

FY2007 Financial Results

April 27, 2007



TOYOTA INDUSTRIES CORPORATION

I. Financial Summary

FY2007 Financial Results

Increases in net sales and profits for 8th consecutive year

	<i>FY2007</i>	<i>FY2006</i>	<i>Change</i>	(Billion yen) <i>Change</i> (%)
<i>Net Sales</i>	1,878.3	1,505.9	+372.4	+24.7%
<i>Operating Income</i>	89.9	64.0	+25.9	+40.5%
<i>Ordinary Income</i>	108.4	80.6	+27.8	+34.5%
<i>Net Profit</i>	59.4	47.0	+12.4	+26.3%

FY2008 Earnings Forecasts

Increases in net sales and profits expected for 9th consecutive year

	<i>FY2008 Forecast</i>	<i>FY2007</i>	<i>Change</i>	<i>Change (%)</i>
<i>Net Sales</i>	<i>1,950.0</i>	<i>1,878.3</i>	<i>+71.7</i>	<i>+3.8%</i>
<i>Operating Income</i>	<i>95.0</i>	<i>89.9</i>	<i>+5.1</i>	<i>+5.6%</i>
<i>Ordinary Income</i>	<i>115.0</i>	<i>108.4</i>	<i>+6.6</i>	<i>+6.0%</i>
<i>Net Profit</i>	<i>63.0</i>	<i>59.4</i>	<i>+3.6</i>	<i>+5.9%</i>

(Billion yen)

II. Company Policy for FY2008

Company Policy for FY2008

Basic Policy

- Maintain a fair and sincere corporate culture
- Emphasize safety first
- Promote vibrant workplaces

Divisional Guidelines

Strengthen consolidated management for each business division

Build higher quality and cost improvements into design/development and each process

Promote environmental management

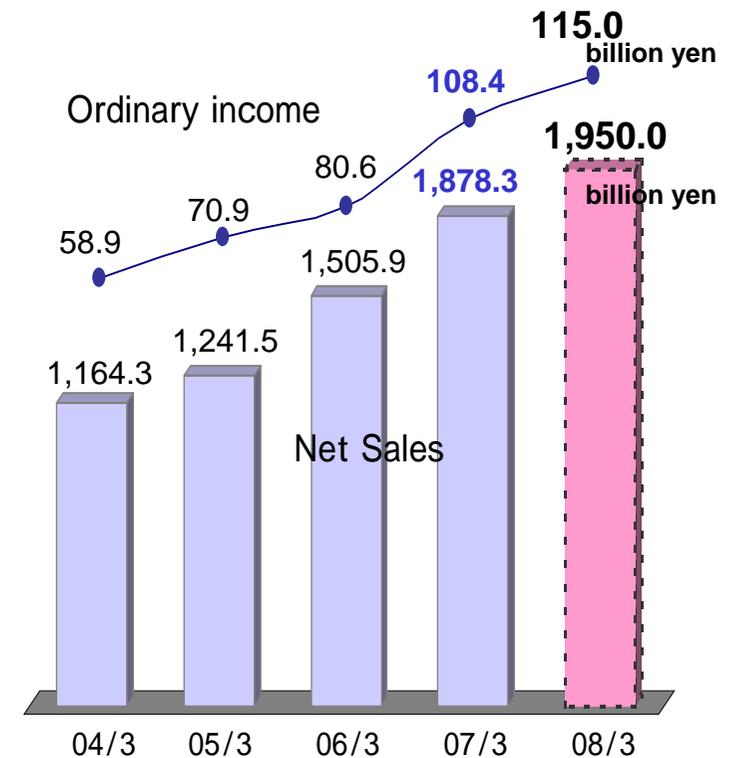
Actively promote R&D of future-oriented technologies

Polish sales and marketing capabilities

Targets for FY2008

Net sales: 1,950 billion yen

Ordinary income: 115 billion yen



Human Resources Development

Learning the mechanisms of Type G automatic loom



Explaining company founder Sakichi Toyoda's design concept to all new employees

TPS training



Nurturing personnel who can promote manufacturing spirit through continuous improvement

Nurturing young Factory staff



Nurturing factory staff from the perspectives of knowledge, skills and psychophysical condition at Technical Training Center

Basic technical training



Nurturing engineers well-versed in manufacturing through basic technical training

Training by career path and position



Acquiring knowledge and skills required for career path and position

Development of global personnel



Nurturing global personnel through language training and development of an international sensibility

III. Financial Results

FY2007 Financial Results

Increases in net sales and profits for 8th consecutive year

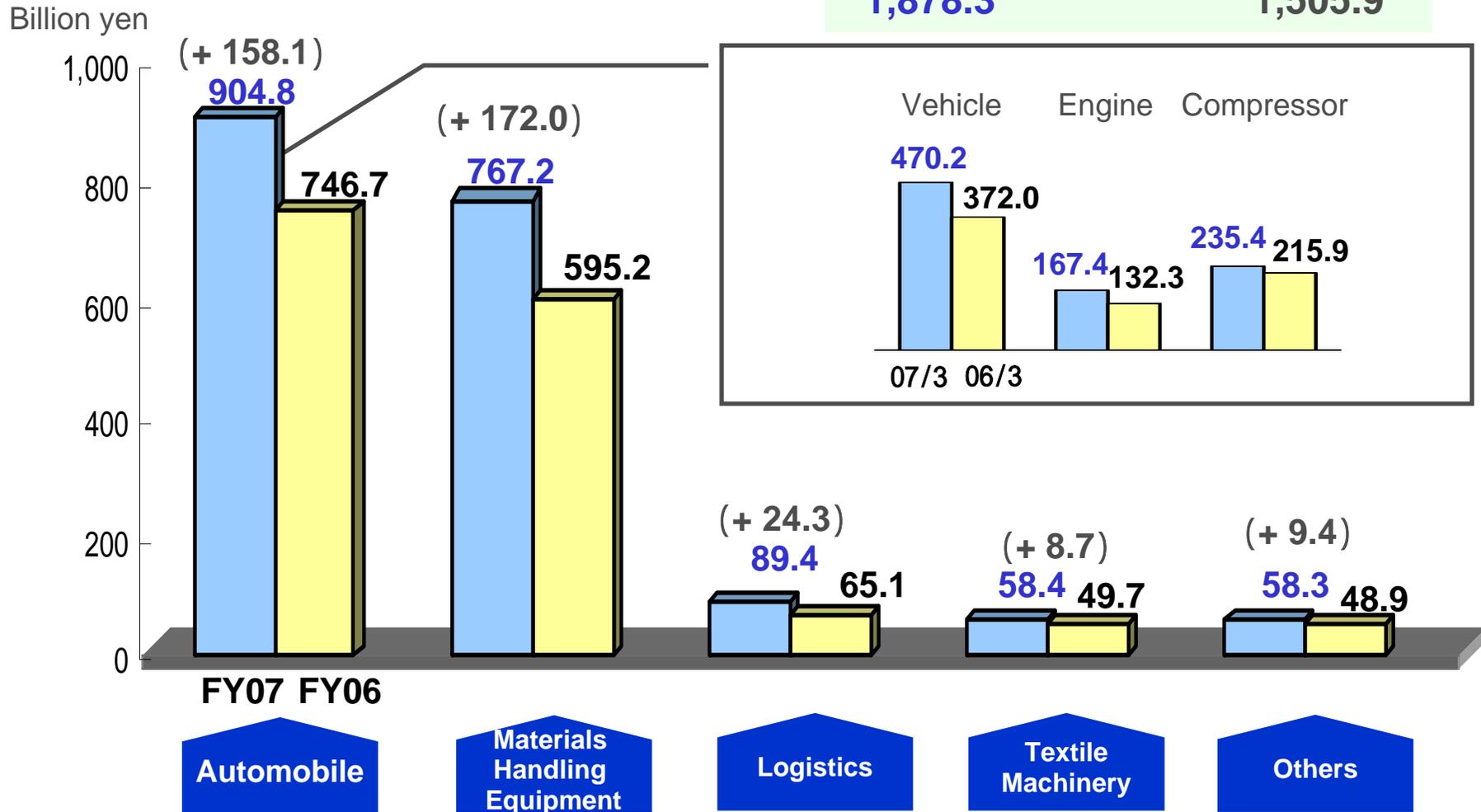
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Net sales by Segment

FY2007 Financial Results

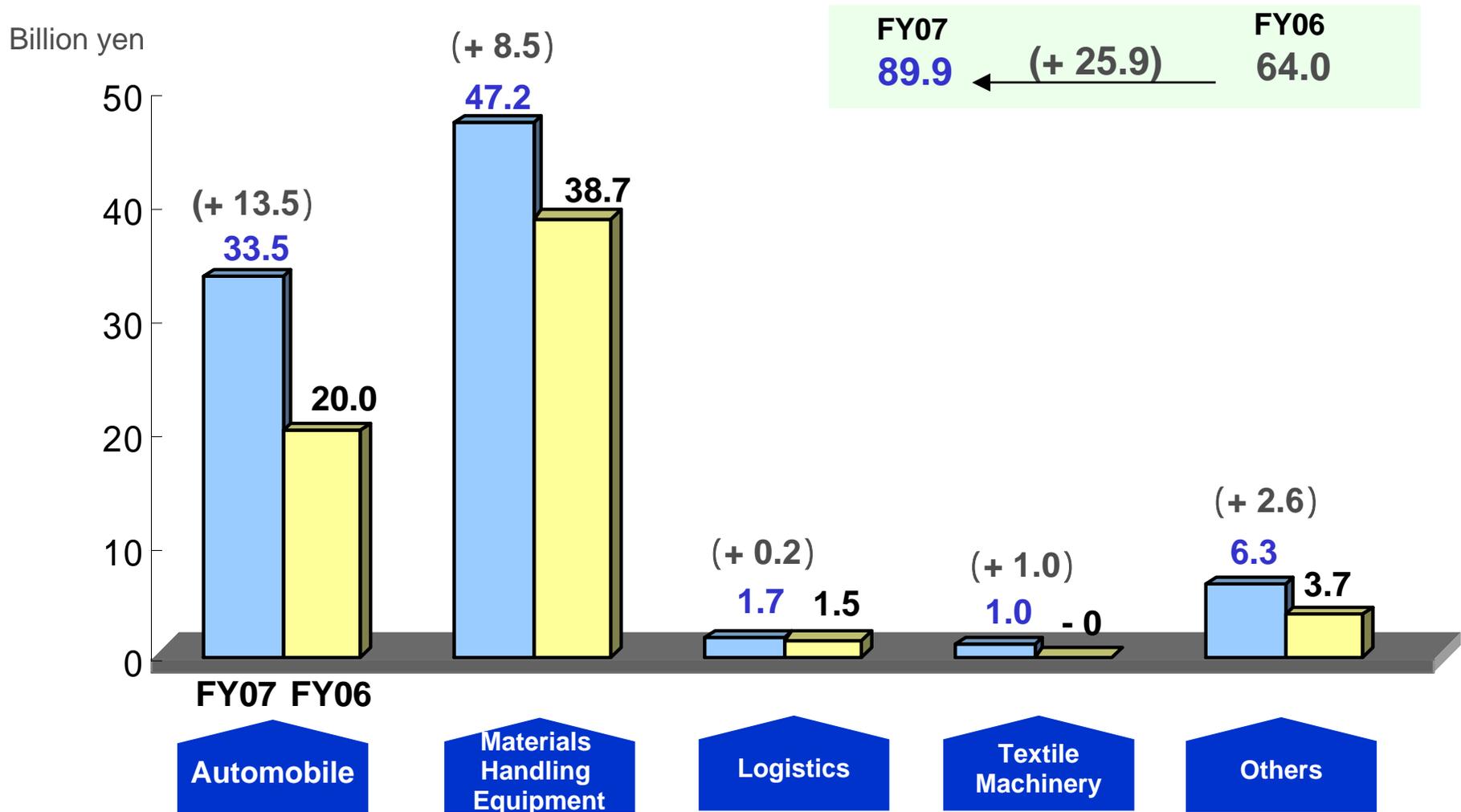
Sales Increased in all segments

FY07 \leftarrow (+ 372.4) \rightarrow FY06
 1,878.3 1,505.9



Operating Income by Segment FY2007 Financial Results

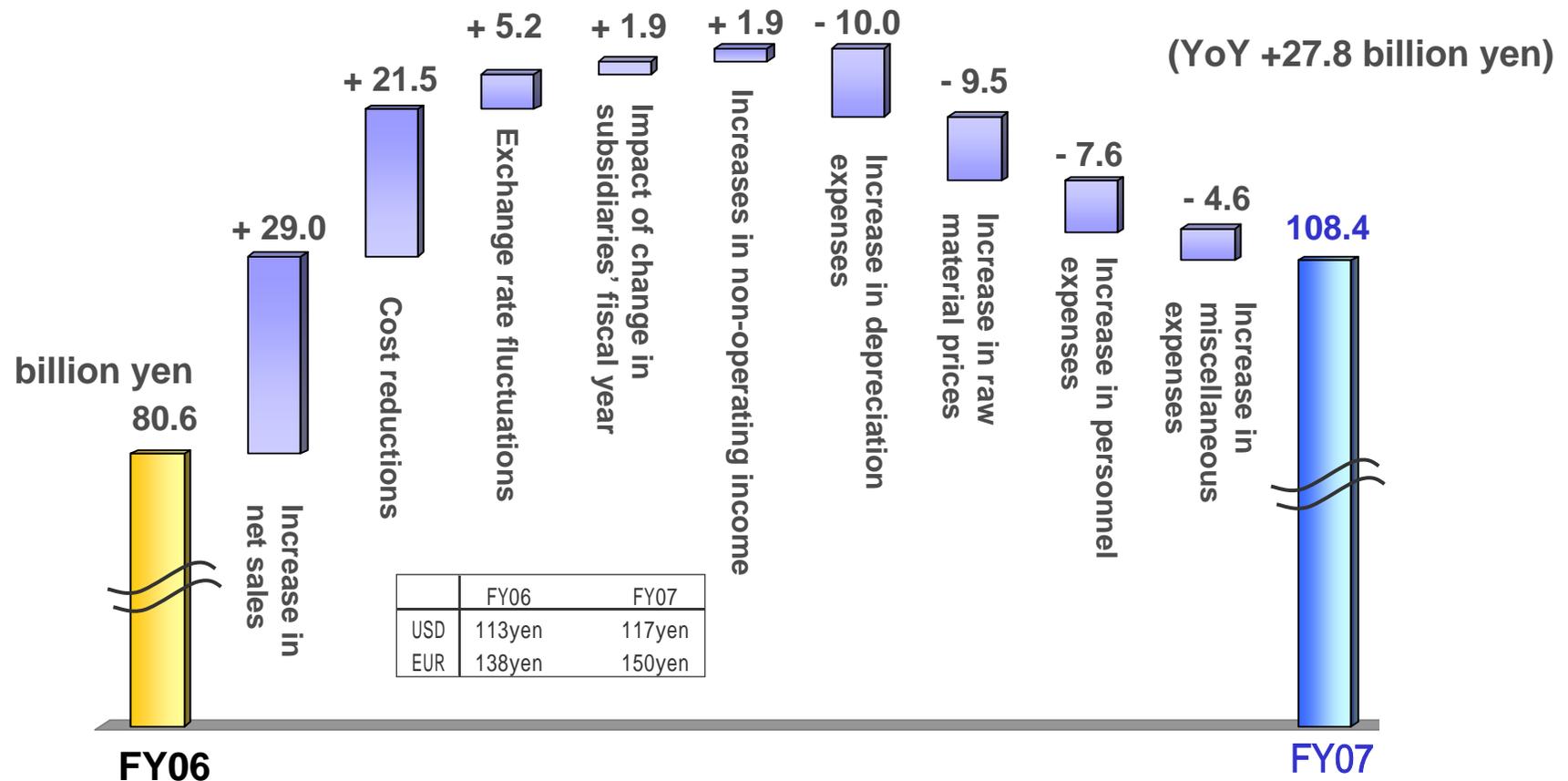
Increase in operating income in all segments



Change in Ordinary Income FY2007 Financial Results

Sales expansion and cost-reduction efforts offset increase in depreciation expenses and rising raw materials prices

Year-on-year comparison (FY06 and FY07)



FY2008 Earnings Forecasts

Increases in net sales and profits expected for 9th consecutive year

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(Billion yen)

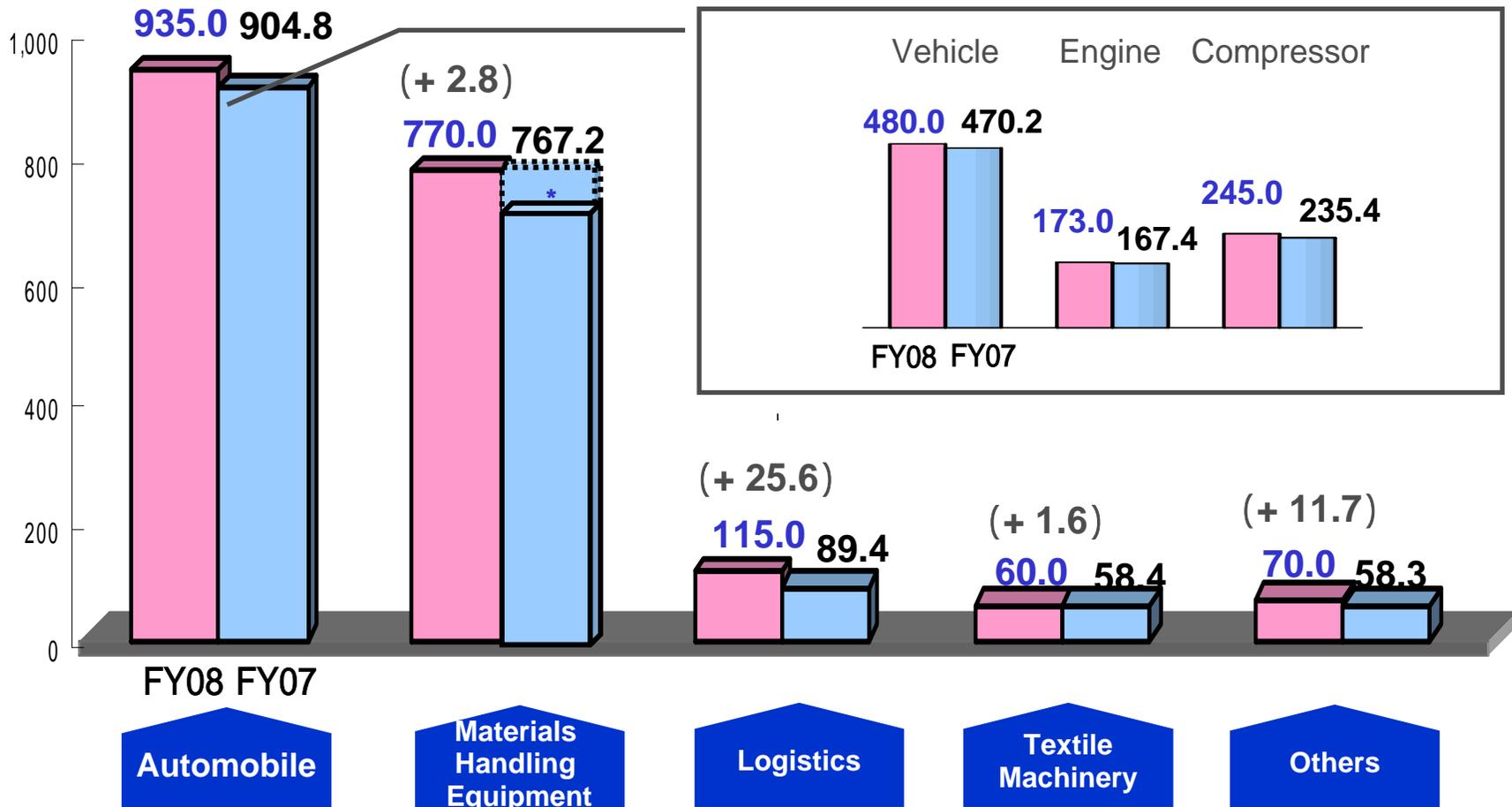
Net sales by Segment

FY2008 Earnings Forecasts

Increase in net sales in all segments expected

FY08 ← (+ 71.7) **FY07**
1950.0 ← **1878.3**

Billion yen (+ 30.2)



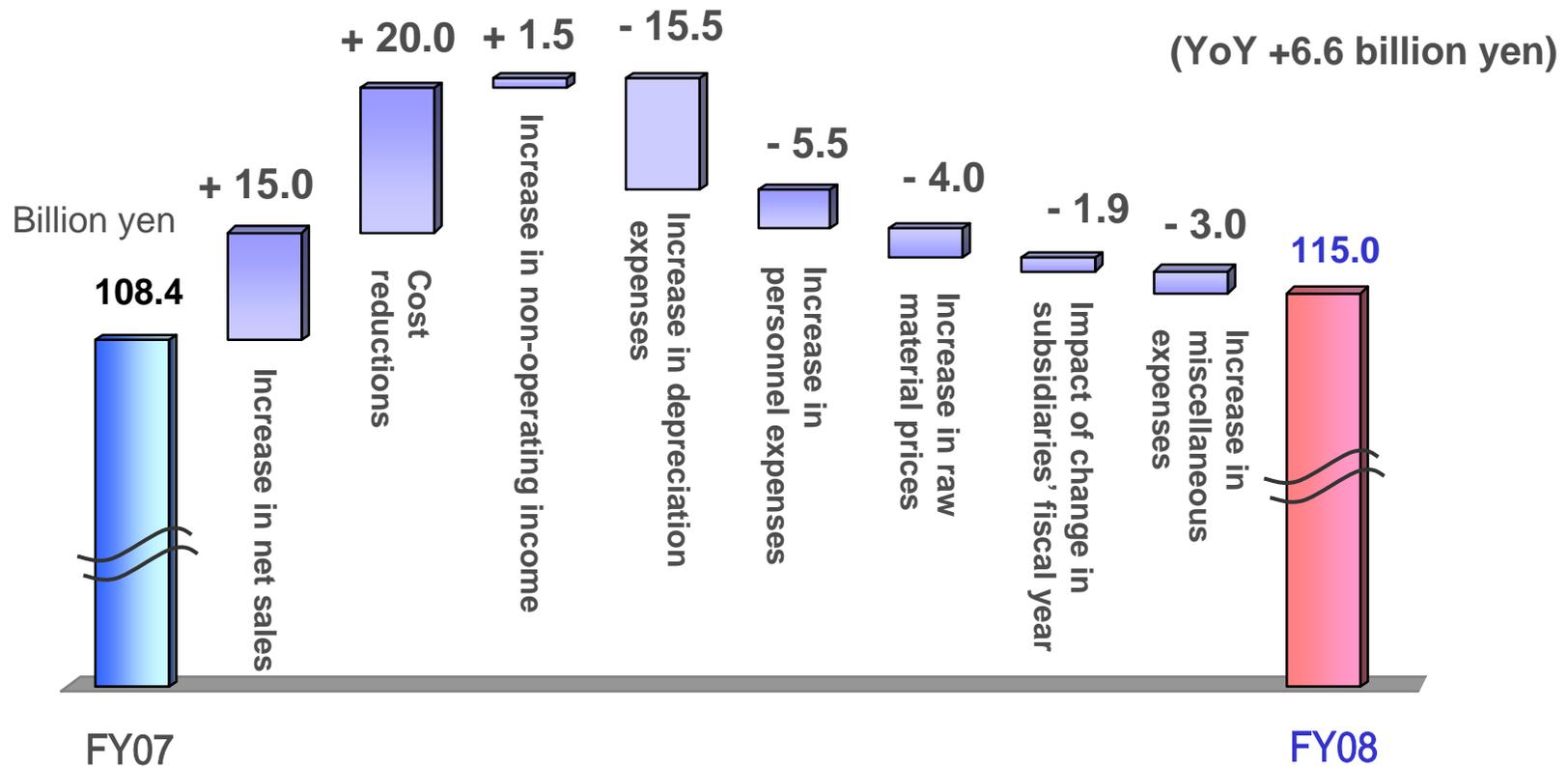
•Effect of BT Industries Group changed its fiscal year-end : 64.7 Billion yen

Change in Ordinary Income

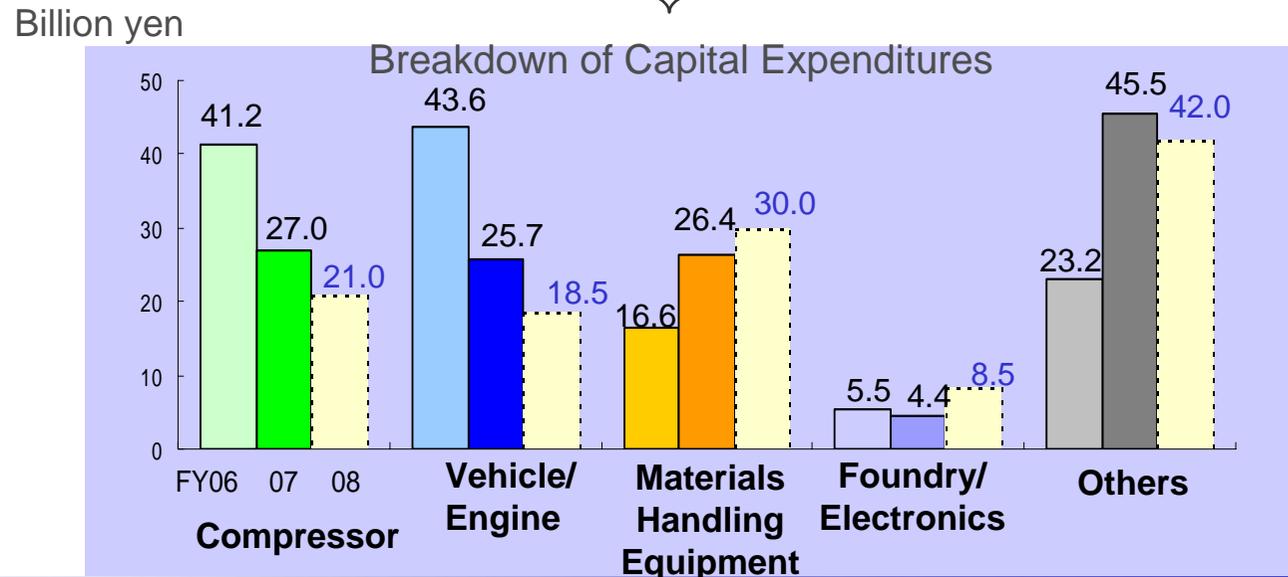
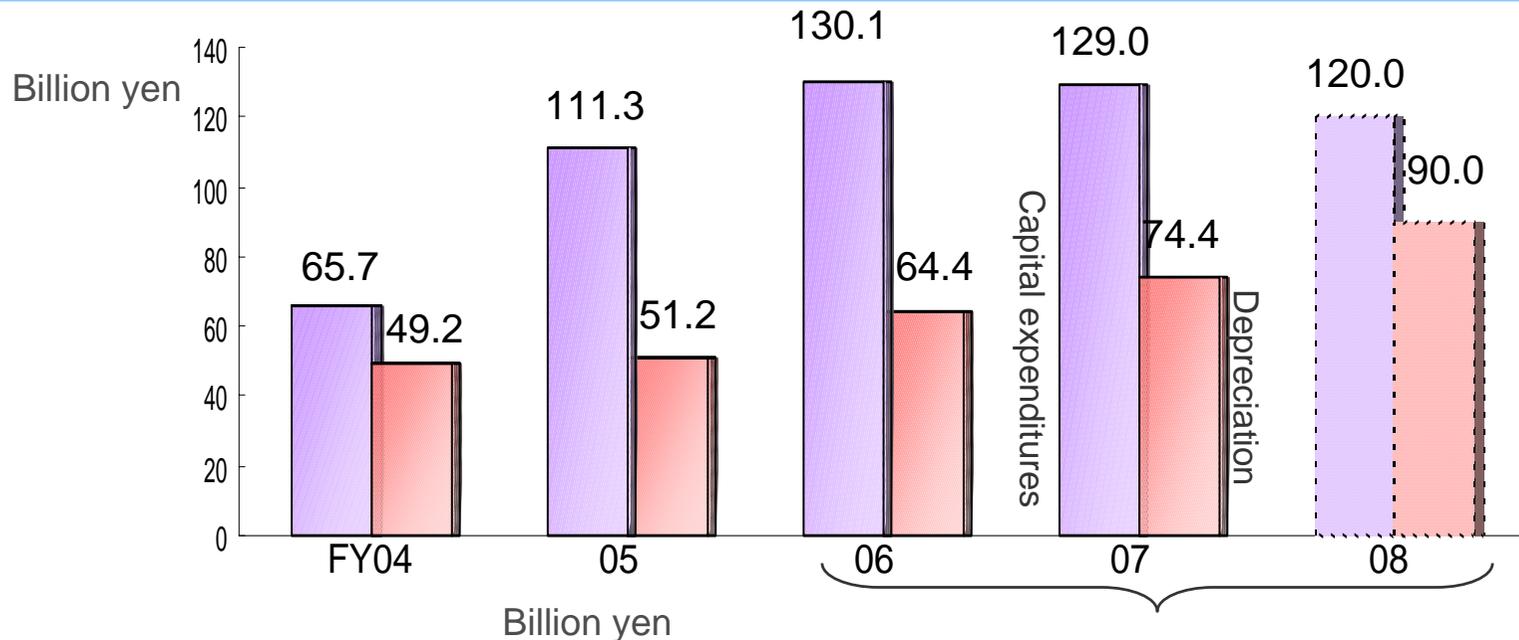
FY2008 Earnings Forecasts

Sales expansion and cost-reduction efforts expected to offset increase in depreciation expenses and personnel expenses

Year-on-year comparison (FY07 and FY08)



Capital Expenditures and Depreciation



Cash Dividends

Dividend: 50 yen per share
(YoY change: 12 yen up)

