

Board of Directors and Corporate Auditors

(As of September 30, 2000)

▶ Board of Directors

Chairman

Chisei Isogai

Vice Chairman

Akira Yokoi

President

Tadashi Ishikawa

Executive Vice Presidents

Takamasa Yoshida

Shozo Nakayama

▶ Corporate Auditors

Standing Corporate Auditors

Shigetaka Mitomo

Tadashi Komiya

Senior Managing Directors

Tetsuro Toyoda

Morio Kawamura

Shiro Endo

Kazuhiko Takeuchi

Managing Directors

Shinji Takeuchi

Masazumi Konishi

Shinjiro Kamimura

Tatsuo Matsuura

Honorary Chairman

Yoshitoshi Toyoda

Corporate Auditors

Iwao Isomura

Hiroshi Makino

Directors

Tatsuro Toyoda

Koshi Iwata

Yoshimitsu Ogihara

Masanori Itoh

Yoshikatsu Mizuno

Seiji Ueda

Yoshiaki Kamiya

Taketoshi Izumi

Akira Imura

Iwao Katayama

Shigetaka Yoshida

Shinichiro Matsuyama

Masafumi Kato

Kimpei Mitsuya

Hiroya Kono

Subsidiaries and Affiliates

(As of September 30, 2000)

▶ Consolidated Subsidiaries

	Location	Capital (Thousands of the local currency)	Equity Ownership
Japan			
TIBC Corporation	Aichi	¥3,000,000	65.0%
Toyoda-Sulzer Mfg., Ltd.	Aichi	¥500,000	51.0%
ALTEX Co., Ltd.	Shizuoka	¥200,000	75.0%
Sun River Co., Ltd.	Osaka	¥150,000	80.9%
Izumi Machine Mfg. Co., Ltd.	Aichi	¥150,000	59.2%
Tokyu Co., Ltd.	Aichi	¥135,000	63.3%
Toyoda High System, Inc.	Aichi	¥100,000	90.0%
Nishina Industry Co., Ltd.	Nagano	¥100,000	50.0%
Tokaiseiki Co., Ltd.	Shizuoka	¥98,000	92.1%
Logistec Co., Ltd.	Aichi	¥90,000	100.0%
SKE, Inc.	Aichi	¥78,500	100.0%
SK Maintenance, Inc.	Aichi	¥50,000	70.0%
Iwama Loom Works, Ltd.	Aichi	¥49,920	50.0%
Kawamoto System Corporation	Aichi	¥47,000	100.0%
ARTI, Inc.	Aichi	¥30,000	100.0%
Hara Corporation	Gifu	¥23,193	73.2%
Mizuho Industry Co., Ltd.	Aichi	¥20,000	93.8%
Sun Valley, Inc.	Aichi	¥20,000	100.0%
Sun Staff, Inc.	Aichi	¥20,000	100.0%
Mino Tokyu Co., Ltd.	Gifu	¥18,000	93.4%
Shine's, Inc.	Aichi	¥10,000	100.0%
Tokai System Laboratory Co., Ltd.	Aichi	¥10,000	100.0%
Esaka Sports Land Co., Ltd.	Osaka	¥10,000	100.0%
Overseas			
Toyoda International Sweden AB	Stockholm, Sweden	SEK6,652,977	100.0%
BT Industries Group* (59 companies)	-	-	-
Michigan Automotive Compressor, Inc.	Parma, Michigan, U.S.A.	U.S.\$146,000	60.0%
Toyota Industrial Equipment Mfg., Inc.	Columbus, Indiana, U.S.A.	U.S.\$60,000	80.0%
Toyoda Textile Machinery, Inc.	Charlotte, North Carolina, U.S.A.	U.S.\$1,300	100.0%
Toyota Industrial Equipment S.A.	Ancenis, France	EUR9,000	52.8%
TD Deutsche Klimakompressor GmbH	Straßgräbchen, Sachsen, Germany	EUR20,452	65.0%
Toyota Industry Kunshan Co., Ltd.	Kunshan, Jiangsu, China	U.S.\$16,000	70.0%
Kirloskar Toyoda Textile Machinery, Ltd.	Bangalore, Karnataka, India	Rs816,200	85.5%
TAL Personnel Service, Inc.	Charlotte, North Carolina, U.S.A.	U.S.\$100	100.0%

▶ Unconsolidated Subsidiaries Accounted for under the Equity Method

Overseas			
BT Industries Group* (2 companies**)	-	-	-

▶ Affiliates Accounted for under the Equity Method

Japan			
ST Liquid Crystal Display Corp.	Aichi	¥30,000,000	50.0%
Taikoh Transportation Co., Ltd.	Aichi	¥83,985	46.2%
Overseas			
BT Industries Group* (10 companies)	-	-	-

*BT Industries Group is composed of 71 subsidiaries and affiliates and is centered on the holding company BT Industries AB (headquartered in Mjölby, Sweden, capitalized at SEK560 million).

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

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