

## Directors and Corporate Auditors

(As of September 30, 2001)

### Board of Directors

Chairman	Senior Managing Directors	Managing Directors	Honorary Chairman
Akira Yokoi*	Tetsuro Toyoda*	Norio Sato	Yoshitoshi Toyoda
President	Morio Kawamura*	Masazumi Konishi	Directors
Tadashi Ishikawa*	Shiro Endo*	Shinjiro Kamimura	Tatsuro Toyoda
Executive Vice Presidents	Kazuhiko Takeuchi*	Tatsuo Matsuura	Yoshimitsu Ogihara
Shozo Nakayama*		Masanori Itoh	Seiji Ueda
Koichiro Noguchi*		Akira Imura	Shigetaka Yoshida
		Iwao Katayama	Tsuneyoshi Kajiwara
			Shinichiro Matsuyama
			Masafumi Kato
			Yasuharu Toyoda
			Kimpei Mitsuya
			Hiroya Kono
			Kazunori Yoshida
			Kenji Takenaka

\*Representative Director

### Corporate Auditors

Standing Corporate Auditors	Corporate Auditors
Shigetaka Mitomo	Iwao Isomura
Tadashi Komiya	Hiroshi Makino

## Subsidiaries and Affiliates

(As of September 30, 2001)

### Consolidated Subsidiaries

Company Name	Head Office	Capital (thousands)	Equity Ownership
<b>Japan</b>			
TIBC Corporation	Aichi	¥3,000,000	65.0%
TOYODA-SULZER MANUFACTURING LTD.	Aichi	¥500,000	100.0
TOYOTA L&F TOKYO Co., Ltd.	Tokyo	¥350,000	90.0
Logistics Planning Tokyo Co., Ltd.	Tokyo	¥10,000	90.0
ALTEX CO., LTD.	Shizuoka	¥200,000	75.0
Sun River Co., Ltd.	Osaka	¥150,000	81.3
IZUMI MACHINE MFG. CO., LTD.	Aichi	¥150,000	60.7
TOYOTA L&F KEIJI Co., Ltd.	Kyoto	¥140,000	65.0
TOKYU CO., LTD.	Aichi	¥135,000	63.3
MINO TOKYU CO., LTD.	Gifu	¥18,000	93.4
Toyoda High System, Incorporated	Aichi	¥100,000	90.0
Nishina Industrial Co., Ltd.	Nagano	¥100,000	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
TOYOTA L&F SHIZUOKA Co., Ltd.	Shizuoka	¥30,000	90.0
HARA CORPORATION	Gifu	¥23,193	73.2
Mizuho Industry Co., Ltd.	Aichi	¥20,000	93.8
Sun Valley Inc.	Aichi	¥20,000	100.0
Sun Staff, Inc.	Aichi	¥20,000	100.0
TOKAI SYSTEM INSTITUTE CORP.	Aichi	¥10,000	100.0
Shine's Inc.	Aichi	¥10,000	100.0

Company Name	Head Office	Capital (thousands)	Equity Ownership
<b>Outside Japan</b>			
Toyoda International Sweden AB *1	Mjölby, Sweden	SEK6,652,977	100.0%
BT Industries Group *1 (61 companies)	—	—	—
Michigan Automotive Compressor, Inc.	Parma, Michigan, U.S.A.	US\$146,000	60.0
Toyota Industries North America, Inc. *2	Schaumburg, Illinois, U.S.A.	US\$27,000	100.0
Toyota Industrial Equipment Mfg., Inc. *2	Columbus, Indiana, U.S.A.	US\$60,000	100.0
Toyota Material Handling USA, Inc. *2	Torrance, California, U.S.A.	US\$12,500	100.0
ACTIS Manufacturing Ltd, LLC *2	Grapevine, Texas, U.S.A.	US\$2,000	60.0
Toyota-Lift of Los Angeles, Inc. *2	Santa Fe Springs, California, U.S.A.	US\$1,500	100.0
Toyoda Textile Machinery, Inc. *2	Charlotte, North Carolina, U.S.A.	US\$1,300	100.0
TAL Personnel Service, Inc. *2	Charlotte, North Carolina, U.S.A.	US\$100	100.0
TD Deutsche Klimakompressor GmbH	Straßgräbchen, Germany	EUR20,452	65.0
Kirloskar Toyoda Textile Machinery Ltd.	Bangalore, Karnataka, India	Rs816,200	85.5
Toyota Industry (Kunshan) Co., Ltd.	Kunshan, Jiangsu, China	US\$16,000	70.0
Toyota Truck Norge AS	Trondheim, Norway	NOK110,000	100.0
Toyota Truckutleie Norge AS	Trondheim, Norway	NOK100	100.0
Toyota Truck Danmark A/S	Vejle, Denmark	DKK9,000	100.0
Toyota Truckudlejning Danmark A/S	Vejle, Denmark	DKK500	100.0
Toyota Industrial Equipment, S.A.	Ancenis, France	EUR9,000	66.0
Toyota Gabelstapler Deutschland GmbH	Duisburg, Germany	DM1,400	100.0
Toyota Industrial Equipment (UK) Limited	Castleford, West Yorkshire, U.K.	GBP48	100.0
Toyota Industrial Equipment (Northern) Limited	Castleford, West Yorkshire, U.K.	GBP10	100.0
Toyota Industrial Equipment Europe, S.A.R.L.	Ancenis, France	FRF492	100.0
Toyota Carrelli Elevatoria Italia S.r.l.	Bologna, Italy	EUR1,250	100.0

## Unconsolidated Subsidiaries Accounted for by the Equity Method

Company Name	Head Office	Capital (thousands)	Equity Ownership
<b>Outside Japan</b>			
BT Industries Group *1 (2 companies *3)	—	—	—

## Affiliates Accounted for by the Equity Method

Company Name	Head Office	Capital (thousands)	Equity Ownership
<b>Japan</b>			
ST Liquid Crystal Display Corp.	Aichi	¥30,000,000	50.0%
TAIKOH TRANSPORTATION CO., LTD.	Aichi	¥83,985	46.2
<b>Outside Japan</b>			
BT Industries Group *1 (15 companies)	—	—	—

\*1 BT Industries Group is composed of 78 subsidiaries and affiliates and is centered on the holding company BT Industries AB (headquartered in Mjölby, Sweden, capitalized at SEK560 million). Toyoda International Sweden AB held 99.3% of the outstanding shares of BT Industries AB as of September 30, 2001.

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

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

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