

Financial Section / Corporate Information

Financial Section

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Note: Toyota Industries has adopted International Financial Reporting Standards (IFRS) beginning from the end of fiscal 2017.

Corporate Information

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Note:

For details on the consolidated financial statements, please refer to the financial results and securities report, which are posted on the following Website: <https://www.toyota-industries.com>



Consolidated Statements of Financial Position

Toyota Industries Corporation
For the years ended March 31, 2018 and 2019

	Millions of yen	
	2018	2019
Assets		
Current assets		
Cash and cash equivalents	¥ 323,830	¥ 239,140
Time deposits with deposit terms of over three months	111,796	223,219
Trade receivables and other receivables	764,514	845,255
Other financial assets	6,359	3,988
Inventories	223,714	245,182
Income tax receivables	9,359	13,713
Other current assets	54,219	53,282
Total current assets	1,493,793	1,623,784
Non-current assets		
Property, plant and equipment	889,220	938,030
Goodwill and intangible assets	361,797	361,078
Trade receivables and other receivables	337	5,803
Investments accounted for by the equity method	10,352	10,253
Other financial assets	2,441,545	2,258,788
Net defined benefit assets	29,232	28,603
Deferred tax assets	27,017	30,590
Other non-current assets	5,204	4,241
Total non-current assets	3,764,707	3,637,390
Total assets	¥5,258,500	¥5,261,174

	Millions of yen	
	2018	2019
Liabilities and Equity		
Liabilities		
Current liabilities		
Trade payables and other payables	¥ 479,253	¥ 506,547
Corporate bonds and loans	400,803	342,232
Other financial liabilities	71,683	67,030
Accrued income taxes	27,097	15,993
Provisions	7,754	8,807
Other current liabilities	19,284	16,754
Total current liabilities	1,005,876	957,365
Non-current liabilities		
Corporate bonds and loans	767,297	955,183
Other financial liabilities	70,912	57,813
Net defined benefit liabilities	86,655	101,347
Provisions	8,460	7,525
Deferred tax liabilities	665,342	598,083
Other non-current liabilities	20,086	21,918
Total non-current liabilities	1,618,754	1,741,872
Total liabilities	2,624,631	2,699,237
Equity		
Share of equity attributable to owners of the parent		
Capital stock	80,462	80,462
Capital surplus	105,343	103,507
Retained earnings	1,084,139	1,178,773
Treasury stock	(59,284)	(59,297)
Other components of shareholders' equity	1,342,730	1,176,272
Total share of equity attributable to owners of the parent	2,553,391	2,479,718
Non-controlling interests	80,478	82,218
Total equity	2,633,869	2,561,936
Total liabilities and equity	¥5,258,500	¥5,261,174

Consolidated Statements of Profit or Loss

Toyota Industries Corporation
For the years ended March 31, 2018 and 2019

	Millions of yen	
	2018	2019
Net sales	¥ 2,003,973	¥ 2,214,946
Cost of sales	(1,534,207)	(1,702,599)
Gross profit	469,765	512,346
Selling, general and administrative expenses	(334,347)	(376,866)
Other profit	21,915	11,389
Other expenses	(9,887)	(12,184)
Operating profit	147,445	134,684
Financial income	70,279	76,603
Financial expenses	(10,046)	(10,226)
Share of profit (loss) of investments accounted for by the equity method	2,149	1,163
Profit before income taxes	209,827	202,225
Income taxes	(36,010)	(42,447)
Profit	173,816	159,778
Profit attributable to:		
Owners of the parent	168,180	152,748
Non-controlling interests	5,635	7,029
Earnings per share		
Earnings per share—basic (yen)	¥ 541.67	¥ 491.97
Earnings per share—diluted (yen)	—	—

Note: Operating profit in fiscal 2018 includes a one-time effect of ¥14.3 billion arising from changes in retirement benefit plans.

Consolidated Statements of Comprehensive Income

Toyota Industries Corporation
For the years ended March 31, 2018 and 2019

	Millions of yen	
	2018	2019
Profit	¥173,816	¥ 159,778
Other comprehensive income:		
Items not to be reclassified into profit or loss		
Profit (loss) from FVTOCI financial assets	184,278	(159,407)
Remeasurements of defined benefit plans	3,629	(9,440)
Other comprehensive income of affiliates accounted for by the equity method	(4)	(6)
Total items not to be reclassified into profit or loss	187,903	(168,854)
Items that can be reclassified into profit or loss		
Foreign currency translation adjustment	(1,564)	(6,921)
Cash flow hedges	1,419	(621)
Other comprehensive income of affiliates accounted for by the equity method	24	(171)
Total items that can be reclassified into profit or loss	(120)	(7,713)
Total other comprehensive income after income taxes	187,782	(176,568)
Comprehensive income	361,599	(16,789)
Total comprehensive income attributable to:		
Owners of the parent	355,101	(23,702)
Non-controlling interests	6,497	6,912

Consolidated Statements of Changes in Equity

Toyota Industries Corporation
For the years ended March 31, 2018 and 2019

	Millions of yen					
	Share of equity attributable to owners of the parent					
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Other components of shareholders' equity	
					Profit (loss) from FVTOCI financial assets	Remeasurements of defined benefit plans
Balance at April 1, 2017	¥80,462	¥105,417	¥ 954,503	¥(59,272)	¥1,209,592	¥ —
Profit	—	—	168,180	—	—	—
Other comprehensive income	—	—	—	—	183,956	3,525
Total comprehensive income	—	—	168,180	—	183,956	3,525
Repurchase of treasury stock	—	—	—	(12)	—	—
Disposal of treasury stock	—	—	—	—	—	—
Dividends	—	—	(41,915)	—	—	—
Changes in ownership interest of subsidiaries	—	(74)	—	—	—	—
Changes in non-controlling interests as a result of changes in scope of consolidation	—	—	—	—	—	—
Reclassified into retained earnings	—	—	3,371	—	153	(3,525)
Other increases (decreases)	—	—	—	—	—	—
Total transactions with owners	—	(74)	(38,544)	(12)	153	(3,525)
Balance at March 31, 2018	80,462	105,343	1,084,139	(59,284)	1,393,702	—
Effect of changes in accounting policies	—	—	3	—	—	—
Restated balance at April 1, 2018	80,462	105,343	1,084,143	(59,284)	1,393,702	—
Profit	—	—	152,748	—	—	—
Other comprehensive income	—	—	—	—	(159,630)	(9,693)
Total comprehensive income	—	—	152,748	—	(159,630)	(9,693)
Repurchase of treasury stock	—	—	—	(12)	—	—
Disposal of treasury stock	—	0	—	0	—	—
Dividends	—	—	(48,125)	—	—	—
Changes in ownership interest of subsidiaries	—	(1,835)	—	—	—	—
Changes in non-controlling interests as a result of changes in scope of consolidation	—	—	—	—	—	—
Reclassified into retained earnings	—	—	(9,992)	—	298	9,693
Other increases (decreases)	—	—	—	—	—	—
Total transactions with owners	—	(1,835)	(58,117)	(12)	298	9,693
Balance at March 31, 2019	¥80,462	¥103,507	¥1,178,773	¥(59,297)	¥1,234,370	¥ —

	Millions of yen						
	Share of equity attributable to owners of the parent					Non-controlling interests	Total equity
	Other components of shareholders' equity				Total		
	Foreign currency translation adjustment	Cash flow hedges	Subscription rights to shares	Total			
Balance at April 1, 2017	¥(50,417)	¥ 6	¥—	¥1,159,181	¥2,240,293	¥76,174	¥2,316,467
Profit	—	—	—	—	168,180	5,635	173,816
Other comprehensive income	(1,980)	1,419	—	186,920	186,920	861	187,782
Total comprehensive income	(1,980)	1,419	—	186,920	355,101	6,497	361,599
Repurchase of treasury stock	—	—	—	—	(12)	—	(12)
Disposal of treasury stock	—	—	—	—	—	—	—
Dividends	—	—	—	—	(41,915)	(2,390)	(44,306)
Changes in ownership interest of subsidiaries	—	—	—	—	(74)	—	(74)
Changes in non-controlling interests as a result of changes in scope of consolidation	—	—	—	—	—	166	166
Reclassified into retained earnings	—	—	—	(3,371)	—	—	—
Other increases (decreases)	—	—	—	—	—	30	30
Total transactions with owners	—	—	—	(3,371)	(42,003)	(2,193)	(44,196)
Balance at March 31, 2018	(52,397)	1,426	—	1,342,730	2,553,391	80,478	2,633,869
Effect of changes in accounting policies	—	—	—	—	3	—	3
Restated balance at April 1, 2018	(52,397)	1,426	—	1,342,730	2,553,394	80,478	2,633,873
Profit	—	—	—	—	152,748	7,029	159,778
Other comprehensive income	(6,505)	(621)	—	(176,451)	(176,451)	(116)	(176,568)
Total comprehensive income	(6,505)	(621)	—	(176,451)	(23,702)	6,912	(16,789)
Repurchase of treasury stock	—	—	—	—	(12)	—	(12)
Disposal of treasury stock	—	—	—	—	0	—	0
Dividends	—	—	—	—	(48,125)	(2,353)	(50,478)
Changes in ownership interest of subsidiaries	—	—	—	—	(1,835)	(2,969)	(4,805)
Changes in non-controlling interests as a result of changes in scope of consolidation	—	—	—	—	—	100	100
Reclassified into retained earnings	—	—	—	9,992	—	—	—
Other increases (decreases)	—	—	—	—	—	49	49
Total transactions with owners	—	—	—	9,992	(49,973)	(5,172)	(55,146)
Balance at March 31, 2019	¥(58,903)	¥ 804	¥—	¥1,176,272	¥2,479,718	¥82,218	¥2,561,936

Consolidated Statements of Cash Flows

Toyota Industries Corporation
For the years ended March 31, 2018 and 2019

	Millions of yen	
	2018	2019
Cash flows from operating activities:		
Profit before income taxes	¥ 209,827	¥ 202,225
Depreciation and amortization	162,481	185,952
Impairment losses	2,849	2,815
Interest and dividends income	(67,115)	(72,301)
Interest expenses	7,862	8,122
Share of (profit) loss of investments accounted for by the equity method	(2,149)	(1,163)
(Increase) decrease in inventories	(23,875)	(22,024)
(Increase) decrease in trade receivables and other receivables	(37,417)	(86,533)
Increase (decrease) in trade payables and other payables	(452)	42,548
Others	(22,145)	2,698
Subtotal	229,863	262,340
Interest and dividends income received	67,401	71,997
Interest expenses paid	(7,766)	(8,461)
Income taxes paid	(20,929)	(55,570)
Net cash provided by operating activities	268,567	270,306
Cash flows from investing activities:		
Payments from purchase of property, plant and equipment	(200,115)	(225,621)
Proceeds from sales of property, plant and equipment	12,474	14,288
Payments for purchases of investment securities	(18,022)	(44,123)
Proceeds from sales of investment securities	136	757
Payments for acquisition of subsidiaries' stock resulting in change in scope of consolidation	(172,511)	(7,502)
Payments for loans made	(648)	(2,053)
Proceeds from collection of loans	950	1,353
Payments for bank deposits	(241,296)	(447,937)
Proceeds from withdrawals of bank deposits	292,010	336,327
Payments for transfer of business	(248)	—
Others	(13,052)	(20,488)
Net cash used in investing activities	(340,324)	(395,000)

	Millions of yen	
	2018	2019
Cash flows from financing activities:		
Payments for acquisition of subsidiaries' stock not resulting in change in scope of consolidation	(1,159)	(4,812)
Proceeds from sales of subsidiaries' stock not resulting in change in scope of consolidation	70	140
Net increase (decrease) in short-term loans (within three months)	(32,031)	(9,442)
Proceeds from short-term loans payable (over three months)	26,729	36,757
Repayments of short-term loans payable (over three months)	(26,607)	(29,634)
Proceeds from long-term loans payable	108,882	228,884
Repayments of long-term loans payable	(162,706)	(223,417)
Proceeds from issuance of corporate bonds	294,596	159,106
Repayments of corporate bonds	(10,000)	(75,949)
Payments for repurchase of treasury stock	(12)	(12)
Cash dividends paid	(41,915)	(48,125)
Cash dividends paid to non-controlling interests	(2,390)	(2,353)
Proceeds from payments by non-controlling interests	422	—
Others	(572)	9,330
Net cash provided by (used in) financing activities	153,303	40,467
Translation adjustments of cash and cash equivalents	(1,400)	(464)
Net increase (decrease) in cash and cash equivalents	80,145	(84,690)
Cash and cash equivalents at beginning of period	243,685	323,830
Cash and cash equivalents at end of period	¥ 323,830	¥ 239,140

Directors, Audit & Supervisory Board Members, Senior Executive Officers and Executive Officers

(As of June 30, 2019)

Directors

<div>Chairman</div> <div>Tetsuro Toyoda</div> <div></div>	<div>Apr. 1970</div> <div>Joined Toyota Motor Sales Co., Ltd.</div> <div>Feb. 1991</div> <div>Vice President of Toyota Motor Sales, U.S.A., Inc.</div> <div>Jun. 1991</div> <div>Director of Toyota Industries Corporation</div> <div>Jun. 1997</div> <div>Managing Director</div> <div>Jun. 1999</div> <div>Senior Managing Director</div> <div>Jun. 2002</div> <div>Executive Vice President</div> <div>Jun. 2005</div> <div>President</div> <div>Jun. 2013</div> <div>Chairman (current)</div> <div>Jun. 2016</div> <div>Chairman of the Central Japan Economic Federation (current)</div>
<div>President</div> <div>Akira Onishi</div> <div></div>	<div>Apr. 1981</div> <div>Joined Toyota Industries Corporation</div> <div>Jun. 2005</div> <div>Director</div> <div>Jun. 2006</div> <div>Managing Officer</div> <div>Jun. 2008</div> <div>Senior Managing Officer</div> <div>Jun. 2010</div> <div>Senior Managing Director</div> <div>Jun. 2013</div> <div>President (current)</div>
<div>Executive Vice President</div> <div>Kazue Sasaki</div> <div></div>	<div>Apr. 1977</div> <div>Joined Toyota Industries Corporation</div> <div>Jun. 2003</div> <div>Director</div> <div>Jun. 2006</div> <div>Managing Officer</div> <div>Jun. 2008</div> <div>Senior Managing Officer</div> <div>Jun. 2010</div> <div>Director</div> <div>Jun. 2011</div> <div>Senior Managing Director</div> <div>Jun. 2013</div> <div>Executive Vice President (current)</div>
<div>Executive Vice President</div> <div>Takuo Sasaki</div> <div></div>	<div>Apr. 1980</div> <div>Joined Toyota Motor Co., Ltd.</div> <div>Jun. 2009</div> <div>Managing Officer of Toyota Motor Corporation (TMC)</div> <div>Jun. 2011</div> <div>President of Toyota Financial Services Corporation</div> <div>Jun. 2011</div> <div>Advisor of TMC</div> <div>Apr. 2013</div> <div>Managing Officer of TMC</div> <div>Apr. 2015</div> <div>Advisor of Toyota Industries Corporation</div> <div>Jun. 2015</div> <div>Senior Managing Director</div> <div>Jun. 2016</div> <div>Director and Senior Managing Officer</div> <div>Jun. 2018</div> <div>Executive Vice President (current)</div>
<div>Director</div> <div>Taku Yamamoto</div> <div></div>	<div>Apr. 1979</div> <div>Joined Toyota Industries Corporation</div> <div>Jun. 2007</div> <div>Managing Officer</div> <div>Jun. 2012</div> <div>Senior Managing Officer</div> <div>Jun. 2014</div> <div>Director</div> <div>Jun. 2016</div> <div>Director and Senior Managing Officer</div> <div>Jun. 2019</div> <div>Director and Senior Executive Officer (current)</div>
<div>Director</div> <div>Yojiro Mizuno</div> <div></div>	<div>Apr. 1983</div> <div>Joined Toyota Industries Corporation</div> <div>Jun. 2010</div> <div>Managing Officer</div> <div>Jun. 2016</div> <div>Senior Managing Officer</div> <div>Jun. 2018</div> <div>Director and Senior Managing Officer</div> <div>Jun. 2019</div> <div>Director and Senior Executive Officer (current)</div>
<div>Director</div> <div>Yuji Ishizaki</div> <div></div>	<div>Apr. 1980</div> <div>Joined Toyota Industries Corporation</div> <div>Jun. 2012</div> <div>Managing Officer</div> <div>Jun. 2016</div> <div>Senior Managing Officer</div> <div>Jun. 2018</div> <div>Director and Senior Managing Officer</div> <div>Jun. 2019</div> <div>Director and Senior Executive Officer (current)</div>
<div>Outside Director (Independent)</div> <div>Shuzo Sumi</div> <div></div>	<div>Apr. 1970</div> <div>Joined The Tokio Marine & Fire Insurance Co., Ltd. (Tokio Marine)</div> <div>Jun. 2000</div> <div>Director and Chief Representative in London of Tokio Marine</div> <div>Jun. 2002</div> <div>Managing Director of Tokio Marine</div> <div>Oct. 2004</div> <div>Managing Director of Tokio Marine & Nichido Fire Insurance Co., Ltd. (Tokio Marine & Nichido)</div> <div>Jun. 2005</div> <div>Senior Managing Director of Tokio Marine & Nichido</div> <div>Jun. 2007</div> <div>President and Chief Executive Officer of Tokio Marine & Nichido</div> <div>Jun. 2007</div> <div>President and Chief Executive Officer of Tokio Marine Holdings, Inc. (Tokio Marine Holdings)</div> <div>Jun. 2013</div> <div>Chairman of the Board of Tokio Marine & Nichido</div> <div>Jun. 2013</div> <div>Chairman of the Board of Tokio Marine Holdings</div> <div>Jun. 2014</div> <div>Director of Toyota Industries Corporation (current)</div> <div>Apr. 2016</div> <div>Counselor of Tokio Marine & Nichido (current)</div> <div>Jun. 2019</div> <div>Retired from Chairman of the Board of Tokio Marine Holdings</div>
<div>Outside Director (Independent)</div> <div>Kenichiro Yamanishi</div> <div></div>	<div>Apr. 1975</div> <div>Joined Mitsubishi Electric Corporation (Mitsubishi Electric)</div> <div>Apr. 2006</div> <div>Executive Officer of Mitsubishi Electric</div> <div>Apr. 2008</div> <div>Senior Executive Officer of Mitsubishi Electric</div> <div>Apr. 2010</div> <div>Representative Executive Officer and President & CEO of Mitsubishi Electric</div> <div>Jun. 2010</div> <div>Director, Representative Executive Officer and President & CEO of Mitsubishi Electric</div> <div>Apr. 2014</div> <div>Chairman of Mitsubishi Electric</div> <div>Jun. 2015</div> <div>Director of Toyota Industries Corporation (current)</div> <div>Apr. 2018</div> <div>Director and Executive Corporate Adviser of Mitsubishi Electric</div> <div>Jun. 2018</div> <div>Executive Corporate Adviser of Mitsubishi Electric (current)</div>
<div>Outside Director</div> <div>Mitsuhiro Kato</div> <div></div>	<div>Apr. 1975</div> <div>Joined Toyota Motor Co., Ltd.</div> <div>Jun. 2004</div> <div>Managing Officer of Toyota Motor Corporation (TMC)</div> <div>Jun. 2006</div> <div>President of Toyota Technocraft Co., Ltd.</div> <div>Jun. 2006</div> <div>Advisor of TMC</div> <div>Jun. 2007</div> <div>Retired from Advisor of TMC</div> <div>Jun. 2010</div> <div>Retired from President of Toyota Technocraft</div> <div>Jun. 2010</div> <div>Senior Managing Director of TMC</div> <div>Jun. 2011</div> <div>Senior Managing Officer of TMC</div> <div>Jun. 2012</div> <div>Executive Vice President of TMC</div> <div>Jun. 2015</div> <div>Director of Toyota Industries Corporation (current)</div> <div>Apr. 2016</div> <div>Chairman of Toyota Central R&D Labs., Inc. (current)</div> <div>Apr. 2017</div> <div>Director of TMC</div> <div>Jun. 2017</div> <div>Senior Advisor of TMC</div> <div>Jun. 2018</div> <div>Retired from Senior Advisor of TMC</div>

Audit & Supervisory Board Members

<div>Full-Time Audit & Supervisory Board Member</div> <div>Shinya Furukawa</div> <div></div>	<div>Apr. 1977</div> <div>Joined Toyota Motor Sales Co., Ltd.</div> <div>Jun. 2005</div> <div>Director of Toyota Industries Corporation</div> <div>Jun. 2006</div> <div>Managing Officer</div> <div>Jun. 2008</div> <div>Senior Managing Officer</div> <div>Jun. 2010</div> <div>Senior Managing Director</div> <div>Jun. 2015</div> <div>Executive Vice President</div> <div>Jun. 2018</div> <div>Audit & Supervisory Board Member (current)</div>
<div>Full-Time Audit & Supervisory Board Member</div> <div>Toshifumi Ogawa</div> <div></div>	<div>Apr. 1976</div> <div>Joined Toyota Industries Corporation</div> <div>Jun. 2006</div> <div>Managing Officer</div> <div>Jun. 2010</div> <div>Senior Managing Officer</div> <div>Jun. 2012</div> <div>Director</div> <div>Jun. 2013</div> <div>Senior Managing Director</div> <div>Jun. 2016</div> <div>Audit & Supervisory Board Member (current)</div>
<div>Outside Audit & Supervisory Board Member (Independent)</div> <div>Akihisa Mizuno</div> <div></div>	<div>Apr. 1978</div> <div>Joined Chubu Electric Power Co., Inc. (Chubu Electric Power)</div> <div>Jun. 2008</div> <div>Director, Senior Managing Executive Officer and General Manager of Corporate Planning & Strategy Div. of Chubu Electric Power</div> <div>Jun. 2009</div> <div>Representative Director and Executive Vice President of Chubu Electric Power</div> <div>Jun. 2010</div> <div>General Manager of Corporate Planning & Strategy Div. and General Manager of Affiliated Business Planning & Development Dept.</div> <div>Jun. 2010</div> <div>President & Director of Chubu Electric Power</div> <div>Jun. 2015</div> <div>Chairman of the Board of Directors of Chubu Electric Power (current)</div> <div>Jun. 2016</div> <div>Audit & Supervisory Board Member of Toyota Industries Corporation (current)</div>
<div>Outside Audit & Supervisory Board Member (Independent)</div> <div>Masanao Tomozoe</div> <div></div>	<div>Apr. 1977</div> <div>Joined Toyota Motor Sales Co., Ltd.</div> <div>Jun. 2005</div> <div>Managing Officer of Toyota Motor Corporation (TMC)</div> <div>Apr. 2011</div> <div>Senior Managing Officer of TMC</div> <div>Apr. 2011</div> <div>Senior Vice President of Toyota Motor North America, Inc.</div> <div>Jun. 2012</div> <div>President and Representative Director of Toyota Motor Sales & Marketing Corporation</div> <div>May 2015</div> <div>Advisor of Central Japan International Airport Company, Limited</div> <div>Jun. 2015</div> <div>President and CEO of Central Japan International Airport</div> <div>Jun. 2019</div> <div>Audit & Supervisory Board Member of Toyota Industries Corporation (current)</div> <div>Jun. 2019</div> <div>Advisor of Central Japan International Airport (current)</div>

Senior Executive Officers

<div>Toshifumi Onishi</div> <div>Yuji Ishizaki*</div> <div>* Concurrently serving as directors</div>	<div>Taku Yamamoto*</div> <div>Masahiro Kawaguchi</div>	<div>Keiichi Fukunaga</div> <div>Koichi Ito</div>	<div>Yojiro Mizuno*</div>
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Executive Officers

<div>Mikihiko Okamoto</div> <div>Hiroaki Kayukawa</div> <div>Norio Wakabayashi</div> <div>Hiroaki Matsuda</div> <div>Hisanori Miyajima</div> <div>Hiroya Akatsuka</div>	<div>Keizo Hara</div> <div>Toru Inagawa</div> <div>Kazunari Masuoka</div> <div>Hisashi Ichijo</div> <div>Kenichi Onishi</div> <div>Yoichiro Yamazaki</div>	<div>Toshihiko Shimizu</div> <div>Hiroshi Matsumoto</div> <div>Masanori Shirahama</div> <div>Nobutomo Yasui</div> <div>Hiroshi Fukagawa</div> <div>Keitaro Hara</div>	<div>Yasushi Kawai</div> <div>Kota Otoshi</div> <div>Kazunari Kumakura</div> <div>Shunji Sugimoto</div> <div>Norio Otake</div> <div>Shinya Mizutani</div>
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Major Bases

(Production, Regional Headquarters, etc.) (As of July 1, 2019)

Europe



President
Matthias Fischer

21 Toyota Material Handling Europe AB

Mjölby, Sweden

Business activities: European headquarters for materials handling equipment production and sales
Establishment: 1946



Managing Director
Kristian Björkman

22 Toyota Material Handling Manufacturing Sweden AB

Mjölby, Sweden

Business activities: Production of materials handling equipment
Establishment: 1946



Managing Director
Giorgio Polonio

23 Toyota Material Handling Manufacturing Italy S.p.A.

Bologna, Italy

Business activities: Production of materials handling equipment
Establishment: 1942



Managing Director
Philippe Mahé

24 Toyota Material Handling Manufacturing France SAS

Ancenis, France

Business activities: Production of materials handling equipment
Establishment: 1995



President & CEO
Remo Brunschweiler

25 Vanderlande Industries B.V.

Veghel, The Netherlands

Business activities: Provision of logistics solutions
Establishment: 1949



President
Kazushige Murao

26 TD Deutsche Klimakompressor GmbH

Bernsdorf, Germany

Business activities: Production of compressors
Establishment: 1998



CEO
Thomas Nasiou

27 Uster Technologies AG

Uster, Switzerland

Business activities: Production, sales and after-sales services of quality measurement instruments for fiber, yarn and fabric
Establishment: 1875

Japan

1 Kariya Plant

Kariya-shi, Aichi

Main products: Textile machinery, compressors
Start of operations: 1927

2 Obu Plant

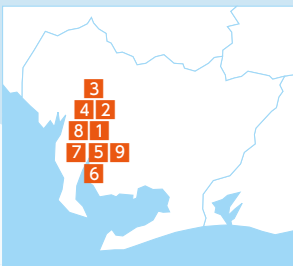
Obu-shi, Aichi

Main products: Compressor parts
Start of operations: 1944

3 Kyowa Plant

Obu-shi, Aichi

Main products: Electronic equipment, automotive press dies, production facilities, engine parts
Start of operations: 1953



4 Nagakusa Plant

Obu-shi, Aichi

Main products: Vehicles
Start of operations: 1967

5 Takahama Plant

Takahama-shi, Aichi

Main products: Materials handling equipment, materials handling systems
Start of operations: 1970

6 Hekinan Plant

Hekinan-shi, Aichi

Main products: Diesel engines, gasoline engines
Start of operations: 1982

7 Higashichita Plant

Handa-shi, Aichi

Main products: Foundry parts, diesel engines
Start of operations: 2000

The Americas



President & CEO
Brett Wood

11 Toyota Material Handling North America, Inc.

Columbus, Indiana, U.S.A.

Business activities: U.S. headquarters for materials handling equipment production and sales
Establishment: 2010



Senior Vice President
Tony Miller

12 Toyota Industrial Equipment Mfg., Inc.

Columbus, Indiana, U.S.A.

Business activities: Production of materials handling equipment
Establishment: 1988



President
Jeff Rufener

13 Toyota Material Handling USA, Inc.

Columbus, Indiana, U.S.A.

Business activities: Sales of materials handling equipment
Establishment: 2001



CEO
Mike Field

14 The Raymond Corporation

Greene, New York, U.S.A.

Business activities: Production, sales and after-sales services of materials handling equipment
Establishment: 1922



President
Hiroshi Kuriyama

20 Toyota Material Handling Mercosur Indústria e Comércio de Equipamentos Ltda

São Paulo, Brazil

Business activities: Production, sales and after-sales services of materials handling equipment
Establishment: 2004



President & CEO
Mike Romano

15 Toyota Advanced Logistics North America, Inc.

Indianapolis, Indiana, U.S.A.

Business activities: U.S. headquarters for logistics solutions
Establishment: 2017



CEO
Mike Romano

16 Bastian Solutions, LLC

Indianapolis, Indiana, U.S.A.

Business activities: Integration of logistic systems
Establishment: 1952



CEO
Dave Crandall

17 Toyota Industries Commercial Finance, Inc.

Dallas, Texas, U.S.A.

Business activities: Sales financing for materials handling equipment
Establishment: 2014



President
Hisashi Kusaba

18 Michigan Automotive Compressor, Inc.

Parma, Michigan, U.S.A.

Business activities: Production of compressors
Establishment: 1989



President
Hiroto Ikeno

19 TD Automotive Compressor Georgia, LLC

Pendergrass, Georgia, U.S.A.

Business activities: Production of compressors
Establishment: 2004

Asia



Managing Director
Yoshimitsu Hayashi

28 Toyota Industries Engine India Private Limited

Bangalore, India

Business activities: Production of diesel engines
Establishment: 2015



Managing Director
Toshihiko Shimizu

29 Kirloskar Toyota Textile Machinery Pvt. Ltd.

Bangalore, India

Business activities: Production, sales and after-sales services of textile machinery
Establishment: 1995



President
Keizo Hara

30 Toyota Industry (Kunshan) Co., Ltd.

Kunshan, Jiangsu, China

Business activities: Production of materials handling equipment and automotive parts, etc.
Establishment: 1994



President
Akira Fujii

31 TD Automotive Compressor Kunshan Co., Ltd.

Kunshan, Jiangsu, China

Business activities: Production of compressors
Establishment: 2005



President
Yasushi Watanabe

32 Yantai Shougang TD Automotive Compressor Co., Ltd.

Yantai, Shandong, China

Business activities: Production of compressors
Establishment: 2012



President
Masaya Nakamura

33 P.T. TD Automotive Compressor Indonesia

Bekasi, Indonesia

Business activities: Production of compressors
Establishment: 2011



CEO
Eric Lin

34 Tailift Material Handling Taiwan Co., Ltd.

Taichung, Taiwan

Business activities: Production, sales and after-sales services of materials handling equipment
Establishment: 2014



President
Amy Lin

35 Global Power Co. Ltd. (Tailift)

Qingdao, Shandong, China

Business activities: Production, sales and after-sales services of materials handling equipment
Establishment: 2000

Investor Information (As of March 31, 2019)

Corporate Head Office

TOYOTA INDUSTRIES CORPORATION
2-1, Toyoda-cho, Kariya-shi, Aichi, 448-8671, Japan
Telephone: +81-(0)566-22-2511
Facsimile: +81-(0)566-27-5650

Date of Establishment

November 18, 1926

Common Stock

No par value
Authorized: 1,100,000,000 shares
Issued: 325,840,640 shares
(including treasury stock)
Share unit: 100 shares

Capital Stock

80,462 million yen

Stock Exchange Listings

Tokyo and Nagoya (Ticker Code: 6201)

Number of Shareholders

16,082

Independent Accountant

PricewaterhouseCoopers Aarata LLC
Otemachi Park Building 1-1-1 Otemachi, Chiyoda-ku, Tokyo,
100-0004, Japan

Transfer Agent

Special Account Management Institution

Mitsubishi UFJ Trust and Banking Corporation
1-4-5, Marunouchi, Chiyoda-ku, Tokyo, 100-8212, Japan

Major Shareholders

Name	Number of Shares Held (Thousands)	Percentage of Total Shares in Issue (Except for Treasury Stock) (%)
Toyota Motor Corporation	76,600	24.67
DENSO Corporation	29,647	9.55
Towa Real Estate Co., Ltd.	16,291	5.25
Toyota Tsusho Corporation	15,294	4.93
The Master Trust Bank of Japan, Ltd. (Trust Account)	12,943	4.17
Japan Trustee Services Bank, Ltd. (Trust Account)	12,229	3.94
Nippon Life Insurance Company	6,580	2.12
Aisin Seiki Co., Ltd.	6,578	2.12
Aioi Nissay Dowa Insurance Co., Ltd.	4,903	1.58
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	4,747	1.53
Total	185,816	59.85

Notes: 1. Toyota Industries Corporation also holds 15,355 thousand shares of treasury stock but is excluded from the above list.

2. Shares held for the purpose of trust services of respective banks are as follows:

The Master Trust Bank of Japan, Ltd. (Trust Account)	12,943 (Thousands)
Japan Trustee Services Bank, Ltd. (Trust Account)	12,229 (Thousands)
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	4,747 (Thousands)

Distribution of Shares

