

FY2010 2nd Quarter Financial Results

November 2, 2009

TOYOTA INDUSTRIES CORPORATION

I. Financial Summary

Financial Results (FY2010 2nd Quarter)

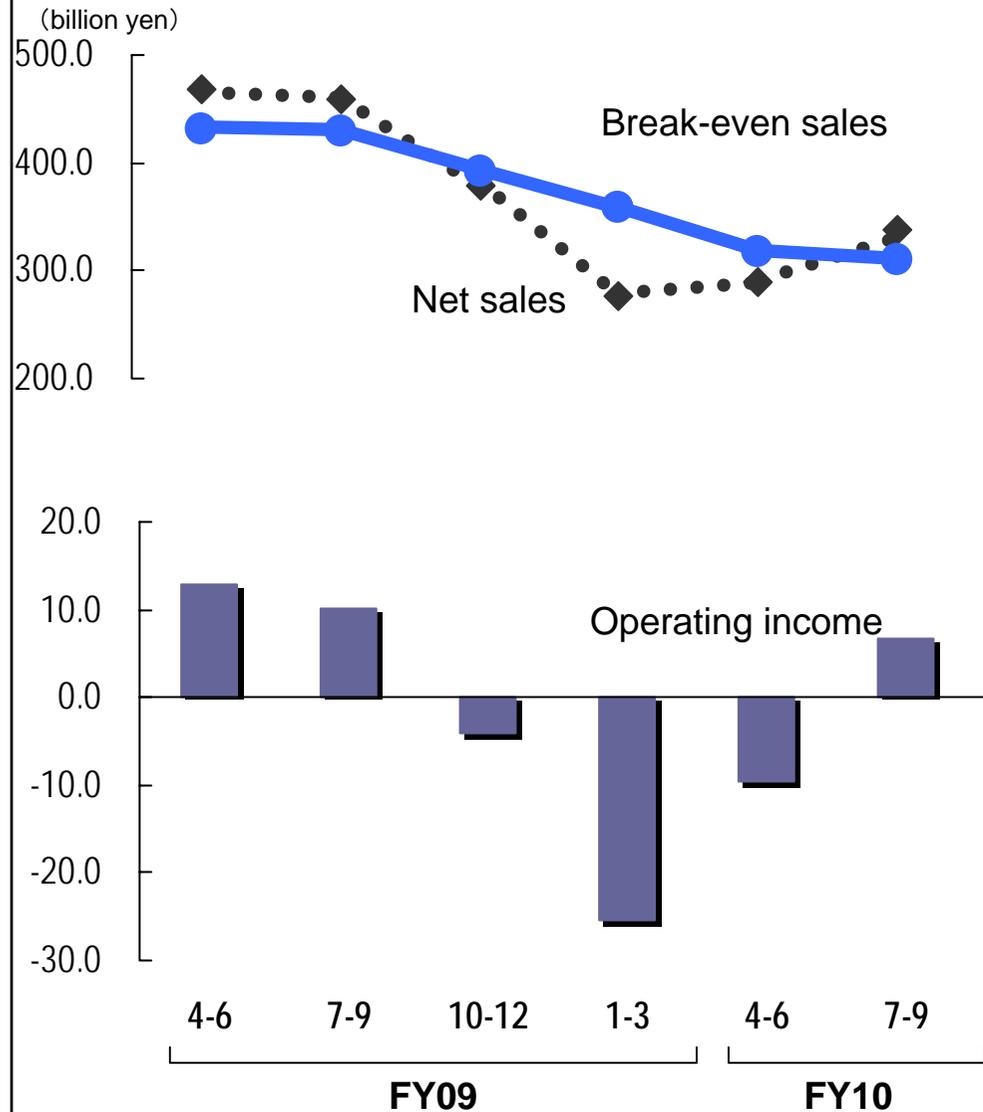
		(As of 12 May)		(billion yen)
	FY2009 2Q	FY2010 2Q	Change	Change (%)
Net Sales	928.4	(620.0) 627.5	▲300.9	▲32.4%
Operating Income	22.9	(▲15.0) ▲2.8	▲25.7	-
Ordinary Income	40.3	(▲12.5) 4.2	▲36.1	▲89.4%
Net Income	23.5	(▲9.5) 0.2	▲23.3	▲99.0%

Earnings Forecast (FY2010)

	<i>FY2009</i>	(As of 12 May) <i>FY2010</i>	<i>Change</i>	(billion yen) <i>Change(%)</i>
Net Sales	1,584.2	(1,300.0) 1,390.0	▲ 194.2	▲ 12.3%
Operating Income	▲ 6.6	(▲ 10.0) 10.0	+ 16.6	-
Ordinary Income	14.3	(▲ 11.5) 18.0	+ 3.7	25.5%
Net Income	▲ 32.7	(▲ 10.0) 4.5	+ 37.2	-

II. Progress of Downsizing of Structure

Lowering Break-even Point through Downsizing of Structure



■ Become thorough and follow up through Emergency Profit Improvement Committee Activity

1. Labor Costs 2. Facilities 3. Expenses

- Top management to take the lead
- Entire TICO Group work together worldwide

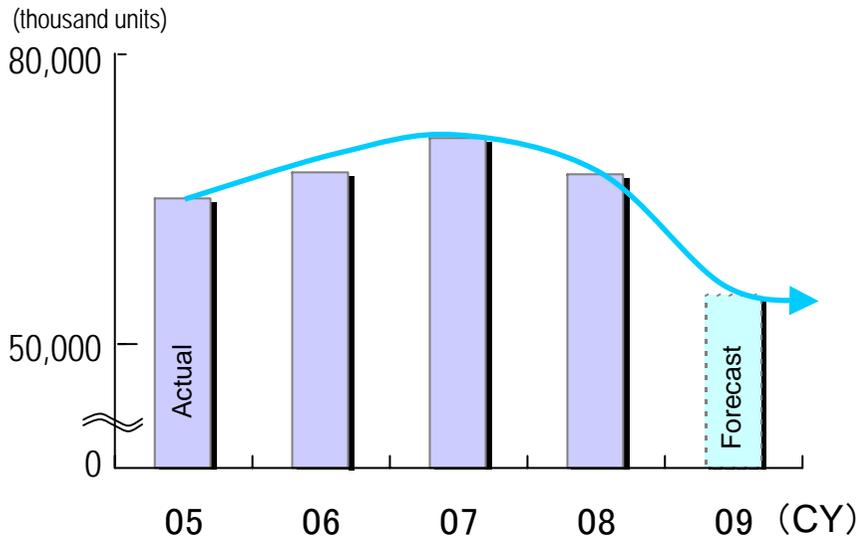
➡ Change all employees' mindset

Realized a profit in 2Q by lowering break-even point through downsizing of structure and increase in net sales

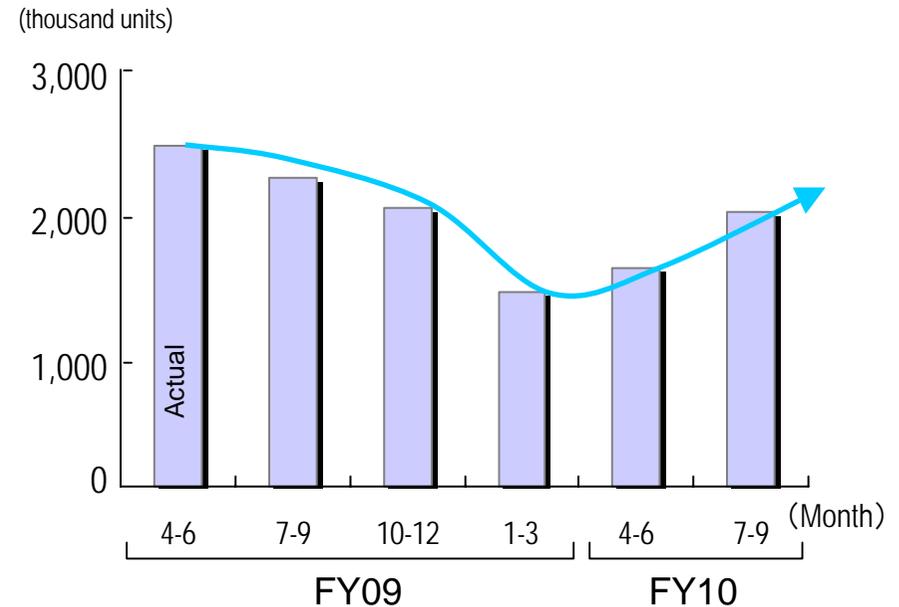
III. Initiatives for Automobile Segment

Market Direction

Global automobile market

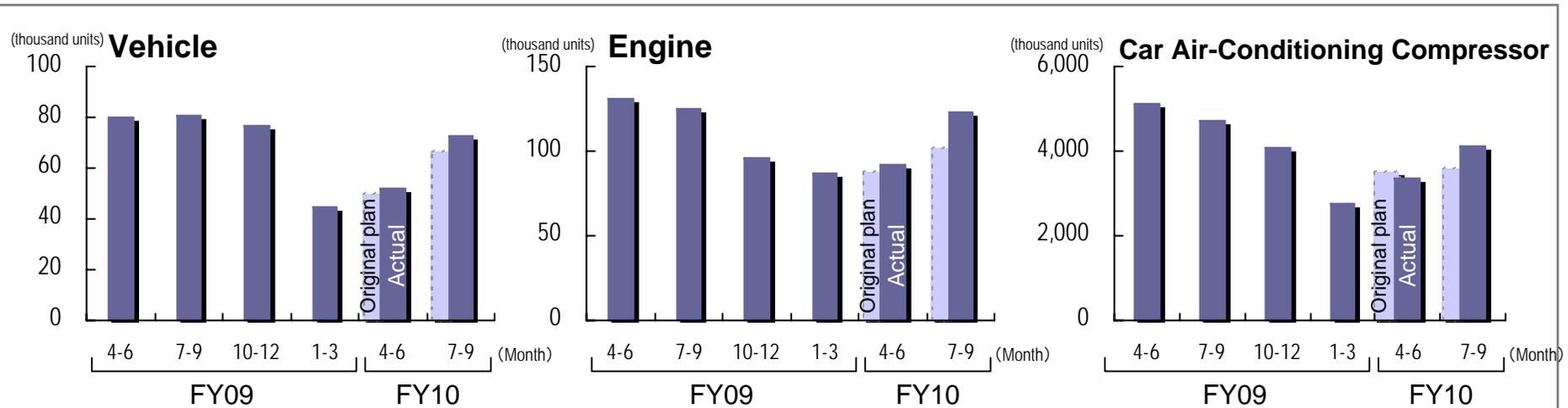


Toyota (TMC) vehicle production volume



1. Market fell sharply after Lehman collapse in September 2008
2. TMC's vehicle production also decreased up until January to March 2009
3. Both market trend and TMC's production made a recovery from April 2009 due to clearing of inventory and effects of sales promotions such as scrap incentives for each country
4. Concerns including backlash of sales promotions make future uncertain

Unit Production and Action Plan



1. Unit production of Vehicle, Engine and Car Air-Conditioning Compressor businesses increased after bottoming out in January to March 2009
2. Production volume increased in April to September exceeding original plan



Maintain downsized structure and handle production increases in 2nd half of FY2010

1. Production personnel adjustments within TICO group

- 1) Transfer of back-office functions to production functions (shop-floor associates)
- 2) Adjustment between divisions or subsidiaries, etc

2. Increase in operating rate of facilities

- 1) Speed up tact time of production lines
- 2) Resume 2-shift work in some production line

Future Business Evolution

Combine our overall strengths under the “3Es (energy, environmental protection and ecological thinking)”

Energy-saving technology

- Next generation of variable-displacement type compressors
- More fuel-efficient diesel engines

Electronics technology

- Increase in line-up of electric compressors
- Electronic units/systems
- HV、PHV、EV
- Key components of electric lift trucks
- Hybrid system for lift trucks



ES14 electric compressor



PCU direct cooling device



Electric lift truck



Charging stand for Electric vehicles

3Es

[Project-based planning and developing]

Deploy to automobile and materials handling businesses

Lightweight technology

- Plastic glazing
- Carbon fiber reinforced plastic (CFRP)
- Compact and lightweight vehicles, parts and devices



Tokyo Motor Show 2009

For Sustainable Motorization

Toyota Industries Corporation's Aspirations are to Create a Sustainable Vehicle-based Society



PCU direct cooling device



Onboard charger



Charging stand for Electric vehicles



<Plastic glazing> Quarter window



<3D carbon fiber reinforced plastic> Crumple zone *



Lexus LFA

<Plastic glazing> Partition



* Toyota Motor Corporation applied Toyota Industries' 3D carbon fiber reinforced plastic technology in developing crumple zone in products.

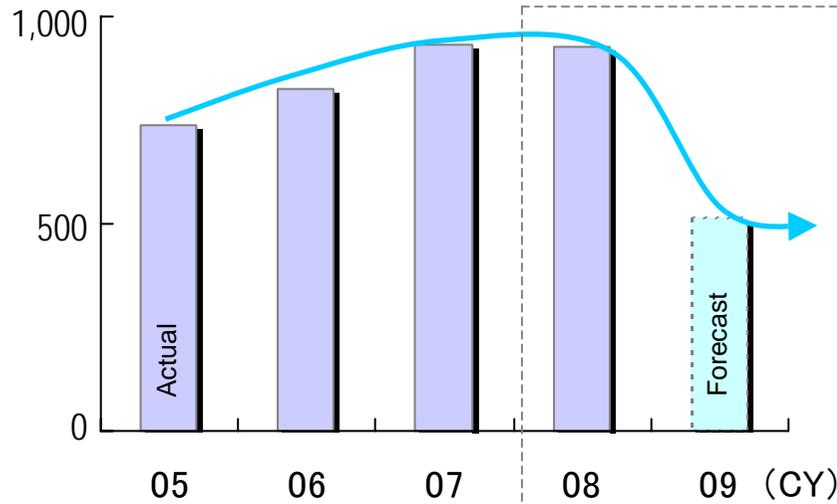
IV. Initiatives for Materials Handling Segment

Market Direction

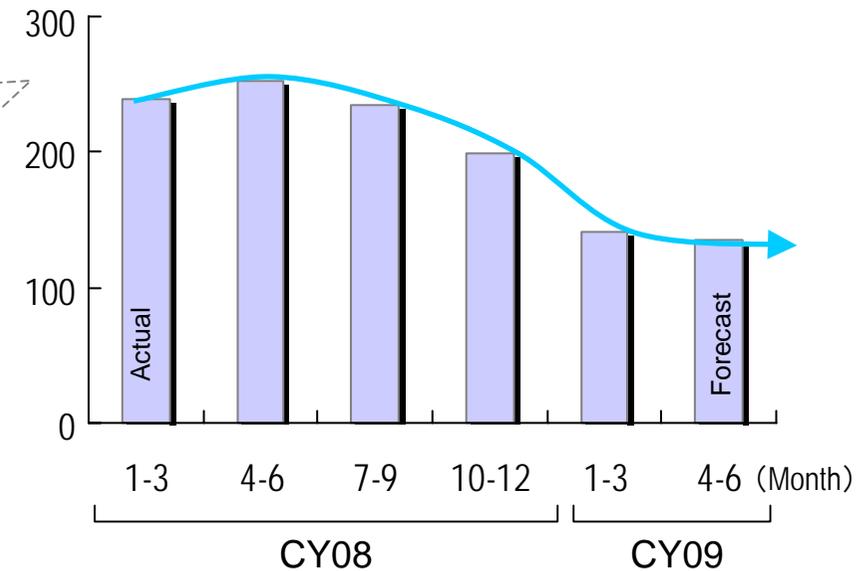
Materials Handling Segment

■ Global lift truck markets

(thousand units)



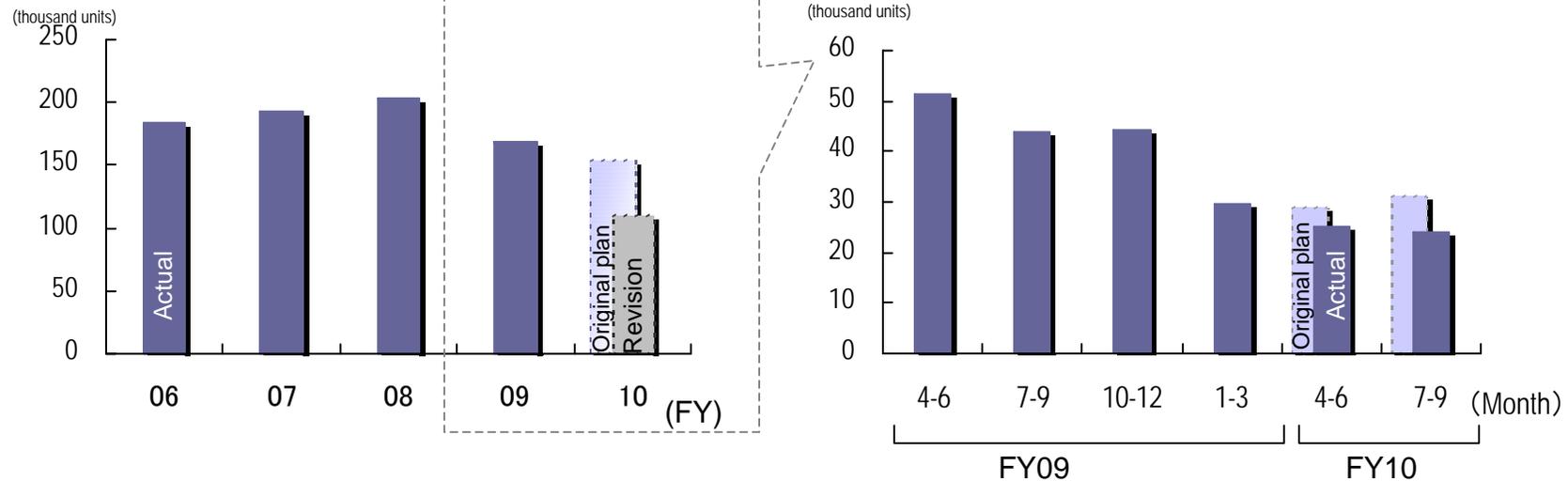
(thousand units)



1. Global lift truck markets have decrease for each consecutive quarter from Mid-2008
2. Market has remained stagnant in 2009
(delay in recovery compared with automobile market)
3. Market size in 2009 will be half of 2007

Our Sales Units and Action Plan

Sales units of lift truck



- 1. Sales plan set at about 70% of peak sales due to global market contraction**
- 2. Sales targets lowered due to delay in market recovery (50% of peak sales)**

Further downsize structure

Strengthen the foundation toward further growth

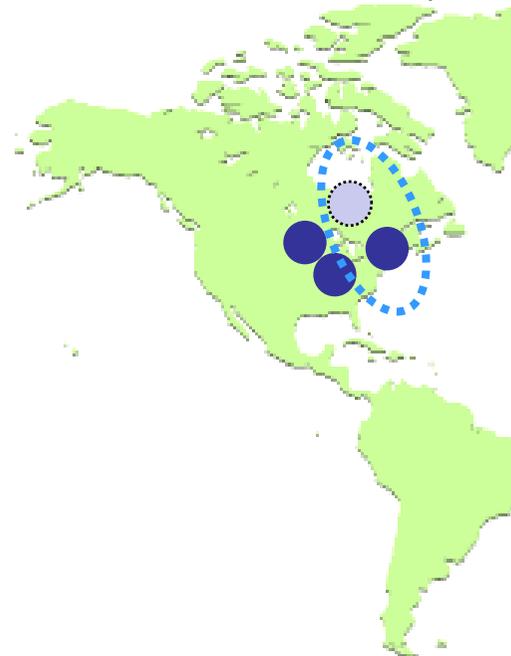
1. Restructure production base

- Shut down Brantford Plant (Canada)

Transfer production of electric reach truck to Greene Plant (United States)

Closing of plant: March 2010

【Transferred model】



2. Adjust workforce worldwide

1. Product differentiation through environmental-related technology

- 1) Enhancing the product appeal of our electric lift trucks
 - Focus Company-wide resources on deployment of technology about 3Es
- 2) Launch of hybrid lift truck



Internal-combustion hybrid lift truck
GENEO-HYBRID (available in Dec. 2009)



Large electric lift truck (5.5- to 8.5-ton)
GENEO-B HTC (launch in Sep. 2009)

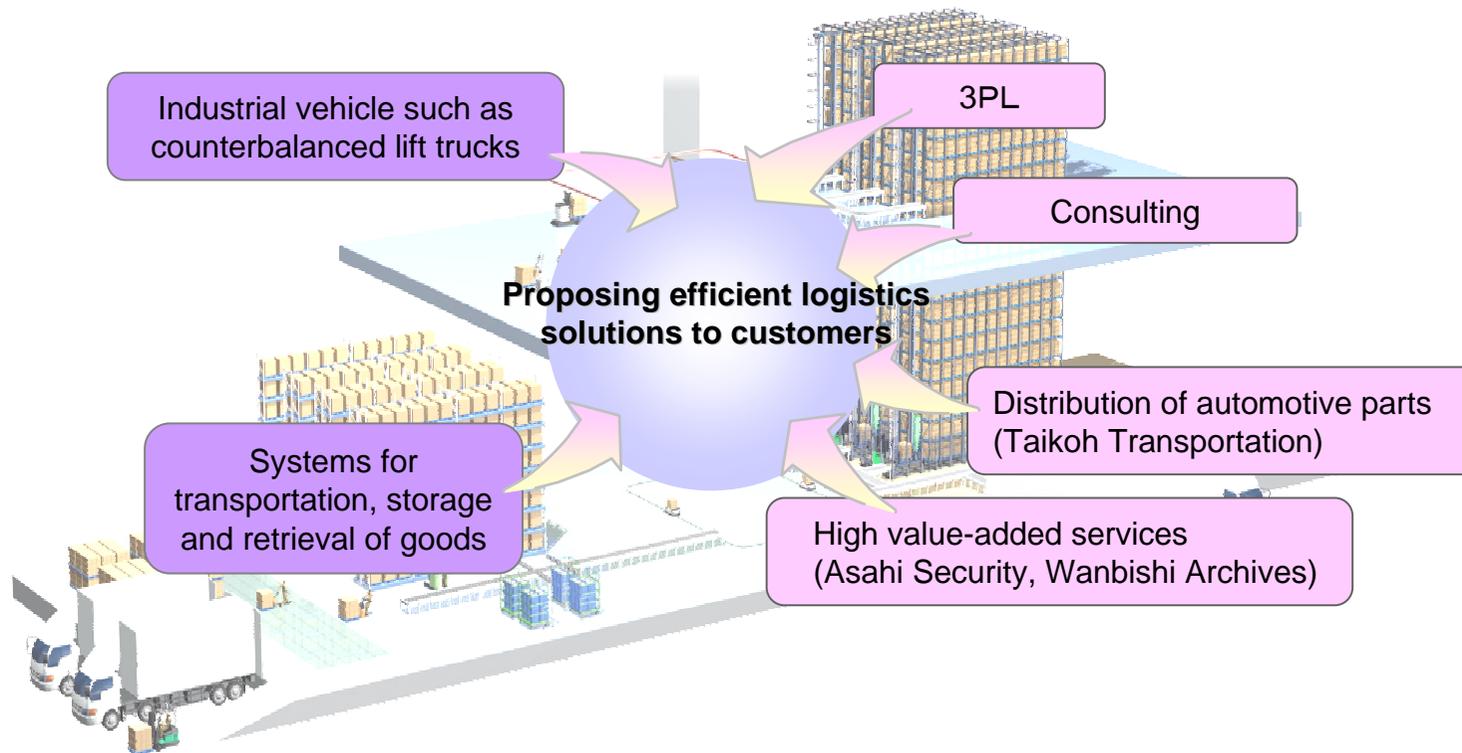
Compact & mid-size lift trucks:
Electric lift trucks
Mid-size & large lift trucks:
HV lift trucks

2. Development of global strategic model superior to competitors

- 1) Drastically reduce costs
- 2) Capture “BIC (Brazil, India and China)” markets
 - Respond to customers' needs through full lineup of both Toyota- and BT-brand products

3. Strengthening of logistics solution business

- 1) Proposing efficient logistics solutions combining industrial vehicle, logistics equipment/systems and logistics know-how



1) Marine container transportation system

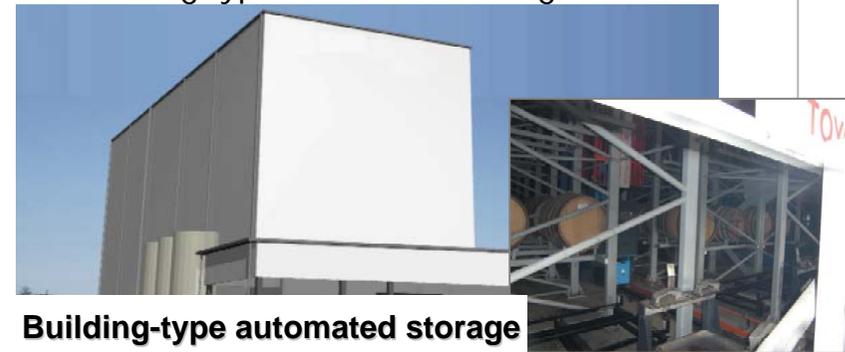
- Shorten handling time to ensure international competitiveness



Marine container AGV

2) Storage system for *shochu* (distilled spirits) ripening

- Contributes to wholesale storage of ripening barrel as well as workload reduction and ensuring safety for operators by introducing building-type automated storage



Building-type automated storage

3) Storage system for ossuaries

- Introduce automated storage for ossuaries in urban areas where burial space is limited



Worshiping room

V. Financial Results

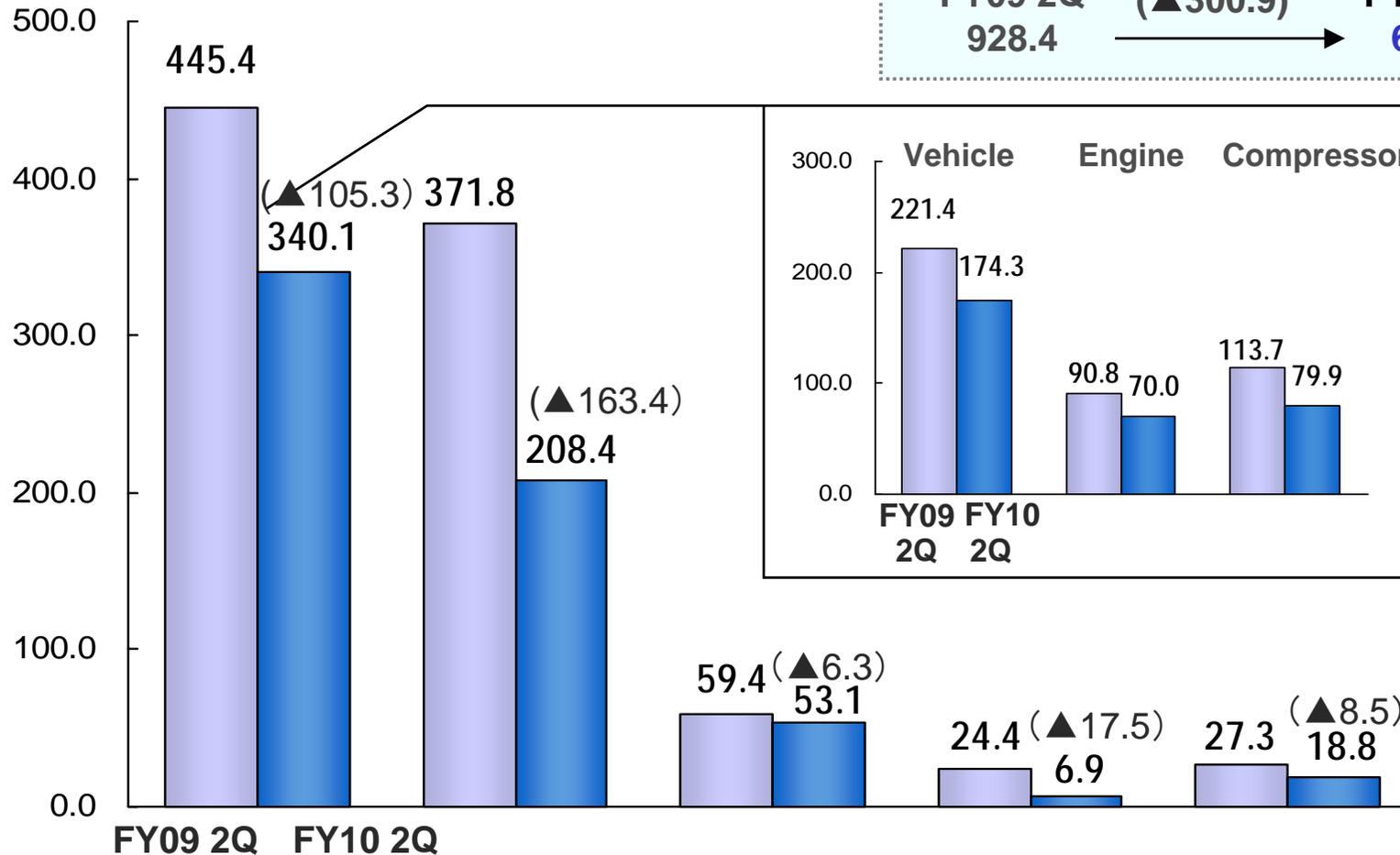
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Net Sales by Segment

FY2010 2nd Quarter Financial Results

(billion yen)



Automobile

Materials Handling Equipment

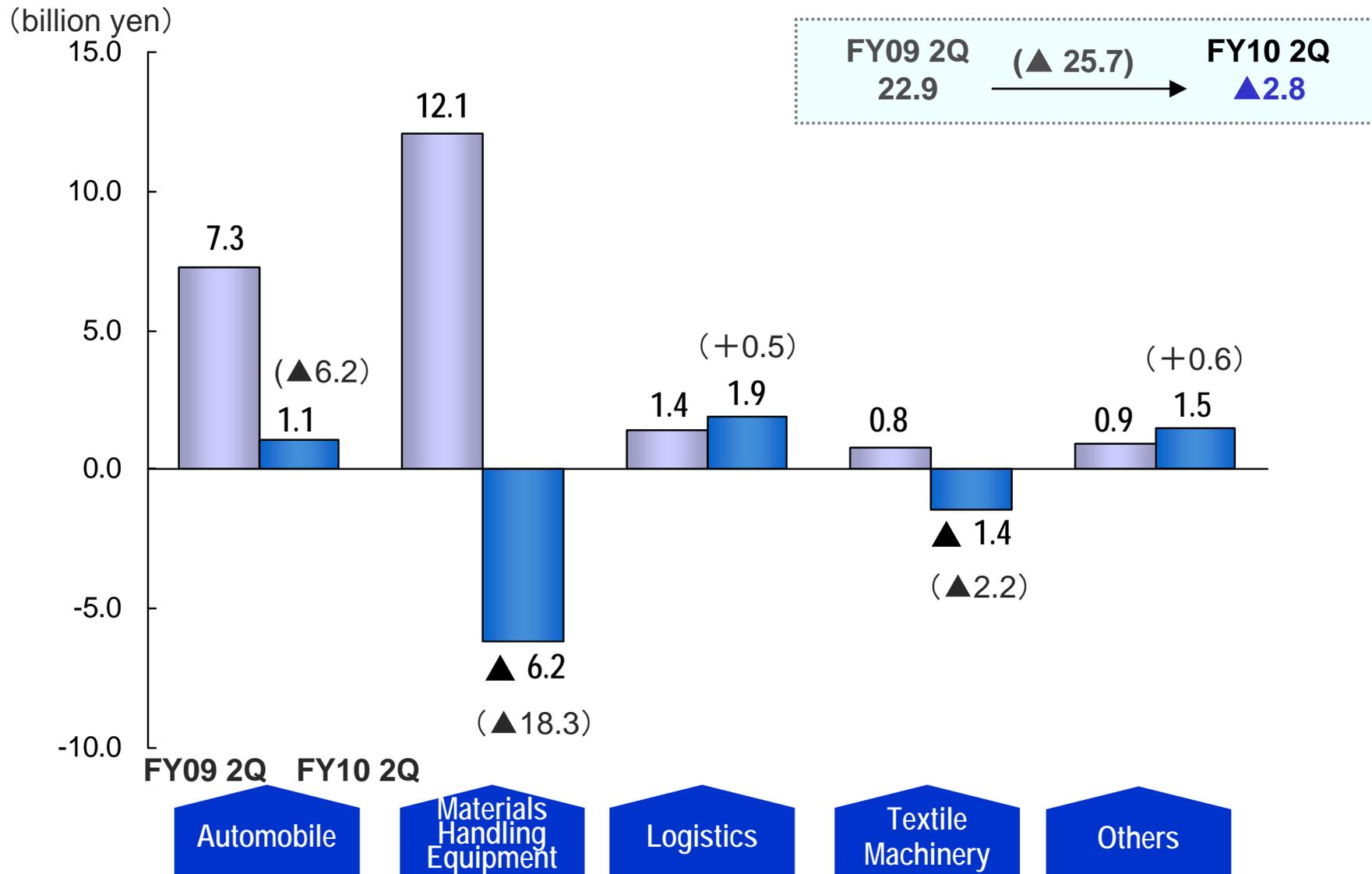
Logistics

Textile Machinery

Others

Operating Income by Segment

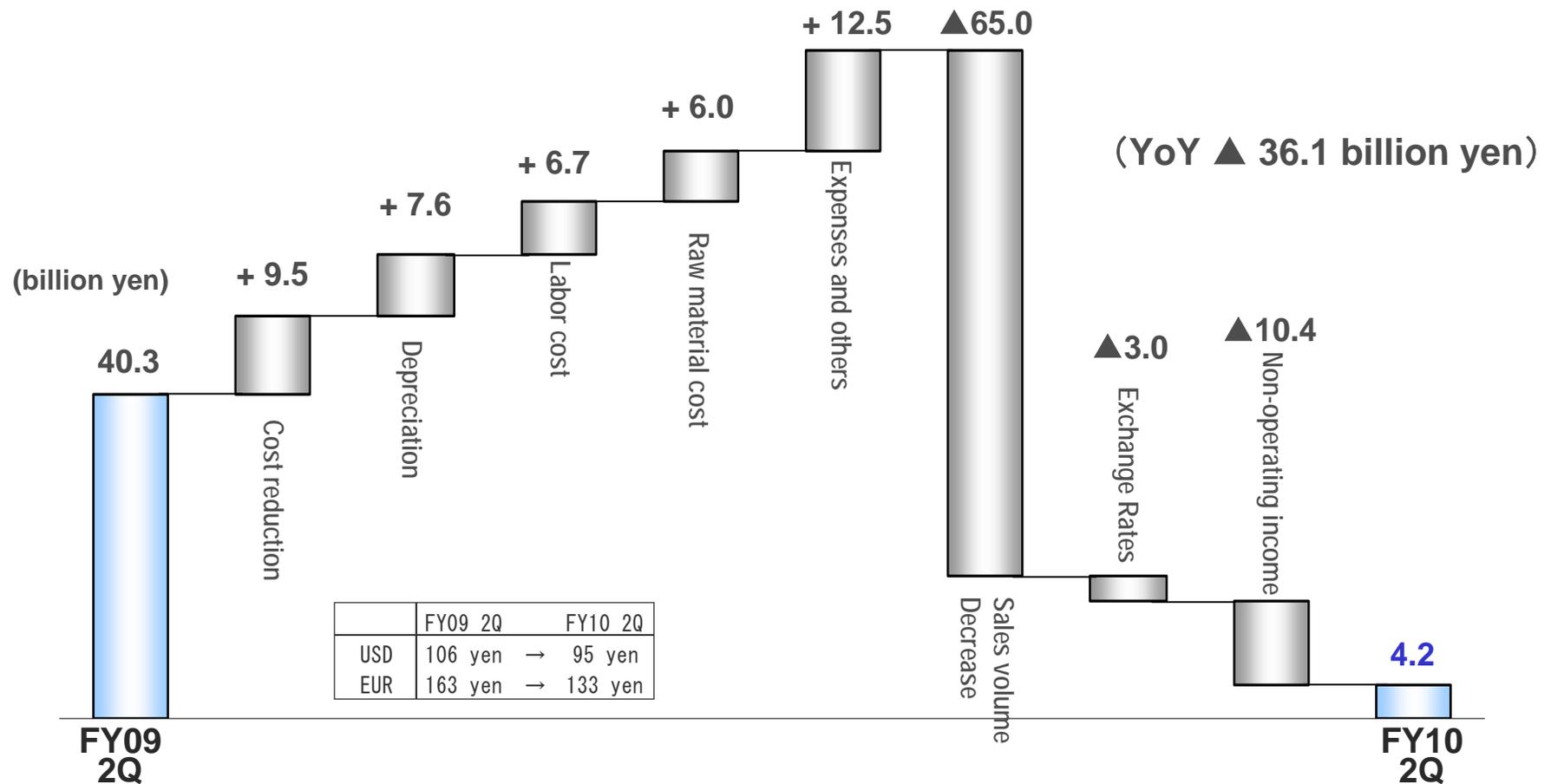
FY2010 2nd Quarter Financial Results



Change in Ordinary Income

FY2010 2nd Quarter Financial Results

Year-on-year Comparison (FY09 2Q and FY10 2Q)



Earnings Forecast (FY2010)

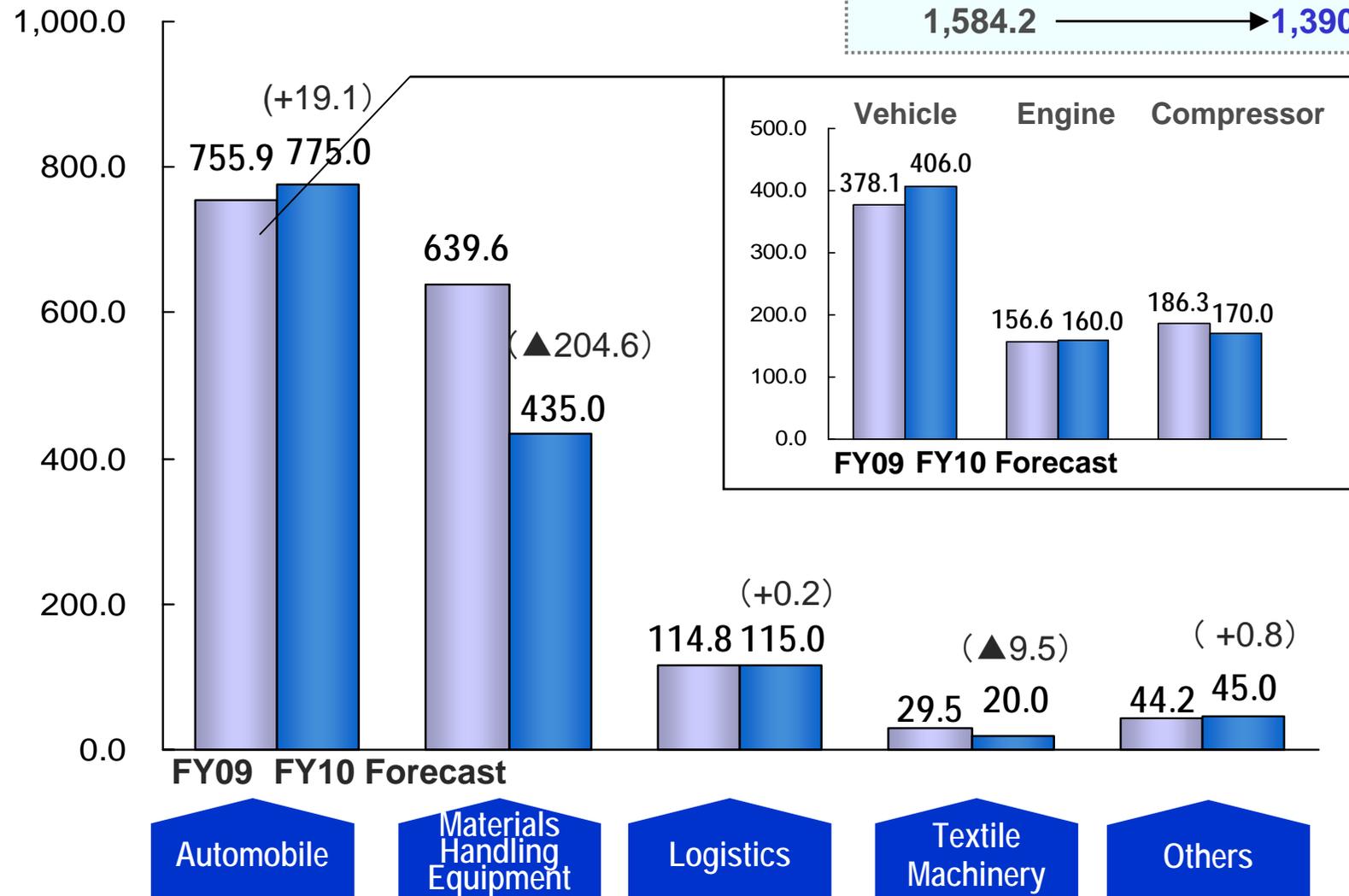
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Net Sales by Segment

FY2010 Forecast

(billion yen)

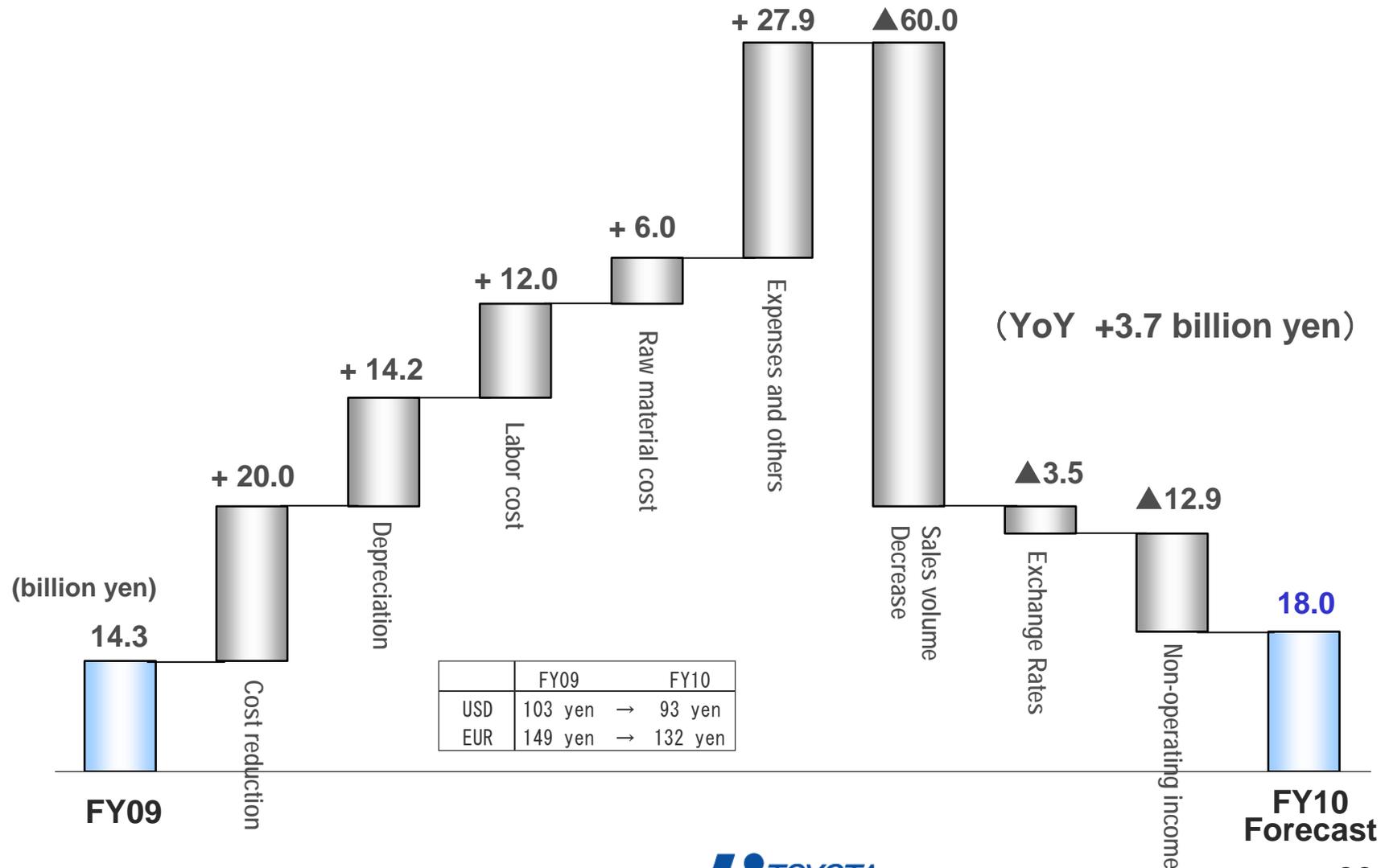
FY09 (▲194.2) FY10 Forecast
1,584.2 → 1,390.0



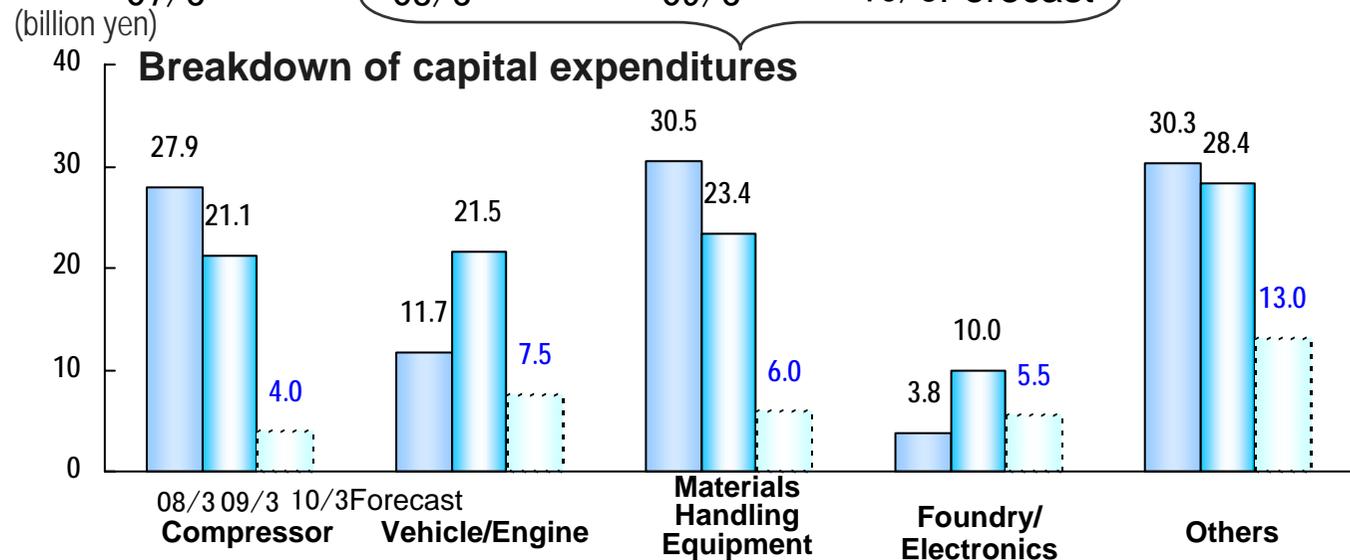
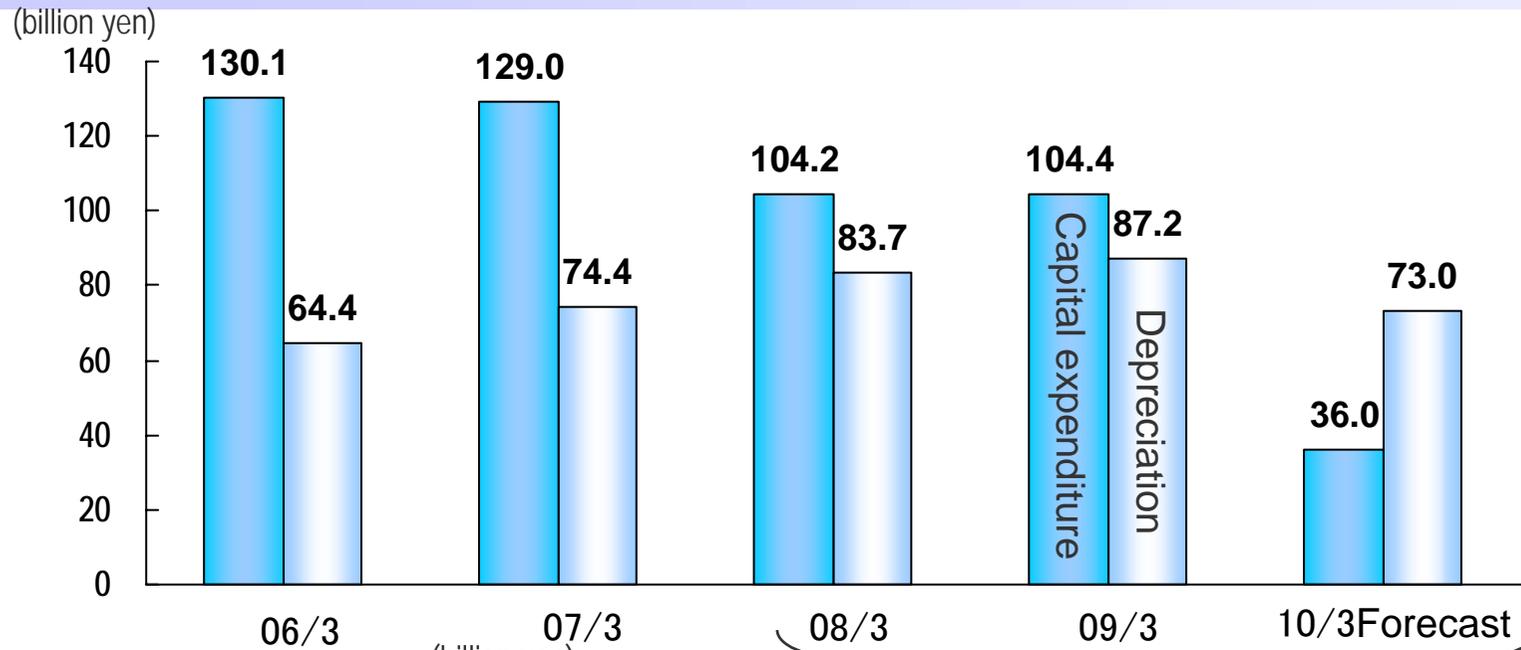
Change in Ordinary Income

FY2010 Forecast

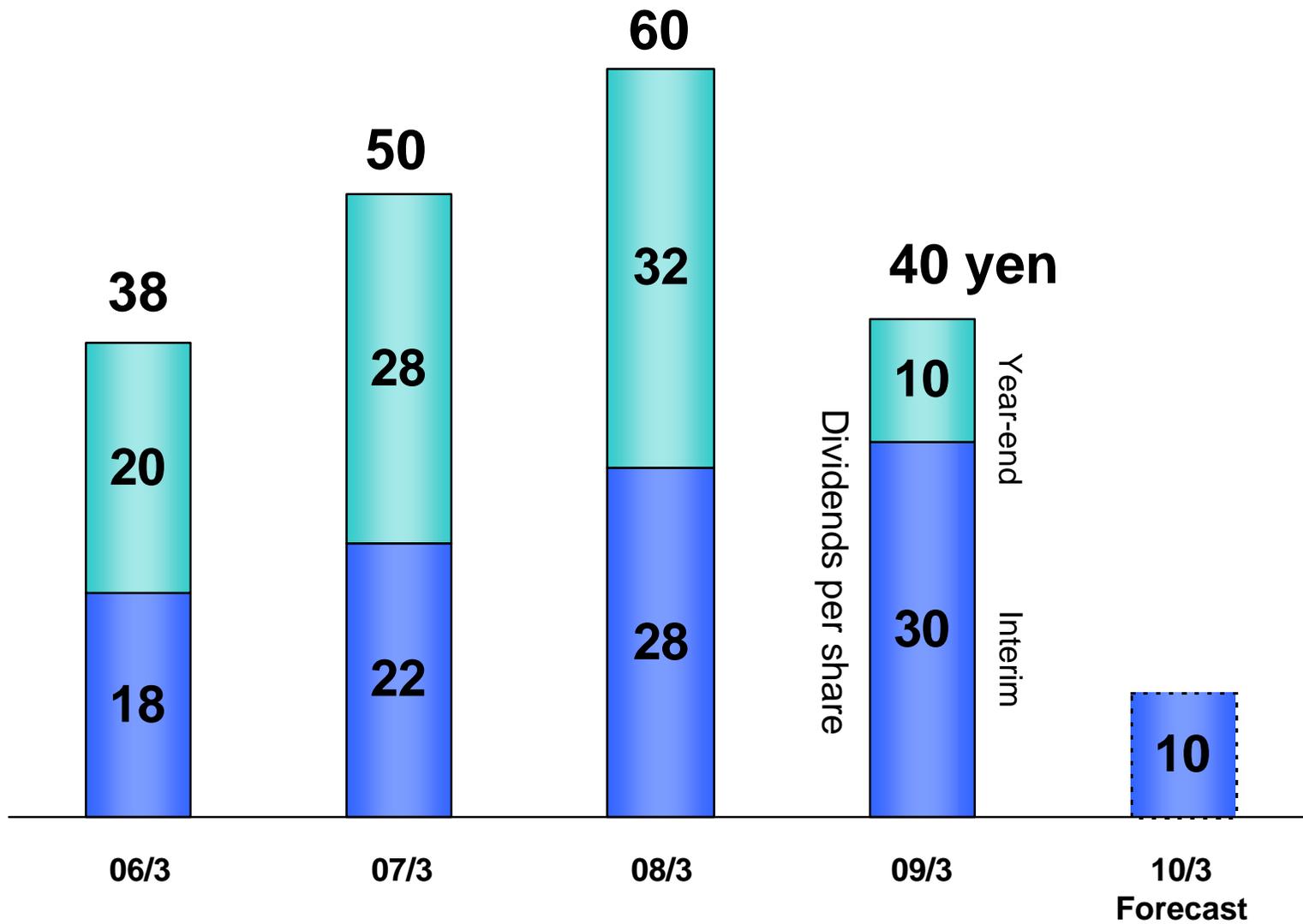
Year-on-year Comparison (FY09 and FY10)



Capital Expenditures and Depreciation



Cash Dividends



Year-end cash dividends forecast is undecided



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.