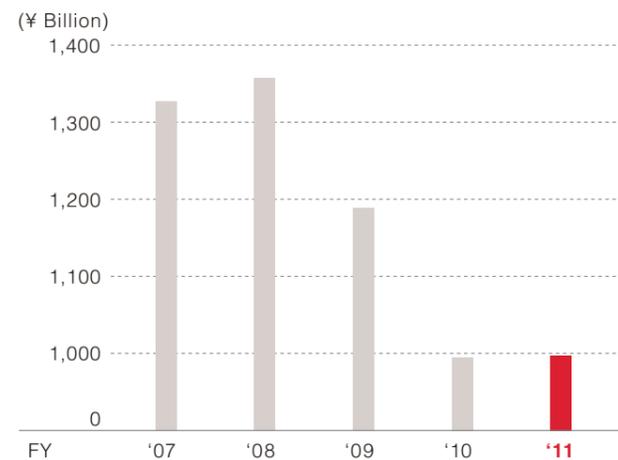
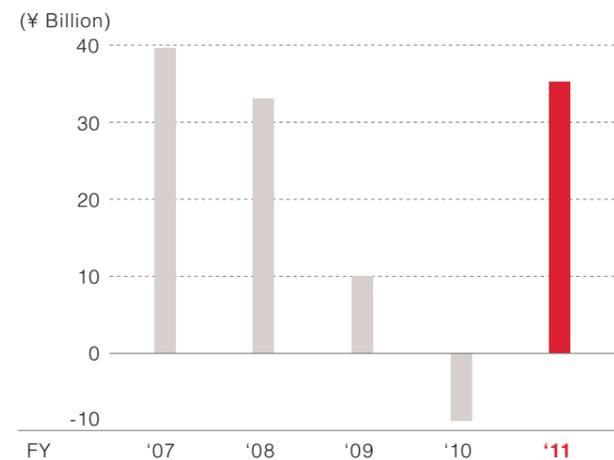


Other Business Operations

Net Revenues



Operating Income



Note: Fiscal years ended March 31

Toyota uses technologies and expertise gained from automotive operations to operate a variety of businesses that help people lead more fulfilling and enjoyable lives.

Market Environment and Performance Summary

During the fiscal year under review, Toyota Motor Corporation transferred all housing business operations, which constitute the core business in this segment, to Toyota Housing Corporation effective October 2010. The aim of this move is to integrate the operational organization and enhance specialization, as well as to consolidate development, production and sales under a management structure that is flexible and capable of quick decision making. As a result, net revenues for other business operations rose ¥24.6 billion, or 2.6% year on year, to ¥972.2 billion, whereas operating income improved to ¥35.2 billion, an increase of ¥44.1 billion compared with the previous fiscal year.

Other business operations include the intelligent transport systems, information technology and telecommunications, e-TOYOTA, housing, marine, and biotechnology and afforestation businesses. In all these operations, we are fostering a workplace culture that encourages creativity and entrepreneurship. Also, we are seeking ideas for new businesses outside the Toyota Group as another key aspect in order to create future core businesses.

■ Intelligent Transport Systems Business

Toyota is involved in the planning and development of products and services for Intelligent Transport Systems (ITS). We view this technology as a valuable way to link motor vehicles and transportation infrastructures, thereby contributing to sustainable economic development. We are continuing work on the creation of vehicle-infrastructure cooperative systems that support safe driving so that traffic accidents of the future can be prevented more effectively than current safety technologies allow. To this end, we

participated in road tests and public demonstrations in various regions through the cooperation of the public and private sectors.

In the autumn of 2009, Toyota developed an onboard communications device that corresponds to the ITS Spot Service for traffic and safe driving support information, ahead of the full-scale launch of that service in the spring of 2011. Toyota will continue to expand the number of models equipped with this device.

▶ Additional details available at [Click HERE](#)

■ Information Technology and Telecommunications Business

In addition to serving as a sales agency for mobile phones provided by KDDI Corporation (a general telecommunications service provider), Toyota is engaged in the promotion of services that link mobile phones with technologies such as car navigation systems and G-BOOK (information service for onboard terminals). Toyota is promoting the sale of car navigation systems by offering appealing system functions such as hands-free telephones using wireless Bluetooth® communications and the playback of songs downloaded to a cell phone, as well as map renewal and user-based destination setting services that employ telecommunications.

*Bluetooth® is a wireless technology that uses short-length radio waves to enable communications between cell phones and other devices over short distances.

■ e-TOYOTA Business

Toyota is developing e-TOYOTA business operations to facilitate the integration of IT services and automobiles. We designed and developed the GAZOO members-only automobile portal site, a three-dimensional virtual city called METAPOLIS and other services. In the field of telematics, we are developing G-BOOK/G-Link, an information service for onboard terminals, with other telematics services planned for China and other countries. ▶ Additional details available at [Click HERE](#)

■ Housing Business

Since Toyota entered the housing business in 1975, Toyota Housing Corporation has expanded to provide homes as Toyota Home offering high durability and earthquake resistance, as well as excellent security, health and environmental features. From January 2010, we began using the catchall phrase Eco-Mirai Home as an expression of the product features involved in our building environment-friendly homes that conserve and create energy while having the durability to last for many years. Toyota Housing Corporation combines the technologies of the Toyota Group to offer comfortable and economical homes that are



Other Business Operations

gentle on the environment, while at the same time engaging in leading-edge development in a variety of fields, such as the operational testing of smart grids.

Note: Effective October 1, 2010, all housing operation production and technical development functions were transferred from Toyota Motor Corporation to Toyota Housing Corporation.

▶ Additional details available at [Click HERE](#)



■ Marine Business

In the marine business, Toyota manufactures and sells pleasure boats, marine engines and a variety of marine components. All products take full advantage of our engine technologies and other advanced technologies cultivated during years of automotive manufacturing.

This year, Toyota announced the PONAM-35, our first new vessel in the five years since the PONAM-45. We will continue to expand our lineup in the future.

▶ Additional details available at [Click HERE](#)



■ Biotechnology and Afforestation Business

Toyota is making every effort to contribute to the creation of a resource recycling society through our afforestation activities, as well as our horticultural, environmental greening and agricultural biomass operations.

Following previous afforestation and forestry development projects in Australia, the Philippines and China, we are engaged in a forest restoration model project in the town of Odaicho, located in Japan's Mie Prefecture. In May 2010, this forest project acquired Forest Stewardship Council (FSC) certification. In our environmental greening business, we began selling Toyota/Midorie Hybrid Green rooftop greenery products, which we jointly developed with Suntory Midorie, while in our agricultural biomass operations we launched a swine manure composting facility deodorizer that is the second product in the ResQ Series.

▶ Additional details available at [Click HERE](#) Philippine and China afforestation projects [Click HERE](#)



Motorsports

Our main areas of motorsports participation in 2010 were SUPER GT and Formula Nippon series racing in Japan and NASCAR in the United States, all of which we promote as "spectator motorsports." Also, from last year we sought to strengthen and further promote our "grassroots motorsports" programs, so as to create opportunities for more people to enjoy the thrill of automobiles easily.

Our "grassroots motorsports" programs include GAZOO Racing, which conveys the dreams and excitement of automobile racing, as well as other events such as the Waku Doki Circuit, an

enjoyable participation-type event for our customers. Also, by participating in the 24-Hour Nürburgring racing competition our personnel get hands-on training in building good, fine-tuned automobiles.

We will continue to provide opportunities for our customers to enjoy motorsports by making the "spectator motorsports" and "grassroots motorsports" categories the focus of our motorsports projects in 2011.

▶ Additional details available at [Click HERE](#)



SUPER GT



Formula Nippon



NASCAR



Waku Doki Circuit