



FY2015 Financial Results



May 8, 2015



TOYOTA INDUSTRIES CORPORATION

I . Financial Summary

Financial Summary<FY2015>

1. Net sales, operating income, ordinary income and net income marked record highs

2. The favorable results of the materials handling equipment segment and car air-conditioning compressor business contributed to the consolidated financial results

3. Increase in net sales and operating income expected for FY 2016 forecast

Performance <FY2015>

(Billion yen)

	FY2014	FY2015	Change	
Net sales	2,007.8	2,166.6	158.8	7.9%
Operating income	107.6	117.5	9.9	9.2%
Ordinary income	138.1	170.8	32.7	23.7%
Net income	91.7	115.2	23.5	25.7%
Net income per share	¥292.76	¥367.06	¥74.30	—
Dividends per share	¥85	¥110	¥25	—
Year-end	¥50	¥60	¥10	—
Consolidated payout ratio	29.0%	30.0%	—	—

- Net sales and income increased
- The materials handling equipment segment and the car air-conditioning compressor business have driven the financial results
- Revised the distribution of a year-end dividend from ¥50 per share to ¥60 per share

Performance <FY2015>

(Billion yen)

	FY2014	FY2015	Change	
Capital Expenditures	109.4	126.3	16.9	15.5%
Depreciation	64.1	70.7	6.6	10.3%

¥/US\$	¥100	¥110	¥10	—
¥/Euro	¥134	¥139	¥5	—

- Capital expenditures increased mainly in the car air-conditioning compressor and the engine businesses
- Depreciation increased with an increase of capital expenditures

Performance <FY2015>

(Billion yen)

	As of March 31, 2014	As of March 31, 2015	Change	
Total assets	3,799.0	4,650.8	851.8	22.4%
Total net assets	1,829.3	2,425.9	596.6	32.6%
Total net assets per share	¥5,640.08	¥7,500.16	¥1,860.08	—
Equity ratio	46.6%	50.7%	—	—
Consolidated subsidiaries	215	214	(1)	—

- Total assets and total net assets increased due to an increase in market value of investment securities

Segment Information <FY2015>

Net sales [Operating Income] (Billion yen)

	FY2014	FY2015	Change	
Vehicle	467.0	459.0	(8.0)	(1.7%)
Engine	202.5	192.0	(10.5)	(5.2%)
Car air-conditioning compressor	275.7	324.6	48.9	17.7%
Electronics parts, foundry and others	61.2	74.9	13.7	22.3%
Automobile	1,006.6 [35.1]	1,050.7 [35.9]	44.1 [0.8]	4.4%
Materials handling equipment	809.2 [58.0]	924.9 [68.8]	115.7 [10.8]	14.3%
Logistics	95.3 [5.1]	98.0 [6.2]	2.7 [1.1]	2.8%
Textile machinery	73.1 [5.5]	68.1 [2.6]	(5.0) [(2.9)]	(6.7%)
Others	23.4 [3.4]	24.7 [3.7]	1.3 [0.3]	5.4%
Total	2,007.8 [107.6]	2,166.6 [117.5]	158.8 [9.9]	7.9%

Unit Sales (Thousand units)

	FY2014	FY2015	Change
Vitz (Yaris)	129	103	(26)
RAV4	198	205	7
Mark X ZiO	1	-	(1)
Vehicle	328	308	(20)
Diesel	383	355	(28)
Gasoline	243	213	(30)
Engine	626	568	(58)
Car air-conditioning compressor	25,480	29,320	3,840
Materials handling equipment	199	222	23
Air-jet loom	9.3	5.8	(3.5)

- The vehicle business: Net sales decreased because of a reduction of the unit sales of Vitz
- The engine business :Net sales decreased because of a reduction of the unit sales, mainly KD diesel engine fitted into IMV
- The car air-conditioning compressor business :Net sales increased by an increase of overseas sales
- The materials handling equipment segment :Net sales increased by an increase of unit sales and contribution of Cascade and Aichi corporation

Change in Ordinary Income

Year-on-year Comparison (FY2014 full year and FY2015 full year)

(Billion yen)

Increase in sales volume	16.5	Increase in labor cost	▲ 14.5
Cost reduction	16.2	Increase in depreciation	▲ 6.6
Positive impact of exchange rate fluctuations	9.8	Increase in raw material cost	▲ 2.1
Changes in the net amount of non-operating income and non-operating expenses	22.8	Increase in expenses and others	▲ 9.4
Increases total	65.3	Decreases total	▲ 32.6
Total Changes in Ordinary Income		32.7	

- Increase in sales volume, mainly of the materials handling equipment business, contributed to an increase of income
- Labor cost increased because of increase of wage and the number of employees
- Depreciation increased because of aggressive business initiatives

Performance <FY2016 Forecast>

(Billion yen)

	FY2015	FY2016	Change	
Net sales	2,166.6	2,200.0	33.4	1.5%
Operating income	117.5	125.0	7.5	6.3%
Ordinary income	170.8	176.0	5.2	3.0%
Net income	115.2	119.0	3.8	3.2%
Net income per share	¥367.06	¥378.79	¥11.73	—
Dividends per share	¥110	¥110	¥0	—
Year-end	¥60	¥55	(¥5)	—
Consolidated payout ratio	30.0%	29.0%	—	—

Performance <FY2016 Forecast>

(Billion yen)

	FY2015	FY2016	Change	
Capital Expenditures	126.3	100.0	(26.3)	(20.9%)
Depreciation	70.7	79.0	8.3	11.6%

¥/US\$	¥110	¥115	¥5	—
¥/Euro	¥139	¥125	(¥14)	—

Segment Information <FY2016 Forecast>

Net sales [Operating Income]

(Billion yen)

	FY2015	FY2016	Change	
Vehicle	459.0	455.0	(4.0)	(0.9%)
Engine	192.0	178.0	(14.0)	(7.3%)
Car air-conditioning compressor	324.6	348.0	23.4	7.2%
Electronics parts, foundry and others	74.9	70.0	(4.9)	(6.6%)
Automobile	1,050.7 [35.9]	1,051.0	0.3	0.0%
Materials handling equipment	924.9 [68.8]	955.0	30.1	3.2%
Logistics	98.0 [6.2]	104.0	6.0	6.1%
Textile machinery	68.1 [2.6]	66.0	(2.1)	(3.2%)
Others	24.7 [3.7]	24.0	(0.7)	(3.1%)
Total	2,166.6 [117.5]	2,200.0	33.4	1.5%

Segment Information <FY2016 Forecast>

Unit Sales

(Thousand units)

	FY2015	FY2016	Change
Vitz (Yaris)	103	84	(19)
RAV4	205	211	6
Vehicle	308	295	(13)
Diesel	355	285	(70)
Gasoline	213	215	2
Engine	568	500	(68)
Car air-conditioning compressor	29,320	31,000	1,680
Materials handling equipment	222	231	9
Air-jet loom	5.8	5.7	(0.1)

Change in Ordinary Income

Year-on-year Comparison (FY2015 full year and FY2016 full year forecast)

(Billion yen)

Cost reduction	16.0	Increase in labor cost	▲ 9.0
Increase in sales volume	8.0	Increase in depreciation	▲ 8.3
Positive impact of exchange rate fluctuations	1.5	Increase in expenses and others	▲ 0.7
		Changes in the net amount of non-operating income and non-operating expenses	▲ 2.3
Increases total	25.5	Decreases total	▲ 20.3
Total Changes in Ordinary Income		5.2	

II . Our Business Initiatives toward Medium Term Growth

Solution	Materials Handling Equipment
Key Components	Car Air-conditioning Compressor
Mobility	Engine

Expanding our market share of lift trucks in major markets

【Enhancing the appeal of products】

- Developing new products centered on 3E fields

【Establishing optimum production structures】

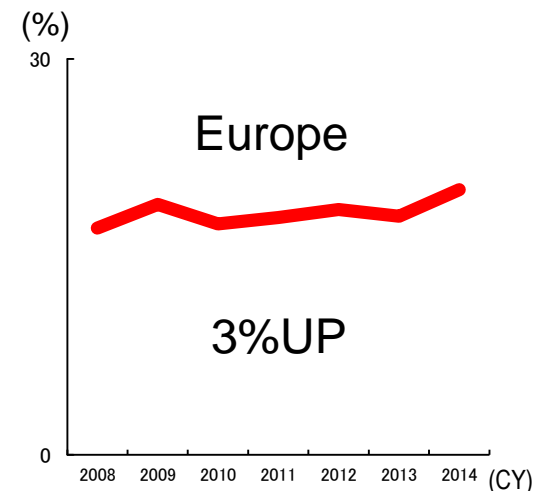
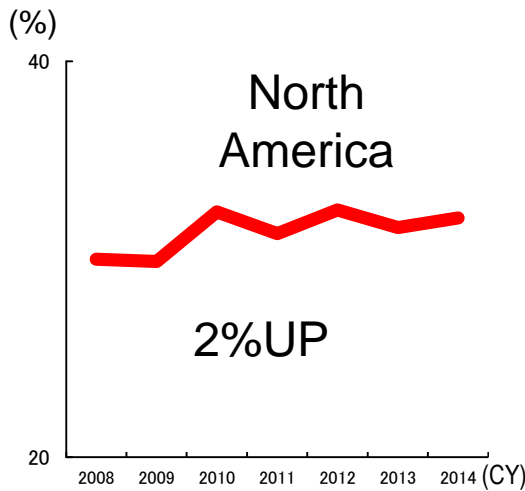
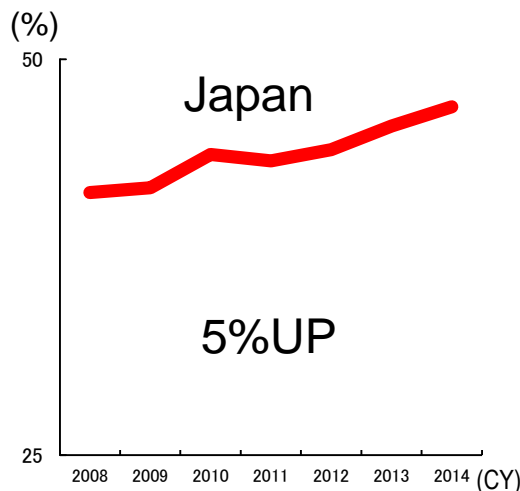
- Supplying products from optimally located production bases
- Established a production base in Brazil
- Completed relocating a plant in China and expanded its production capabilities
- Supplying components (motors) from a plant in Vietnam

【Upgrading sales and service capabilities】

- Expanding sales and service networks
- Strengthening service capabilities

【Expand our business domain】

- Made U.S.-based Cascade, a manufacturer of lift truck attachments into Toyota Industries' subsidiary



Product development centered on 3Es

Internal-combustion Lift Truck

Wide range of lineup from 0.5- to 43-ton

Persistent demands for outdoor logistics sites

Improving fuel efficiency and meeting exhaust emissions regulations by developing the components such as engines in-house

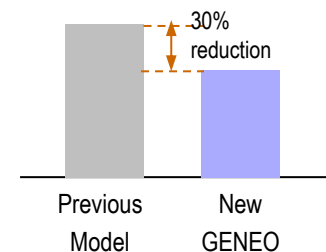
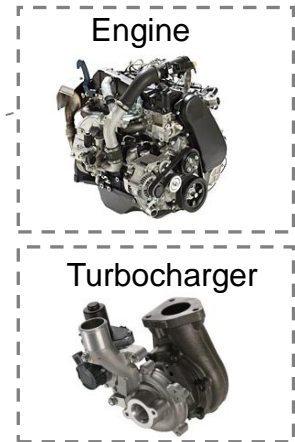
Electric Lift Truck

Responding various customers needs by offering counterbalanced lift truck, reach lift truck and powered pallet truck

Increasing demands for indoor logistics sites

Increasing operation time and improving power performance by developing the components such as motors

Toyota GENE0



Reduced fuel consumption up to 30% than the previous model*

*varies by the conditions of use and others

Awards: iF design award
Good design award
German Design Award (Special Award)
Nikkan Kogyo Shinbun 10 Great New products

Development of fuel cell lift truck

Aim for the realization of both high environmental performance and economic performance

- Equipped with a high-efficient fuel cell system for lift trucks

No CO2 emission during operation

Utilize as the movable power-generating equipment at the time of disaster

8 -hours continuous operation with hydrogen filling in 3 minutes

Unnecessary to charge or replace the battery during operation

- Carried out field tests with the government (at Kansai International Airport since 2015)
 - Newly develop and introduce a practical use model fitted fuel cell same as that is installed in Toyota Motor's fuel cell vehicle, "MIRAI"

➡ Accelerating efforts toward the practical use



Upgrading Sales and Service Capabilities

Implementing appropriate measures for each region, such as integration of distribution channels and enhancement in the quality of services



Training for service technicians of overseas dealers

1) Europe

- Completed to integrate separately operated sales channels for TOYOTA- and BT-brand lift trucks throughout Europe
- Upgrading sales capabilities by the establishment of a sales company in Russia
- Appealing the products and services by participating exhibitions

2) North America

- Upgrading sales capabilities by making distributors into subsidiaries
- Enhancing the response to key-account business by strengthening sales structure of TOYOTA- and Raymond-brand and channels

3) ALOMA* and China

* : Asia, Latin America, Oceania, Middle East, Africa

- Further enhancing the sales and service networks in major region by strengthening the structures of the China distributor (TMHS)
- Enhancing the response to customers through the incorporated office in Singapore
- Upgrading sales and service capabilities by providing a variety of training and tools

4) Japan

- Improving the level of service of dealers by continuously holding the TMHJ Service Skills Contest

Strengthening sales finance business

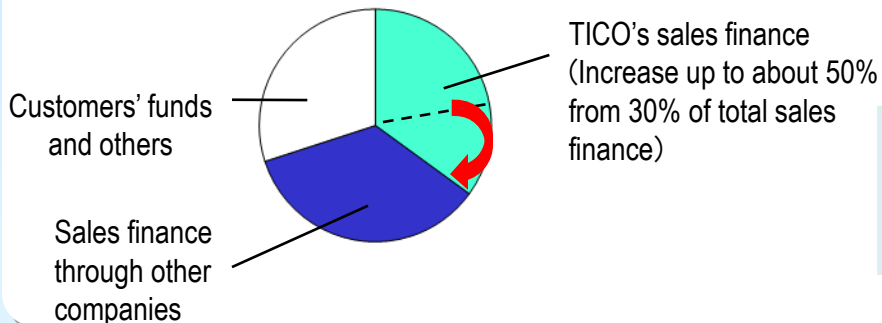
Acquisition of material handling business of U.S.-based Toyota Motor Credit Corporation (TMCC)

TMCC's strengths

TMCC is one of the world's top sales finance business companies and has a great deal of know-how and skill

- **Sales finance business know-how** for materials handling equipment business, accumulated over a long period of time
- **Excellent structure and system of management**, including management of risks such as credit management and residual value
- **A wide range of financial products** lineup

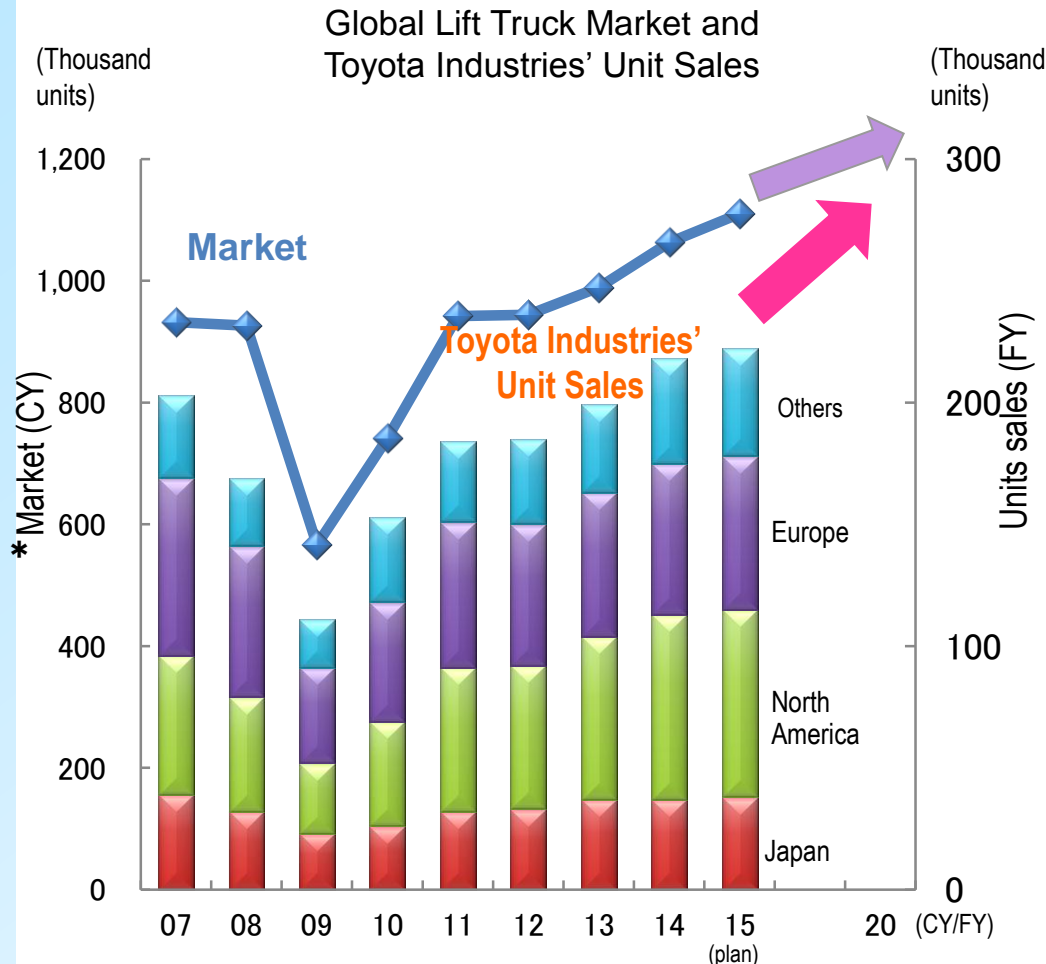
■ The image of sales finance ratio of our lift truck sales after acquisition of TMCC's material handling business



The approval in the US is expected in the second half of FY2016
Promoting preparation for starting business

By utilizing a great deal of TMCC's know-how, we strengthen our sales finance business and expand the business globally

Promoting initiatives aimed at further growth



CY: calendar year ended Dec 31; FY: fiscal year ended Mar. 31 of the following year

* Estimated by Toyota Industries Corporation

【Enhancing the appeal of products】

- Further enhancing the appeal of products centered on 3E fields
- Developing key components internally
- Offering products suit to each market

【Strengthening supply structure】

- Supplying from optimally located production bases and increase production capabilities
- Expanding key components supply to Toyota Industries' group

【Upgrading sales and service capabilities】

- Expanding sales and service networks
- Strengthening service capabilities
- Strengthening sales finance business

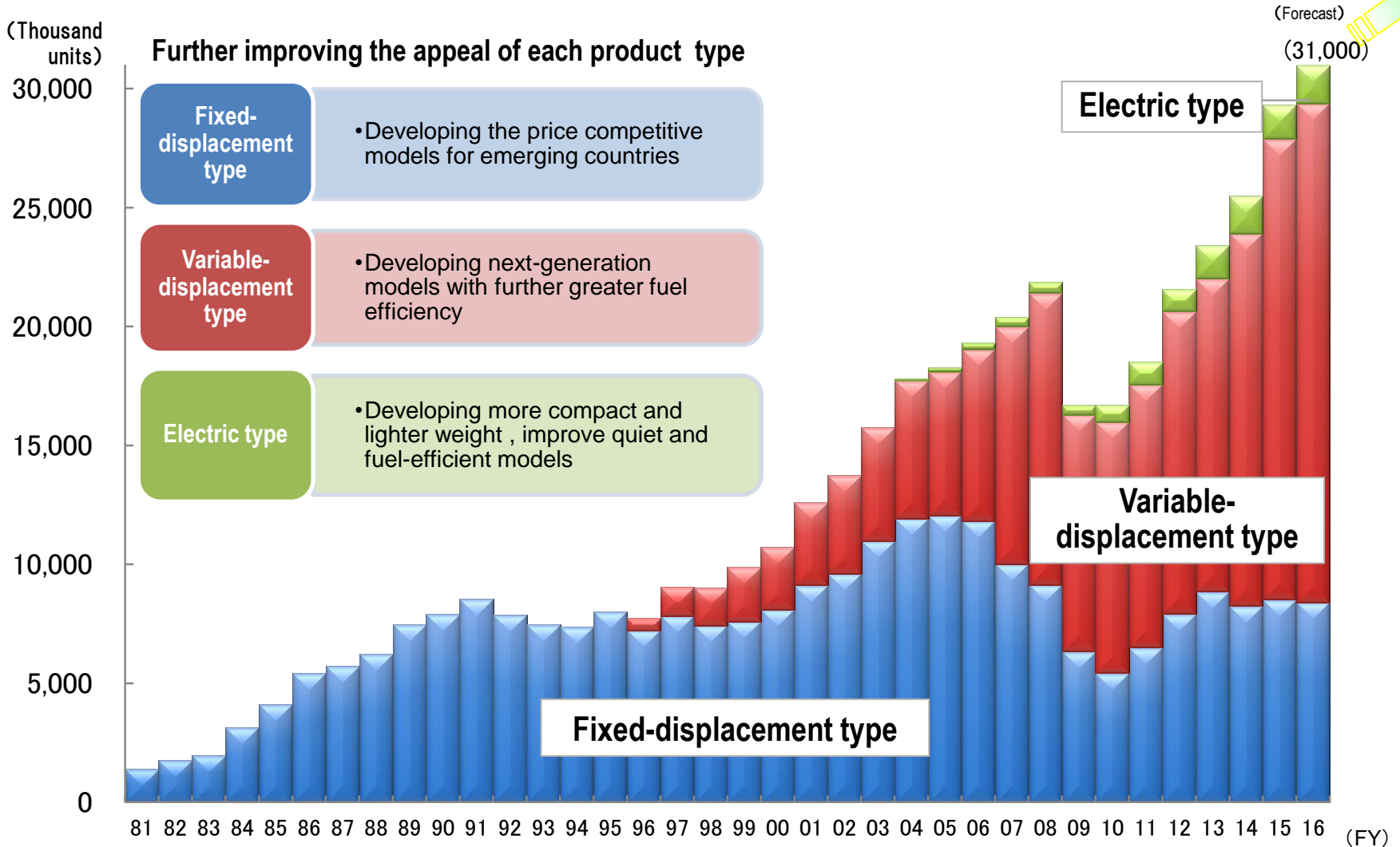


- Expanding product lineup meeting each market needs
- Further expanding unit sales by the high-quality products and services
- Improving profitability

II . Our Business Initiatives toward Medium Term Growth

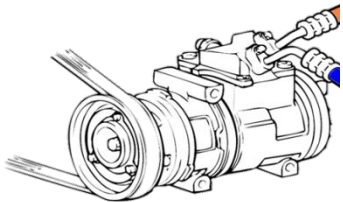
Solution	Materials Handling Equipment
Key Components	Car Air-conditioning Compressor
Mobility	Engine

Our Technology and Sales Expansion



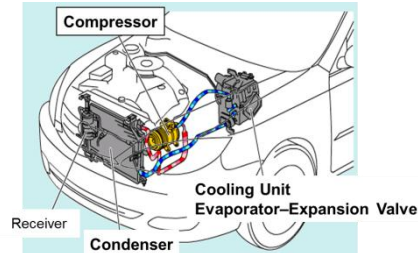
Key components / Car air-conditioning Compressor

In-house experimental installation recreating an environment close to the actual vehicle-fitted condition



Compressor

- Efficiency
- Noise, Vibration
- Working load (Power)
- Weight
- Durability



Car air-conditioning system



Recreating an environment close to the actual vehicle-fitted condition



Vehicle

- Cooling performance
- Quietness
- Fuel efficient
- Reliability



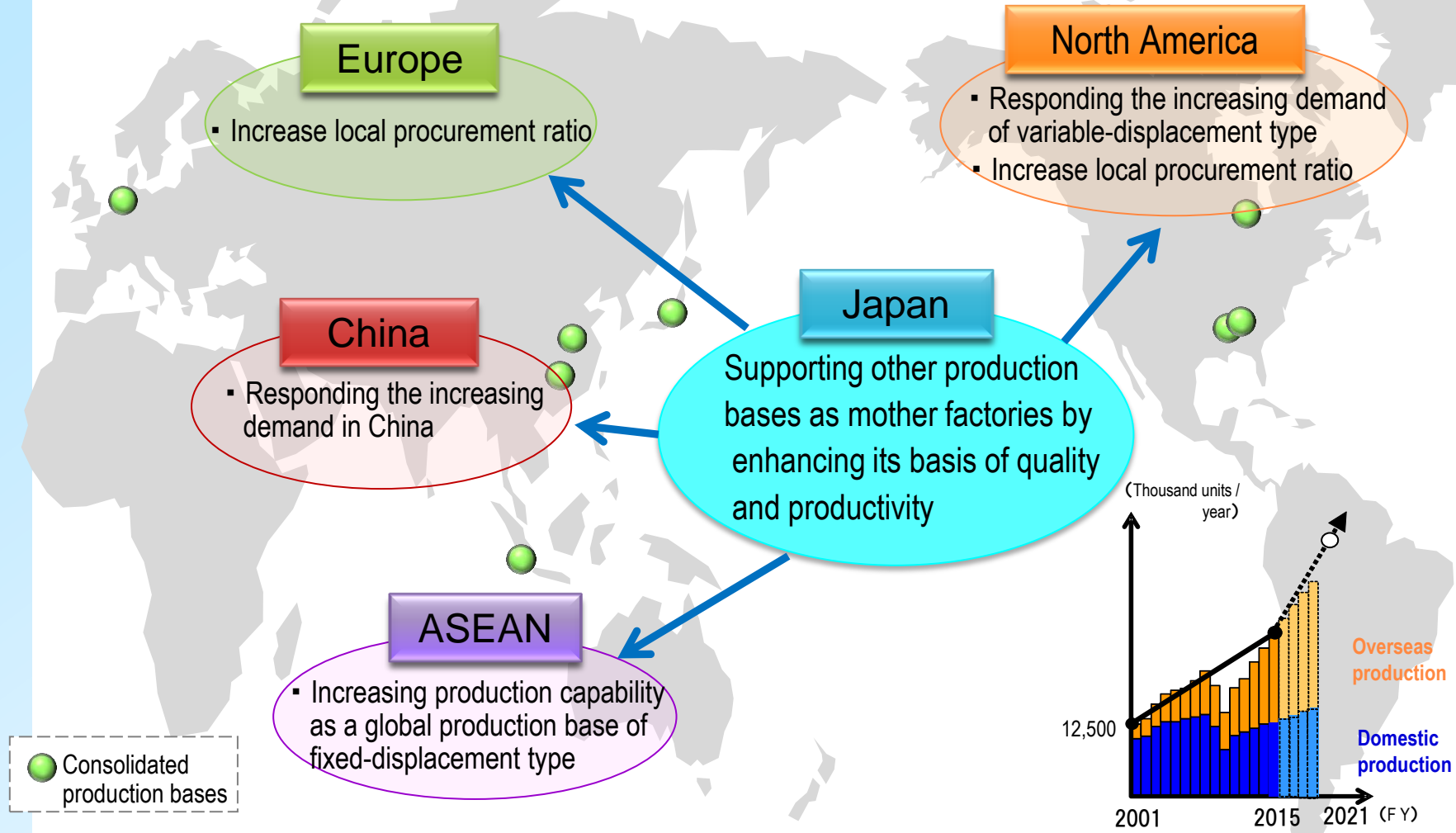
Driver

- Cool
- Quiet
- Fuel efficient
- Tough

Further improving our market competitiveness

- Promptly responding to customers needs by evaluation under an environment close to the actual vehicle-fitted condition
- Clarifying our product competitiveness by high accurate evaluation
- Preventing the leakage of technology information since technologies are stored in a black box

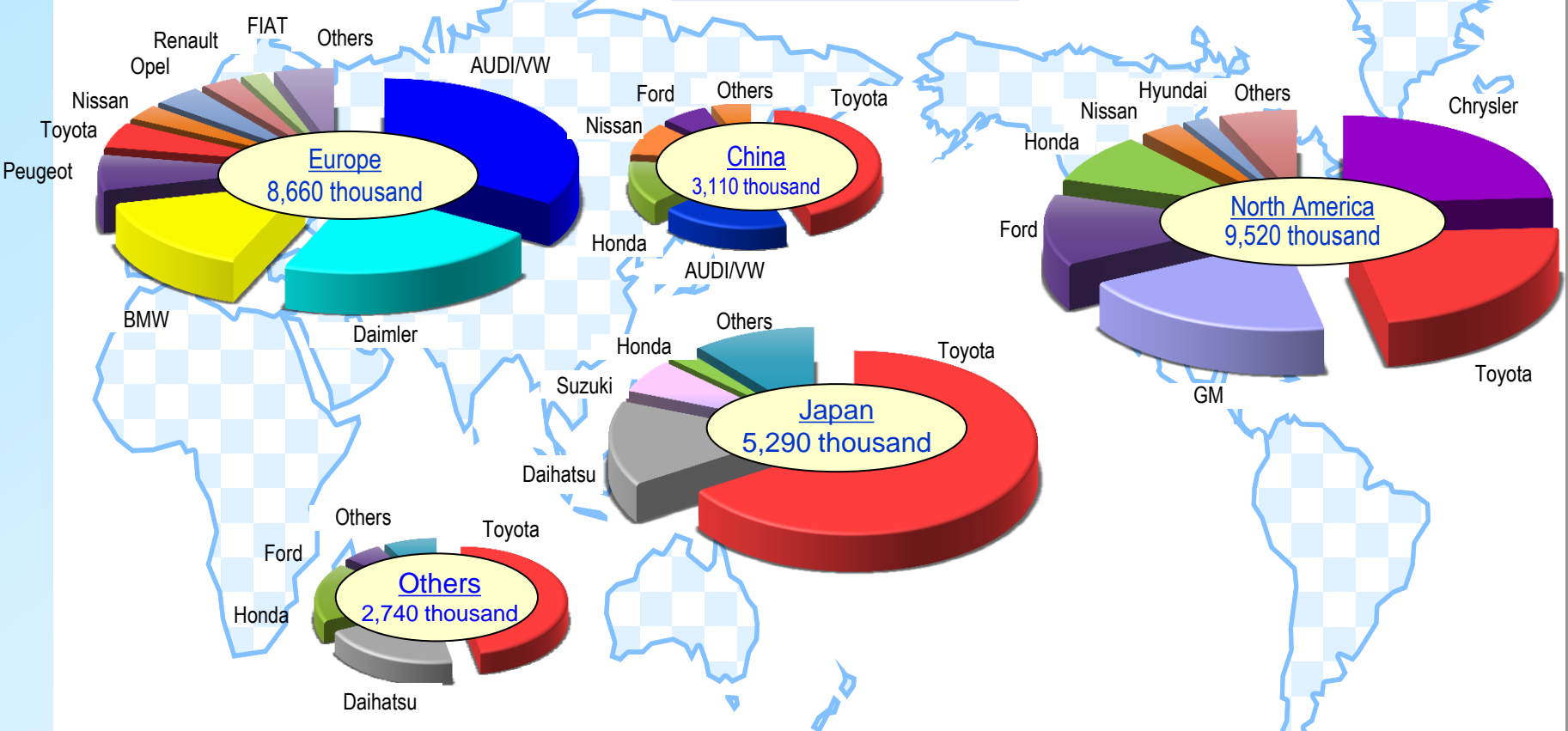
Establishing production and supply structure



Establishing the global networks centered the factories in Japan

Unit sales by car makers

FY2015 Unit Sales
29,320 thousand



Further expanding sales to car makers worldwide

Utilizing technologies cultivated in the Compressor Business

Our functional components are adopted in the Toyota Motor's Fuel Cell Vehicle, "MIRAI"

● Oxygen supplying air compressor

Suck and compress air and supply oxygen to the FC stack, a power-generation equipment of fuel cell vehicles



MIRAI

● Hydrogen circulation pump

Circulate hydrogen unused in the FC stack as well as water generated



II . Our Business Initiatives toward Medium Term Growth

Solution	Materials Handling Equipment
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Key Components	Car Air-conditioning Compressor
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Mobility	Engine
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Features of diesel engines

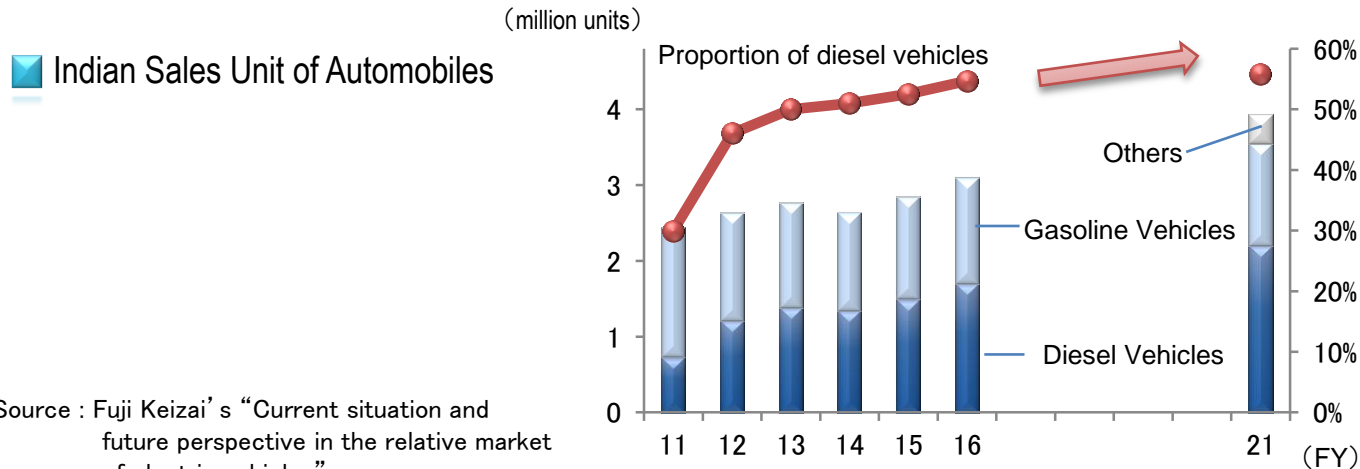
More fuel-efficient and less CO2 emission than gasoline engines

Powerful driving by high torque performance

+

Development of technology to clean exhaust gases

Expecting to increase diesel vehicles in emerging countries
in addition to Europe



Expanding our role of engine business centered on diesel engines

Our production unit

(Thousand units)

800
700
600
500
400
300
200
100
0

- Engaged in production of main diesel engines including C type
- Engaged in development of AD and VD type diesel engines
- Contributing to expand the appeal of our lift trucks through production of industrial diesel engines

Commenced production of C type diesel engines (Installed in CORONA and CARINA)

Commenced production of AD type diesel engines (Installed in AVENSIS and RAV4)

Commenced production of KD type diesel engines (Installed in IMV and LAND CRUISER PRADO)

Commenced production of VD type diesel engines (Installed in LAND CRUISER)

Gasoline Engine

Diesel Engine

54 56 58 60 62 64 66 68 70 72 74 76 78 80 82 84 86 88 90 92 94 96 98 00 02 04 06 08 10 12 14 16 (FY)

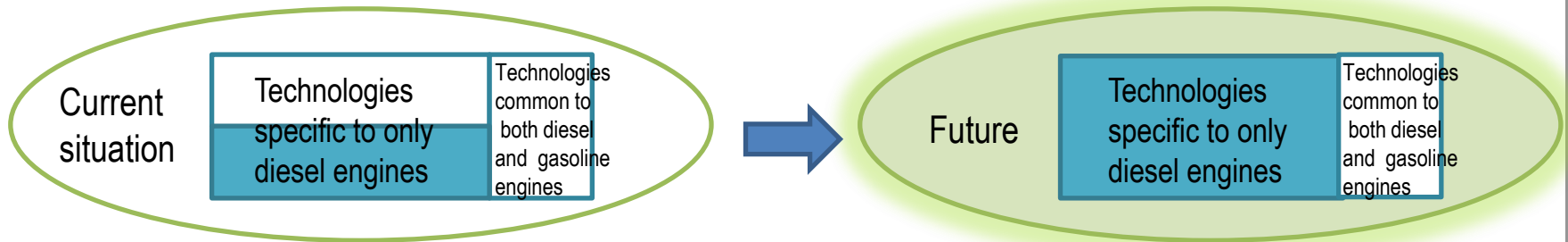
Including lift truck engines, excluding CKD

Mobility / Engine

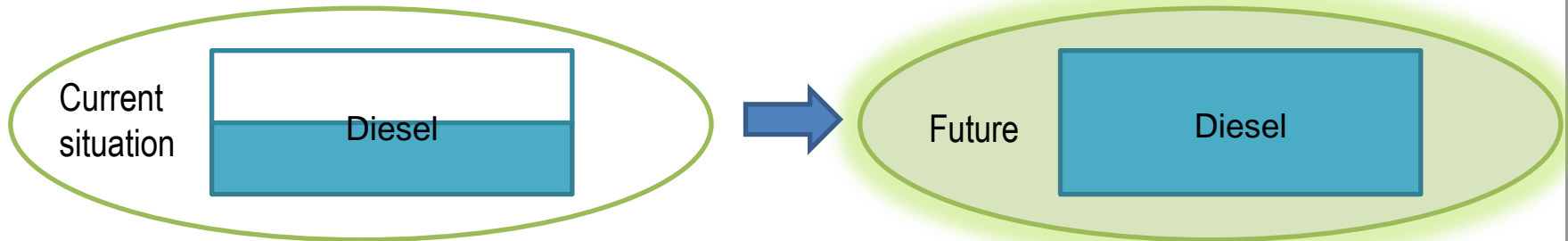
Consolidate Toyota Group's diesel engine development and production to Toyota Industries

- Development: Development regarding technologies of diesel engines will be consolidated to our company gradually

Our company Toyota Motor Corporation



- Production: We will engage in the production from coming models launched in the future

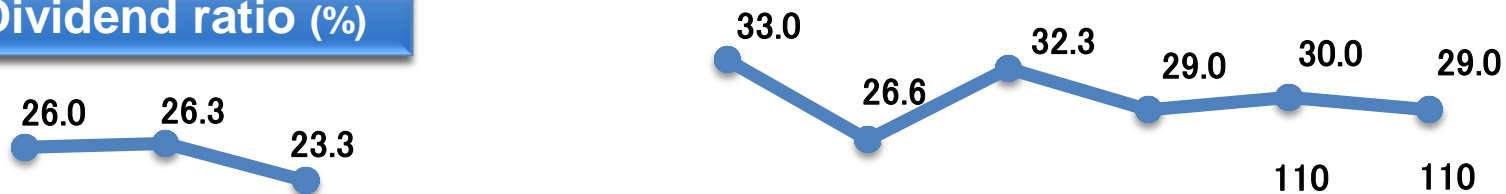


Mid-term strategy

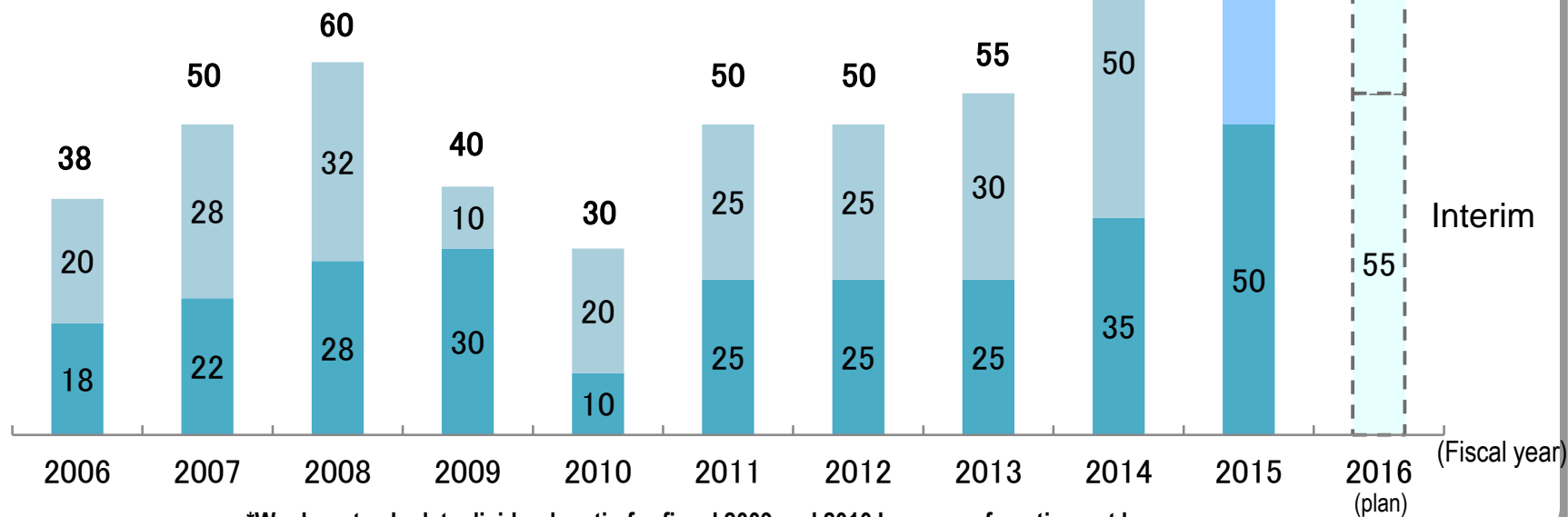
Developing and producing more competitive diesel engines by deepening our expertise of the engine business and creating a more efficient business structure

Dividends

Dividend ratio (%)



Dividends per share (yen)



*We do not calculate dividends ratio for fiscal 2009 and 2010 because of posting net loss

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.