

FY2012 Financial Results



May 8, 2012



TOYOTA INDUSTRIES CORPORATION

I . Financial Summary

(Billion yen)

	FY2011	FY2012	Change	
Net sales	1,479.8	1,543.3	63.5	4.3%
Operating income	68.7	70.0	1.3	1.9%
Ordinary income	73.9	80.8	6.9	9.4%
Net income	47.2	58.5	11.3	24.1%

Performance

Earnings forecast FY2013

(Billion yen)

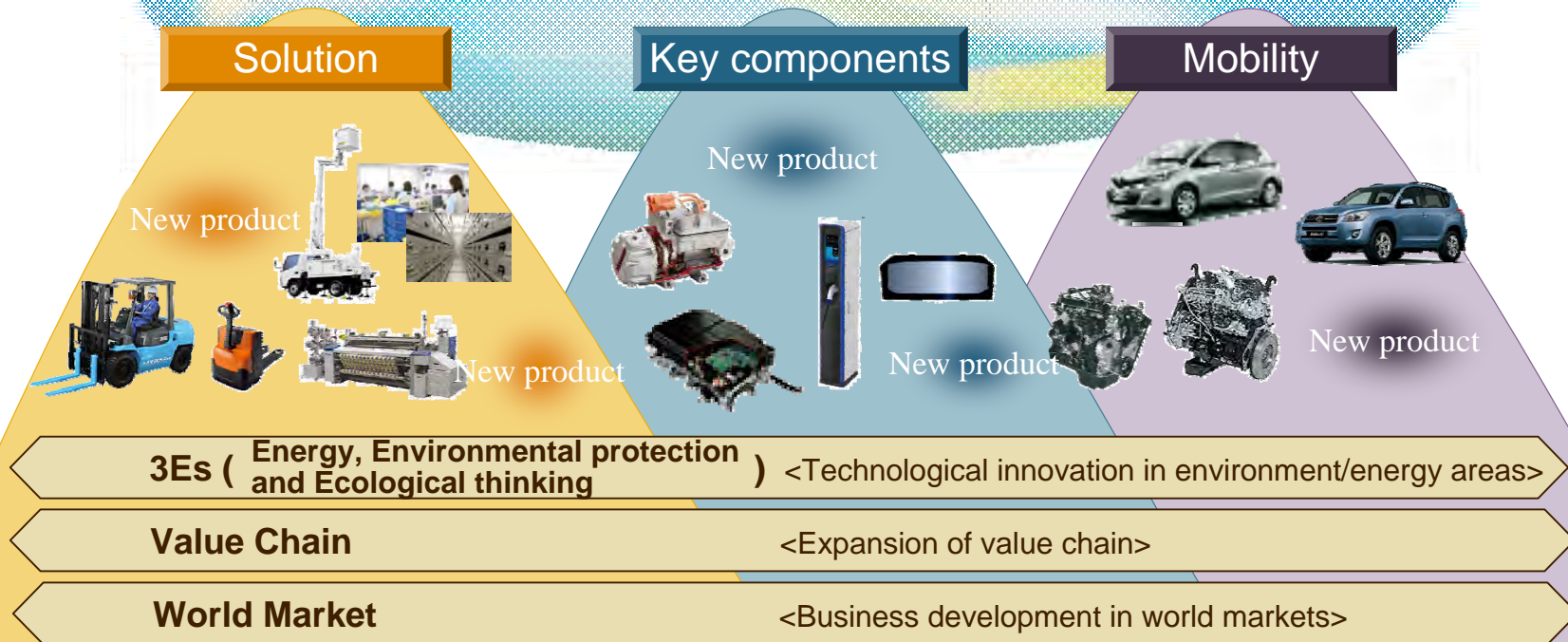
	FY2012	FY2013	Change	
Net sales	1,543.3	1,650.0	106.7	6.9%
Operating income	70.0	85.0	15.0	21.3%
Ordinary income	80.8	93.0	12.2	15.0%
Net income	58.5	59.0	0.5	0.7%

II . Start Medium –Term Management Plan

Vision 2020

Support industries and social foundation around the world by continuously supplying products/services that anticipate customers' needs in order to contribute to a comfortable society and enriched lifestyles.

To contribute to a comfortable society and enriched lifestyles



Contribute to realizing a society with minimum environmental impact through technological innovation in environment/energy areas

Create new business value by strengthening both hardware and software development by cultivating technology "seeds"

Develop businesses all over the world and meticulously respond to each region's customer needs

Maintain the world's highest-level SEQCD by improving our business based on team strength and TPS

Strengthen growth potential by leveraging synergies among divisions, strategic M&As and alliances

Start Medium –Term Management Plan

Recovery

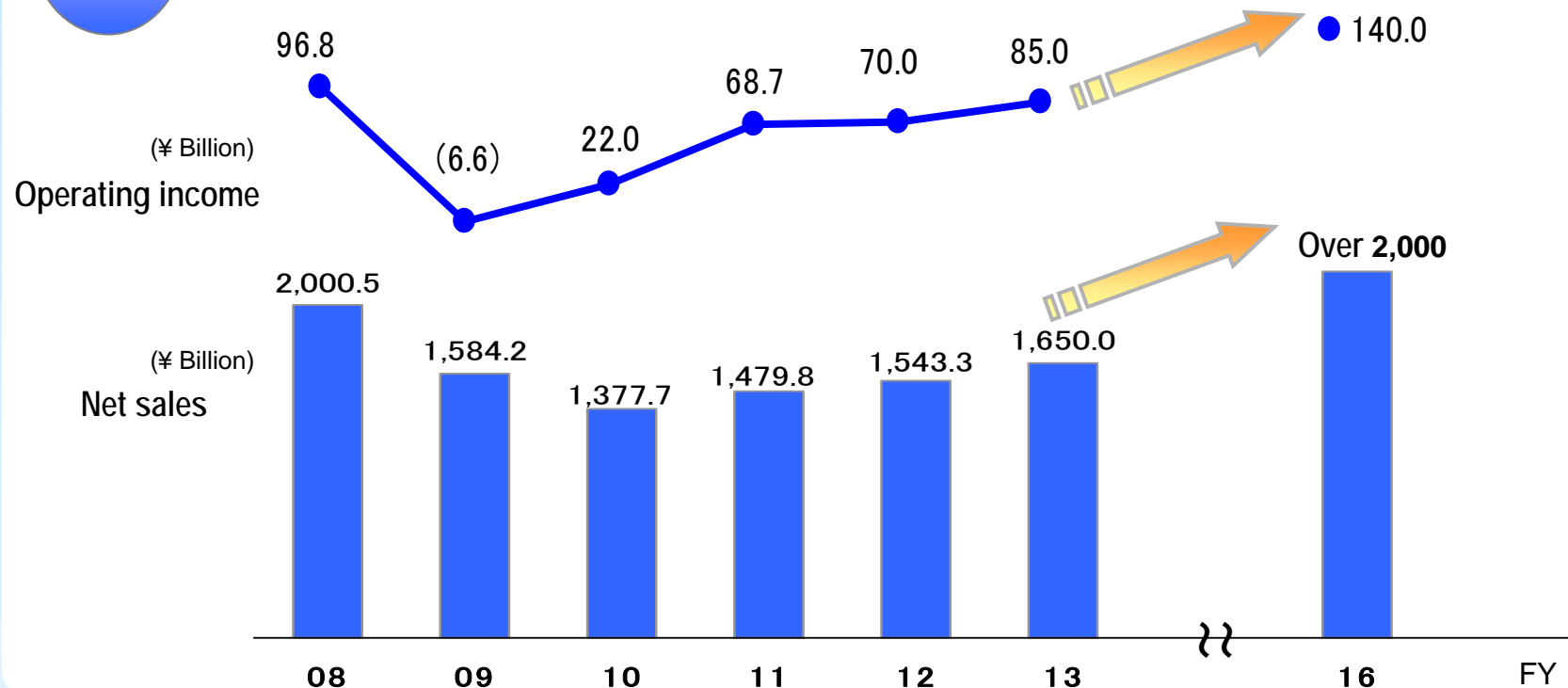
- Having strengthened corporate structure by continuing profit improvement initiatives since the global financial crisis
- **“Recovery”** after overcoming the difficulties such as the earthquake and the flood in Thailand



An **“age of turmoil”** in which major changes and crises are becoming commonplace

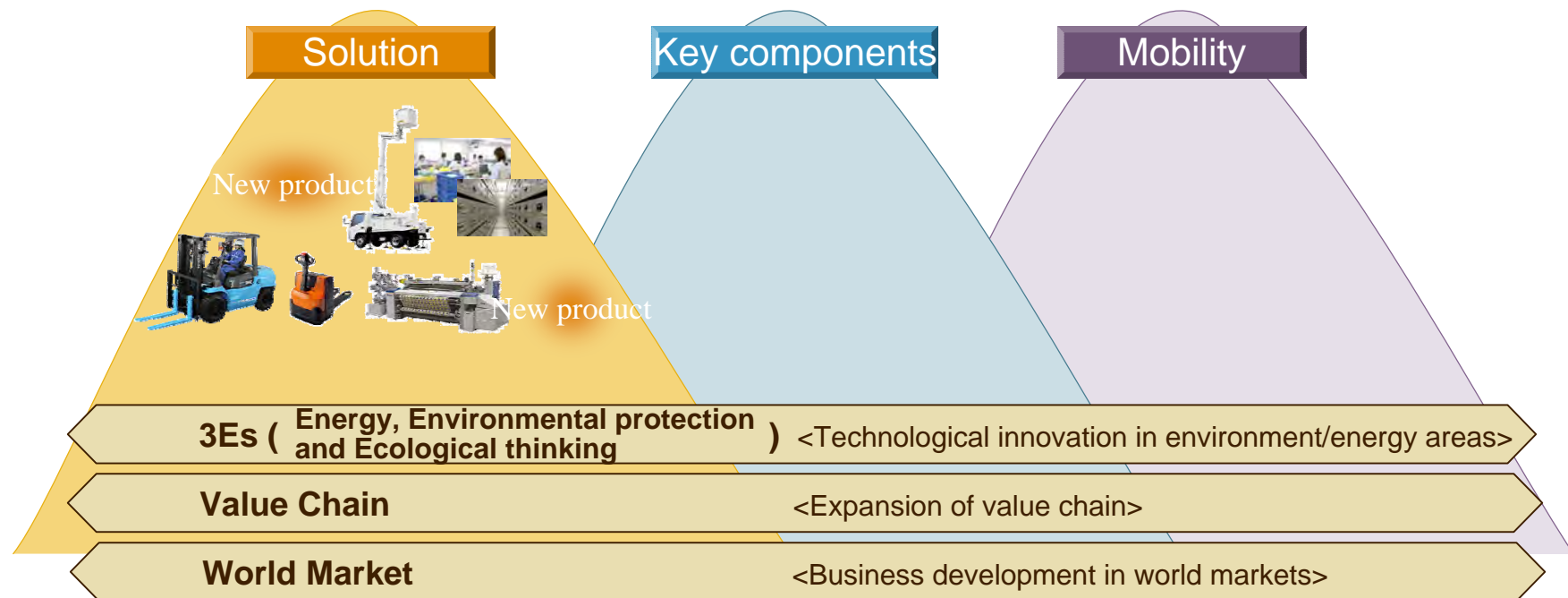
Independence & Growth

- **“Independence”** and aim for further **“growth”**



III. Our Business Initiatives

Solution



Diversified each region's market needs

Intensified price competition

Matching the needs of markets, introduce global models to improve price competitiveness

- ◆ Standardize basic platform and create modules matched to the needs of each market
- ◆ Improve price competitiveness by standardizing components and optimizing production places and suppliers of components
- ◆ Improve fuel and electricity efficiency by product development centered on 3Es

Model

8 FBN
(1.5t – 3.0t electric lift truck)

Production place

China

Sales destination

- Started sales for the Chinese market in May 2011
 - **Started sales for the ALOMA* markets in January 2012**
- * Asia, Latin America, Oceania, Middle East, Africa



Examine further expansion of both models and sales destinations

Developed countries

Expand value chain

North America

Make leading distributors into subsidiaries

9 distributors (since 2007)

Europe

Integrate distribution channels

29 countries (since 2006)

- Expand sales by utilizing broad product lines
- Enhance profitability of entire value chain including services

Emerging countries

Strengthen sales network

China

Establish joint venture sales company and start operations (Sep. 2011)

India

Establish sales/service company and start operations (May 2011)

Expand sales by strengthening service capability

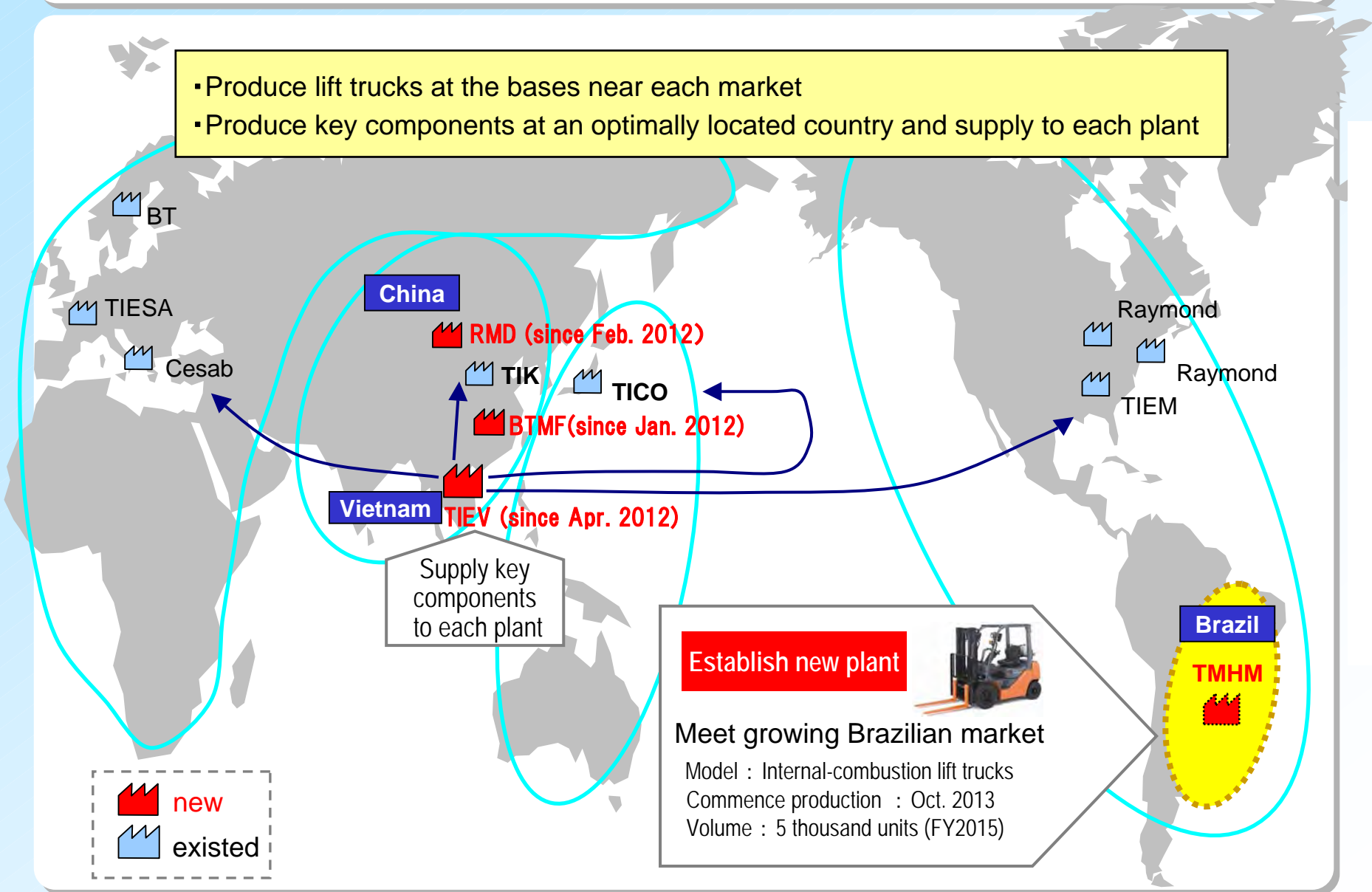
Implement training programs at Global training center for service trainers from around the world





Practical training for service trainers of ALOMA markets

- Increase sales by strengthening sales network meeting demand increase
- Make a difference with service quality which is crucial for production goods

- Produce lift trucks at the bases near each market
- Produce key components at an optimally located country and supply to each plant



 **new**
 **existed**

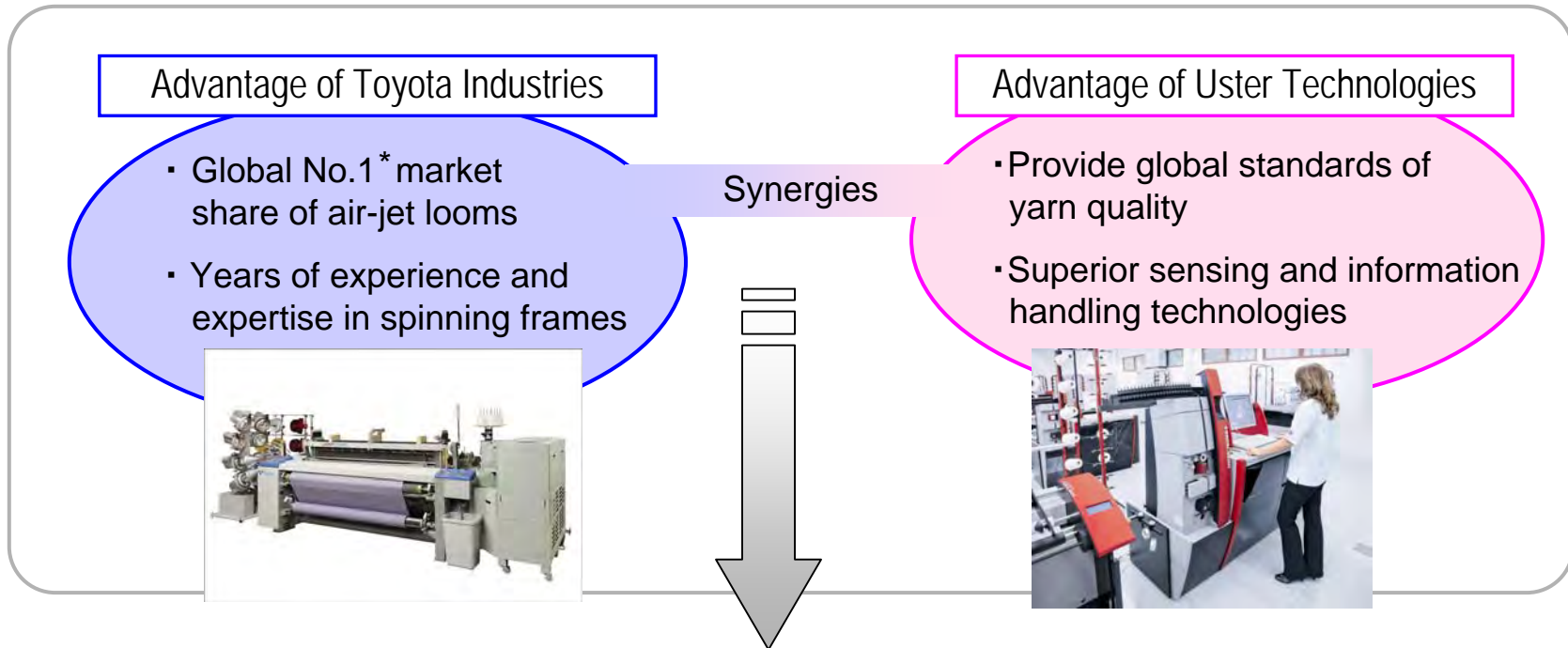
Establish new plant



Meet growing Brazilian market

Model : Internal-combustion lift trucks
 Commence production : Oct. 2013
 Volume : 5 thousand units (FY2015)

Acquire the ownership of Uster in Switzerland to strengthen the partnership



Further enhance the appeal of products by utilizing the expertise of Uster for our product development

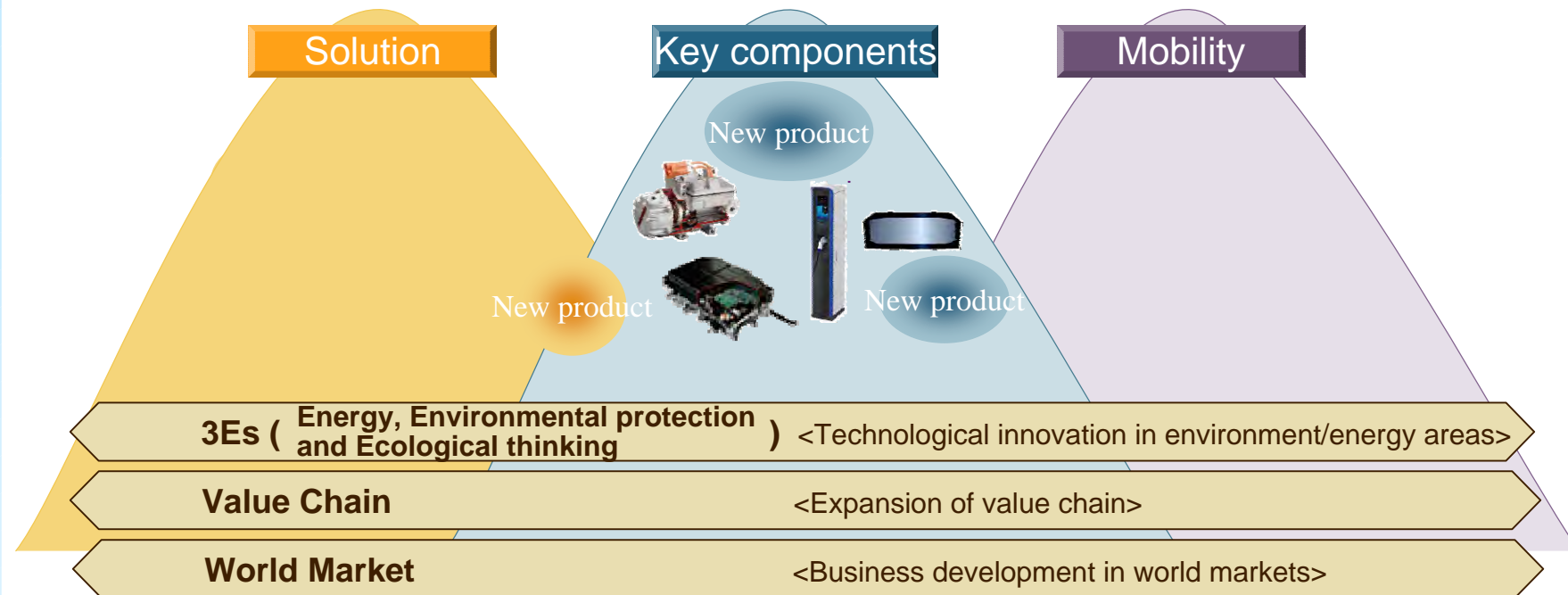
< Profile of Uster >

- 1. Corporate name : Uster Technologies AG
 - 2. Location : Uster, Zurich, Switzerland
 - 3. Business description : Development, production and sales of Yarn testing instruments and cotton classing instruments
 - 4. Net sales : 188M CHF
 - 5. Net income : 36M CHF
- (Dec. 2011)

* Survey by Toyoda Industries Corporation

III. Our Business Initiatives

Key components

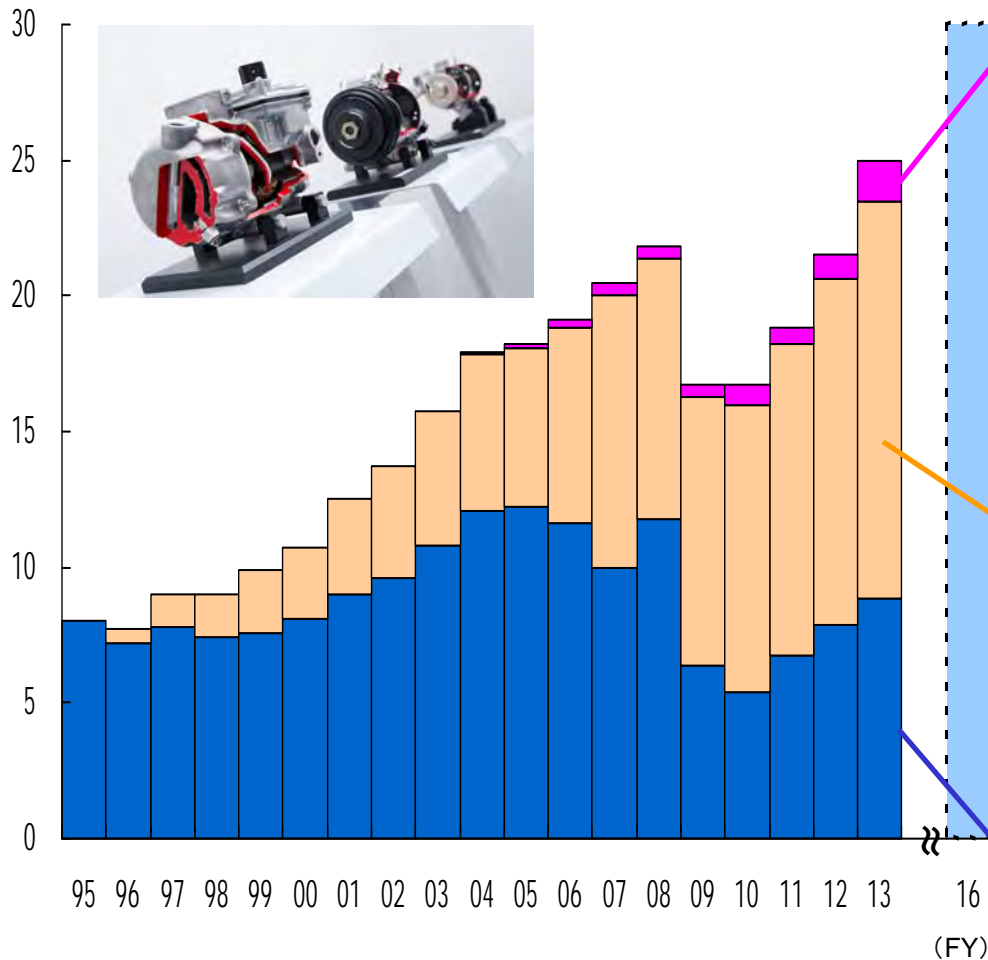


Key components / Compressor

Product development centered on 3Es

Toyota Industries Sales units

(Million units)



Electric type

【Market】

- All the auto makers accelerate development of HV and EV

【Our response】

- ◆ More compact, lighter weight and quieter products

Variable-displacement type

- More strict fuel efficiency regulations in developed countries
- Progressively-increased demand in emerging countries

- ◆ Improve competitiveness by fuel efficiency
- ◆ Optimum balance between performance and price

Fixed-displacement type

- Persistent demand in ASEAN and India

- ◆ Further improve reliability of the product
- ◆ Strengthen price competitiveness

Response to changes of market needs and demand increase

	Market trend	Our response
North America	Growing needs for variable-displacement type due to more strict fuel efficiency regulations	1) Response change of needs from fixed-displacement type to variable-displacement type <ul style="list-style-type: none"> ▪ Shift the plant for fixed-displacement type to variable-displacement type and increase production capability ▪ Increase production capability of the plant for variable-displacement type 2) Increase local procurement ratio to aim to minimize the impact of currency fluctuations <ul style="list-style-type: none"> ▪ Establish a production company for components of variable-displacement type (Commence production in Sep. 2013)
Europe	Expanding demand due to export to emerging countries	1) Increase production capability of the production base in Germany 2) Increase local procurement ratio
ASEAN	Continuing expansion of auto market	1) Increase production capability of the production base in Indonesia 2) Centralize the production of small fixed-displacement type in Indonesia 3) Increase local procurement ratio
China	Trend to focus on quality by local auto makers	1) Promote sales activities to local auto makers, in addition to foreign capital companies 2) Increase production capability of the production base in China 3) Increase local procurement ratio



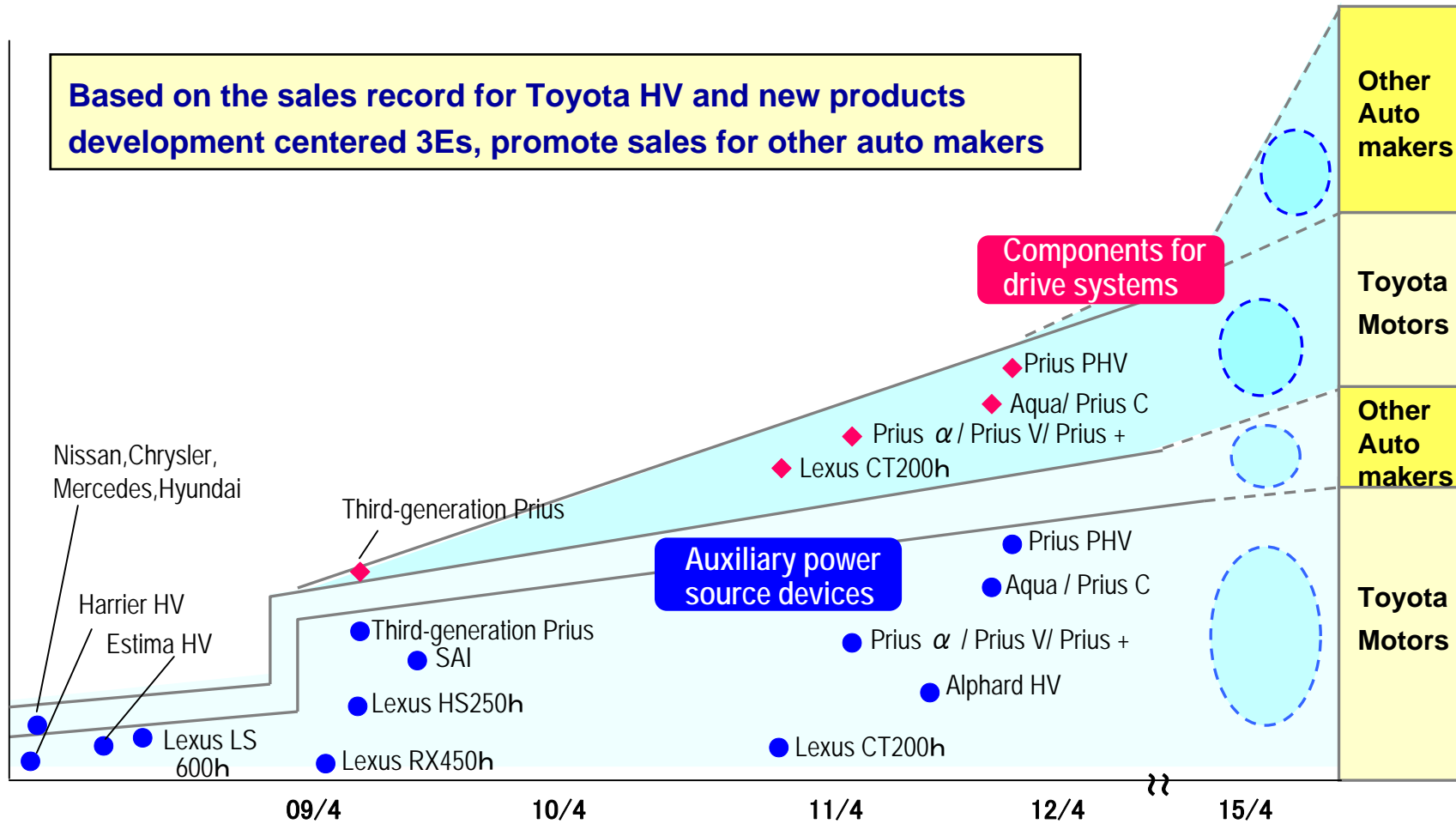
【Build production and supply structure of compressor in the areas where leading auto makers assembly plants are located】

- 1) Build structure minimized the impact of currency fluctuations
- 2) Reduce supply lead-time

Key components / Electronics

Develop and promote sales of Car Electronics products

Based on the sales record for Toyota HV and new products development centered 3Es, promote sales for other auto makers



Produce auxiliary power source devices for Toyota Motors and other auto makers

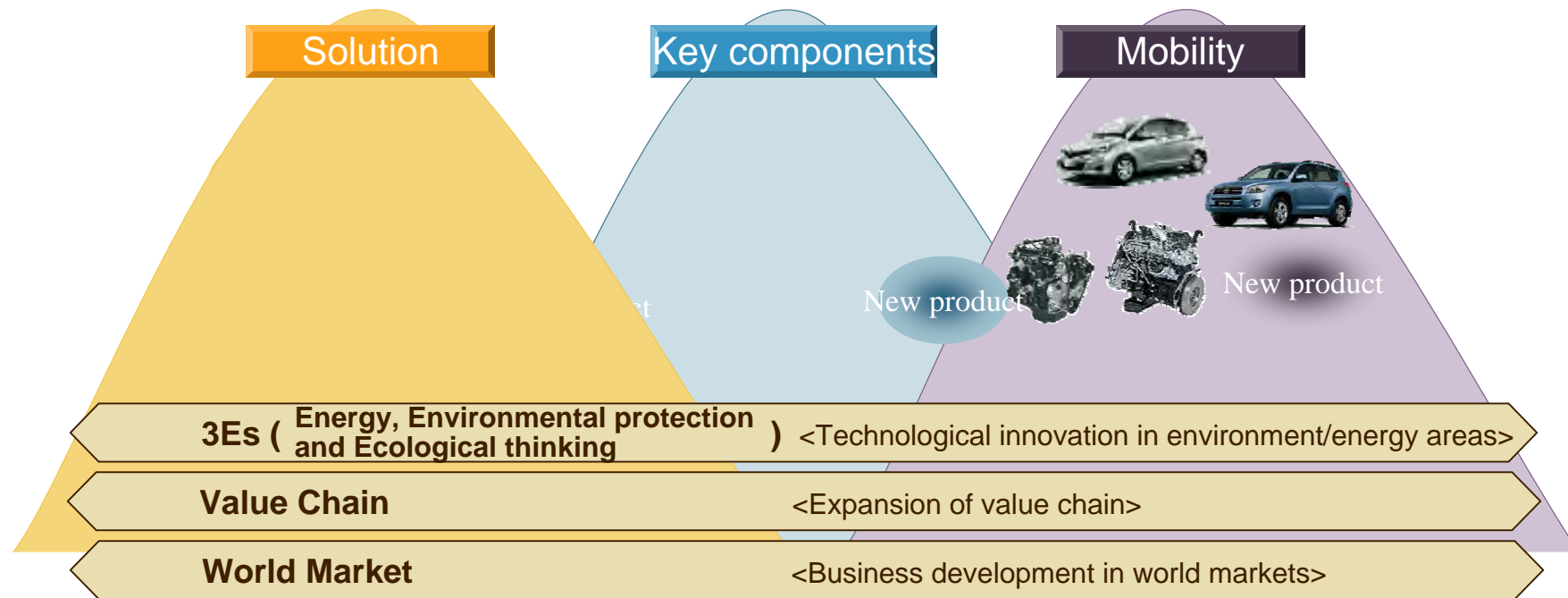
Produce components for drive systems (PCU* components) and promote sales of auxiliary power source devices for Toyota Motors

Promote sales of components for drive systems (PCU* assy, motor) and auxiliary power source devices for Toyota Motor and other auto makers

*: Power Control Unit

III. Our Business Initiatives

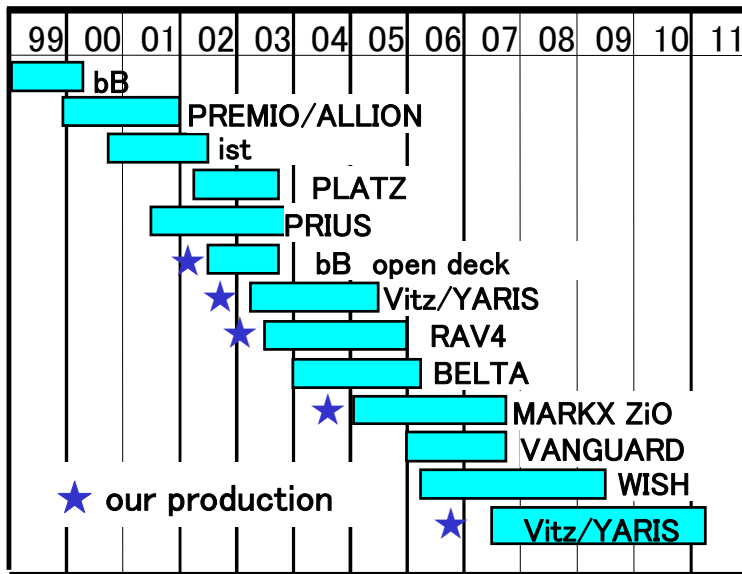
Mobility



Vehicle

◆ Initiative from development through production

【Developed models】



Develop a number of types of vehicle in addition to manufacture

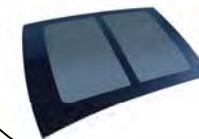
Further improve overall level of quality, cost and delivery(QCD) by implementing development through production totally

◆ Strengths in production

- The highest level of quality, cost and delivery(QCD) in the Toyota Group
- Quickly start up production
- Flexible structure in terms of production volume and vehicle models

Enhance the role in the Toyota group plants by improving the strengths in production

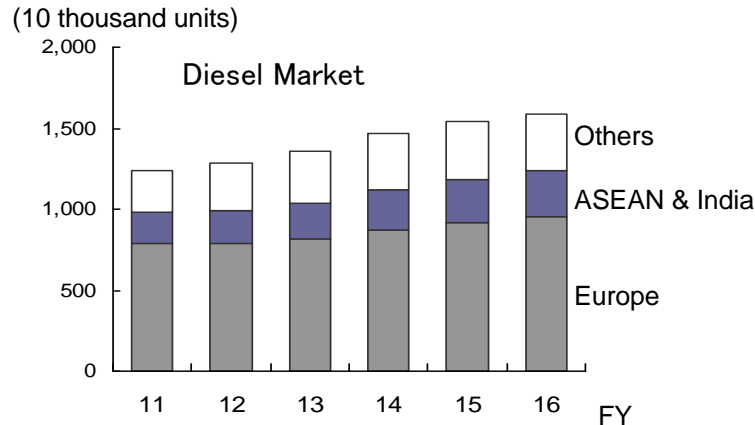
Components



The Prius α , launched in May 2011 is fitted with our plastic glazing as a panoramic roof

Contribute to lowering the weight of automobile bodies by increasing our product line and the number of vehicles installing our products

Vehicle diesel engine



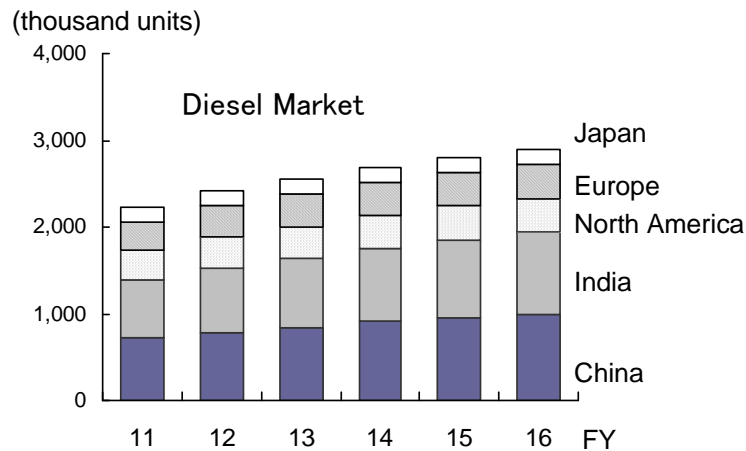
Market Trend

- Market expansion in Europe and emerging countries such as ASEAN and India

Our Response

- Enhance development structure to promote development of mass-produced engines

Industrial diesel engine



Market Trend

- Market expansion with the increase of mechanization in China and India

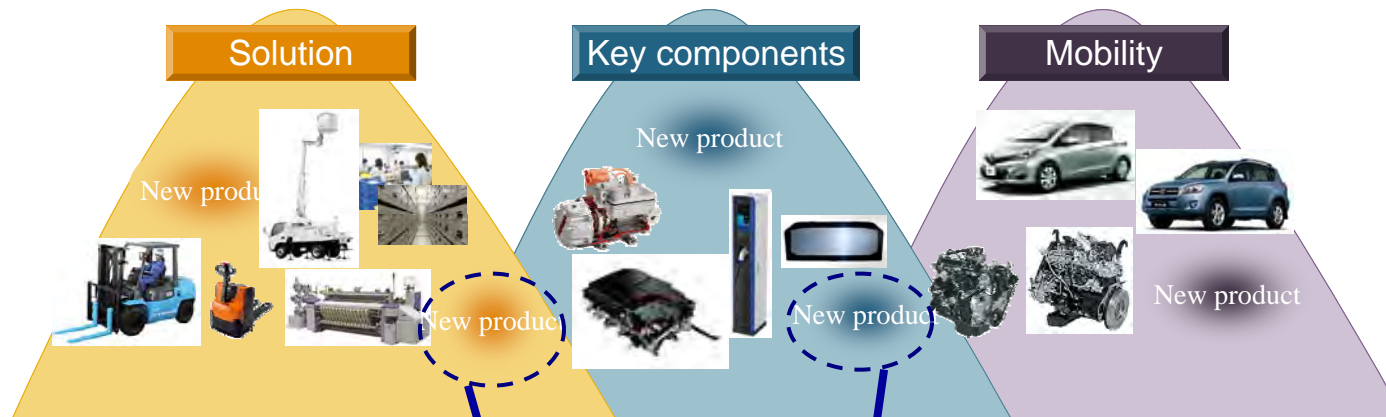
Our Response

- Develop fuel efficient and low cost competitive industrial diesel engines
- Build optimized structure of production, sales and service

Integrate technologies of each business unit

Develop logistics EV "e-Porter"

Develop new products utilizing technologies of each business unit



Power train unit for EV



Electric compressor for car air conditioner

Integrate technologies of each business unit

Develop logistics EV "e-Porter"

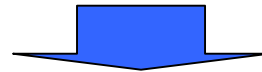
Contribute to improvement of logistics efficiency in a smart mobility society and reduction of CO2 emissions

Integrate technologies of energy saving, electrification and lighter weight based on 3Es, transcending business units

Energy saving

Electrification

Lighter weight



Power train unit for EV

Lean automobile body structure by developing a dedicated platform for EV

Onboard charger

DC-DC converter

Electric compressor

IV. Financial Results

Performance

FY2012

(Billion yen)

	FY2011	FY2012	Change	
Net sales	1,479.8	1,543.3	63.5	4.3%
Operating income	68.7	70.0	1.3	1.9%
Ordinary income	73.9	80.8	6.9	9.4%
Net income	47.2	58.5	11.3	24.1%
Net income per share	¥151.51	¥188.02	¥36.51	-
Dividends per share	¥50	¥50	-	-
Year-end	¥25	¥25	-	-
Dividend ratio	33.0%	26.6%	-	-
Investments in tangible assets	38.2	58.4	20.2	52.7%
Depreciation	62.3	59.8	(2.5)	(4.1%)

Exchange rate

¥/US\$	¥86	¥79	(¥7)	-
¥/Euro	¥113	¥109	(¥4)	-

Performance

FY2012

(Billion yen)

	As of March 31, 2011	As of March 31, 2012	Change	
Total assets	2,481.4	2,656.9	175.5	7.1%
Total net assets	1,075.9	1,197.8	121.9	11.3%
Total net assets per share	¥3,300.17	¥3,662.26	¥362.09	-
Equity ratio	41.4%	43.0%	-	-
Consolidated subsidiaries	162	176	14	-

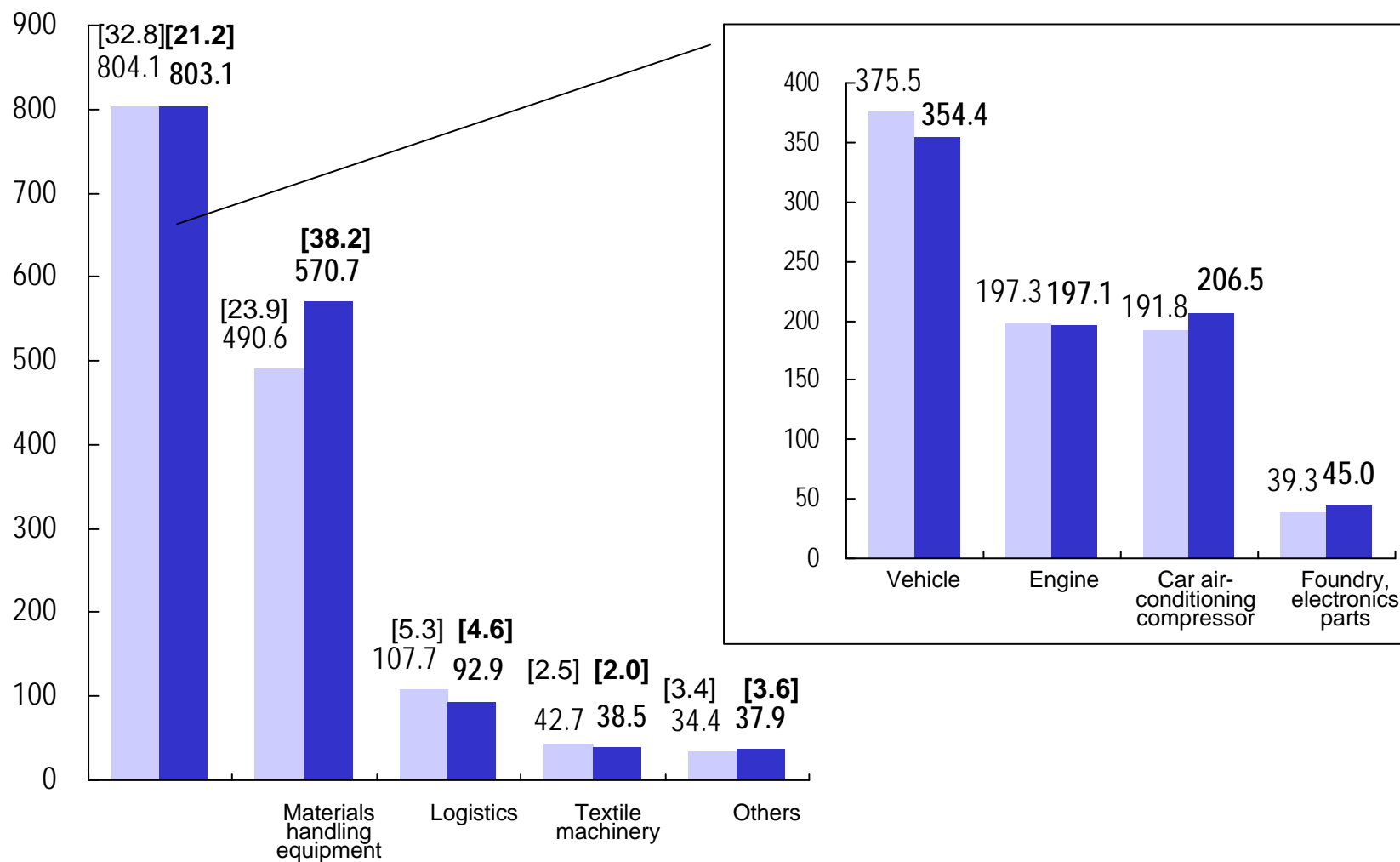
Segment Information

FY2012

◆ Net sales

(¥Billion) [Operating Income]

FY2011
FY2012



Unit sales

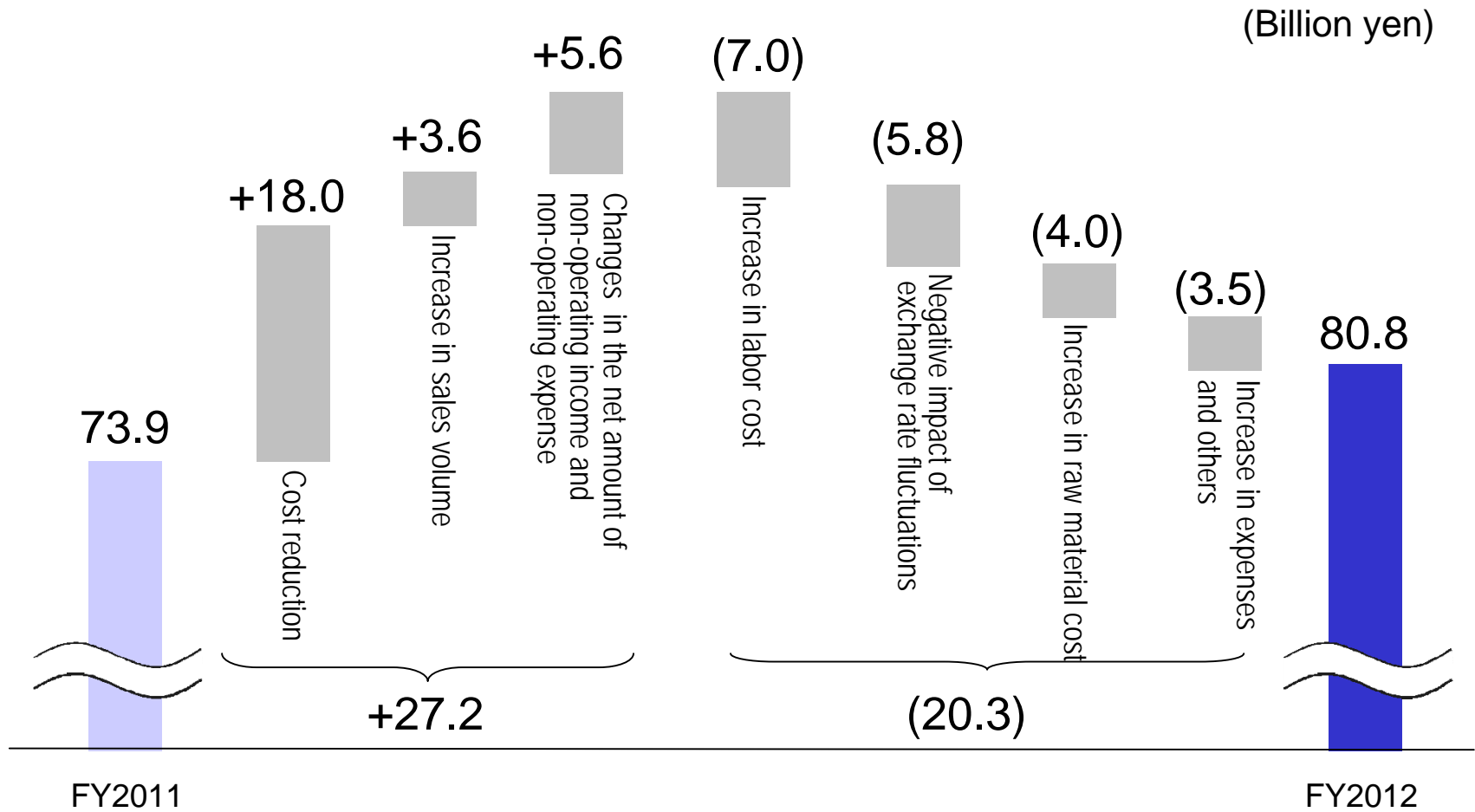
FY2012 / FY2013 Forecast

(Thousand units)

	FY2011	FY2012	Change	FY2013	Change
Vitz (Yaris)	181	180	(1)	150	(30)
RAV4	109	93	(16)	121	28
Mark X ZiO	5	5	0	4	(1)
Vehicle	295	278	(17)	275	(3)
Diesel	382	397	15	425	28
Gasoline	232	213	(19)	225	12
Engine	614	610	(4)	650	40
Car air-conditioning compressor	18,830	21,550	2,720	25,000	3,450
Materials handling equipment	153	184	31	195	11
Air-jet loom	7.2	5.2	(2.0)	4.5	(0.7)

Change in Ordinary Income

FY2012



Performance

FY2013 Forecast

(Billion yen)

	FY2012	FY2013	Change	
Net sales	1,543.3	1,650.0	106.7	6.9%
Operating income	70.0	85.0	15.0	21.3%
Ordinary income	80.8	93.0	12.2	15.0%
Net income	58.5	59.0	0.5	0.7%
Net income per share	¥188.02	¥189.29	¥1.27	-
Dividends per share	¥50	¥55	¥5	-
Year-end	¥25	¥30	¥5	-
Dividend ratio	26.6%	29.1%	-	-
Investments in tangible assets	58.4	100.0	41.6	71.2%
Depreciation	59.8	62.0	2.2	3.6%

Exchange rate

¥/US\$	¥79	¥80	¥1	-
¥/Euro	¥109	¥105	(¥4)	-

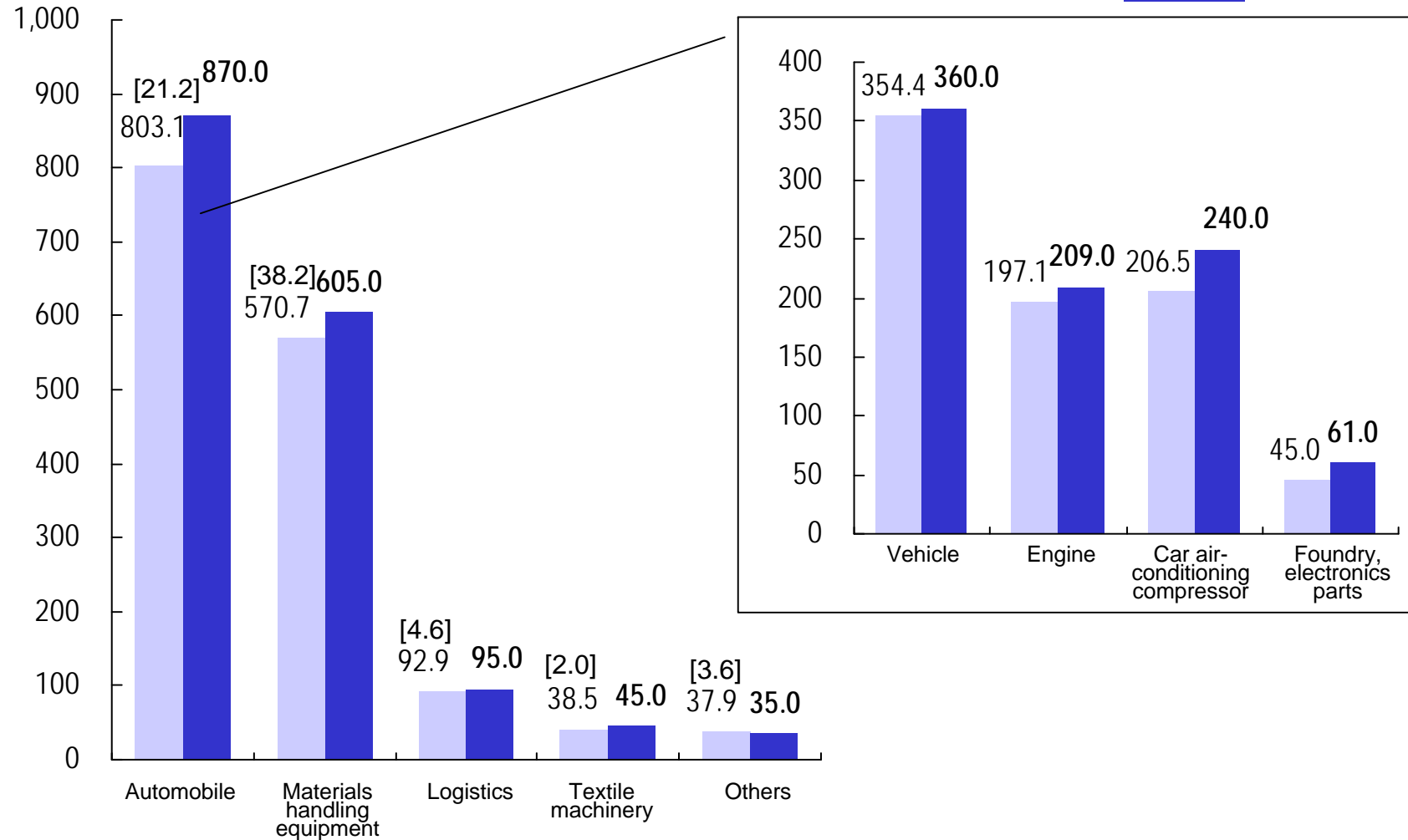
Segment Information

FY2013 Forecast

◆ Net sales

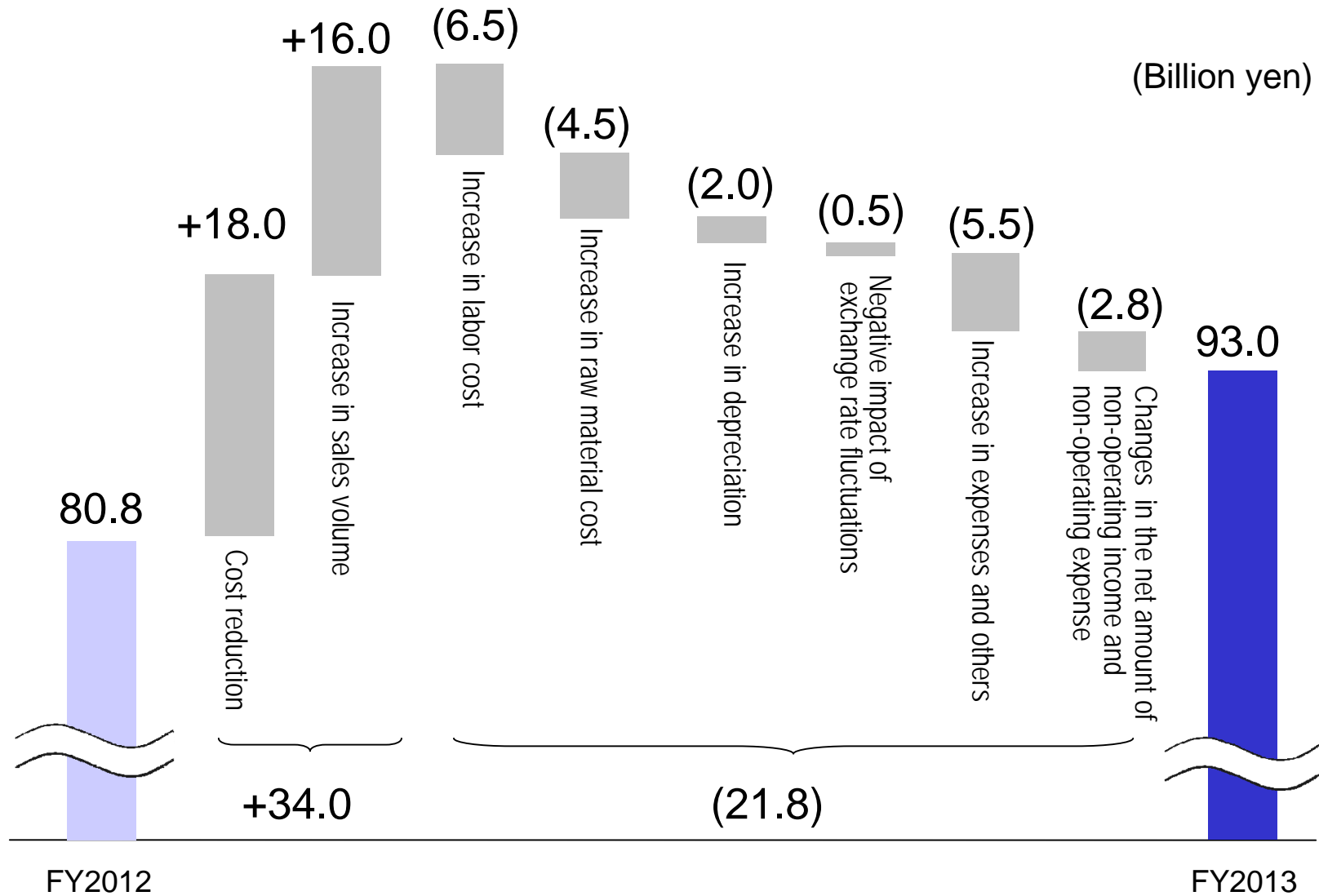
(¥Billion) [Operating Income]

FY2012
FY2013



Change in Ordinary Income

FY2013 Forecast



Cautionary Statement with Respect to Forward-Looking Statements

This presentation contains projections of business results as well as statements regarding business plans, forecasts, strategies, and other forward-looking statements that are not to be taken as historical fact. Projections and forward-looking statements are based on the current expectations and estimates of Toyota Industries and its Group companies. All such projections and forward-looking statements are based on management's assumptions and beliefs derived from the information available to it at the time of producing this report and are not guarantees of future performance. You should also be aware that certain risks and uncertainties could cause the actual results of Toyota Industries and its Group companies to differ materially from any projections or forward-looking statements appearing in this report. These risks and uncertainties include, but are not limited to, the following: 1) economic trends, 2) various competitive pressures, 3) changes in relevant laws and regulations, and 4) fluctuations in exchange rates.