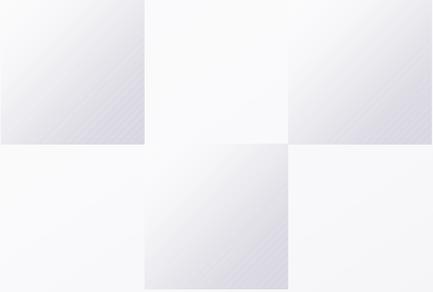


FY2009 Financial Results

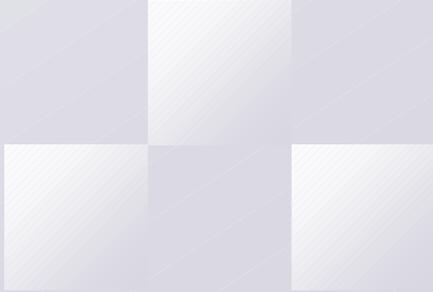


April 28, 2009

TOYOTA INDUSTRIES CORPORATION



I. Financial Summary



Financial Results (FY2009)

(Billion yen)

	08/3	09/3	Change	Change(%)
<i>Net sales</i>	2,000.5	1,584.2	416.3	20.8%
<i>Operating Income</i>	96.8	6.6	103.4	-
<i>Ordinary Income</i>	126.4	14.3	112.1	88.7%
<i>Net Income</i>	80.4	32.7	113.1	-

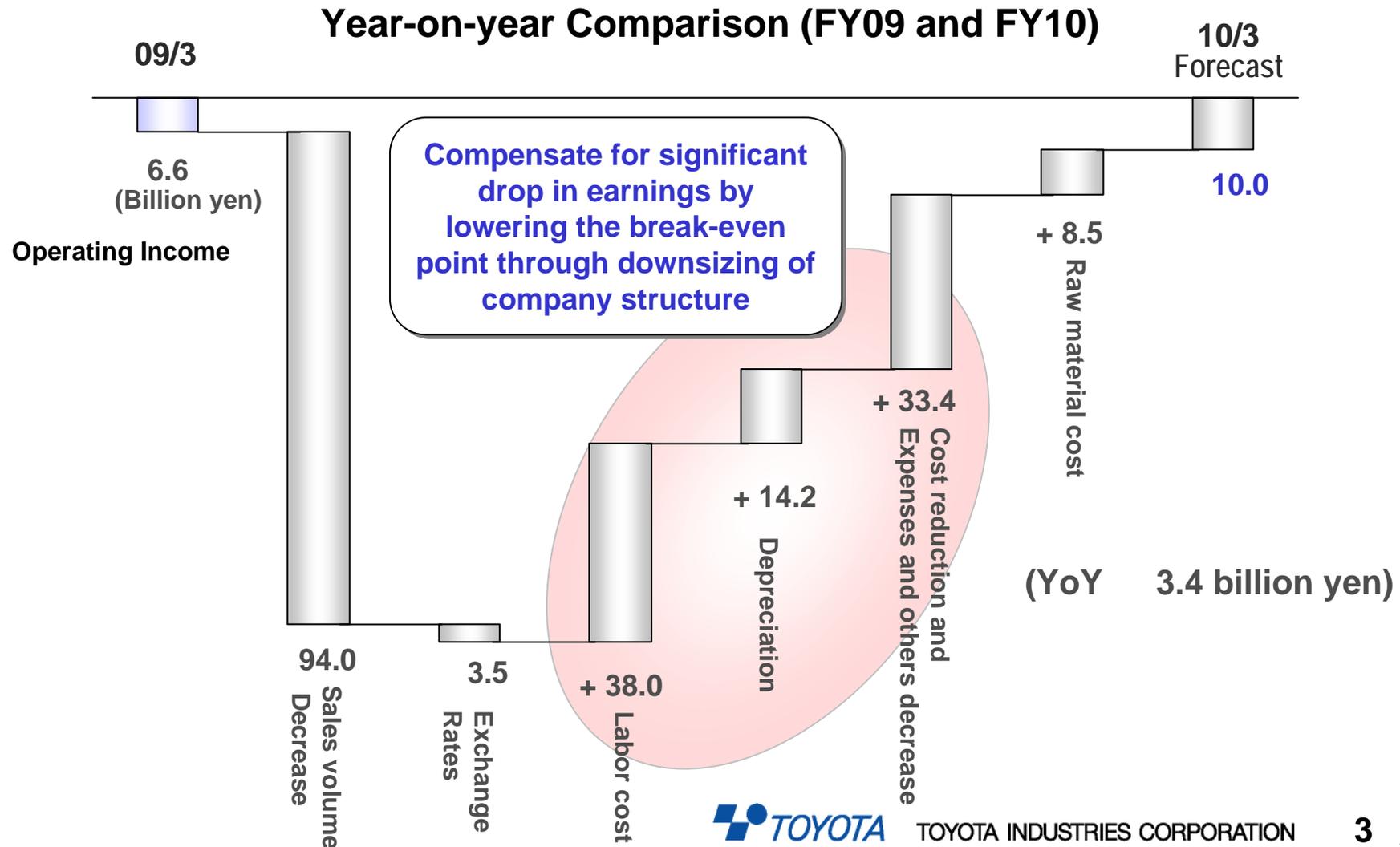
Earnings Forecast (FY2010)

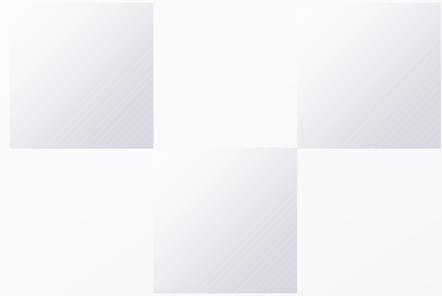
(Billion yen)

	<i>09/3</i>	<i>10/3(Forecast)</i>	<i>Change</i>	<i>Change(%)</i>
<i>Net sales</i>	1,584.2	1,300.0	284.2	17.9%
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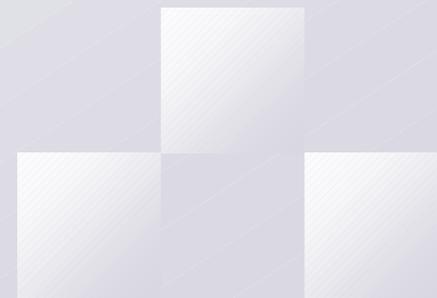
Actions for Earnings Recovery in FY2010

- Aim to compensate for significant drop in earnings due to market downturn by improving profit structure through downsizing of company structure, as well as via various activities to increase sales



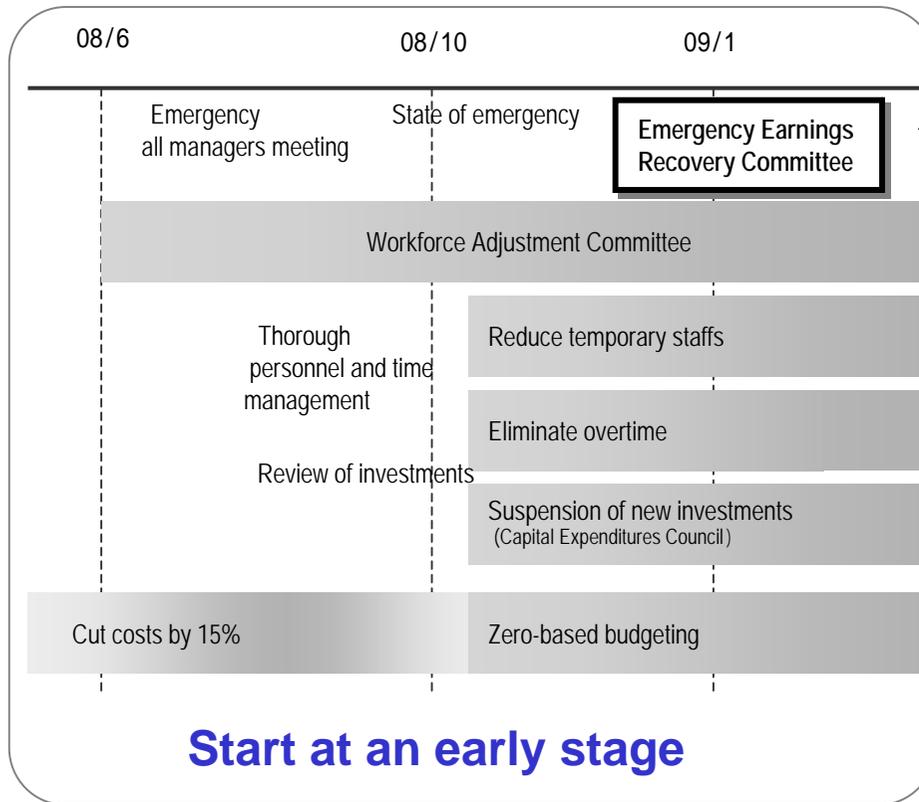


II. Downsizing of Structure



Actions in FY2009 and Plans for FY2010

FY09 Activities for Earnings Recovery



Result of activities for earnings recovery: approx. 15 billion yen

Rationale for Actions

“Promote earnings, restrict expenses”

- Top management to take the lead
- Change all employees’ mindset

FY2010 President’s Guidelines

Build strongly profitable organization by lowering break-even point through downsizing of bloated structure

- Further enhance earnings recovery activities
- All departments, divisions and Group companies to incorporate in FY10 policies/business plans and follow up
- Downsize company structure

Labor Costs

Facilities

Expenses

Initiatives for “Labor Costs”

Forecast Results : 38 billion yen

1. Change of Work Hour and Other Conditions

Changing production system

e.g., change 2-shift work to 1-shift

Stopping production lines

Zero-base review of overtime work

2. Workforce adjustment

Temporary staffs (Non-consolidated)

08/3 4,200 09/3 1,000 09/6 less than 100

Employees of group companies

- Reduction of temporary staffs
 - Voluntary retirement based on consideration of labor practices in each foreign country
- } FY09 34,800 persons
FY10 32,200 persons (average)

3. Review of unit price of labor costs

Forego board members' bonuses and reduce board members' compensation and employees' bonuses

Provide guidelines of FY10 labor costs to consolidated subsidiaries in Japan and overseas

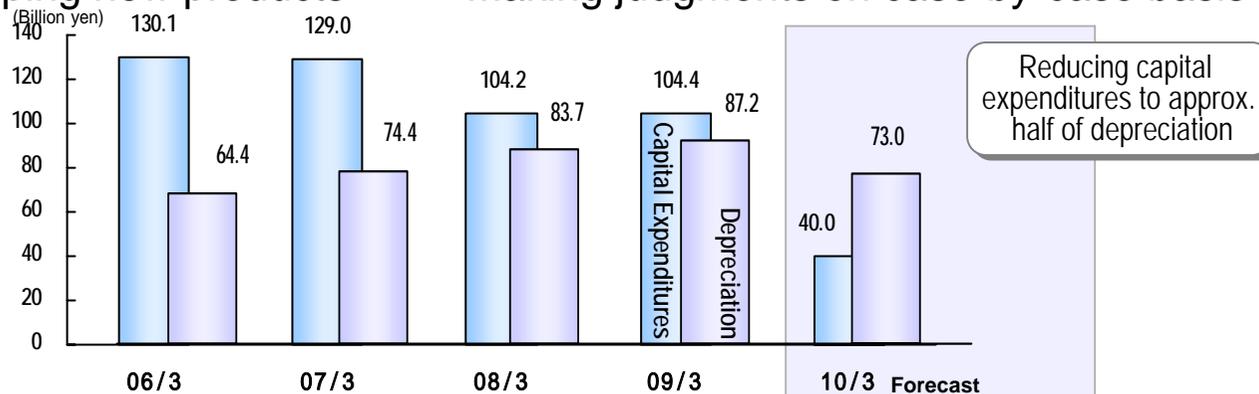
Initiatives for “Facilities”

Forecast Results : 14.2 billion yen

1. Reducing Capital Investments (60% decrease from previous period)

FY09 104.4 billion yen FY10 40.0 billion yen

- Strengthening of production capacity Zero-based
- Developing new products Making judgments on case-by-case basis



2. Impairment of Facilities, etc. (09/3)

Impairment loss on fixed assets following production decreases
Impairment loss following partial production stoppage of electronic components

3. Disposition of Unused Facilities (09/3)

Production facilities of engines, car air-conditioning compressors and materials handling equipment, etc.

Impact on FY10 capital expenditures: 7.0 billion yen

Initiatives for “Expenses”

1. Cost Reduction

Zero-base review of budgeting

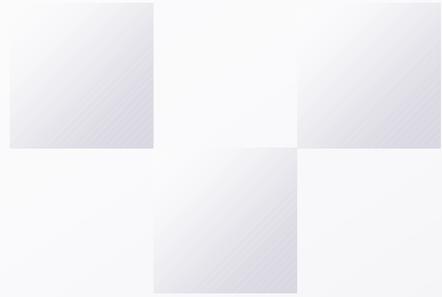
(08/4) -15% (08/10) Zero-base

- In-house manufacturing of facilities
- Major reduction of advertising expenditures
- Review of electricity and gas contracts tailored to operational status
- Freeze on new purchases of PCs (reuse of idle machinery)
- Downgrade airplane seating
- Prohibit use of first-class car of Shinkansen
- Review of company-provided mobile phones
- Temporary closure of company-owned recreation facilities etc.

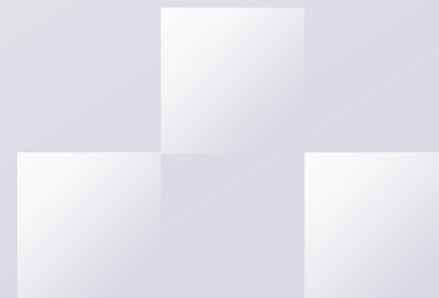


Material Handling Equipment				
	FY07 2H Monthly Average	FY08 2H		
		Oct	Nov	*****
Cargo transport expense	580.4	430.1	420.3	
Electricity expense	48.3	40.9	38.5	
Repair expense	100.3	90.4	85.3	
Travel and transportation expense	46.4	20.5	19.3	
Overseas travel expense	30.4	3.2	1.5	

Project for promoting reduction of indirect material costs such as cutting tools, grease, etc.



III. Future Sales Expansion



Expanding Sales

Short-term Sales Expansion

New Models, Sales Promotion

- Sales promotion of equipment for New Prius (e.g., electrically driven compressor, condenser, PCU case)
- New mass production of gasoline engine
- Sales promotion by top management



Electrically driven compressor

- Strategic sales campaigns with distributors and dealers targeting robust industries
- Execute friend introduction campaign



GENEO

- Sales activities focusing on the timing of recovery of Chinese market



Air-Jet Loom

Automobile

Materials Handling Equipment

Textile Machinery

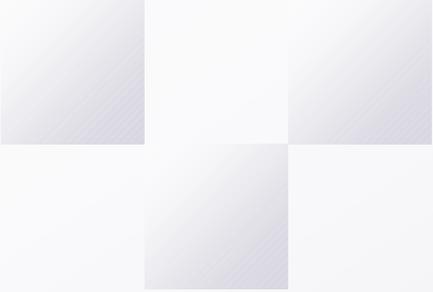
Mid-/Long-term Sales Expansion

Environment-related R&D

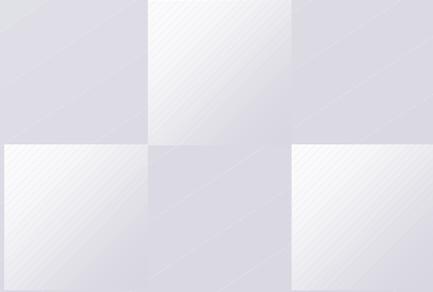
- Increase lineup of electrically driven compressors
- New products utilizing core technologies of compressor
- Commercialize plastic glazing
- Sales promotion of general-purpose engines
- Expand role in development of HV, PHV and EV

- Standardization and sales promotion of key components
- Improve performance of electric lift trucks

- Development of new air-jet loom with greater energy savings and speed
- Improve spinning quality of ring spinning frame



IV. Human Resources Development



Approach to Human Resources Development

Basic Stance

Based on “Spirit of Harmony,”
enhance workplace strengths
together with “Specialized Skills”
and “Management Skills”



Company awareness of issues for younger generations

- Decline of basic academic abilities
- Virtual-oriented knowledge due to IT progress

→ Training provided by company

Efforts to raise Specialized Skills

Technical Learning Center

- Nurture moral character, acquire basic knowledge
- Incorporate training applying concept that specialized technology and skills are closely connected
- Raise overall capabilities, nurture experts



Technical Learning Center

“First Step” for New Engineers

For first three months after joining the company, thoroughly train new engineers on the basics of manufacturing from various angles with materials using the company’s products

- **Various programs for hands-on learning via “Listen,” “Observe” and “Touch”**
(Training on importance of “Go to the source” or “Genchi-Gembutsu”)
- **Original texts for 36 programs using company’s products and technologies**
- **Organically linked programs**
(Using same components in programs of Materials => Drawing => Measuring Equipment)
- **Imbue Sakichi Toyoda’s spirit of manufacturing through disassembly and assembly of the model of G-type automatic loom**
(Simple mechanism, TPS rationale, etc.)



Practical training in welding



G-Type Automatic Loom

Nurture Shop-floor Associates with High-Level Specialized Skills

Continuously nurture Top Guns with world-class manufacturing skills

- **“Moral Character, Skills and Knowledge” serve as three pillars of training at Technical Training School**
- **Nurture Top Guns of future shop-floor leaders by continuous training from basic skills => specialized skills => advanced skills (production engineering, maintenance)**

<Previous Achievements>

- *Nov '07: World’s best at International Skills Festival
- *Feb '08: Three individuals became Japan’s best at National Skills Competition, all contestants received award
- *Oct '08: Japan’s best at National Skills Competition, all contestants received award



International Skills Festival

Global Training Center

Nurture Human Resources capable of ensuring the company's sustainable growth in harsh business environment

Encompassing Group's management and employees worldwide:

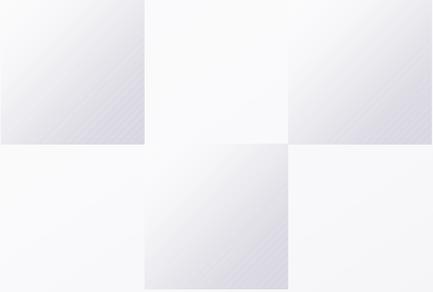
- Spread and share management philosophy throughout Group
- Raise ability of management strategic planning and problem solving skills taking a mid- to long-term, global perspective
- Develop self-motivated people who take the initiative to “learn,” “think” and “act”
- Encourage the development of a dynamic workplace atmosphere and Group solidarity through round-table communication



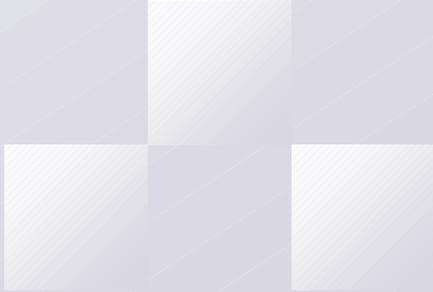
Location: Hazu-cho, Aichi



Communication Space



V. Financial Results

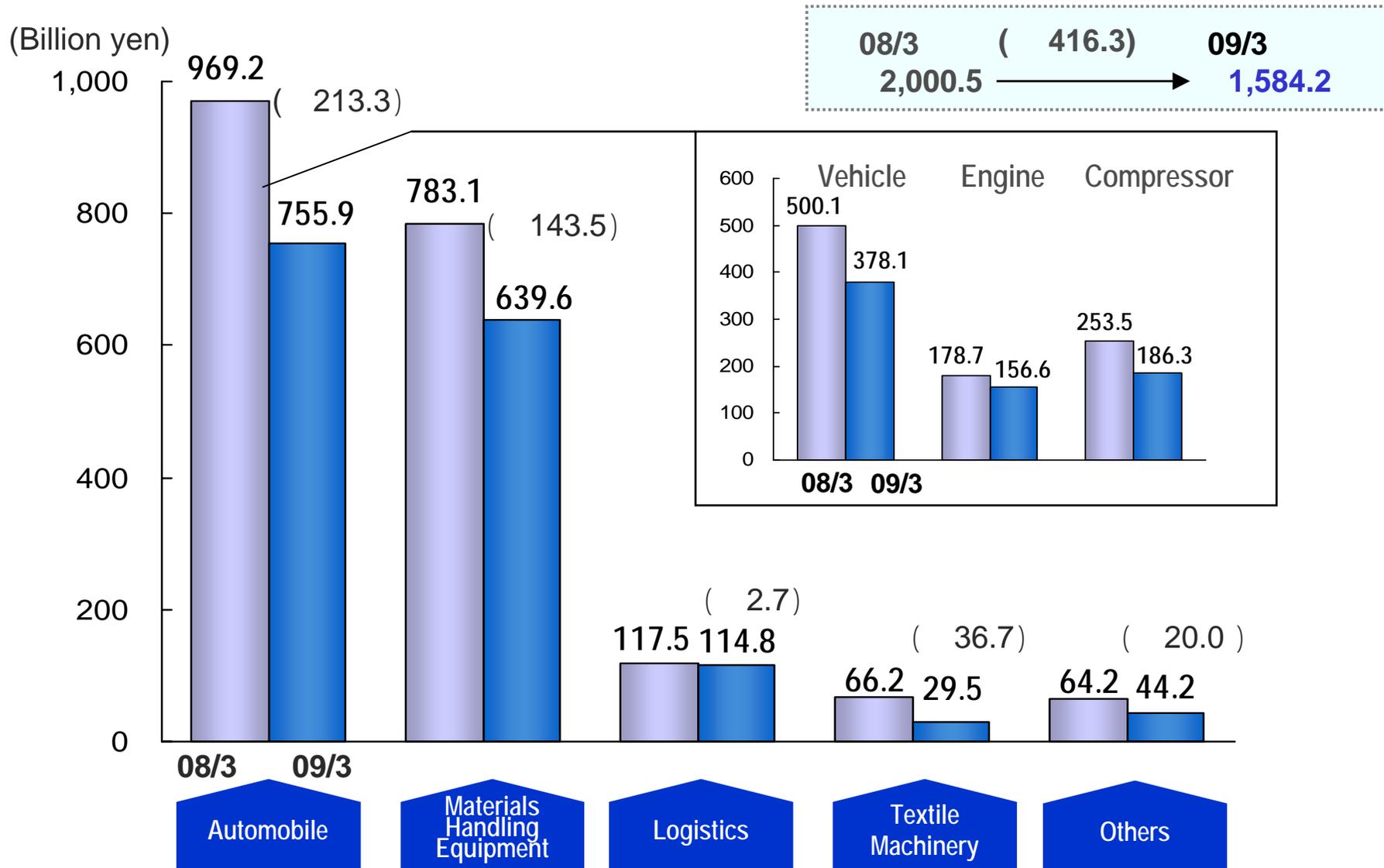


Financial Results (FY2009)

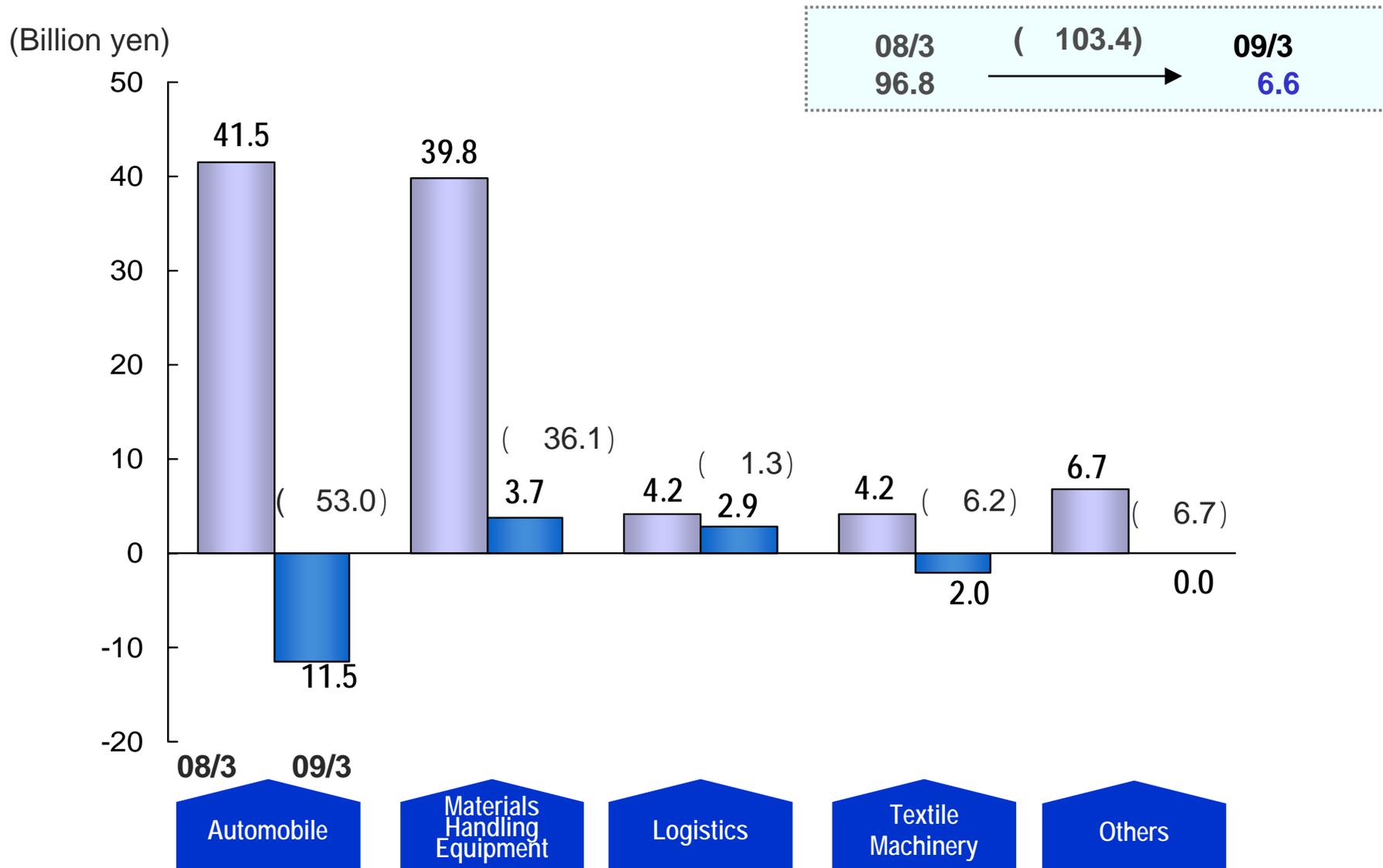
(Billion yen)

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Net Sales by Segment (FY2009)

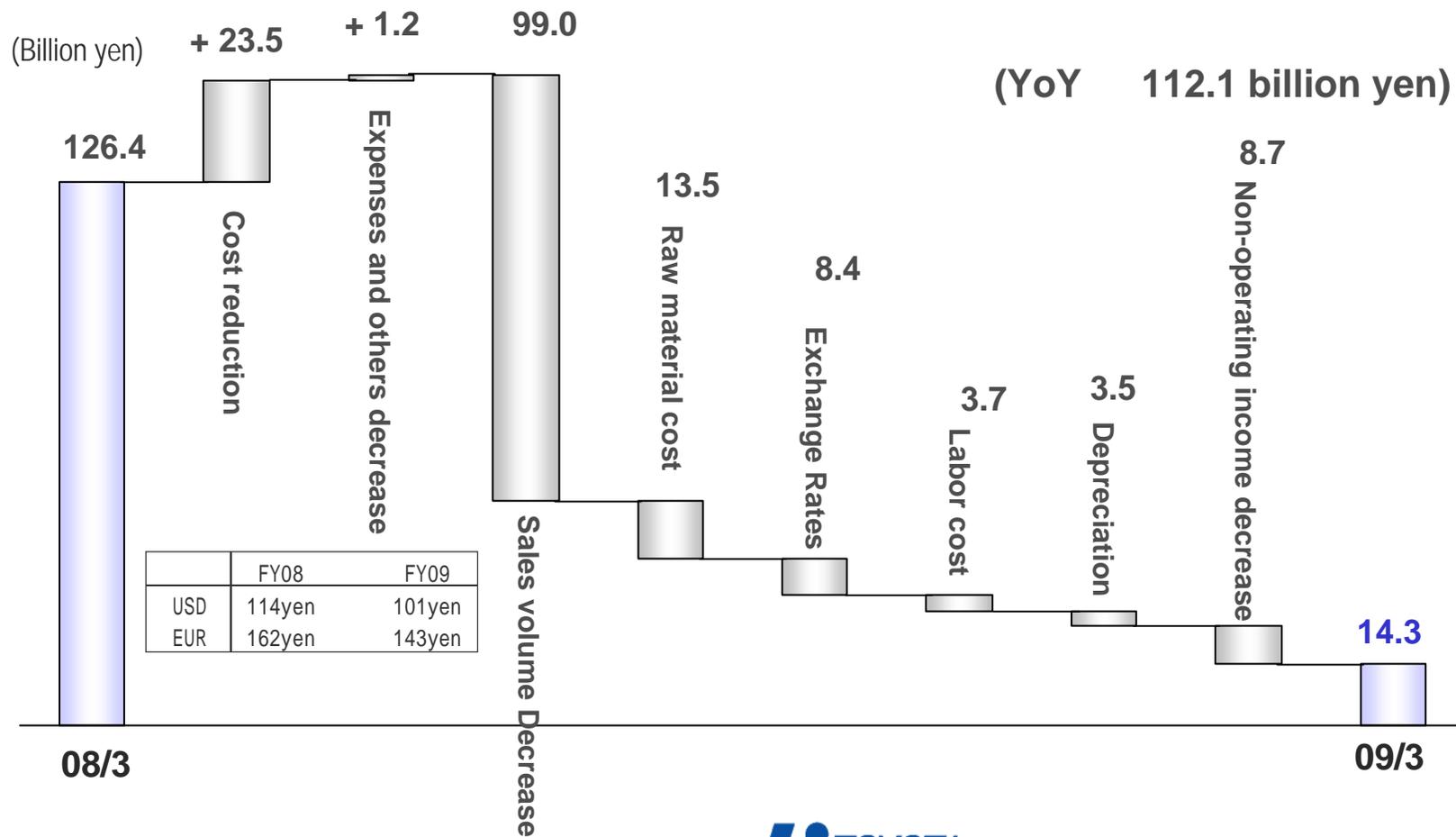


Operating Income by Segment (FY2009)



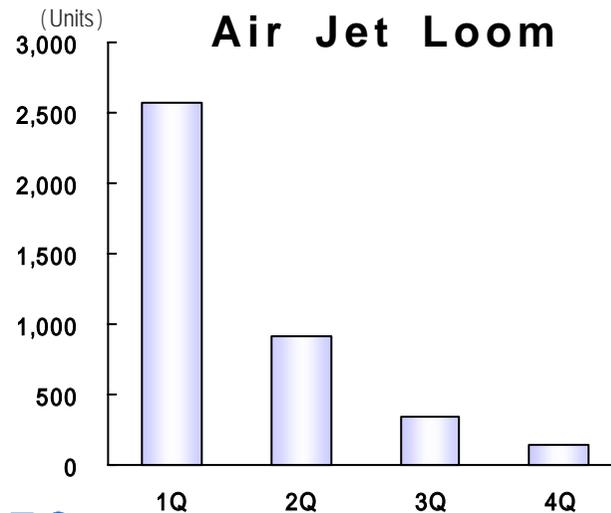
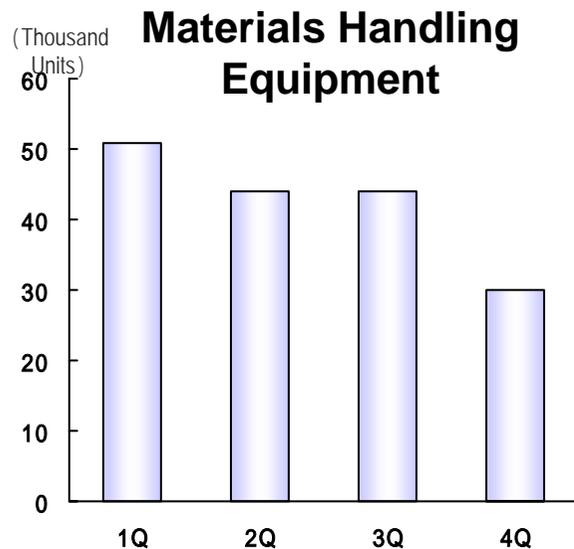
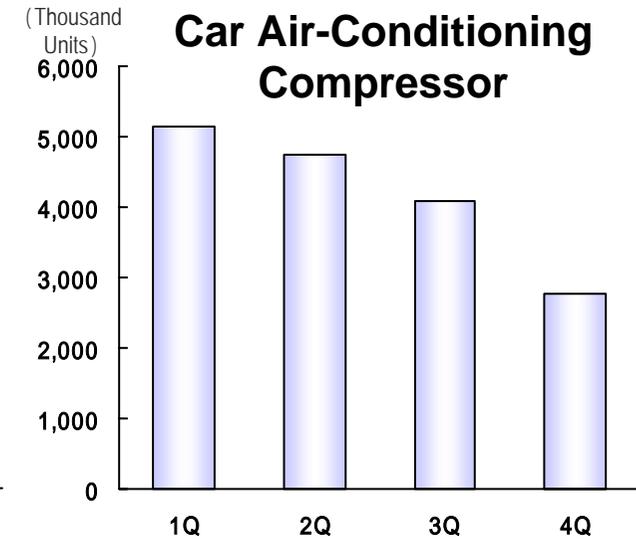
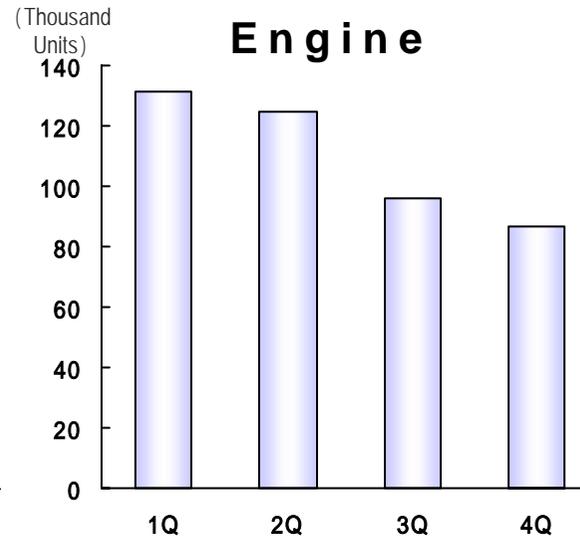
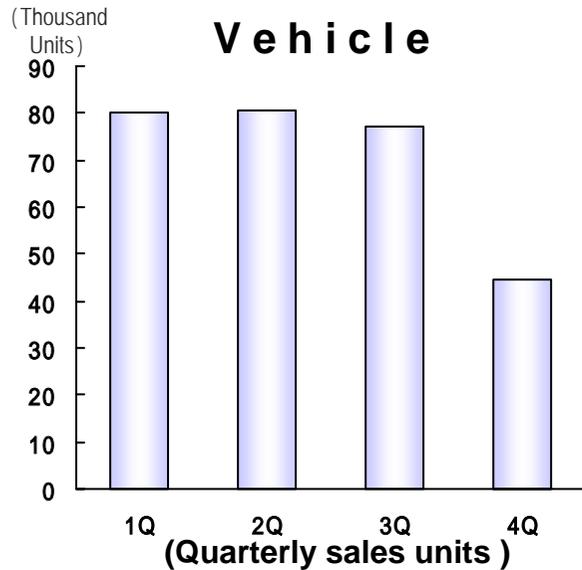
Change in Ordinary Income (FY2009)

Year-on-year Comparison (FY08 and FY09)



Changes in Sales Units

- Sales units decrease every quarter due to market downturn

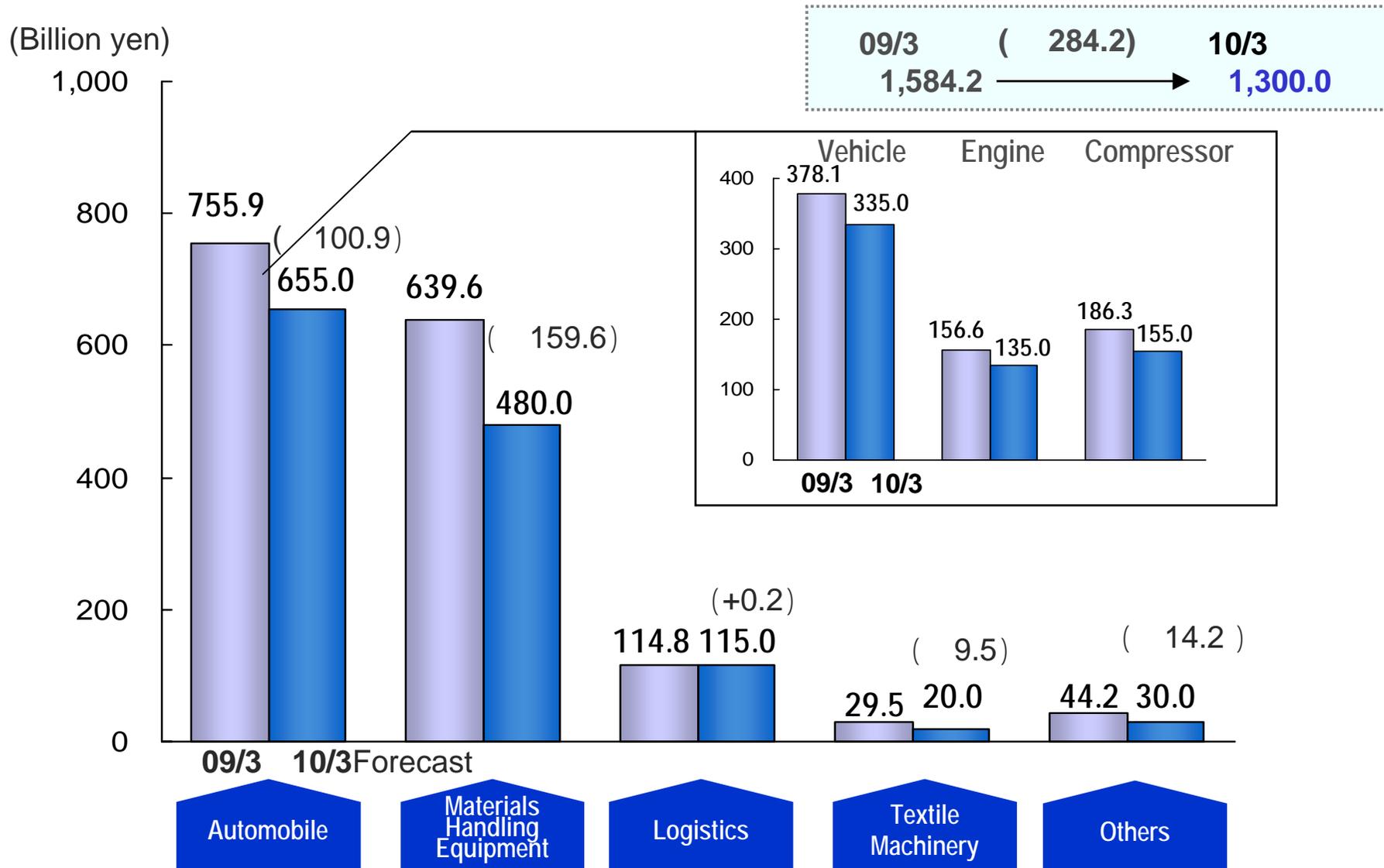


Earnings Forecast (FY2010)

(Billion yen)

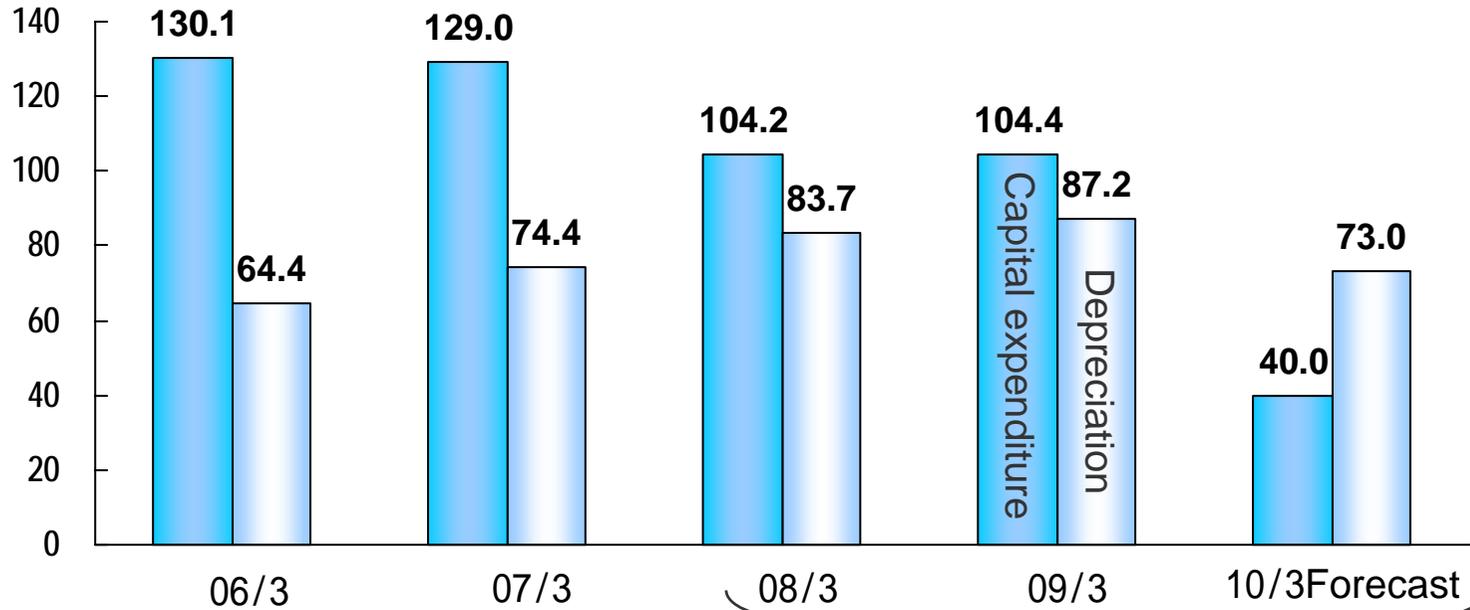
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<i>Net Income</i>	<i>32.7</i>	<i>16.0</i>	<i>+ 16.7</i>	<i>-</i>

Net Sales by Segment (FY2010 Forecasts)



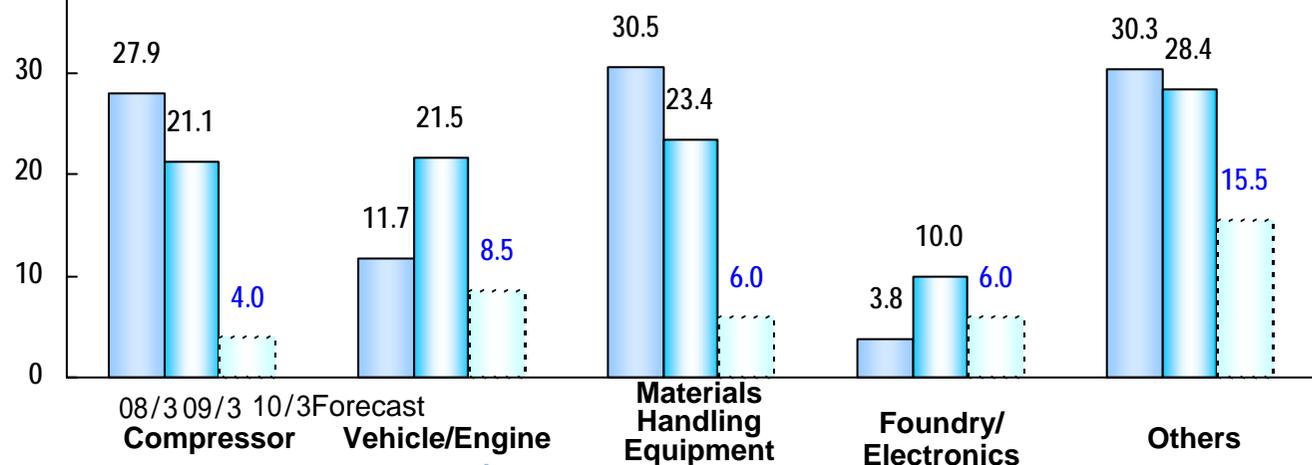
Capital Expenditures and Depreciation

(Billion yen)

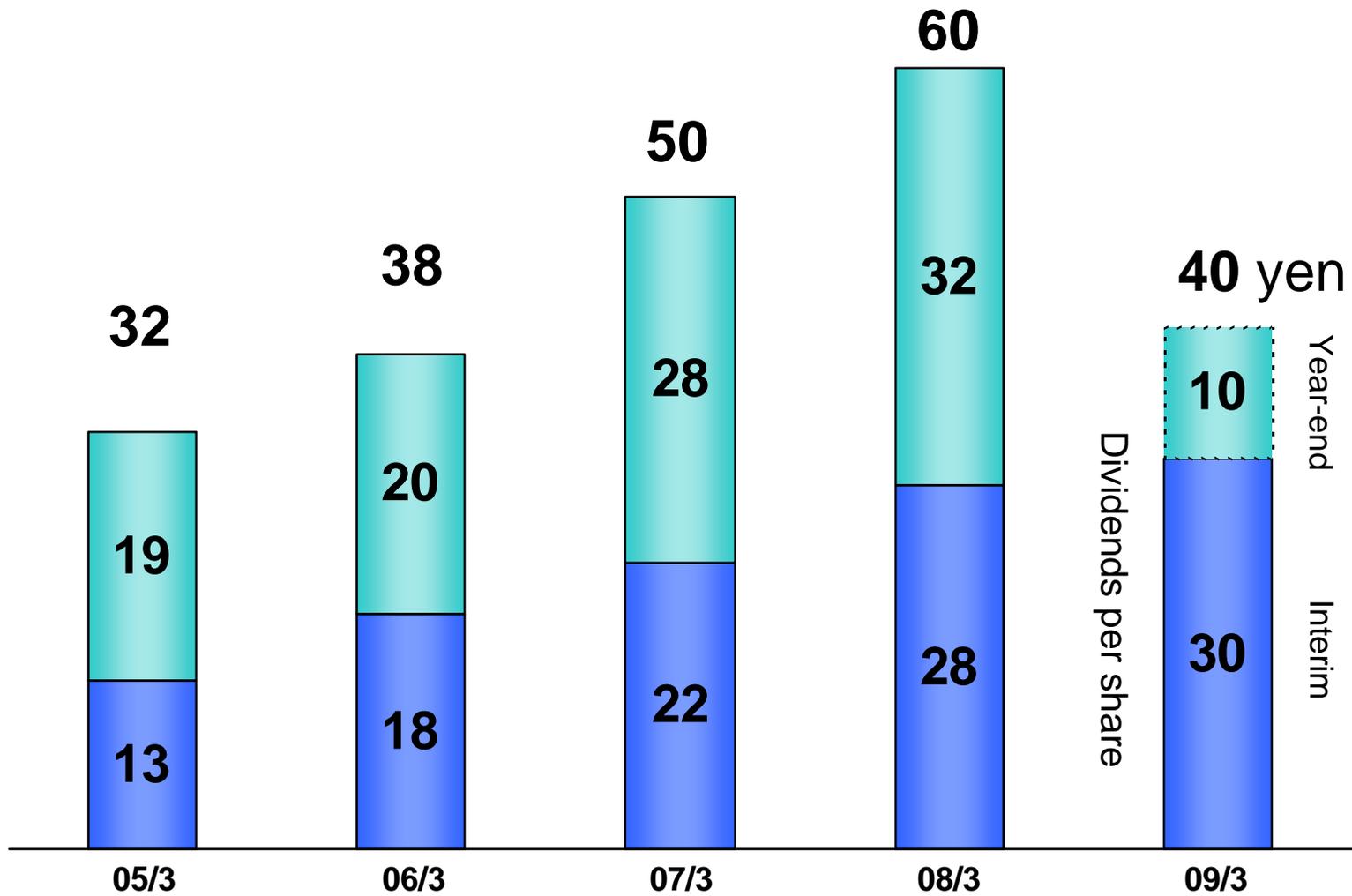


(Billion yen)

Breakdown of capital expenditures



Cash Dividends



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.