: * Originally established in September 1989 as Tokyo Design Center (Technical Center). The facility was moved from Mita to Hachioji and was renamed Tokyo Design Research & Laboratory (Technical Center) in April 1999.

U.S.A.

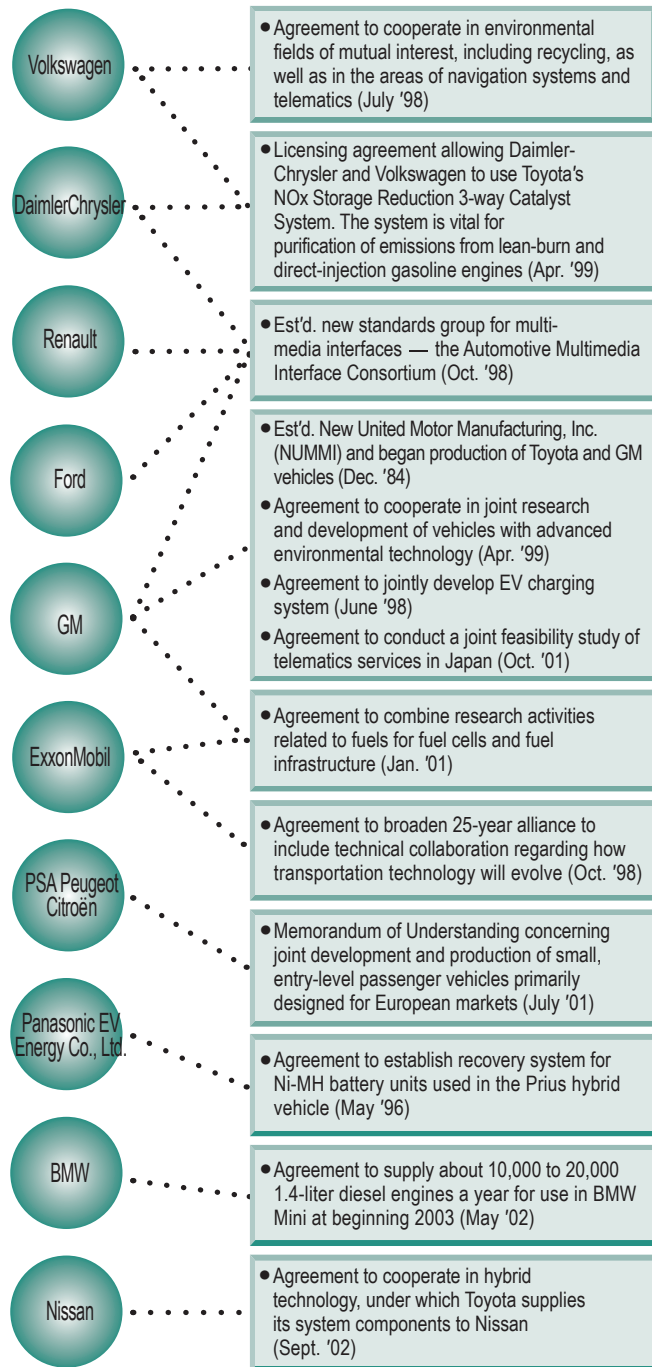
Toyota Technical Center, U.S.A., Inc.	Location	Ann Arbor, Michigan (with offices in Plymouth, Michigan; Torrance and Gardena, California; Wittmann, Arizona; and Washington, D.C.)
	Date of establishment	June 1977
	Equity participation	Toyota Motor Corp., 80%; Toyota Motor Sales U.S.A. Inc., 10%; Aisin Seiki Co., Ltd. and Denso Co., Ltd., 5% each
	Employees	529
	Main activities	TTC conducts automotive R&D work in everything from the testing and evaluation of U.S. parts and materials to emissions certification and technical research. TTC is also playing an increasingly important role in the design-engineering and development of Toyota products, particularly those developed for the North American market.
Caltex Design Research, Inc.	Location	Newport Beach, California
	Date of establishment	October 1973
	Equity participation	Toyota Motor Corp., 80%; Toyota Motor Sales U.S.A., Inc., 20%
	Employees	55
	Main activities	Toyota's first overseas design base, where Japanese and American designers cooperate in the research and development of new designs. Design development thus far includes the second generation Celica, Estima (U.S. name: Previa), Soarer (U.S. name: Lexus SC430), Tacoma, Prius and Solara. Furthermore, a new building for advanced exterior, interior and color design was completed in May 1991, and existing facilities were also improved.

3-6. R&D organization

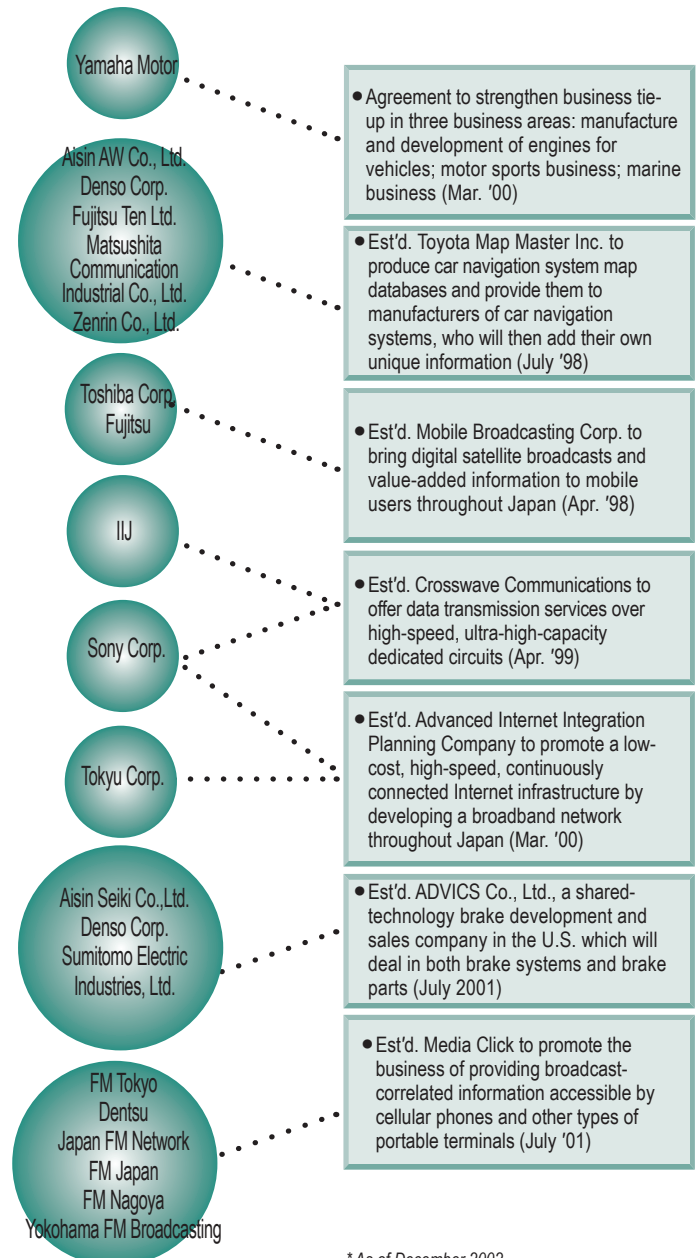
Europe

TMEM R&D Group (Technical Center)	Location	Zaventem, Belgium (with offices in Derbyshire, Great Britain and Kerpen, Germany)
	Date of establishment	September 1987
	Employees	185
	Main activities	Support to Toyota's European projects; Evaluation of vehicles and material in European conditions and environments; Research and investigation of technologies in Europe; Homologation of Toyota's vehicles
Toyota Europe Design Development S.A.R.L. (ED ²)	Location	Côte d'Azur, France
	Date of establishment	November 1998
	Start of operation	May 2000
	Employees	36
	Main activities	Design development (exterior styling, interior and color design), model production and design survey
Toyota Motorsport GmbH	Location	Cologne, Germany
	Date of establishment	July 1993
	Employees	550
	Main activities	Development of Formula One race cars; Participation in F1 races

3-7. Key alliances with other companies



3-7. Key alliances with other companies



* As of December 2002.

4-1. North America



REGIONAL
BREAKDOWN

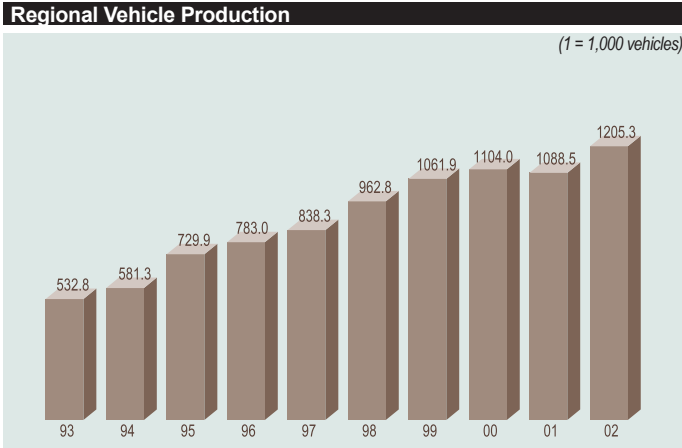
2002 Market Overview

● 2002 was a year of heavy incentives. Automakers spent an average of \$1,830 per vehicle, up 17.5% from 2001. In addition, new vehicle prices, as a percentage of income, were the most affordable in 24 years. Increased incentive spending resulted in sales of 16.8 million vehicles, the fourth strongest sales year in history.

2002 Toyota News of Note

- Toyota sold 1,940,783 vehicles, marking its best sales performance in its 45-year presence in North America.
- The Camry became the best-selling car in the United States for the fifth time in the past six years.
- The Lexus Division earned its third consecutive title as the best-selling luxury brand in the United States.
- In April, Toyota started its sales operation in Mexico, offering the Camry, Corolla, Matrix and 4Runner.
- In June, Toyota had a groundbreaking ceremony to mark the start of construction of a truck bed plant in Baja California, Mexico; in September, it announced that the Baja California plant would also build trucks starting in 2005.
- In July, Toyota announced that North American vehicle production had passed the 10 million mark, after 16 years of manufacturing in the United States and Canada and a \$13 billion investment by Toyota in North America.
- As of the end of December, 10.5 million North American households owned at least one Toyota vehicle.
- JD Power & Associates names the Corolla and Prius as co-winners of its best compact car award.

4-1. North America

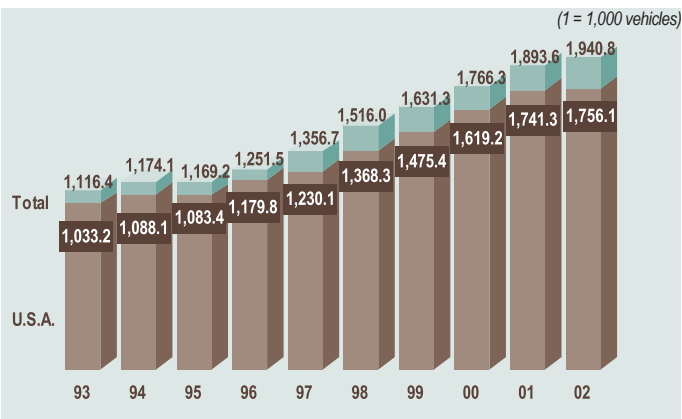


Manufacturing companies in North America					
	Name	Start of operations	Main Products	Number of employees	2002 unit production
Canada	1 Canadian Autoparts Toyota Inc. (CAPTIN)	Feb. 1985	Aluminum wheels	226	—
	2 Toyota Motor Manufacturing Canada Inc. (TMMC)	Nov. 1988	Camry Solara, Corolla, Matrix Engines	3,442	218,018 (218,018)
U.S.A.	3 Bodine Aluminum, Inc.	Jan. 1993	Aluminum castings	889	—
	4 New United Motor Manufacturing, Inc. (NUMMI)	Dec. 1984	Corolla, Tacoma Voltz	5,777	310,300 (310,300)
	5 TABC, Inc.	Nov. 1971	Truck beds, catalytic converters, stamped parts	549	—
	6 Toyota Motor Manufacturing, Alabama, Inc. (TMMAL)	2003	Engines	108	—
	7 Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)	May 1988	Avalon, Camry, Sienna, engines	7,378	490,591 (490,591)
	8 Toyota Motor Manufacturing, Indiana, Inc. (TMMI)	Feb. 1999	Tundra, Sequoia	4,064	186,573 (186,573)
	9 Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV)	Nov. 1998	Engines Transmissions	879	—
	10 Toyota Motor Manufacturing, Texas, Inc. (TMMTX)	2006 (plan)	Tundra	2,000 (plan)	—
Mexico	11 Toyota Motor Manufacturing of Baja California S. de R. L. dec. V (TMMBC)	2004 (plan)	Truck beds	—	—

NOTES: 1) The 2002 vehicle production figures for NUMMI do not include those of the GM Chevrolet Prizm (59,552 units) and Vides.
2) See inside front cover for description of "2002 unit production". Figures in parentheses indicate "local production".

4-1. North America

Regional Vehicle Sales



Marketing companies in North America

	Name	Start of operations	Number of employees	2002 unit sales
Canada	Toyota Canada Inc.	Nov. 1964	493	152,800
Mexico	Toyota Motor Sales de Mexico. S. de R. L. dec. V.	May. 2001	16*1	3,800
U.S.A.	Servco Pacific Inc. (Hawaii)	1958	960*1	1,756,100
	Toyota Motor Sales, U.S.A., Inc.	Oct. 1957	5,943	
Puerto Rico	Toyota de Puerto Rico Corp.	Jun. 1994	107*1	28,100

NOTE: *1 As of June 2002.

Other companies in North America

	Name	Start of operations	Activities	Number of employees
Canada	Toyota Credit Canada Inc.	Feb. 1990	Financing for dealers and customers	114
U.S.A.	Calty Design Research, Inc.	Oct. 1973	Vehicle design	51
	Toyota Motor Credit Corporation	Oct. 1982	Financing and insurance services for dealers and customers	2,657
	Toyota Motor Manufacturing North America, Inc.	Oct. 1996	Coordination and support for manufacturing related administrative functions for Toyota's North American operations	841
	Toyota Motor North America, Inc.	Sept. 1996	Handling corporate affairs for Toyota in North America/ Holding company of TMS and TMMNA	72
	Toyota Technical Center, U.S.A., Inc.	Jun. 1977	Technical development	634
Mexico	Toyota Services de Mexico, S.A. de C.V.	Oct. 2001	Financing for dealers and customers	12
Puerto Rico	Toyota Credit de Puerto Rico Corp.	Jun. 1996	Financing for dealers and customers	36

4-1. North America

Websites in North America

Canada	www.toyota.ca www.lexus.ca
U.S.A.	www.toyota.com www.lexus.com
Hawaii	www.toyota-hawaii.com www.servcolexus.com
Mexico	www.toyota.com.mx
Puerto Rico	www.toyotapr.com



4-2. Latin America and the Caribbean



REGIONAL
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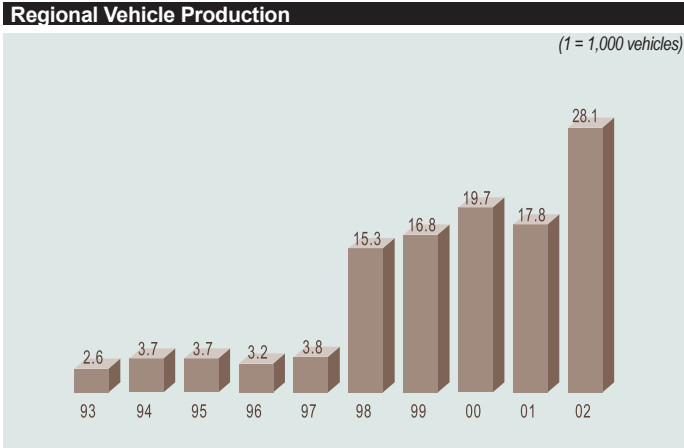
2002 Market Overview

- The total market in Brazil, Venezuela and Argentina in 2002 was down 7%, 41% and 52% respectively from the previous year.

2002 Toyota News of Note

- Regional Toyota sales in 2002 totaled 96,936 units, down 10% from the previous year.
- In May, Toyota do Brasil(TDB) launched production of a new Corolla, a strategic model for this region. This model was also off lined by Toyota de Venezuela Compania Anonima(TDV), in October. Export of this model to more than 20 countries in the region will start from 2003.
- Sales in Brazil (25,583 units) set an all-time high in 2002 in spite of its difficult market situation, due to successful launching of a new Corolla which registered the Number one sales since its introduction in that segment.
- In Venezuela, 14,001 units were registered, maintaining its high market share (10.9%), in spite of its widely shrinked market. Including the sales of Daihatsu Terios, TDV surpassed Ford and regained the 2nd position in sales for the first time since 1993.
- Sales in Argentina registered 5,583 units, a market share of 5.7%, in 2002, in spite of its drastically decreased market. Hilux won Number one pick up title for five years consecutively.
- In September, global vehicle-and-parts supply network of newly designed commercial vehicles and multi-purpose vehicles was announced(IMV Project). In this plan, Argentina will be a production/supply base for this region.

4-2. Latin America and the Caribbean



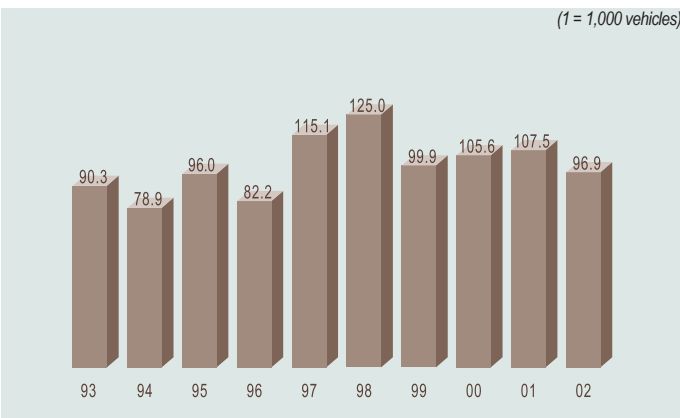
Manufacturing companies in Latin America and the Caribbean

	Name	Start of operations	Main Products	Number of employees*1	2002 unit production
Argentina	① Toyota Argentina S.A.	Mar. 1997	Hilux	725	11,173 (11,173)
Brazil	② Toyota do Brasil LTDA.	May 1959	Corolla	1,191	16,074 (16,074)
Colombia	③ Sociedad de Fabricacion de Automotores S.A.	Mar. 1992	Land Cruiser, Hilux	720	7,333
Venezuela	④ Toyota de Venezuela Compania Anonima	Nov. 1981	Corolla, Dyna, Land Cruiser, Terios*2, Engines	1,126	7,823 (849)

NOTES: 1) See inside front cover for description of "2002 unit production". Figures in parentheses indicate "local production".
2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.
3) *2 Daihatsu brand. The figures for Terios are not included.

4-2. Latin America and the Caribbean

Regional Vehicle Sales



Marketing companies in Latin America and the Caribbean

Name		Start of operations	Number of employees	2002 unit sales
Argentina	Toyota Argentina S.A.	May 1994	893*1	5,175
Brazil	Toyota do Brasil Ltda.	Jan. 1958	1,570*1	25,583
Chile	Toyota Chile S.A.	July 1980	68	8,000
Colombia	Distribuidora Toyota Ltda.	Sept. 1967	192	3,600
	Sociedad de Fabricacion de Automotores S.A.	May 1991	731*1	
Costa Rica	Purdy Motor S.A.	1957	388	4,200
Dominican Rep.	Delta Comercial, C por A.	1962	235	3,200
Ecuador	Casabaca S.A.	July 1959	124	1,700
	Importadora Tomebamba S.A.	Jan. 1964	193	
El Salvador	Distribuidora de Automoviles, S.A. de C.V.	1953	1,368	2,700
Guatemala	Cofiño Stahl y Compañia Ltda.	1964	856	6,000
Honduras	Corporacion Flores, S.A.	1955	610	2,000
Nicaragua	AUTO NICA, S.A.	1964	152	1,700
	F. Alf. Pellas S.A.	1963	602	
Panama	Ricardo Perez, S.A.	1956	567	5,600
Peru	Toyota del Peru S.A.	Apr. 1967	72	3,400
Venezuela	Toyota de Venezuela Compania Anonima	1958	1,126*1	14,000

NOTES: 1) Companies listed are those with annual sales of over 1,000 units in 2002.
2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing. (Temporary workers are also included.)

Other companies in Latin America and the Caribbean

Name		Start of operations	Activities	Number of employees
Argentina	Toyota Credit Argentina S.A.	Sept. 1998	Financing for dealers and customers	26
Brazil	Banco Toyota do Brasil S.A.	Jan. 1999	Financing for dealers and customers	66
Venezuela	Toyota Services de Venezuela, C.A.	Oct. 2001	Financing for dealers and customers	30

4-2. Latin America and the Caribbean

Websites in Latin America and the Caribbean

Antigua and Barbuda	www.toyota-caribbean.com/antigua
Argentina	www.toyota.com.ar
Aruba	www.toyota-caribbean.com/aruba
Bahamas	www.toyota-caribbean.com/bahamas
Barbados	www.toyota-caribbean.com/barbados
Belize	www.toyota-caribbean.com/belize
Bermuda	www.toyota-caribbean.com/bermuda
Bolivia	www.toyosa.com
Brazil	www.toyota.com.br 64.56.170.231/b/b01.html
Chile	www.toyota.cl
Colombia (SOFASA)	www.sofasa.com.co/sofasa/sofasa.nsf/vstlmagenporcateg/38295056FA00814905256C0F0065DD91?OpenDocument
Costa Rica	www.toyotacr.com
Curacao	www.toyota-caribbean.com/curacao www.garagecordia.com/vehicles/lexus/lexus.html
Dominican Republic	www.toyota-caribbean.com/dominicarep
Ecuador (COBATOSI)	www.toyota.com.ec
El Salvador	www.toyotadidea.com
French Guiana	www.toyota-caribbean.com/fguiana
Grand Cayman	www.toyota-caribbean.com/gcayman
Grenada	www.toyota-caribbean.com/grenada
Guadeloupe	www.toyota-caribbean.com/guadeloupe
Guyana	www.toyota-caribbean.com/guyana
Haiti	www.toyota-caribbean.com/haiti
Honduras	www.toyotacoflores.com
Jamaica	www.toyota-caribbean.com/jamaica
Martinique	www.toyota-caribbean.com/martinique
Montserrat	www.toyota-caribbean.com/montserrat
Nicaragua (AUTO)	www.autonica.com
Nicaragua (ALF)	www.toyota.com.ni
	www.toyotacasapellas.com
Panama	www.toyotarp.com
Peru	www.toyotaperu.com.pe
Saint Kitts and Nevis	www.toyota-caribbean.com/stkitts
Saint Lucia	www.toyota-caribbean.com/stlucia
St. Maarten	www.toyota-caribbean.com/stmaarten
Saint Vincent and the Grenadines	www.toyota-caribbean.com/stvincent
Suriname	www.toyota-caribbean.com/suriname
Trinidad and Tobago	www.toyota-caribbean.com/trinidadtobago
Uruguay	www.ayaxonline.com.uy
Venezuela	www.toyota.com.ve

4-3. Europe



REGIONAL
BREAKDOWN

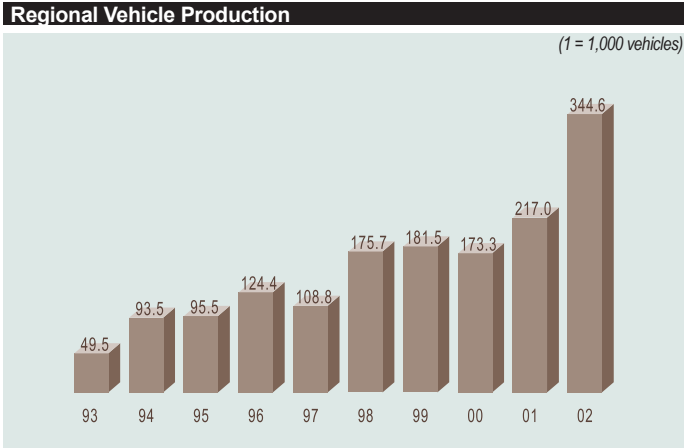
2002 Market Overview

- The European automotive market—the EU plus Switzerland, Norway, Poland, Hungary, the Czech Republic and Slovakia—was at 16.8 million units, maintaining the high level reached in 2001.
- The U.K. was the only market among the five biggest European markets to grow, expanding 4% from the previous year, resulting in the second straight year of growth.
- Germany, the largest market in Europe, and 13 other markets, contracted due to the slow economy.

2002 Toyota News of Note

- Toyota posted its sixth straight annual sales record by selling 755,600 vehicles, up by 13% from 2001, with a market share of 4.4%, or an increase of 0.6%. In the passenger car market, Toyota was ranked ninth in sales for the third straight year.
- The Yaris sold 212,000 units and renewed its position as the best-selling Toyota model in Europe.
- The new Corolla was launched in the first quarter and sold 200,000 units, becoming the second Toyota model to top the 200,000-unit mark in one year.
- Toyota kept its No. 1 market share in Finland, Norway and Greece, in terms of total market, passenger cars and commercial vehicles.
- In all markets except for Spain and Hungary, Toyota was the No. 1 Japanese brand in terms of market share.
- Toyota's Burnaston Plant in the U.K. produced at total of more than 210,000 Corollas and Avenis. In January 2003, the plant began production of the new Avenis.
- In January, Toyota's Adapazari Plant in Turkey plant began to produce the Corolla sedan and wagon for the European market and exports began in February; 39,000 units were produced in 2002, of which 29,000 were exported to Europe.
- In April, Toyota's Valenciennes Plant in France produced its 100,000th Yaris and started assembly of gasoline engines; in May it began production of the 1.3-liter Yaris. For the year, total vehicle production volume came to 136,000 units. In January 2003, the plant began production of diesel engines for the Yaris, and increased production capacity to 180,000 units a year.
- In April, TMC and PSA Peugeot Citroën held a groundbreaking ceremony for their joint vehicle plant in the Czech Republic. The plant is scheduled to start producing 1.0-liter gasoline and 1.4-liter diesel-powered entry-level passenger vehicles primarily for the European market in 2005. Annual capacity is to be 300,000 units.
- In June, Toyota's new transmission plant in Poland started operations.
- In October, TMC and Toyota Industries Corporation announced that they plan to build a diesel engine plant in Poland that will start producing 2-liter engines in 2005.

4-3. Europe



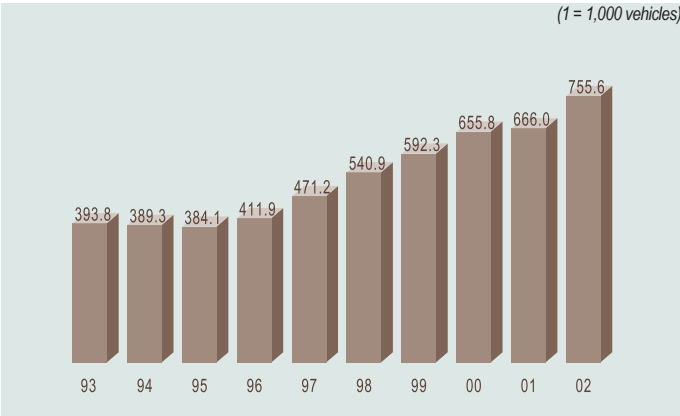
Manufacturing companies in Europe

	Name	Start of operations	Main Products	Number of employees	2002 unit production
Czech Republic	1 Toyota Peugeot Citroën Automobile Czech (TPCA)	2005 (plan)	New small car	3,000 (plan)	—
France	2 Toyota Motor Manufacturing France S.A.S. (TMMF)	Jan. 2001	Yaris, engines	2,631	135,406 (135,406)
Poland	3 Toyota Motor Manufacturing Poland SP.zo.o. (TMMP)	Apr. 2002	Transmissions	314	—
	4 Toyota Motor Industries Poland SP. zo. o.(TMIP)	2005 (Plan)	Engines	350 (plan)	—
Portugal	5 Salvador Caetano I.M.V.T., S.A. OVAR PLANT	Aug. 1968	Dyna, Hiace, Optimo	390*1	3,587 (169)
U.K.	6 Toyota Motor Manufacturing (UK) Ltd.	Dec. 1992	Avenis, Corolla, engines	4,426	209,016 (209,016)

NOTES: 1) The employment figures for TMMP represent the number of employees when the facilities are operating at full capacity of 250,000 units per year.
2) See inside front cover for description of "2002 unit production". Figures in parentheses indicate "local production".
3) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

4-3. Europe

Regional Vehicle Sales



Marketing companies in Europe

	Name	Start of operations	Number of employees	2002 unit sales
Austria	Toyota Frey Austria Ges.m.b.H.	Aug. 1970	91	16,500
Belgium	Toyota Belgium S.A. / N.V.	Jan. 1966	174	32,700
Cyprus	Dickran Ouzonian & Co., Ltd	Nov. 1989	79	2,100
Czech Republic	Toyota Motor Czech spol.sr.o	Jan. 1994	61	5,100
Denmark	Toyota Denmark A/S	May 1963	98	23,300
Finland	Toyota Auto Finland Oy	Jan. 1995	159	23,400
France	Toyota France S.A.	Feb. 1971	140	68,000
Germany	Toyota Deutschland G.m.b.H.	Jan. 1971	407	100,100
Greece	Toyota Hellas S.A.	Jan. 1987	203	29,800
Hungary	Toyota Motor Hungary Kft	Dec. 1991	51	10,000
Iceland	P. Samuelsson hf.	Apr. 1980	113	2,100
Ireland	Toyota Ireland	Mar. 1972	112	23,900
Italy	Toyota Motor Italia S.p.A.	Oct. 1990	171	122,000
Netherlands	Louwman & Parqui B.V.	Mar. 1964	160	32,900
Norway	Toyota Norge AS	Apr. 1973	120	16,900
Poland	Toyota Motor Poland Co., Ltd.	Jan. 1991	97	23,700
Portugal	Salvador Caetano I.M.V.T., S.A.	Aug. 1968	758 ^{*1}	18,300
Slovenia	Toyota Adria d. o. o	Nov. 1998	33	3,800
Spain	Toyota España, S.L.	Dec. 1992	95	32,100
Sweden	Toyota Autoimport AB	Sep. 1968	113	16,400
Switzerland	Toyota AG	Jun. 1966	91	19,800
U.K.	Toyota (GB) PLC	Oct. 1965	485	121,400
West Russia	OOO "TOYOTA MOTOR"	Apr. 2002	45	8,100

NOTES: 1) Companies listed are those with annual sales of over 2,000 units in 2002.

2) ^{*1} Total number of employees in all Toyota operations, including manufacturing and marketing.

4-3. Europe

Other companies in Europe

	Name	Start of operations	Activities	Number of employees
Belgium	Toyota Motor Europe	Jul. 2002	Holding company for TMEM and TMME, strengthening corporate and government affairs activities in Europe	25
	Toyota Motor Marketing Europe n.v./s.a.	Oct. 1990	Handling the wholesale marketing of vehicles, parts and accessories.	1,200
	Toyota Motor Engineering & Manufacturing Europe n.v./s.a.	Oct. 1998	Reserch and development for Toyota in Europe	600
Czech Republic	Toyota Financial Services Czech s.r.o.	Jun. 2000	Financing for dealers and customers	14
Denmark	Toyota Financial Services Denmark A/S	Apr. 2002	Financing for dealers and customers	6
Finland	Toyota Finance Finland Oy	Aug. 1995	Financing for dealers and customers	23
France	Toyota Europe Design Development S.A.R.L. (ED ²)	May 2000	Design development, model production and design survey	32
	Toyota France Financement 1)	Oct. 1997	Financing for dealers and customers	58
Germany	Toyota Kreditbank GmbH	Apr. 1988	Financing for dealers and customers	187
	Toyota Motorsport GmbH	Jul. 1993	Development of F1 race cars; Participation in F1 races	550
Hungary	Toyota Financial Services Hungary Rt.	Jul. 2002	Financing for dealers and customers	6
Italy	Toyota Financial Services Italy 2)	Jul. 1997	Financing for dealers and customers	48
Netherlands	Toyota Motor Finance (Netherlands) B.V.	Aug. 1987	Financing for subsidiaries and affiliates	—
Norway	Toyota Kreditbank Norge 1)	Oct. 1997	Financing for dealers and customers	18
Poland	Toyota Bank Polska S.A.	Mar. 2000	Financing for dealers and customers	22
Sweden	Toyota Financial Services Sweden	Mar. 2000	Financing for dealers and customers	17
U.K.	Toyota Financial Services (UK) PLC	Nov. 1988	Financing for dealers and customers	140

NOTES: 1) Branch of Toyota Kreditbank GmbH

2) Branch of Toyota Financial Services (UK) PLC

4-3. Europe

Websites in Europe			
EUROPE	www.toyota-europe.com www.lexus-europe.com	Latvia	www.toyota.lv www.lexus.lv
Austria	www.toyota.at www.lexus.at	Liechtenstein	www.lexus.li
Belgium	www.toyota.be www.lexus.be	Lithuania	www.toyota.lt www.lexus.lt
Croatia	www.toyota.hr	Luxembourg	www.toyota.lu www.lexus.lu
Cyprus	www.toyota.com.cy www.lexus.com.cy	Malta	www.lexus.com.mt
Czech Republic	www.toyota.cz www.lexus.cz	Netherlands	www.toyota.nl www.lexus.nl
Denmark	www.toyota.dk www.lexus.dk	Norway	www.toyota.no www.lexus.no
Estonia	www.toyota.ee	Poland	www.toyota.com.pl www.toyota.pl www.lexus-polska.pl
Finland	www.toyota.fi www.lexus.fi	Portugal	www.toyota.pt www.lexus.pt
France	www.toyota.fr www.lexus.tm.fr	Russian Federation	www.toyota.ru
Germany	www.toyota.de www.lexus.de	Slovakia	www.toyota.sk
Gibraltar	www.lexus.com.gi	Slovenia	www.toyota.si
Greece	www.toyota.gr www.lexus.gr	Spain	www.toyota.es www.mundolexus.com
Hungary	www.toyota.hu	Sweden	www.toyota.se www.lexussvenska.se
Iceland	www.toyota.is www.lexus.is	Switzerland	www.toyota.ch www.lexus.ch
Ireland	www.toyota.ie www.lexus.ie	U.K.	www.toyota.co.uk www.lexus.co.uk
Italy	www.toyota.it www.lexus.it		

4-4. Africa



2002 Market Overview

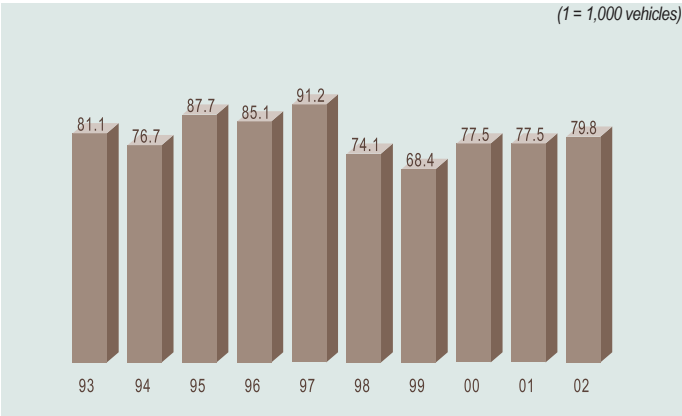
- In South Africa, compared to 2001, the total vehicle market decreased 5% to 350,000 units, mainly due to weakened private consumption influenced by continuous interest rate hikes. Also, fourth-quarter commercial vehicle sales declined as a result of restrained purchases by farmers due to inclement weather.

2002 Toyota News of Note

- Total sales for Africa increased over 2001 by 10.5% to 139,800 units, largely due to the successful launch of the new Corolla and Prado, which were introduced in the latter half of the year.
- In South Africa, Toyota recorded its 23rd consecutive year as market leader with a share of 22.9%, which marked the end of a decline in market share that started in 1997. Largely aided by the launch of the new Corolla in October, total vehicle sales came to 80,200 units.
- In Egypt, Toyota secured a Toyota all-time high market share of 11.6%.
- In Nigeria, including sales to United Nations-related organizations, Toyota secured a Toyota all-time high market share of 18.3%.
- In Reunion, Toyota secured a Toyota all-time high market share of 5.4%.

4-4. Africa

Regional Vehicle Production



Manufacturing companies in Africa

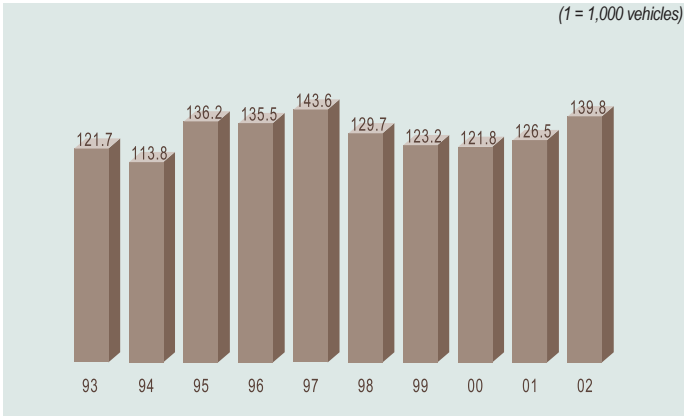
	Name	Start of operations	Main Products	Number of employees	2002 unit production
Kenya	1 Associated Vehicle Assemblers Ltd.	Aug. 1977	Dyna, Hiace, Hilux, Land Cruiser	274	667
South Africa	2 Toyota South Africa Motors (Pty.) Ltd.	Jun. 1962	Corolla, Dyna, Hiace, Hilux, TUV, Heavy-duty trucks, engines	6,882*1	81,555 (79,873)

NOTES: 1) See inside front cover for description of "2002 unit production". Figures in parentheses indicate "local production".

2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

4-4. Africa

Regional Vehicle Sales



Marketing companies in Africa

	Name	Start of operations	Number of employees	2002 unit sales
Algeria	Jalco S.P.A.	1993	66	5,100
Canary Islands	Toyota Canarias S.A.	1973	153	6,400
Egypt	Toyota Egypt S.A.E.	1979	156	7,800
Gabon	Toyota Gabon	1964	70	1,100
Kenya	Toyota East Africa Ltd.	1999	308	1,100
Morocco	Toyota Du Maroc S.A.R.L.	1996	123	2,300
Nigeria	Toyota (Nigeria) Ltd.	1996	57	4,100
Reunion	Compagnie Marseillaise de Madagascar Automobile	1977	135	1,400
South Africa	Toyota South Africa Motors (Pty) Ltd.	1961	6,882*1	80,200
Sudan	Golden Arrow Co., Ltd.	1963	108	1,400
Tanzania	Toyota Tanzania Ltd.	1963	273	1,000

NOTES: 1) Companies listed are those with annual sales of 1,000 units or more in 2002.

2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

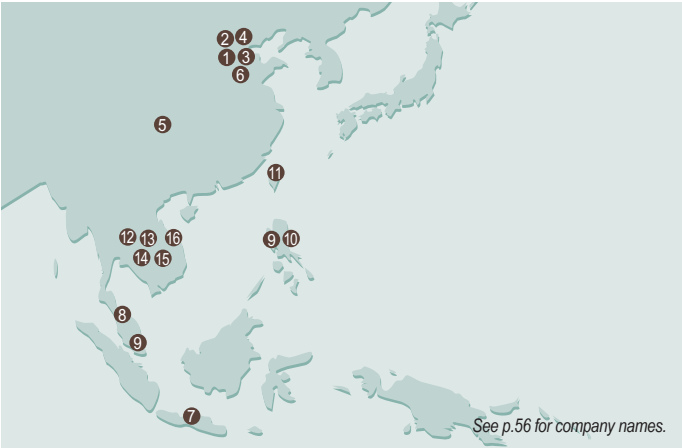
Other companies in Africa

	Name	Start of operations	Activities	Number of employees
South Africa	Toyota Financial Services South Africa (Pty) Ltd.	Apr. 2000	Financing for dealers and customers	54

Websites in Africa

AFRICA	www.toyota-africa.com
Canary Islands	www.toyota-canarias.es http://64.56.170.251
Egypt	www.toyotaegypt.com.eg
Mauritius	www.beechand.com
Morocco	users.casane.net.ma/toyota
Nigeria	www.toyotanigeria.com
South Africa	www.toyota.co.za www.lexus.co.za
Tunisia	www.bsb.com.tn/toyota
Zimbabwe	www.toyota.co.zw

www



See p.56 for company names.

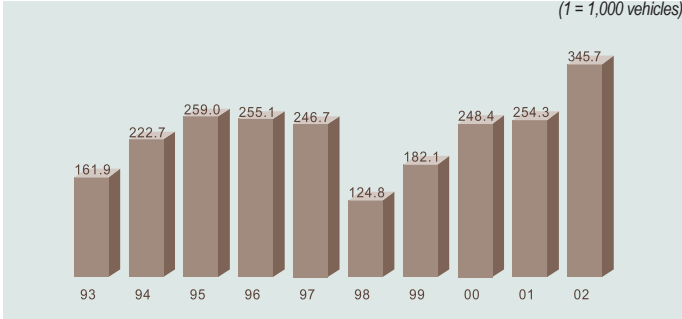
2002 Market Overview

● The Asian market grew 14% over 2001. The market in Thailand and Vietnam showed a greater-than-30% increase, while the market in Singapore decreased by 15%. As a whole, the Asian market continued to recover, however, the pace of recovery varied by country. The combined ASEAN market returned to approximately 91% of its peak level in 1996. Individually, the recovery rates to the 1996 level were 96% for Indonesia, 69% for Thailand, 53% for the Philippines and 121% for Malaysia.

2002 Toyota News of Note

- Toyota led in market share in the following six countries: Indonesia, Thailand, the Philippines, Malaysia, Brunei and Vietnam. Toyota's share increased from 2001 in Thailand, the Philippines, Singapore and Taiwan.
- In October, Toyota introduced its first China-manufactured compact sedan, the VIOS, which was specially designed and developed for the Asian market. Annual sales in China are targeted at 30,000 units.

Regional Vehicle Production



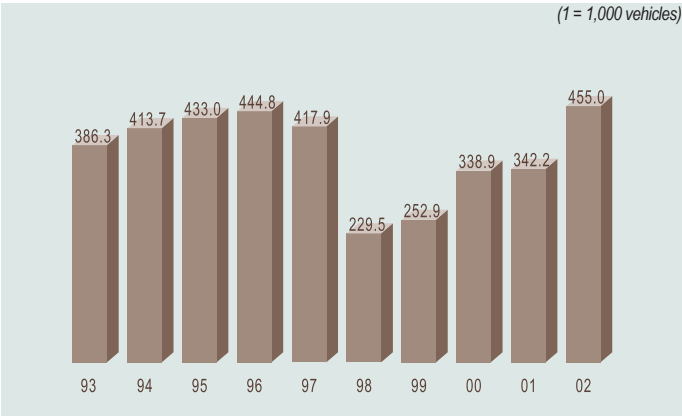
Manufacturing companies in Asia

	Name	Start of operations	Main Products	Number of employees	2002 unit production
China	1 Tianjin Jinfeng Auto Parts Co., Ltd.	Jun. 1997 ¹	Steering parts, propeller shafts	408	—
	2 Tianjin Toyota Motor Engine Co., Ltd.	Jun. 1998	Engines	700	—
	3 Tianjin Toyota Forging Co., Ltd.	Dec. 1998	Forging parts	80	—
	4 Tianjin Fengjin Auto Parts Co., Ltd.	May 1998	Continuous velocity joints	267	—
	5 Sichuan Toyota Motor Co., Ltd.	Dec. 2000	Coaster	670	2,840 (2,840)
	6 Tianjin Toyota Motor Co., Ltd.	Oct. 2002	Vios	880 ^{*1}	2,147
Indonesia	7 P.T. Toyota-Astra Motor	May 1970	Camry, Corolla, Dyna, Soluna, TUV, engines	4,971 ^{*2}	84,864 (75,989)
Malaysia	8 Assembly Services Sdn. Bhd.	Feb. 1968	Camry, Corolla, Hiace, Hilux, Land Cruiser, TUV, engines	1,818	28,000 (23,119)
Philippines	9 Toyota Autoparts Philippines Inc.	Sep. 1992	Transmissions, CVJ	624	—
	10 Toyota Motor Philippines Corp.	Feb. 1989	Camry, Corolla, TUV, engines	1,244 ^{*2}	21,169 (18,450)
Taiwan	11 Kuozui Motors, Ltd.	Jan. 1986	Camry, Corona, Corolla, Tercel, TUV, Hiace	2,648	89,220 (89,220)
Thailand	12 Siam Toyota Manufacturing Co., Ltd.	July 1989	Engines	943	—
	13 Hino Motors Thailand Co., Ltd.	Aug. 1969	Dyna	1,019	575
	14 Toyota Auto Body Thailand Co., Ltd.	May 1979	Stamped parts	92	—
	15 Toyota Motor Thailand Co., Ltd.	Dec. 1964	Camry, Corolla, Hilux, Soluna Vios	4,095 ^{*2}	140,246 ^{*3} (128,698)
	16 Toyota Motor Vietnam Co., Ltd.	Aug. 1996	Camry, Corolla, Hiace, Land Cruiser, TUV	486 ^{*2}	7,138 (5,272)

NOTES: 1) See inside front cover for description of "2002 unit production". Figures in parentheses indicate "local production".
2) ^{*1} Start of Toyota's equity participation.
3) ^{*2} Total number of employees in all Toyota operations, including manufacturing and marketing.
4) ^{*3} Includes the figures of CKD vehicles for Australia (11,453 units).

4-5. Asia

Regional Vehicle Sales



Marketing companies in Asia

	Name	Start of operations	Number of employees	2002 unit sales
Brunei	NBT (Brunei) Sdn. Bhd.	Aug. 1973	130	2,300
China	Toyota Motor (China) Limited	Jan. 1994	83	46,000
	(Hong Kong) Crown Motor Ltd.	Nov. 1966	867	12,000
Indonesia	P.T. Toyota-Astra Motor	Jan. 1972	4,971*1	83,000
Korea	Toyota Motor Korea Co.,Ltd (TMKR)	Jan. 2001	27	3,000
Malaysia	UMW Toyota Motor Sdn. Bhd.	Oct. 1982	1,825	27,000
Philippines	Toyota Motor Philippines Corp.	Feb. 1989	1,244*1	25,000
Singapore	Borneo Motors (Singapore) Pte. Ltd.	Aug. 1967	503	18,000
Taiwan	Ho tai Motor Co., Ltd.	Aug. 1949	519	95,000
Thailand	Toyota Motor Thailand Co., Ltd.	Feb. 1964	4,095*1	130,000
Vietnam	Toyota Motor Vietnam Co., Ltd.	Oct. 1996	486*1	7,500

NOTES: 1) Companies listed are those with annual sales of over 1,000 units in 2002.
2) As UMW Toyota Motor Sdn. Bhd. is a multi-vendor; the number of employees includes those of non-Toyota groups.
3) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

4-5. Asia

Other companies in Asia

	Name	Start of operations	Activities	Number of employees
Singapore	Toyota Motor Asia Pacific Pte Ltd.	Oct. 1990	Organization of parts complementation program for ASEAN nations and support of marketing and sales operations in Asia	157
Thailand	Toyota Leasing Thailand Co., Ltd.	Oct. 1993	Financing for customers	370
Malaysia	UMW Toyota Capital Sdn. Bhd.	Dec. 2001	Financing for customers	92
Taiwan	Hotai Finance Corporation	Dec. 2002	Financing for customers	144
	Hotai Leasing Corporation	Dec. 2002	Lease financing for customers	77

Websites in Asia

ASIA	www.lexus-asia.com
Brunei Darussalam	www.nbt-brunei.com
	www.lexus.com.bn
China	www.toyota.com.cn
	www.lexus.com.cn
Hong Kong, China	www.toyota.com.hk/toyota/index.htm
	www.lexus.com.hk
Indonesia	www.toyota.astra.co.id
Japan	www.toyota.co.jp
Korea	www.toyota.co.kr
Malaysia	www.toyota.com.my
Philippines	www.toyota.com.ph
Singapore	www.toyotasingapore.com.sg/index2.htm
	www.lexus.com.sg
Taiwan	www.hotaimotor.com.tw/navi.htm
	www.lexus.com.tw
Thailand	www.toyota.co.th
	www.lexus.co.th
Viet Nam	www.toyotavn.com.vn

4-6. Oceania



REGIONAL
BREAKDOWN

Market Overview

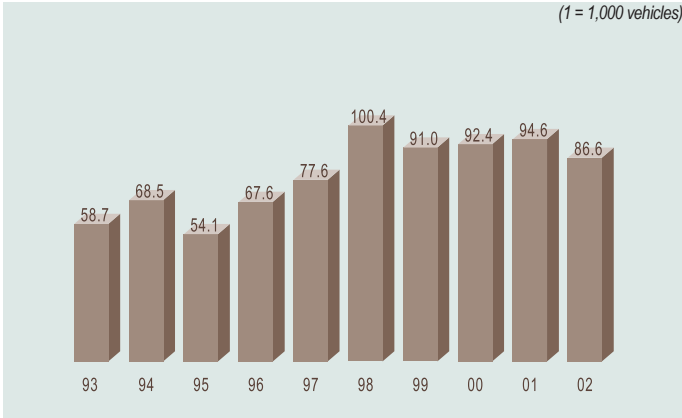
- In Australia, the total market recorded its highest level ever, reaching 824,000 units, a 7% increase over 2001. This was largely due to growth in the pickup and SUV segments.

Toyota News of Note

- In Australia, Toyota posted its highest sales ever with 160,000 units, a 12% increase over 2001, but remained the market's second biggest player.
- In New Zealand, Toyota recorded its 15th straight year as market leader, earning the No. 1 spot in the passenger vehicle, commercial vehicle and overall market categories.

4-6. Oceania

Regional Vehicle Production



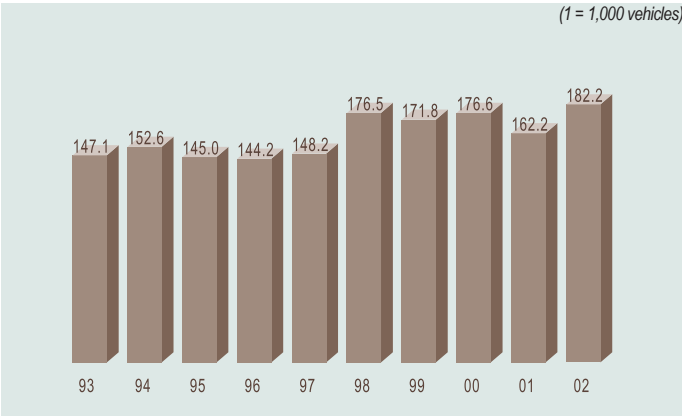
Manufacturing companies in Oceania

	Name	Start of operations	Main Products	Number of employees	2002 unit production
Australia	① Toyota Motor Corporation Australia Ltd.	Apr. 1963	Avalon, Camry, engines	4,286*1	86,558 (86,558)

NOTES: 1) See inside front cover for description of "2002 unit production". Figures in parentheses indicate "local production".
2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

4-6. Oceania

Regional Vehicle Sales



Marketing companies in Oceania

	Name	Start of operations	Number of employees	2002 unit sales
Australia	Toyota Motor Corporation Australia Ltd.	1959	4,286*1	160,975
Guam	Atkins Kroll, Inc.	July 1975	176	1,857
New Zealand	Toyota New Zealand Ltd.	Jan. 1966	177	16,234
Papua New Guinea	Toyota Tsusho (PNG) Ltd.	1962	712	932

NOTES: 1) Companies listed are those with annual sales of 1,000 units or more in 2002.

2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

Other companies in Oceania

	Name	Start of operations	Activities	Number of employees
Australia	Toyota Finance Australia Ltd.	June 1982	Financing for dealers and customers	284
New Zealand	Toyota Finance New Zealand Ltd.	July 1988	Financing for dealers and customers	39

4-6. Oceania

Websites in Oceania

American Samoa	www.toyota-southpacific.com/asamoa
Australia	www.toyota.com.au www.lexus.com.au
Fiji	www.toyota-southpacific.com/fiji
Guam	www.akguam.com
Kiribati	www.toyota-southpacific.com/kiribati
New Caledonia	www.toyota-southpacific.com/nc
New Zealand	www.toyota.co.nz www.lexus.co.nz
Papua New Guinea	www.toyota-southpacific.com/png
Saipan	www.microlsaipan.com
Samoa	www.toyota-southpacific.com/samoa
Solomon Islands	www.toyota-southpacific.com/si
Tahiti	www.toyota-southpacific.com/tahiti
Tonga	www.toyota-southpacific.com/tonga
Vanuatu	www.toyota-southpacific.com/vanuatu

4-7. Middle East and Southwest Asia



REGIONAL
BREAKDOWN

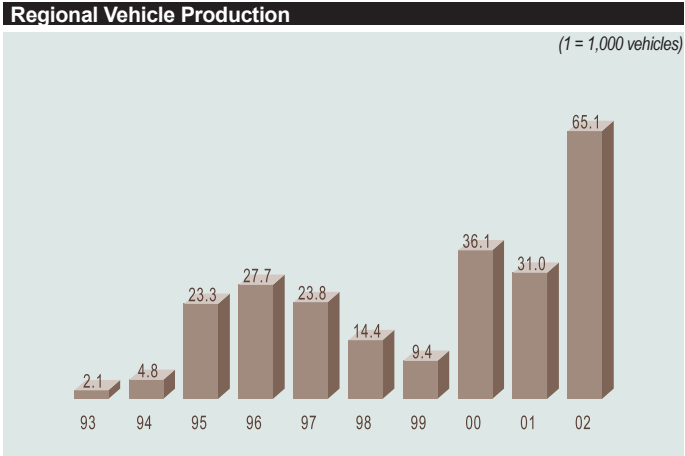
2002 Market Overview

- In India, the passenger car market remained at a high level, increasing 4% over 2001 to 718,000 units.
- In Gulf Cooperation Council countries, Japanese manufacturers recorded healthy sales, aided by a weaker yen and strong economy-supporting oil prices.

2002 Toyota News of Note

- In India, Toyota sold only 25,000 vehicles, a decline from 2001, mainly due to a short supply of the Qualis.
- In GCC countries, Toyota surpassed its sales targets, mainly due to strong sales of the Camry and Corolla.

4-7. Middle East and Southwest Asia

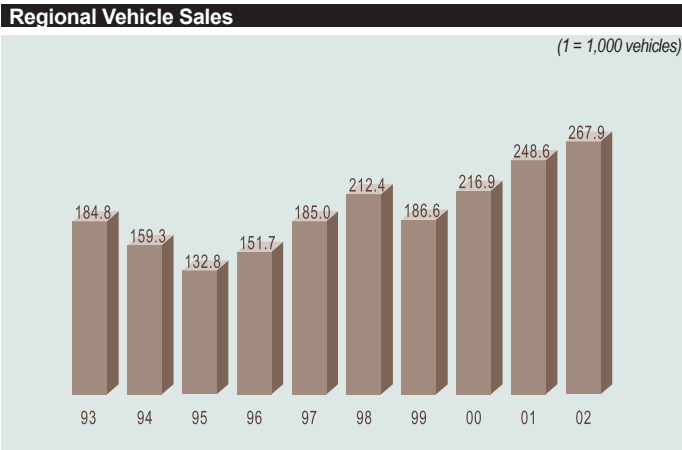


Manufacturing companies in Middle East and Southwest Asia

	Name	Start of operations	Main Products	Number of employees	2002 unit production
Bangladesh	① Aftab Automobiles Ltd.	July 1982	Land Cruiser	110	319
India	② Toyota Kirloskar Motor Ltd.	Dec. 1999	Qualis	2,023*1	26,030 (26,030)
Pakistan	③ Indus Motor Company Ltd.	Mar. 1993	Corolla, Hilux	814*1	9,887
Turkey	④ Toyota Motor Manufacturing TURKEY Inc.	Sept. 1994	Corolla	1,144	39,039 (39,039)

NOTES: 1) See inside front cover for description of "2002 unit production". Figures in parentheses indicate "local production".
2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

4-7. Middle East and Southwest Asia



Marketing companies in Middle East and Southwest Asia

	Name	Start of operations	Number of employees	2002 unit sales
Bahrain	Ebrahim Khalil Kanoo W.L.L.	Sept. 1967	470	6,100
India	Toyota Kirloskar Motor Ltd.	Dec. 1999	2,029*1	25,244
Iran	Irtoya Co.	Aug. 1994	125	2,026
Israel	Union Motors Ltd.	Nov. 1991	130	13,707
Kuwait	Mohamed Naser Al-Sayer & Sons Est. Co. W.L.L.	1956	847	18,322
Oman	Saud Bahwan Automotive	Apr. 1975	2,400	28,010
Pakistan	Indus Motor Company Ltd.	July 1990	814*1	13,166
Qatar	Abdullah Abdulghani & Bros. Co. W.L.L.	1964	621	8,579
Saudi Arabia	Abdul Latif Jameel Import & Distribution Co., Ltd.	Apr. 1955	2,500	105,012
Syria	Al Saady Trading Co., Ltd.	July 1993	91	2,350
Turkey	Toyotasa Toyota Sabanci Marketing and Sales Inc.	Oct. 2000	131	9,166
U.A.E.	Al-Futtaim Motors	Dec. 1955	800	28,850
Yemen	Automotive & Machinery Trading Center	1956	178	1,966

NOTES: 1) Companies listed are those with annual sales of 1,000 units or more in 2002.

2) *1 Total number of employees in all Toyota operations, including manufacturing and marketing.

4-7. Middle East and Southwest Asia

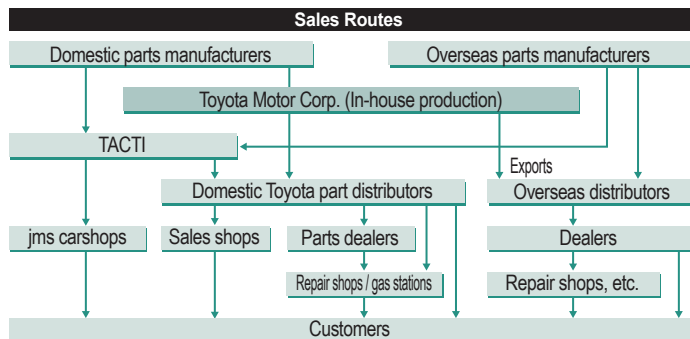
Websites in Middle East and Southwest Asia	
India	www.toyotabharat.com
Kuwait	www.alsayeronline.com
Nepal	www.toyota.com.np
Oman	www.toyotaoman.com www.lexusoman.com
Pakistan	www.toyota-indus.com
Saudi Arabia	www.toyota.com.sa www.lexus.com.sa
Sri Lanka	www.toyota.lk
Turkey	www.toyotasa.com.tr
U.A.E	www.toyotauae.com/international www.lexus.co.ae

5-1. Parts supply / after-sales service

- Toyota is implementing the "just-in-time" concept, one of the main elements of the Toyota Production System, to improve parts distribution between TMC and its distributors and dealers.
- Toyota established TACTI Corporation jointly with Denso and Aisin in April 1996. TACTI Corp. procures and sells after-market auto parts and accessories separately from genuine Toyota parts across the domestic market through its "jms" car service and accessories chain.
- TMC is making every effort to enhance its after-sales service organization and activities in every country and improve technical and customer handling skills through the Toyota Service Human Resources Development System.

Business outline (Parts supply organization)

Products	
Service parts:	<ul style="list-style-type: none"> ● Spark plugs, oil filters, air-cleaner elements, clutch disks and other service parts ● Bumpers, fenders and other exterior parts
Accessories:	<ul style="list-style-type: none"> ● Air conditioners, car audio sets, air purifiers, floor mats, seat covers and other accessories for new cars ● Ski racks and other optional parts ● Child seats and other standard parts
Oils and chemicals:	<ul style="list-style-type: none"> ● Engine, gear and other oils ● Chassis-coating agents, long-life coolants and other chemicals

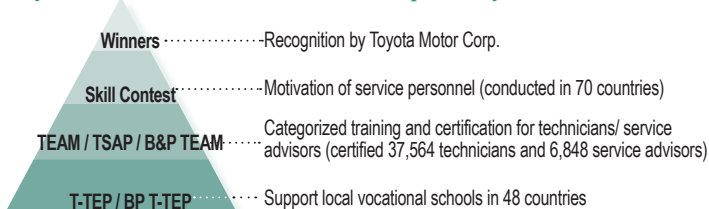


Toyota parts sales

(1 = ¥1 billion)

Year	Total	Domestic	Overseas(Japan export only)
1998	561.1	371.1	190.0
1999	530.6	363.0	167.6
2000	527.4	369.7	157.7
2001	549.0	374.1	174.9
2002	560.6	362.3	198.3

Toyota Service Human Resources Development System

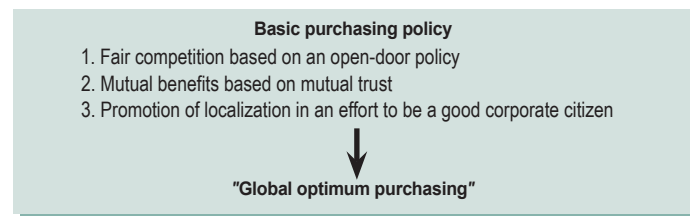


NOTE: Data are as of December 2002.

5-2. Global optimum purchasing

Purchasing activities

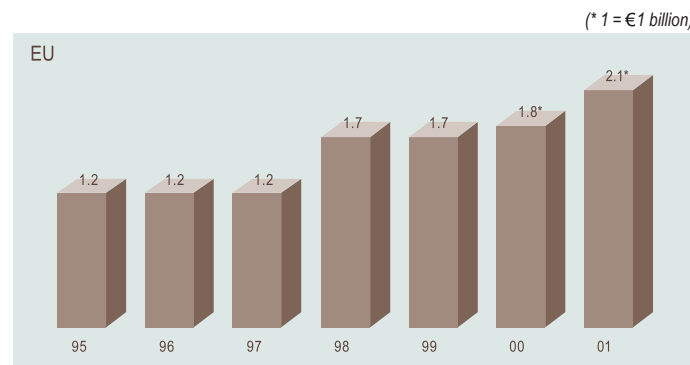
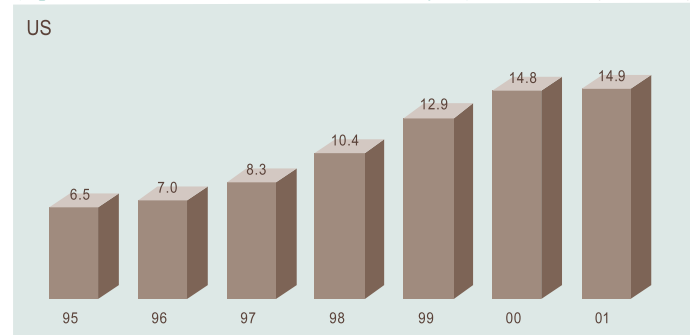
Toyota's purchasing operations are moving fast to keep in step with the globalization of the auto industry and technological innovation. Aiming to apply its "Global Optimum Purchasing" concept, Toyota is making vigorous efforts to increase its purchasing from suppliers around the world with an open, fair policy based on quality, cost, delivery, development and management. Toyota also works to increase opportunities for business by seeking out new suppliers, new products and new technologies, as well as to help raise the competitiveness of our current suppliers.



Purchasing from overseas suppliers

(Japan Fiscal Year ended March in each next year)

(1 = \$1 billion)



5-3. Motorsports

- For more than 40 years, Toyota has engaged in motorsports — not only in Japan, but also on a global scale — with two objectives: 1) increasing the number of Toyota fans by offering people around the world an exciting way to experience the "joy of automobiles" and 2) enhancing Toyota's technological prowess. Building on its vast experience and notable results in this field, Toyota is determined to continue its positive engagement in motorsports to help people in the 21st century enjoy a life full of dreams and aspirations.

FIA Formula One World Championship (F1)

Toyota has been participating in Formula One as a full-constructor team "Panasonic Toyota Racing" since 2002 and scored world championship point on its debut race in Australia. With Frenchman driver Olivier Panis, Brazilian Cristiano da Matta and Toyota's F1 car, TF103, the team will compete in 2003 season.



- Toyota's F1 activities are centered on Toyota Motorsport GmbH—Toyota Motor Corporation's German subsidiary.

Indy Racing League IndyCar Series

After remarkable achievement (manufacturer's title and driver's title) at the Toyota's last season in FedEx Championship Series (CART), Toyota challenge new series, Indy Racing League IndyCar Series in 2003. Toyota supplies engines through Toyota Racing Development (TRD) - USA to IndyCar Series teams.



Activities in Japan

- 1) All Japan Grand Touring Car Championship (JGTC) — Toyota provides cars (the Supra and MR-S) to a number of JGTC teams through Toyota Technocraft Co., Ltd. (TRD).
- 2) Other race promotion activities carried out by Toyota:
 - support of TOM'S and other Japan F3 Championship teams
 - sponsorship of the ESSO Formula Toyota Series
 - sponsorship of the Netz Cup races
- 3) Fuji Speedway:
 - In November 2000, Toyota acquired the management rights of Fuji International Speedway Co., Ltd. Under Toyota, Fuji speedway is set to undergo a major reformation to be completed in 2005 and centered on three main themes: 1) motorsports promotion, 2) youth-oriented information dissemination and 3) safe driving education.



5-4. Prefabricated housing

- Toyota Motor Corp. opened a full-scale housing business in Japan in 1975. Among the variety of products the company currently offers are houses and condominiums.

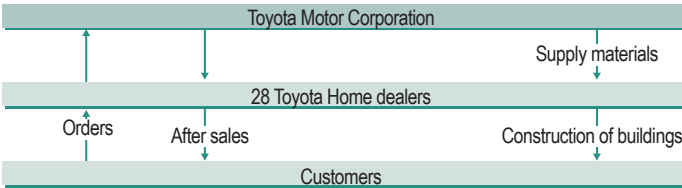


Housing Works

Name	Main activities	Start of operation	Site area (1,000m ²)	Bldg. area (1,000m ²)	Employees
Kasugai Housing Works	Research, development, and production of houses and office buildings	1987	140	30	319
Tochigi Housing Works		1989	50	20	75
Yamanashi Housing Works		1991	170	50	19

NOTE: Data are as of February 2003.

Operations / Sales Route



Number of Toyota Individual Houses Sold

(1 = 1 building)

Year	Domestic
1993	2,144
1994	2,500
1995	2,655
1996	3,515
1997	2,970
1998	2,714
1999	3,037
2000	3,284
2001	3,016
2002	3,188

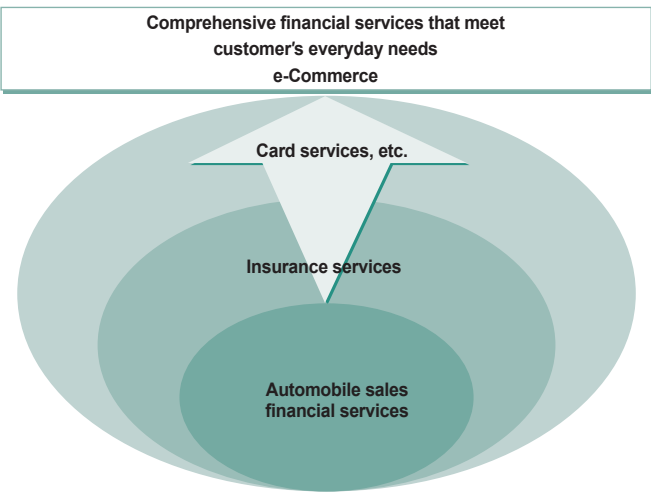
5-5. Financial service

- Toyota established a 100% TMC-owned subsidiary, Toyota Financial Services Corporation (TFS), for overseeing the management of Toyota finance companies worldwide in July 2000.
- TFS has taken the initiative of establishing a global financial network for providing customers worldwide with comprehensive financial products and services that are worthy of the Toyota brand.
- In the Japanese market, TFS intends to offer convenient and reliable one-stop financial services to holders of the New Toyota Card. Toyota TS³ card was introduced in April 2001, with the aim of enhancing the automobile ownership experience and to serve as a major credit card through the development of smart card use and offering customers special Internet shopping and other privileges.
- Toyota Financial Services Securities Corporation was set up as a TFS subsidiary as a medium for credit card payments utilizing cash management and estate investment services in the Japanese market.

Corporate Policies of TFS

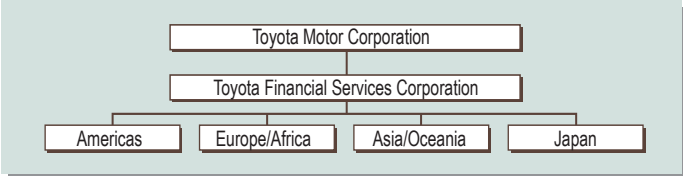
- (1) Customer First**
- We offer financial products and services that can satisfy our customers around the world.
- (2) Create additional value while practicing sound, clear management**
- We maintain sound and clear management as a financial group, while continuously creating additional value.
- (3) Maximize employee potential in the spirit of GENCHI GENBUTSU and boundary-free management**
- We support growth of our employees by getting information from the work place and keeping open communication between all levels of the organization.

TFS Business Overview



5-5. Financial service

Overview of the TFS Group



Region	Company	Country/location
Americas	Toyota Motor Credit Corporation	United States
	Toyota Credit de Puerto Rico Corporation	United States
	Toyota Credit Canada Inc.	Canada
	Banco Toyota do Brasil S.A.	Brazil
	Toyota Credit Argentina	Argentina
	Toyota Service de Mexico, S.A. de C.V.	Mexico
	Toyota Service de Venezuela, C.A.	Venezuela
Europe/Africa	Toyota Financial Services (UK) PLC (TFSUK)	United Kingdom
	Toyota Kreditbank GmbH (TKG)	Germany
	Toyota France Financement (Branch of TKG)	France
	Toyota Financial Services Sweden (Branch of TKG)	Sweden
	Toyota Finans Service Norge (Branch of TKG)	Norway
	Toyota Financial Services Italy (Branch of TFSUK)	Italy
	Toyota Financial Services Czech s.r.o.	Czech Republic
	Toyota Financial Services South Africa (Pty) Ltd.	South Africa
	Toyota Finance Finland Oy	Finland
	Toyota Bank Polska S.A.	Poland
Asia/Oceania	Toyota Finance Australia Ltd.	Australia
	Toyota Finance New Zealand Ltd.	New Zealand
	Toyota Leasing (Thailand) Co., Ltd.	Thailand
	UMW Toyota Capital sdn. Bhd.	Malaysia
Japan	Toyota Finance Corporation	Japan

Other Finance Business	Country/location
● Group Finance Company Toyota Motor Finance (Netherlands) B.V.	Netherlands
● Asset Management Company Toyota Asset Management Co., Ltd.	Japan
● Securities Company Toyota Financial Services Securities Corporation	Japan
● Consulting Company Toyota Accounting Services Co.	Japan
Business Partner	Country/location
Aioli Insurance Co., Ltd.	Japan

5-6. Social contributions

- With the aim of becoming a corporate citizen respected by international society, Toyota is conducting a wide range of philanthropic activities throughout the world. Its activities cover five major areas: education, the environment, culture and the arts, international exchange and local communities.

INTERNATIONAL – ENVIRONMENT AND TECHNOLOGY

In 2000, Toyota Motor Corporation (TMC) and the Toyota Foundation launched the Toyota Environmental Activities Grant Program, in commemoration of TMC's receipt of the Global 500 Award* received in 1999 from the United Nations Environment Programme (UNEP). Based on the theme of "Social Investment for Sustainable Development", the program provides grants to practical, regionally rooted projects in Japan and overseas. A total of 160 million yen will be awarded in grants to the 15 organizations that were selected for FY2002. Since the program started in 1999, 38 recipients have been awarded a total of 560 million yen.

* Established by UNEP to recognize individuals or organizations that contribute to greater environmental protection or improvement in terms of sustainable development.



U.S.A. – EDUCATION

Toyota has supported the Parent and Child Education (PACE) program in partnership with the National Center for Family Literacy (NCFL) since 1991, to promote literacy between children and their parents. In 1998, the Toyota Families in Schools Program (TFSP) was established to bring fundamental changes in the interaction between schools and parents. In this new program, unemployed parents without high school diplomas share in an educational experience with their school-aged children.



CENTRAL & EASTERN EUROPE – EDUCATION AND THE ENVIRONMENT

Toyota started supporting an environmental education program in Central/Eastern Europe in partnership with the Regional Environmental Centre, in 2000. The program aims to encourage secondary students and teachers to take a deeper look at environmental issues, by using the educational material "Green Pack" in the school curriculum.



5-6. Social contributions

FRANCE – THE ENVIRONMENT

Toyota has supported a nationwide urban environmental program in France since 2000. Tree-planting activities are selected by the Foundation of France and are performed by local volunteer associations. Toyota distributors are also involved in these activities.



CHINA – THE ENVIRONMENT

In 2001, Toyota started an afforestation program, in cooperation with the Green Earth Center, the forestry bureau of the Fengning Man Autonomous County and the Chinese Academy of Sciences, in the suburban Beijing province of Hebei, which is in a critical state of desertification. Toyota has also engaged in technical cooperation, such as R&D of drought-resistant trees and environmental monitoring.



KOREA – EDUCATION

Toyota initiated research grants for Korean post-doctoral fellows pursuing studies in the humanities in addition to Japanese studies in 2001. Toyota hopes this scholarship will be helpful in strengthening Japan-Korea ties.



CAMBODIA/THAILAND – HUMAN SERVICES

Toyota has supported land mine abolition activities organized by the Japan Alliance for Humanitarian Demining Support (JAHS). The group provides land mine detection technologies and backup systems to international NGOs. It aims to save people in warring areas from becoming land mine victims.



ASIA AND PACIFIC REGION – HUMAN SERVICES

The United Nations High Commissioner for Refugees (UNHCR) established the Regional Centre for Emergency Training in International Humanitarian Response or the "e-Centre" in 2000. Toyota has supported training for NGOs and government officials in the Asia and Pacific region on how to manage humanitarian emergencies involving population displacement.

5-6. Social contributions

JAPAN – CULTURE AND THE ARTS

Toyota has held symposiums and workshops throughout Japan since 1996 that aim to draw out and support the artistic talents of differently-abled people. The "Toyota Able Art Forum" seeks to nurture social recognition and increase awareness of the abilities of such artists.



JAPAN – INTERNATIONAL EXCHANGE

The international educational organization, "Up With People" gives students all over the world the opportunity to travel abroad and give musical performances on-stage. Toyota has sponsored this international exchange program in Japan since 1996.



THE TOYOTA FOUNDATION (JAPAN)

The Toyota Foundation was established in October 1974. It presently has a fund of ¥29.6 billion (as of 2001) and supports both domestic and overseas research and projects related to human and natural environments, social welfare, education, culture and other matters.

Grants (FY2001)

Type of grant	(1 = ¥1 million)	
	Number	Amount
Research Grant Program	72	186
Grant Program for Citizen Activities	28	49
Southeast Asia National Research Program (SEANRP)	68	65
Southeast Asian Studies Regional Exchange Program (SEASREP)	15	27
Incentive Grants for Young Indonesian Researchers Program	1	3
"Know Our Neighbors" programs	22	20
Foundation Initiative Grant Program	16	47
Other grants	5	9
Total	227	406

SOURCE: Toyota Foundation

TOYOTA'S OVERSEAS FOUNDATION

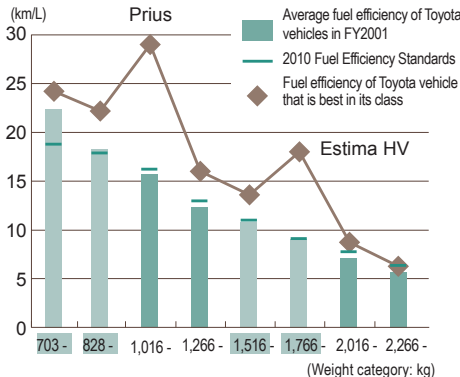
Region	Country	Name	Est'd
North America	U.S.A.	Toyota USA Foundation	June 1987
	Canada	Toyota Canada Foundation	May 1985
Europe	Germany	Toyota Deutschland Stiftung	Dec. 1992
Africa	South Africa	Toyota South Africa Foundation	May 1989
	Kenya	Toyota Kenya Foundation	May 1990
Asia	Indonesia	Toyota & Astra Foundation	Oct. 1974
	Philippines	Toyota Motor Philippines Foundation	July 1990
	Thailand	Toyota Thailand Foundation	Oct. 1992

5-7. Environment

DEVELOPMENT

2010 Fuel Efficiency Standards Achieved in Four Categories

■ 2010 Fuel Efficiency Standards and Actual Fuel Efficiency of Toyota Vehicles



Toyota achieved the 2010 Fuel Efficiency Standards in four of the eight categories by vehicle weight. The number of vehicles meeting the 2010 Fuel Efficiency Standards reached 51% of total production.

Increased Introduction of Vehicles that Meet the Approval System for Low-Emission Vehicles

■ Number of Models and Percentage of Total Production that Met the Approval System for Low-Emission Vehicles in FY2001

Category	Reduction level	No. of models (percentage of total production)
☆ Transitional Low-Emission Vehicles	25% lower than standard levels for 2000	111 (78.5%)
☆☆ Low-Emission Vehicles	50% lower than standard levels for 2000	1 (0.2%)
☆☆☆ Ultra Low-Emission Vehicles	75% lower than standard levels for 2000	12 (8.2%)

(March 2002)

RECYCLING

Automobile Recycle Technical Center Starts Operations

The Automobile Recycle Technical Center conducted research on a number of topics such as, dismantling and recycling technologies in Japan and overseas, recycling and dismantling technologies on new vehicles, tools that enable quick dismantling and easy removal, etc.



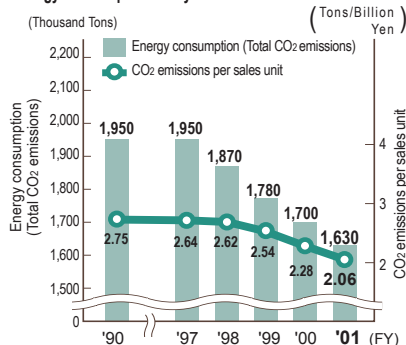
Automobile Recycle Technical Center

5-7. Environment

PROCUREMENT/PRODUCTION

Reduction in Total CO₂ Emissions at Production Processes by 4% from the Previous Year

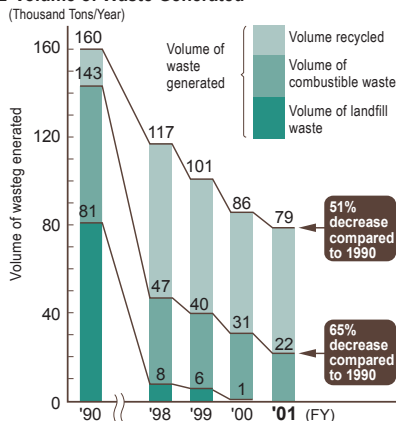
■ Energy Consumption at Toyota's Automobile Production Process and CO₂ Emissions per Sales Unit



Toyota reduced total CO₂ emissions volume to 1.63 million tons, against the goal of 1.7 million tons. Key measures taken include introduction of energy-saving New Body Lines and cogeneration systems, and ensuring to stop equipment when not in operation.

Reduction of Combustible Waste toward Achieving Zero Emissions

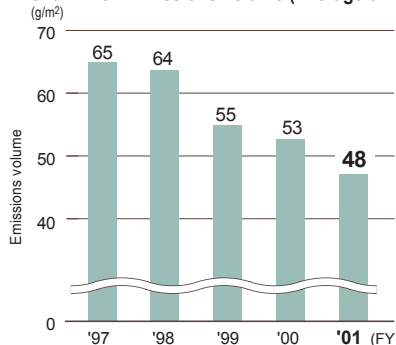
■ Volume of Waste Generated



Toyota reduced the volume of combustible waste generated to 22,000 tons, through measures such as reduction of wastewater sludge, better sorting of paper, etc. Further, Toyota has also been maintaining "zero landfill waste."

Reduction of VOC Emissions on All Lines to an Average of 48g/m²

■ Trend in VOC Emissions Volume (Average of All Lines)



Average VOC emissions on all lines was reduced beyond the target figure to 51g/m² and on advanced painting lines to as little as 30g/m². Measures taken mainly include the expanded use of water borne base coat paints and the use of high solid clear paints.

5-7. Environment

In FY2001, the first fiscal year of the Third Toyota Environmental Action Plan for the period FY2001 to FY2005, almost all goals for the fiscal year were achieved in the areas of product, production and recycling.

In improving product fuel efficiency, Toyota achieved ahead of schedule, the 2010 Fuel Efficiency Standards for average fuel efficiency by vehicle weight, in four of the eight categories. In reducing exhaust emissions, Toyota increased the number of models that meet the Ministry of Land, Infrastructure and Transport's Approval System for Low-Emission Vehicles to a cumulative total of 124 models. In particular, models that qualify as Ultra Low-Emission Vehicles increased to 12.

Sales of clean-energy vehicles in Japan was nearly double that of the previous fiscal year, due to the introduction of new hybrid vehicles.

In production, Toyota achieved reductions in CO₂ emissions levels beyond its goal. Total CO₂ emissions volume was 4% less than the previous fiscal year, while CO₂ emissions per sales unit was reduced by 10% from FY2000.

Toyota was able to maintain "zero landfill waste" at all its plants. Start of activities toward "zero combustible waste" led to a 29% reduction in combustible waste from FY2000.

Regarding substances of environmental concern, VOC emissions volumes on all lines were reduced to an average of 48g/m², surpassing the target figure. Discharge volumes of substances subject to PRTR were reduced by 24% from the previous fiscal year.

In improving recoverability, in FY2000, Toyota completed the technological goal of achieving 90% recovery rate, proved at Toyota Metal Co., Ltd. In FY2001, Toyota promoted technological development aimed at achieving 95% recovery rate by 2005.

MAJOR ENVIRONMENTAL DATA

Area	Item	Key indicator (unit)	FY1999	FY2000	FY2001
Product	1. Fuel efficiency (CO ₂) ¹	703 - 827kg	21.4	22.3	22.4
		828 - 1,015kg	13.9 (average)	14.5 (average)	18.3
		1,016 - 1,265kg			15.7
		1,266 - 1,515kg	9.0 (average)	9.4 (average)	12.4
		1,516 - 1,765kg			10.6
		1,766 - 2,015kg			9.1
		2,016 - 2,265kg			7.5
		2,266kg -			6.1
	2. Exhaust gases	Vehicles that achieved levels 25% lower than 2000 gasoline standards (No. of models: cumulative)	26	74	111
		Vehicles that achieved levels 50% lower than 2000 gasoline standards (No. of models: cumulative)	—	—	1
		Vehicles that achieved levels 75% lower than 2000 gasoline standards (No. of models: cumulative)	—	3	12
Production	3. Clean-energy vehicles	Number of units sold (units)	14,513	12,448	23,616
		Electric vehicles (units)	46	19	56
		Hybrid vehicles (units)	14,289	12,263	23,373
		CNG vehicles (units)	178	166	187
	1. CO ₂	Total emission volume (calculated in CO ₂ equivalent in 10 thousand tons/year)	178	170	163
		Discharge volume per sales unit (calculated in CO ₂ equivalent in tons/100 million yen/year)	25.4	22.8	20.6
	2. Substances of environmental concern	VOC ² emissions volume per body area (g/m ²)	55	53	48
		Discharge volume of PRTR substances (thousand tons/year)	5.8	5.1	3.9
	3. Waste ³	Volume of combustible waste generated (thousand tons/year)	34	30	22
Recycling	1. Recoverability	Proved at Toyota Metal (%)	88	90	— ⁴

1. The fuel efficiency figures for FY1990 have been obtained by converting the figures obtained in the 10 Japanese test cycle to the 10-15 Japanese test cycle

2. VOC (Volatile Organic Compounds): A typical example is paint solvents

3. Zero landfill waste was achieved in FY2000 and is being maintained

4. Calculations will be made and figures disclosed when the definition for recovery rate according to the Automobile Recycling Law (common name) is determined

6-1. Production history / the story of Toyota

History of production

(1 = 1 vehicle)

Year	Domestic	Overseas	History
1918	—	—	Jan. Sakichi Toyoda establishes Toyoda Spinning & Weaving Co., Ltd.
1926	—	—	Nov. Toyoda Automatic Loom Works, Ltd. est'd.
1933	—	—	Sept. Automobile Department est'd. within Toyoda Automatic Loom Works
1935	20	—	Aug. First Model G1 truck completed Oct. The Toyota Precepts est'd. Nov. First Toyota dealership est'd.
1936	1,142	—	Apr. Production of the Model AA passenger car begins May Kariya Assembly Plant (no longer exists) begins operation June Shibaura Laboratory (no longer exists) est'd.
1937	4,013	—	Aug. Toyota Motor Co., Ltd. est'd.
1938	4,615	—	Nov. Koromo Plant (now Honsha Plant) begins operation
1940	14,787	—	—
1943	9,827	—	Nov. Toyota Motor Co., Ltd. merges with Chuo Spinning Company
1945	3,275	—	—
1947	3,922	—	May 100,000 th Toyota vehicle produced domestically Oct. Production of the Model SA passenger car begins
1949	10,824	—	— Ho Tai Motor Co., Ltd. est'd. in Taiwan
1950	11,706	—	Apr. Toyota Motor Sales Co., Ltd. est'd. as a separate, independent company
1955	22,786	—	Apr. Abdul Latif Jameel Import & Distribution Co., Ltd. est'd. in Saudi Arabia
1956	46,417	—	Mar. Model LA forklift marketed, Toyota enters industrial vehicle field Apr. "Toyopet" dealer channel est'd.
1957	79,527	—	Feb. Toyota Motor Sales Co., Ltd. Bangkok Office opens in Thailand Aug. First made-in-Japan passenger car exported to the U.S. (Crown) Oct. Toyota Motor Sales, U.S.A., Inc. (TMS) est'd. in the U.S.
1958	78,856	—	Jan. Toyota do Brasil S.A., Indústria e Comércio (TDB) est'd. in Brazil
1959	101,194	0(489)	Jan. Overseas production begins (in Brazil) July Toyota Motor Sales Australia Ltd. est'd. in Australia Aug. Motomachi Plant begins operation
1960	154,770	0(459)	—
1961	210,937	0(2,503)	June "Publica" dealer channel (now "Corolla" dealer channel) est'd.
1962	230,350	0(2,029)	June 1,000,000 th Toyota vehicle produced domestically Toyota South Africa Motors (Pty.), Ltd. begins operation in South Africa Oct. Toyota Motor Thailand Co., Ltd. (TMT) est'd. in Thailand
1963	318,495	0(7,586)	Apr. Toyota Motor Corporation Australia, Ltd. (TMCA) begins operation in Australia May Toyota Danmark A/S est'd. in Denmark
1964	425,764	0 (10,824)	Feb. TMT begins operation in Thailand Mar. Louwman & Parqui B.V. est'd. in the Netherlands Nov. Toyota Canada est'd. in Canada
1965	477,643	0 (12,446)	Oct. Toyota (GB) Ltd. (TGB) est'd. in the U.K.

NOTE: See inside front cover for description of "overseas production".

6-1. Production history / the story of Toyota

History of production (continued)

(1 = 1 vehicle)

Year	Domestic	Overseas	History
1966	587,539	0(23,391)	Nov. Kamigo Plant begins operation Toyota awarded the Deming Prize July Toyota Motor Sales Co., Ltd. enters the rent-a-car business Sept. Takaoka Plant begins operation Oct. Business tie-up agreement signed between Toyota Motor Co., Ltd., Toyota Motor Sales Co., Ltd. Hino Motors, Ltd. and Hino Motor Sales, Ltd.
1967	832,130	0(35,036)	Nov. Higashi-Fuji Automobile Performance Testing Center (now Higashi-Fuji Technical Center) completed Oct. "Auto" (now "Netz") dealer channel est'd.
1968	1,097,405	0(63,934)	Feb. Assembly Services Sdn. Bhd. begins operation in Malaysia July Miyoshi Plant begins operation
1969	1,471,211	0(80,340)	—
1970	1,609,190	0(75,575)	Aug. Toyota Motor Co., Ltd. Brussels Office opens in Belgium Dec. Tsutsumi Plant begins operation
1971	1,955,033	0(103,478)	Jan. Toyota Deutschland GmbH (TDG) est'd. in Germany Feb. Higashi-Fuji Technical Center opens
1972	2,087,133	0(102,234)	Jan. 10,000,000 th Toyota vehicle produced domestically P.T. Toyota-Astra Motor est'd. in Indonesia
1973	2,308,098	0(123,869)	June Myochi Plant begins operation Oct. Caltex Design Research, Inc. est'd. in the U.S.
1974	2,114,980	0(138,371)	Apr. Procurement of parts from overseas begins
1975	2,336,053	0(154,208)	Mar. Shimoyama Plant begins operation Dec. Toyota enters the prefabricated housing industry
1976	2,487,851	0(160,715)	July 20,000,000 th Toyota vehicle produced domestically
1977	2,720,758	0(176,855)	Feb. Toyota Manufacturing Australia Ltd. begins operation in Australia (now part of TMCA) June Toyota Technical Center, U.S.A., Inc. (TTC-USA) est'd. in the U.S.
1978	2,929,157	0(199,991)	Aug. Kinu-ura Plant begins operation
1979	2,996,225	78,607(209,448)	Jan. Tahara Plant begins operation
1980	3,293,344	84,238(261,202)	Jan. 30,000,000 th Toyota vehicle produced domestically Apr. "Vista" dealer channel est'd.
1981	3,220,418	106,882(298,357)	—
1982	3,144,557	138,815(301,848)	July Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd. merge to become Toyota Motor Corporation (TMC) Oct. UMW Toyota Motor Sdn. Bhd. est'd. in Malaysia
1983	3,272,335	134,096 (269,567)	Mar. 40,000,000 th Toyota vehicle produced domestically
1984	3,429,249	154,071 (283,465)	Oct. Shibetsu Proving Ground completed (first stage) Dec. New United Motor Manufacturing, Inc. (NUMMI) , a joint venture with General Motors, begins operation in the U.S.
1985	3,665,622	136,307(309,125)	—
1986	3,660,167	152,524(448,233)	Jan. 50,000,000 th Toyota vehicle produced domestically Kuozui Motors, Ltd. begins operation in Taiwan Feb. Teiho Plant begins operation
1987	3,638,279	92,260(444,359)	Apr. Kasugai Housing Works begins operation Sept. Toyota Technical Center of Europe completed in Belgium (now TMME Technical Center)
1988	3,968,697	244,371(442,755)	Jan. Toyota Motor Sales Australia Ltd. est'd. in Australia

NOTE: See inside front cover for description of "overseas production".

6-1. Production history / the story of Toyota

History of production (continued)

(1 = 1 vehicle)

Year	Domestic	Overseas	History
1989	3,975,902	471,581(713,646)	May Shibetsu Proving Ground completed Toyota Motor Manufacturing, U.S.A., Inc. (TMM) begins operation in the U.S. (now Toyota Motor Manufacturing, Kentucky, Inc. (TMMK)) United Australian Automotive Industries Ltd. (UAAI) est'd. in joint venture with General Motors in Australia (no longer exists; joint venture dissolved March 1996)
			Sept. 60,000,000 th Toyota vehicle produced domestically
			Nov. Toyota Motor Manufacturing Canada Inc. (TMMC) begins operation in Canada
			Jan. Toyota Motor Philippines Corp. (TMP) est'd. in the Philippines
			Mar. Hirose Plant begins operation
			June N.V. Toyota Motor Marketing Services Europe S.A. (TMSE) est'd. in Belgium (now N.V. Toyota Motor Europe Marketing & Engineering S.A. (TMME))
			Aug. Tochigi Housing Works completed
			Sept. Toyota Europe Office of Creation (Toyota EPOC, no longer exists) opens in Brussels
			Oct. TMP begins operation in the Philippines
			May Tokyo Design Center (now " Tokyo Design & Research Laboratory ") opens
1990	4,212,373	677,655(927,175)	July Toyotasa Toyota-Sabancı Automotive Industry & Trade Inc. est'd. in Turkey
1991	4,085,081	669,912(909,066)	Feb. 70,000,000 th Toyota vehicle produced domestically
1992	3,931,341	764,466(981,271)	Apr. Duo Volkswagen/Audi dealership est'd. Sept. Toyota Supplier Support Center (TSSC) est'd. in the U.S. Oct. Toyota Motor Hokkaido begins production Dec. Toyota Motor Kyushu begins production Toyota Motor Manufacturing (UK) Ltd. (TMUK) begins production
1993	3,561,750	888,714(1,158,178)	Sept. 80,000,000 th Toyota vehicle produced domestically
1994	3,508,456	1,051,292(1,353,686)	Oct. Joint-venture TOYOTASA Plant begins operation in Turkey
1995	3,171,277	1,253,423(1,522,650)	Sept. 90,000,000 th Toyota vehicle produced domestically
1996	3,410,060	1,346,033(1,586,417)	Oct. Toyota Motor Manufacturing North America, Inc. (TMMNA) est'd. in the U.S.
1997	3,502,046	1,390,071(1,610,574)	Jan. Toyota Autoparts Philippines Inc. (TAP) begins production of constant velocity joints in the Philippines
			Mar. Toyota Hybrid System introduced Toyota Argentina S.A. (TASA) Zarate plant begins operation in Argentina
			July Tianjin Jinfeng Auto Parts Co., Ltd. begins operation in China
			Aug. Virtual Venture Company est'd (no longer exists)
			Dec. Prius hybrid vehicle launched
1998	3,165,805	1,467,565(1,613,453)	Feb. TMC and Hino Motors begin mutual supply of trucks in Thailand

NOTE: See inside front cover for description of "overseas production".

6-1. Production history / the story of Toyota

History of production (continued)

(1 = 1 vehicle)

Year	Domestic	Overseas	History
			June "Netz" dealer channel est'd. (former "Auto" dealer channel) Tianjin Fengjin Auto Parts Co., Ltd. (TFAP) begins production in China
			July Tianjin Toyota Motor Engine Co., Ltd. (TTME) begins production in China
			Toyota Mapmaster Inc. est'd jointly with Aisin AW Co.,Ltd., Denso Corp., Matsushita Communication Industrial Co.,Ltd., Zenrin Co.,Ltd. and Fujitsu Ten Ltd. TMC and Volkswagen sign agreement regarding recycling, navigation systems and telematics
			Aug. Australian Afforestation Pty. Ltd. est'd jointly with Mitsui & Co. Ltd. and Nippon Paper Industries Co. in Australia
			Sept. TDB opens a second manufacturing facility in Brazil
			Oct. Toyota Motor Tohoku begins production Toyota Motor Europe Manufacturing (TMEM) est'd in Belgium Automotive Multimedia Interface Consortium (AMIC) est'd jointly with General Motors, Ford, Daimler-Benz, Renault and Chrysler TMUK opens a second assembly plant in the UK
			Nov. Sichuan Toyota Motor Co., Ltd. (SCMT) est'd. in China Toyota Motor Manufacturing France S.A.S. (TMMF) est'd in France
			Dec. Toyota Motor Manufacturing Indiana, Inc. (TMMI) begins production Toyota Motor Manufacturing, West Virginia, Inc. (TMMWV) begins production
			Jan. Tianjin Toyota Forging Co., Ltd. (TTFC) begins production
			Mar. Toyota Europe Design Development S.A.R.L. (ED²) holds a ground breaking ceremony
1999	3,118,226	1,611,040(1,777,126)	Apr. Tokyo Design Research & Laboratory expansion completed
			Sept. Toyota Parts Centre Europe (TPCE) expansion completed TMC lists on New York Stock Exchange and London Stock Exchange
			Oct. 100,000,000 th Toyota vehicle produced domestically
			Dec. Toyota Kirloskar Motor Ltd. (TKM) begins production in India
			Jan. Toyota Motor North America, Inc. (TMA) begins operation
			Mar. Toyota Motor Korea Ltd. (TMKR) est'd in Korea
			July Toyota Financial Services Corp. (TFS) est'd
			Dec. Sichuan Toyota Motor Co., Ltd. (SCTM) begins production
			Jan. TMMF begins production TMKR begins sales of Lexus models
			Mar. Camry sales reach 5,000,000 in the U.S.
2000	3,429,209	1,751,442(1,956,574)	
2001	3,354,424	1,780,603(1,908,942)	

NOTE: See inside front cover for description of "overseas production".

6-1. Production history / the story of Toyota

History of production (continued)

			(1 = 1 vehicle)
Year	Domestic	Overseas	History
2002	3,485,162	2,158,829(2,278,090)	Apr. Toyota Motor Asia Pacific Pte Ltd. (TMAP) est'd in Singapore ADVICS Co., Ltd. est'd jointly with Aisin Seiki Co., Ltd., Denso Corp., Sumitomo Electric Industries, Ltd.
			May Toyota Motor Sales de Mexico, S. de R.L. de C.V. (TMEX) est'd in Mexico Toyota Motor Manufacturing, West Virginia, Inc. (TMMWW) begins production of Automatic Transmissions
			June Toyota Motor Manufacturing, Alabama, Inc. (TMMAL) holds a ground-breaking ceremony TMMF holds an opening ceremony
			July Toyota Motor (China) Investment Co., Ltd. (TMCL) est'd in China OOO "TOYOTA MOTOR" (TMR) , a new sales and marketing company in Russia, est'd
			Nov. Toyota de Venezuela C.A. (TDV) begins production of Daihatsu's 1.3-liter Terios
			Dec. Toyota Institute est'd
			Jan. TMC and PSA Peugeot Citroën sign agreement for the joint development and production of small cars in Czech Republic
			Feb. Toyota Motor Manufacturing Turkey Inc. (TMMT) begins exporting vehicles to Europe
			Mar. TMC starts DPNR monitoring Program in Europe Toyota hybrid vehicle (Prius, Estima Hybrid, Crown Mild Hybrid, Coaster Hybrid) sales reach 100,000 worldwide. Participates in first Formula One race.
			Apr. Toyota Motor Europe (TME) est'd in Belgium Construction starts on Toyota Peugeot Citroën Automobile Czech (TPCA) Toyota Kirloskar Auto Parts Ltd. est'd in India Toyota Motor Manufacturing Poland Sp.z o.o (TMMPP) begins production of manual transmissions
			June NUMMI begins production of Voltz for the Japanese market 10,000,000* Toyota vehicle produced in North America Prius sales top 100,000 units worldwide
			Aug. China FAW Group Corporation (FAW) and TMC establish long-term strategic relationship
			Sept. TMC and Nissan agree to tie up on hybrid technology TMC and FAW tie up on Chinese auto industry
			Oct. Tianjin Toyota Motor Co., Ltd (TMMC) begins production in China
			Nov. TOYOTA FCHV becomes first-ever market-ready fuel cell vehicle to be certified by Japan's Ministry of Land, Infrastructure and Transport TMC-Hino fuel cell hybrid bus first to be certified for use on Japanese roads
			Dec. TMC and TMS begin leasing the TOYOTA FCHV in Japan and North America

SOURCE: TMC
NOTE: See inside front cover for description of "overseas production".

7-1. World motor vehicle production

Motor vehicle production in major countries

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
France	3,156	3,558	3,475	3,591	2,527	2,954	3,181	3,352	3,386	3,376
Germany	4,032	4,356	4,667	4,843	5,023	5,727	5,688	5,527	5,692	5,469
Italy	1,277	1,534	1,667	1,545	1,828	1,693	1,701	1,738	1,580	1,427
U.K.	1,569	1,695	1,765	1,924	1,936	1,976	1,973	1,817	1,685	1,819
Spain	1,768	2,142	2,334	2,412	2,562	2,826	2,852	3,033	2,850	2,855
Canada	2,247	2,322	2,407	2,397	2,570	2,570	3,057	2,966	2,535	2,626
U.S.A.	10,898	12,263	11,985	11,832	12,124	12,003	13,025	12,778	11,427	12,272
Brazil	1,391	1,583	1,629	1,804	2,070	1,586	1,351	1,671	1,787	1,775
Korea	2,050	2,312	2,526	2,813	2,818	1,954	2,843	3,115	2,946	3,148
Japan	11,228	10,554	10,196	10,347	10,975	10,050	9,895	10,145	9,777	10,257
Others	7,221	7,031	7,263	7,954	10,264	9,718	10,194	11,192	12,104	12,939
Total	46,836	49,350	49,914	51,463	54,695	53,031	55,760	57,334	55,770	57,963

SOURCES: JAMA, OICA
NOTES: 1) The figures for "Others" are estimated.
2) The Comité des Constructeurs France d'Automobiles (CCFA) instituted new calculation rules in 1998. These changes are reflected in the figures for France from 1997 on.

Passenger car production in major countries

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
France	2,836	3,175	3,051	3,148	2,234	2,603	2,676	2,883	2,991	3,009
Germany	3,794	4,094	4,360	4,540	4,678	5,348	5,310	5,132	5,300	5,123
Italy	1,117	1,341	1,422	1,318	1,574	1,402	1,410	1,422	1,272	1,126
U.K.	1,376	1,467	1,532	1,686	1,698	1,748	1,787	1,629	1,492	1,628
Spain	1,506	1,822	1,959	1,942	2,010	2,216	2,209	2,445	2,211	2,267
Canada	1,353	1,216	1,337	1,280	1,373	1,481	1,626	1,551	1,275	1,369
U.S.A.	5,981	6,614	6,351	6,083	5,927	5,554	5,638	5,543	4,882	5,017
Brazil	1,100	1,249	1,297	1,459	1,679	1,254	1,108	1,343	1,474	1,505
Korea	1,593	1,806	2,003	2,265	2,308	1,625	2,362	2,602	2,471	2,651
Japan	8,494	7,801	7,611	7,865	8,491	8,056	8,100	8,363	8,118	8,618
Others	4,777	4,751	4,870	5,372	6,763	6,673	6,932	7,236	8,053	10,219
Total	33,927	35,336	35,793	36,958	38,735	37,934	39,158	40,149	39,538	42,532

SOURCES: JAMA, OICA
NOTES: 1) The figures for "Others" are estimated.
2) The Comité des Constructeurs France d'Automobiles (CCFA) instituted new calculation rules in 1998. These changes are reflected in the figures for France from 1997 on.

7-2. Major market of the world

Major markets of the world

Country / Region	Total vehicles		Passenger cars	
	1993	2002	1993	2002
U.S.A.	14,198,853	17,134,854	8,517,859	8,103,229
Japan	6,467,279	5,792,094	4,199,451	4,441,357
Germany	3,455,160	3,523,465	3,194,204	3,252,898
Italy	1,830,613	2,574,154	1,695,264	2,270,900
U.K.	1,975,493	2,885,889	1,778,426	2,563,631
France	2,007,236	2,606,008	1,721,222	2,145,071
China	1,171,613	3,248,058	223,044	1,126,029
Spain	912,617	1,637,779	743,927	1,405,644
Canada	1,192,934	1,731,823	739,049	934,057
Russia	N.A.	110,134 ¹	N.A.	87,195 ¹
Australia	555,306	824,309	414,425	540,240
Korea	1,435,967	1,622,268	1,037,488 ²	1,225,210 ²
Mexico	603,740	1,018,702	399,143	722,486
Netherlands	461,309	606,281	391,934	510,744
India	381,198	898,386	199,969	607,682
Poland	265,580	328,469	241,608	308,158
Belgium	415,248	527,464	375,409	467,569
Taiwan	557,183	398,882	404,244	344,883 ²
Argentina	420,850	82,345	350,667	79,477

SOURCE: FOURIN, TMC

NOTES: ¹ Does not include domestic maker.

² Includes RV.

7-3. Major countries' vehicle production by maker

Major countries' vehicle production by maker

(1 = 1,000 vehicles)

Country	Make	1998	1999	2000	2001
U.S.A.	GM	3,951.9	4,542.9	4,223.1	3,722.0
	Ford	3,484.9	3,670.4	3,759.0	3,255.4
	DaimlerChrysler	1,981.8	1,960.1	1,792.4	2,148.0
	Toyota ¹	836.4	900.8	919.6	970.6
	Honda	694.7	685.9	677.1	694.7
U.K.	Nissan	338.9	373.7	377.3	326.2
	MG Rover ²	497.2	391.9	174.9	163.1
	Ford	455.5	373.4	265.4	173.2 ⁴
	Vauxhall	258.4	300.3	102.9	90.2
	Toyota	172.3	178.6	171.4	154.8
Germany	Nissan	288.8	271.2	327.7	299.2
	Honda	112.1	114.5	74.8	112.1
	VW	1,730.6	1,633.7	1,412.4	1,391.9
	Audi	605.3	573.2	593.8	671.5
	Opel	1,051.2	1,030.3	992.9	929.0
France	DaimlerChrysler	1,049.5	1,112.3	1,143.7	1,201.5
	BMW	638.2	680.3	709.5	733.6
	Renault Group	1,417.7	1,420.9	1,463.0	1,412.6
	Peugeot	872.2	1,028.1	1,162.4	1,321.3
	Citroën	584.9	586.7	557.9	604.4
Italy	Toyota	—	—	—	61.9
	Fiat Group	1,584.5	1,591.9	1,584.9	1,415.0
Korea	Hyundai	770.6	1,269.7	1,525.2	1,513.4
	Kia	362.9	700.2	803.4	851.6
Japan	Toyota ³	3,721.9	3,779.8	4,108.6	4,046.7
	Nissan	1,353.1	1,209.7	1,324.4	1,270.3
	Honda	1,147.3	1,143.5	1,223.9	1,284.7
	Mitsubishi	747.9	752.9	997.3	834.7

SOURCES: Automobile manufacturers association of each country. Ward's. Automotive News.

NOTES: ¹ Includes those for NUMMI, including GM Chevrolet Prizm.

² Figures for 1996 – 1999 are for the former Rover Group.

³ Includes Lexus brand, combined with those of Daihatsu from 1998 on.

Figures for 2001 includes those for Hino.

7-4. Vehicles in use worldwide

- At the end of 2001, world total vehicle ownership reached almost 776 million vehicles.
- Japan ranks second to the United States in total vehicles in use, but falls far behind in per capita vehicle use.

2001 Diffusion rate for motor vehicles

		(1 = 1 person/unit)				
		1997	1998	1999	2000	2001
Europe	Total vehicles	3.4	3.3	3.3	3.1	2.7
	Passenger cars	3.9	3.9	3.8	3.7	3.1
EU	Total vehicles	1.9	1.9	1.9	1.8	1.8
	Passenger cars	2.2	2.2	2.1	2.1	2.0
North and Latin America	Total vehicles	2.8	3.0	3.0	2.8	2.7
	Passenger cars	4.2	4.7	4.6	4.3	4.1
Asia	Total vehicles	23.5	24.9	24.2	23.5	21.4
	Passenger cars	35.4	38.3	37.1	35.6	32.3
Africa	Total vehicles	41.9	44.6	44.0	42.6	42.0
	Passenger cars	63.0	67.0	66.7	64.4	61.6
Oceania	Total vehicles	2.0	2.0	1.9	1.9	1.9
	Passenger cars	2.5	2.5	2.4	2.3	2.4
Total	Total vehicles	8.0	8.5	8.3	8.0	7.6
	Passenger cars	10.9	11.6	11.4	11.0	10.4

SOURCE: SMMT

2001 Number and diffusion rate for motor vehicles in major countries

Country	Number of vehicles (1=1,000 vehicles)		Diffusion rate			
	Total vehicles	Passenger cars	Persons per vehicle	Persons per passenger car	Total vehicles per 1000 persons	Passenger cars per 1000 persons
U.S.A.	223,446	134,811	1.3	2.1	785	473
Japan	73,408	53,541	1.7	2.4	576	420
Germany	47,975	44,383	1.7	1.9	583	531
Italy	36,995	33,239	1.6	1.7	638	574
France	34,597	28,700	1.7	2.1	585	485
U.K.	32,121	28,604	1.9	2.1	554	480
Spain	22,312	18,151	1.8	2.2	554	451
Canada	17,783	17,055	1.7	1.8	572	549
Brazil	16,307	13,400	10.6	13.4	95	78
Australia	12,126	9,836	1.6	2.0	622	505
Grand total	775,390	565,700	—	—	—	—

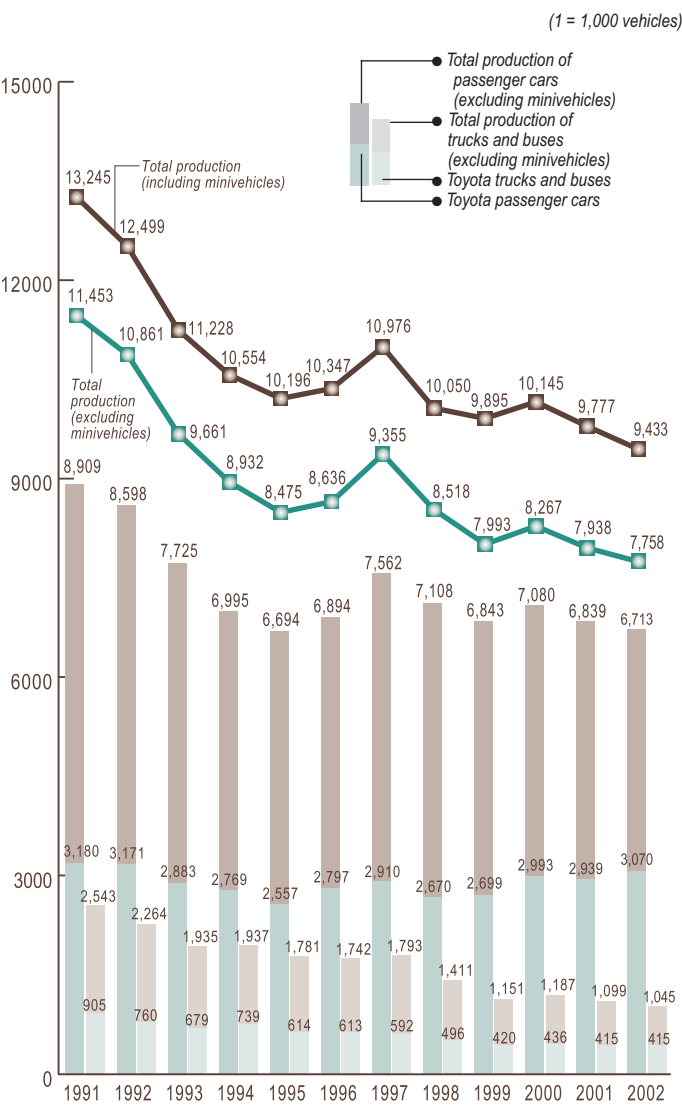
SOURCES: SMMT, IMF

NOTE: Grand total includes figures of countries not listed.

8-1. Motor vehicle production in Japan

Production of motor vehicles in Japan

- In 2002, Japan's motor vehicle production totaled 9.43 million units (including minivehicles), a 3.5% decrease from 2001.



8-1. Motor vehicle production in Japan

2002 vehicle production by automaker

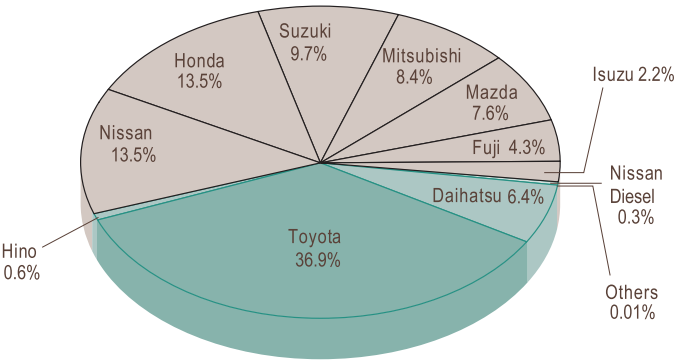
(1 = 1 vehicle)

	Passenger cars	Trucks and buses	Total vehicles	% change over previous year
Toyota	3,070,450	414,712	3,485,162	3.9
Daihatsu	444,040	155,501	599,541	-6.2
Hino	0	54,170	54,170	1.4
Nissan	1,089,383	187,730	1,277,113	0.5
Honda	1,219,072	52,926	1,271,998	-1.0
Suzuki	750,537	168,620	919,157	1.3
Mitsubishi	618,885	171,917	790,802	-5.3
Mazda	661,961	52,817	714,778	-2.0
Fuji	327,006	74,011	401,017	-13.4
Isuzu	8,475	203,544	212,019	-1.8
Nissan Diesel	0	24,811	24,811	2.7
Others	123	554	677	-27.1
Total	7,915,159	1,518,108	9,433,267	-3.5

SOURCES: JAMA, TMC

NOTE: Including minivehicles

2002 production share by automaker (including minivehicles)

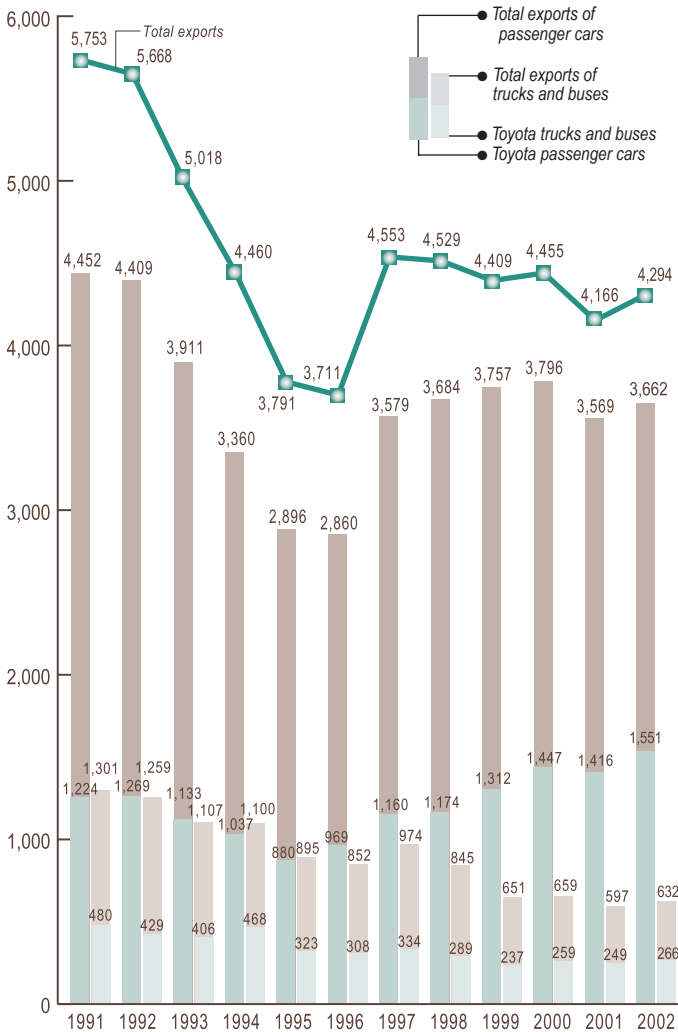


8-2. Exports of Japanese motor vehicles

Exports of motor vehicles from Japan

● Exports of Japanese vehicles worldwide in 2002 were 4.29 million.

(1 = 1,000 vehicles)



SOURCES: JAMA, TMC

NOTE: Including minivehicles.

8-2. Exports of Japanese motor vehicles

2002 vehicle exports by automaker

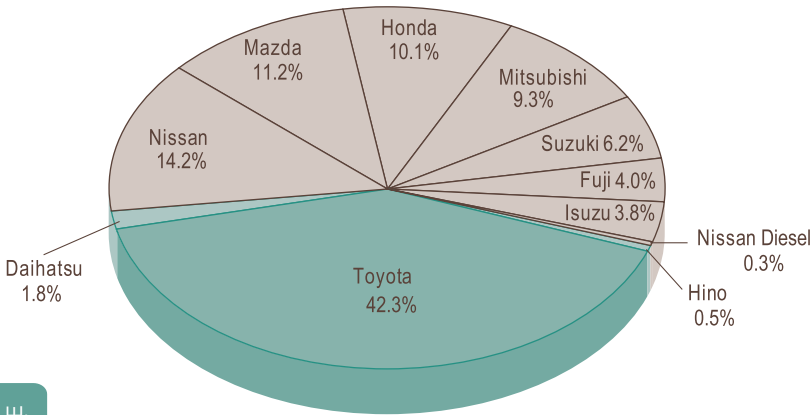
(1 = 1 vehicle)

	Passenger cars	Trucks and buses	Total vehicles	% change over previous year
Toyota	1,550,546	266,239	1,816,785	9.1
Daihatsu	62,430	13,679	76,109	17.8
Hino	0	22,925	22,925	22.6
Nissan	494,717	113,531	608,248	9.2
Mazda	473,829	6,965	480,794	0.4
Honda	432,143	0	432,143	4.0
Mitsubishi	355,458	45,707	401,165	8.4
Suzuki	249,619	14,871	264,490	4.1
Fuji	172,185	0	172,185	-1.5
Isuzu	18,691	144,594	163,285	4.0
Nissan Diesel	0	12,126	12,126	22.7
Total	3,661,872	631,802	4,293,674	3.1

SOURCES: JAMA, TMC

NOTE: Includes minivehicles.

2002 breakdown of Japanese vehicle exports by automaker



8-2. Exports of Japanese motor vehicles

Japanese vehicle exports by region

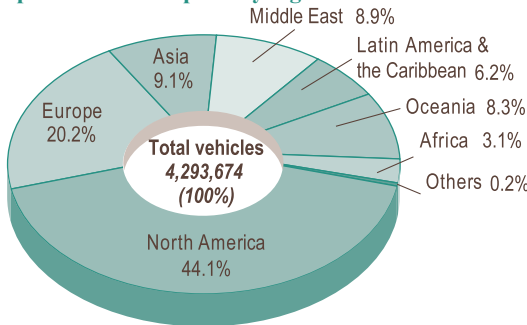
(1 = 1 vehicle)

	1998	1999	2000	2001	2002
North America	1,459,338	1,723,598	1,836,941	1,795,816	1,893,060
Latin America & the Caribbean	450,128	277,825	298,801	293,556	264,906
Europe	1,370,931	1,329,216	1,136,083	895,415	866,978
Africa	170,836	131,489	110,218	98,524	133,353
Asia	264,987	290,436	410,599	351,227	389,334
Oceania	347,194	337,288	357,739	341,808	357,655
Middle East	455,159	308,114	295,176	381,965	380,521
Others	10,302	10,987	9,337	7,778	7,867
Total	4,528,875	4,408,953	4,454,894	4,166,089	4,293,674

SOURCE: JAMA

Note: Including minivehicles.

2002 Japanese vehicle exports by region



Japanese vehicle exports by destination

(1 = 1 vehicle)

	1999	2000	2001	2002
1 U.S.A.	1,556,419	U.S.A. 1,669,047	U.S.A. 1,606,998	U.S.A. 1,677,376
2 Australia	292,532	Australia 319,429	Australia 300,443	Australia 313,433
3 Germany	276,677	Germany 198,500	Canada 188,818	Canada 215,684
4 U.K.	172,662	Canada 167,894	Germany 158,250	Germany 181,694
5 Canada	167,179	U.K. 140,665	U.K. 149,438	Saudi Arabia 149,750
6 Italy	117,408	Italy 137,253	Saudi Arabia 146,008	U.K. 145,451
7 Saudi Arabia	110,768	Saudi Arabia 105,622	Italy 125,318	Italy 110,221
8 Netherlands	85,851	France 70,565	France 65,007	China 86,822
9 France	82,261	Spain 69,831	U.A.E. 63,922	U.A.E. 70,465
10 Spain	70,993	Thailand 64,642	Malaysia 61,177	France 69,918

SOURCE: JAMA

Note: Including minivehicles.

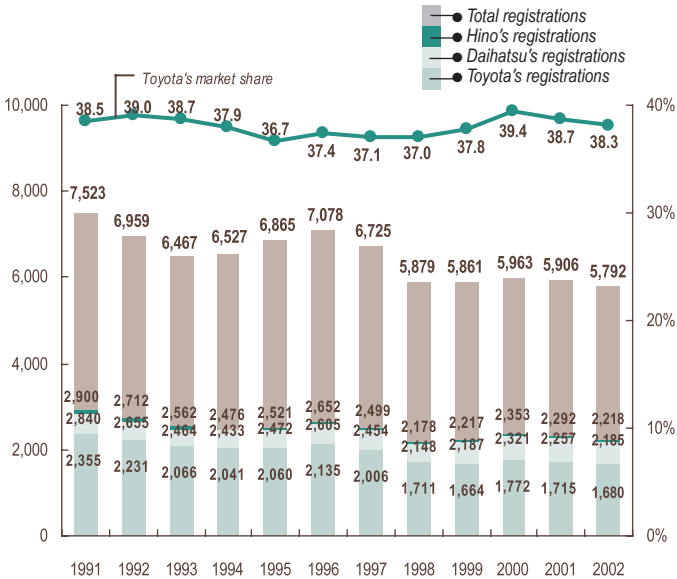
8-3. Motor vehicle sales in Japan

Sales of motor vehicles in Japan

- Japan's 2002 domestic motor vehicle sales totalled 5.79 million units.
- Toyota's share in domestic market excluding minivehicles reached 42.4%.

Domestic market (including minivehicles)

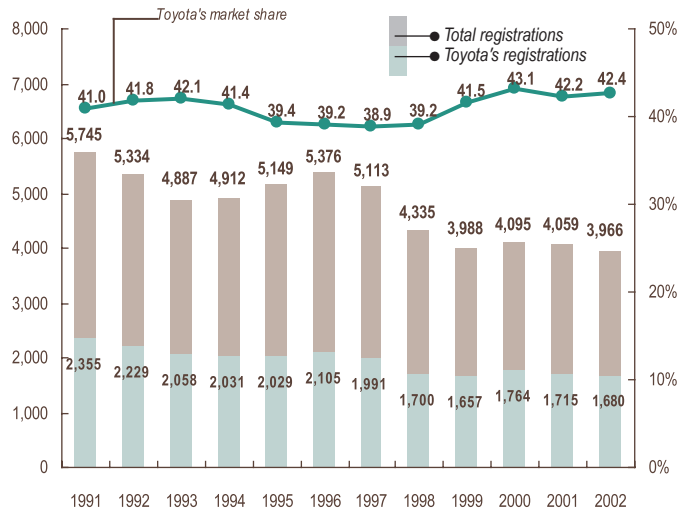
(1 = 1,000 vehicles)



SOURCES: JADA, TMC

NOTE: Toyota's market share indicates the combined share of Toyota, Hino, and Daihatsu.

Domestic market (excluding minivehicles)



SOURCES: JADA, TMC

8-3. Motor vehicle sales in Japan

2002 domestic sales by automaker

(1 = 1 vehicle)

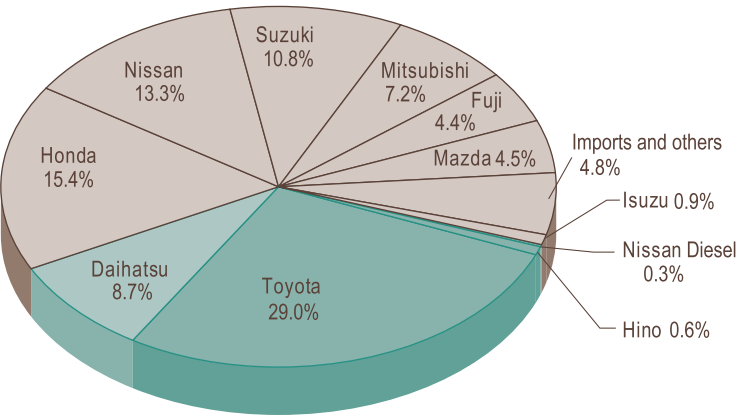
	Passenger cars		Trucks and buses		Total vehicles		% change over previous year
Toyota	1,097,628	(24.7)	582,851	(43.2)	1,680,479	(29.0)	-2.0
Daihatsu	362,338	(8.2)	142,292	(10.5)	504,630	(8.7)	-6.9
Hino	0		33,215	(2.5)	33,215	(0.6)	-3.3
Nissan	544,174	(12.3)	229,567	(17.0)	773,741	(13.4)	5.8
Honda	834,431	(18.8)	58,437	(4.3)	892,868	(15.4)	4.5
Mitsubishi	256,734	(5.8)	159,653	(11.8)	416,387	(7.2)	-14.6
Mazda	217,095	(4.9)	45,986	(3.4)	263,081	(4.5)	-6.5
Suzuki	458,091	(10.3)	167,999	(12.4)	626,090	(10.8)	0.6
Fuji	170,305	(3.8)	85,070	(6.3)	255,375	(4.4)	-11.1
Isuzu	71	(0.0)	54,656	(4.0)	54,727	(0.9)	-9.7
Nissan Diesel	0		15,694	(1.2)	15,694	(0.3)	-3.9
Imports and others	277,040	(6.2)	4,071	(0.3)	281,111	(4.9)	-0.3
Total	4,441,354	(100.0)	1,350,739	(100.0)	5,792,093	(100.0)	-1.9

SOURCES: JADA, JMA, JAIA, TMC

NOTES: 1) Includes minivehicles.

2) Figures in parentheses indicate market share.

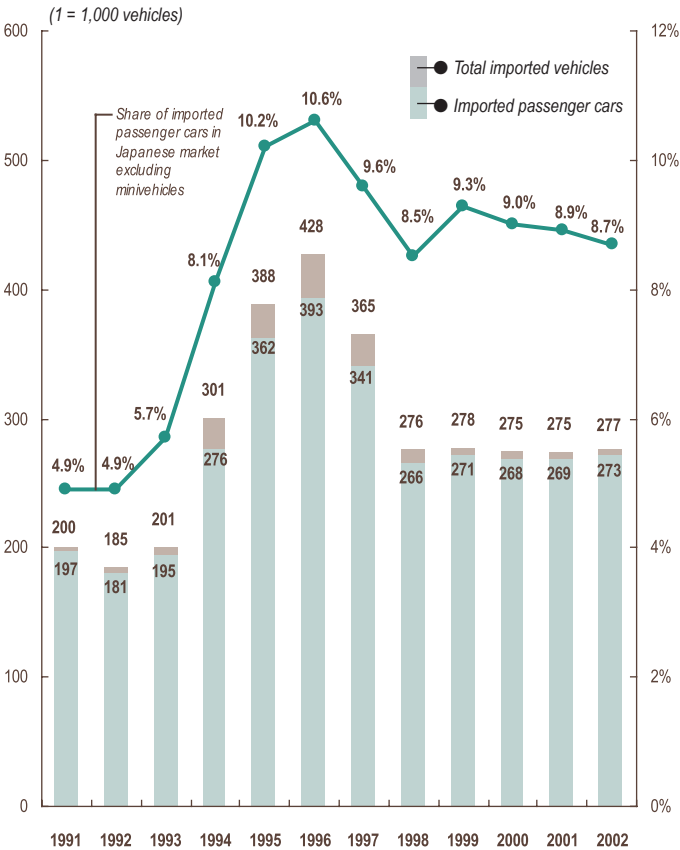
2002 market share by automaker (including minivehicles)



8-4. Sales of imported vehicles in Japan

New sales of imported vehicles

- Imported motor vehicle registrations in 2002 totaled 277,065 units.
- The share of imported passenger cars in the domestic market excluding minivehicles was 8.7%.
- Sales of imported passenger cars hit their high in 1996 at nearly 400,000 units, or more than 10% of the market.



SOURCES: JADA, JAIA

Sales of imported vehicles breakdown by category

	2001	2002	% change over previous year
Passenger Cars	268,560	272,994	101.7
Trucks	6,710	4,069	60.6
Buses	9	2	22.2
Total	275,279	277,065	100.6

SOURCE: JAIA

8-4. Sales of imported vehicles in Japan

2002 sales of imported vehicles by brand

(1 = 1 vehicle)

Brand	2001	2002	Share in imported market	% change over previous year
VW	61,213	59,882	21.61	97.8%
Mercedes-Benz	53,438	47,983	17.32	89.8%
BMW	36,068	35,728	12.90	99.1%
Volvo	16,626	15,531	5.61	93.4%
Peugeot	12,295	15,162	5.47	123.3%
Audi	8,127	11,747	4.24	144.5%
BMW MINI	13	10,024	3.62	77,107.7%
Opel	12,626	7,846	2.83	62.1%
Alfa Romeo	4,977	7,426	2.68	149.2%
Chrysler	8,671	6,796	2.45	78.4%
Chevrolet	8,218	6,159	2.22	74.9%
Ford	6,915	5,860	2.12	84.7%
Jaguar	3,706	5,238	1.89	141.3%
Land Rover	2,950	2,580	0.93	87.5%
Hyundai	1,113	2,423	0.87	217.7%
Renault	2,774	2,412	0.87	87.0%
smart	3,523	2,222	0.80	63.1%
Fiat	3,329	2,199	0.79	66.1%
Porsche	2,166	2,044	0.74	94.4%
Citroën	1,136	1,202	0.43	105.8%
Saab	2,129	1,149	0.41	54.0%
Cadillac	1,734	1,130	0.41	65.2%
Honda	9,107	9,841	3.55	108.1%
Toyota	1,926	5,292	1.91	274.8%
Subaru	2,359	5,007	1.81	212.3%
Isuzu	2,520	1,332	0.48	52.9%
Nissan	48	30	0.01	62.5%
Mitsubishi	483	1	0.00	0.2%

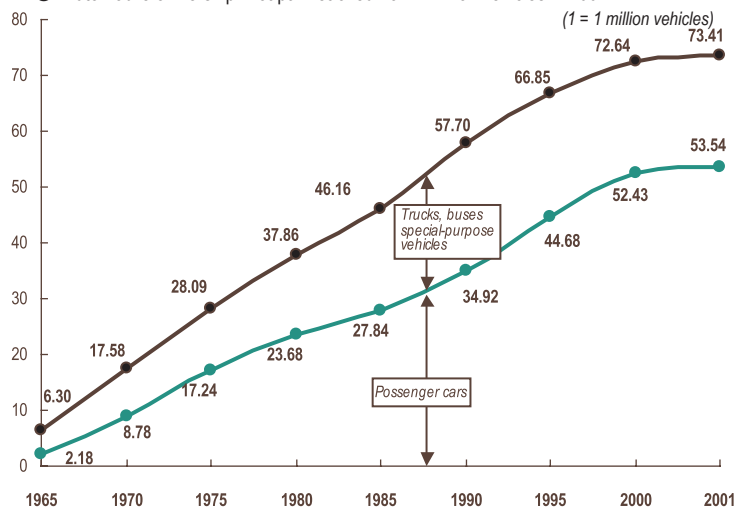
SOURCE: JAIA

NOTE: The brands listed above are ones which sold over 1,000 vehicles in 2002 except Japanese automakers.

8-5. Vehicles in use in Japan

Motor vehicles in use in Japan

● Automobile ownership in Japan reached 73.41 million vehicles in 2001.



SOURCE: Ministry of Land, Infrastructure and Transport

NOTES: 1) Minivehicles included. Trailers, three-wheelers, and motorcycles excluded.

2) Data as of December every year.

Vehicles in use in Japan by manufacturer (excluding minivehicles)

(1 = 1,000 vehicles)

	1975	1980	1985	1990	1995	2000	2001	
Toyota	8,178	11,500	13,203	16,622	19,989	21,158	21,322	(40.6)
Daihatsu	408	690	725	558	352	280	287	(0.5)
Hino	319	407	435	513	571	549	599	(1.1)
Nissan	6,787	9,316	9,672	10,154	10,843	10,887	10,713	(20.4)
Mazda	1,799	2,102	2,588	3,082	3,477	3,307	3,263	(6.2)
Mitsubishi	1,437	2,420	2,901	2,997	3,936	4,495	4,539	(8.7)
Honda	364	1,134	1,766	2,693	3,363	4,168	4,324	(8.2)
Isuzu	851	1,285	1,641	1,865	1,803	1,603	1,595	(3.0)
Fuji	289	417	464	605	816	1,136	1,191	(2.3)
Suzuki	0.3	1.4	32	165	352	502	514	(1.0)
Nissan Diesel	117	170	205	271	342	353	367	(0.7)
Imports & others	441	705	855	1,367	2,353	3,137	3,747	(7.1)
Total	20,992	30,147	34,480	40,891	48,197	51,575	52,461	(100)

SOURCE: Ministry of Land, Infrastructure and Transport

NOTES: 1) Data are as of March every year. Trailers, three-wheelers, and motorcycles excluded.

2) Figures in parentheses indicate market share of each maker.

Number of automobile driver's licenses

(1 = 1 million persons)

	1975	1980	1985	1990	1995	2000	2002
Number of driver's licenses							
Male	22.70	27.21	31.31	35.50	39.31	41.80	43.00
Female	5.87	9.95	14.89	20.22	24.95	28.09	30.14
Total	28.57	37.17	46.20	55.72	64.25	69.89	73.14

SOURCE: National Police Agency

NOTES: 1) Data as of December every year.

2) Driver's licenses do not include licenses for motorcycles, large or small special-purpose vehicles, or scooters.

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TOYOTA PRODUCT LINEUP

See p.p. 27-28 for worldwide model offerings.

*OEM



Alex



Allion



Alphard



Altezza



Altezza Gita



Aristo



Avensis



Avensis Verso



bB



Brevis



Caldina



*Cami



Camry



Camry Solara



Celica



Celsior



Century



Coaster



Corolla



Corolla Fielder



Corolla Runx



Corolla Spacio



Crown



*Duet



Dyna



Estima (Previa)



Fun Cargo
(Yaris Verso/Echo Verso)



Gaia



Harrier



Hiace



Hilux



Hilux Surf (4 Runner)



Ipsum (Picnic)



ist



Kijang



Kluger V (Highlander)



Land Cruiser 70



Land Cruiser 100



Land Cruiser Cygnus



Land Cruiser Prado



Liteace



Mark II



Mark II Blit



MR-S



Nadia



Noah



Opa



Platz (Echo/Yaris)



Progrès



Pronard (Avalon)



Premio



Prius



Probox



Qualis



Raum



RAV 4



Soarer



Sequoia



Sienna



Soluna



*Sparky



Succeed



Tacoma



Townace



Toyoace



Tundra



Verossa



Vios



Vista



Vitz (Yaris/Echo)



Voltz (Matrix)



Voxy



WILL CYPHA



WILL Vs



Windom



Wish



ES300



GX470



IS200/300



LS430



LX470



RX330



SC430



GS300/430

LEXUS PRODUCT LINEUP

ECO CAR LINES

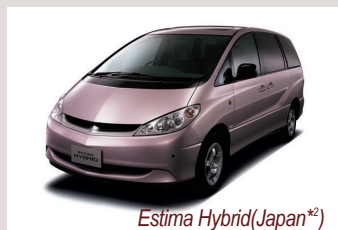
HV (Hybrid Vehicles)



Prius*1



Crown Mild Hybrid (Japan*2)



Estima Hybrid(Japan*2)



SU-HV(show model)

Toyota's hybrid vehicles, Prius, Estima Hybrid and Crown with Mild Hybrid system, passed the cumulative worldwide sales figure of 130,000 at year-end 2002.

FCHV (Fuel Cell Hybrid Vehicles)



TOYOTA FCHV



FCHV-BUS2

A fuel cell's only emissions are energy and water. In December 2002, Toyota began leasing TOYOTA FCHV in Japan and the U.S. In Japan, a new fuel cell hybrid bus jointly developed by Toyota and Hino was recently certified for use on public roads.

Note: *1 Available in more than 20 countries and territories.
*2 Available only in the indicated markets.

memo