Aiming for the Realization of an Enriched Lifestyle and Comfortable Society

The Toyota Industries Group has achieved prosperity in harmony with society by responding to the changing times, capturing needs and offering products that contribute to society.

The spirit of founder Sakichi Toyoda has been encapsulated in the Toyoda Precepts, which serve as Toyota Industries' corporate creed. Our Basic Philosophy carries on that spirit and is stipulated as basic management policies. Based on this Basic Philosophy, we constantly strive for the sustainable growth of our businesses by contributing to the realization of an enriched lifestyle and comfortable society.

Toyoda Precepts

Carrying out the spirit of founder Sakichi Toyoda,

- Always be faithful to your duties, thereby contributing to the Company and to the overall good.
- Always be studious and creative, striving to stay ahead of the times.
- Always be practical and avoid frivolousness.
- Always strive to build a homelike atmosphere at work that is warm and friendly.
- Always have respect for God, and remember to be grateful at all times.





Basic Philosophy

[Respect for the Law]

Toyota Industries is determined to comply with the letter and spirit of the law, in Japan and overseas, and to be fair and transparent in all its dealings.

[Respect for Others]

Toyota Industries is respectful of the people, culture, and traditions of each region and country in which it operates. It also works to promote economic growth and prosperity in those regions and countries

[Respect for the Natural Environment]

Through its corporate activities, Toyota Industries works to contribute to regional living conditions and social prosperity and also strives to offer products and services that are clean, safe, and of high quality.

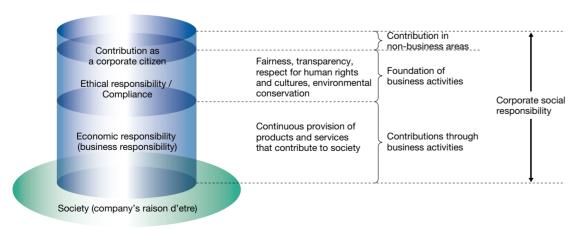
[Respect for Customers]

Toyota Industries conducts intensive product research and forward-looking development activities to create new value for its customers.

[Respect for Employees]

Toyota Industries nurtures the inventiveness and other abilities of its employees. It seeks to create a climate of cooperation, so that employees and the Company can realize their full potential.

Toyota Industries' CSR Activities



Contents

Message from the Chairman and President Inside of	over-
Corporate Philosophy	:
Contents / Editorial Policy / Cautionary Statement	;
Growth of Toyota Industries	4-
Outline of Businesses	6-
Consolidated Financial and Non-Financial Highlights	8–
Top Interview	10-1
Corporate Governance	16–2
Corporate Governance Structure	1
Internal Control System	1
Compliance	17–1
Management of Confidential Information	2
Risk Management	20-2
Special Features	22-2
Materials Handling Equipment Business of Toyota Industries Supporting Customers' Logistics	22-2
2 Leveraging Strengths in Engaging in Diverse Businesses to Raise the Competitiveness of Products Capturing a World-Leading Market Share	26-2

Business Activities

Materials Handling Equipment / Logistics	30–3
Materials Handling Equipment	30–3
Logistics	3
Automobile	37–4
Vehicle	37–3
Engine	38–3
Car Air-Conditioning Compressor	39-4
Car Electronics	41-4
Textile Machinery	4

Relationship with Stakeholders

44-45
46
47
48-51
52-53

Environmental Initiatives

Vision for Environmental Activities	54
Structure to Implement Environmental Management	55
Fifth Environmental Action Plan — Five Years of Steady Progress	56–57
Summary of the Fifth Environmental Action Plan	58-59
Sixth Environmental Action Plan	60-61
Establishing a Low-Carbon Emission Society	62-63
Establishing a Recycling-Based Society	64-65
Reducing Environmental Risk and Establishing a Society in Harmony with Nature	66–67
Environmental Management	68-69
Environmental Impact Flow and Environmental Accounting	70

Financial Section / Corporate Information

Financial Section	72–80
Consolidated Eleven-Year Summary	72–73
Consolidated Balance Sheets	74–75
Consolidated Statements of Income	76
Consolidated Statements of Comprehensive Income	77
Consolidated Statements of Changes in Net Assets	78–79
Consolidated Statements of Cash Flows	80
Corporate Information	81–83
Board of Directors, Audit & Supervisory Board Members and Managing Officers	81
Major Production Bases	82
Investor Information	83

Editorial policy

In aiming to realize a deeper understanding of the Toyota Industries Group among a broad spectrum of stakeholders, the Annual Report and Social and Environmental Report have been combined into the Toyota Industries Report from the fiscal year ended March 31, 2008.

In addition to the Toyota Industries Group's management policies, the report provides easy-to-understand information regarding its business, social and environmental activities over the past year as well as its future direction.

Period covered by the report This re outsic

This report focuses on activities carried out in fiscal 2016 (April 1, 2015 to March 31, 2016), but also includes some information outside this period.

Organizations covered in the report

Toyota Industries Corporation and its consolidated subsidiaries

- Global Reporting Initiative (GRI) Sustainability Reporting Guidelines 4th edition (G4)
- ISO 26000
- Japan's Ministry of the Environment Environmental Accounting Guidelines (2005 Version)
- Japan's Ministry of the Environment Environmental Reporting Guidelines (2012 Version)

Cautionary Statement with Respect to Forward-Looking Statements

This report contains projections and other forward-looking statements that involve risks and uncertainties. The use of the words "expect," "anticipate," "estimate," "forecast," "plan" and similar expressions is intended to identify such forward-looking statements. Projections and forward-looking statements are based on the current expectations and estimates of the Toyota Industries Group regarding its plans, outlook, strategies and results for the future. All such projections and forward-looking statements are based on management's assumptions and beliefs derived from the information available at the time of producing this report and are not guarantees of future performance. Toyota Industries undertakes no obligation to publicly update or revise any forward-looking statements in this report, whether as a result of new information, future events or otherwise. Therefore, it is advised that you should not rely solely upon these projections and forward-looking statements in making your investment decisions. You should also be aware that certain risks and uncertainties could cause the actual results of Toyota Industries to differ materially from any projections or forward-looking statements discussed in this report. These risks and uncertainties include, but are not limited to, the following: (1) reliance on certain customers, (2) product development capabilities, (3) intellectual property rights, (4) product defects, (5) price competition, (6) reliance on suppliers of raw materials and components, (7) environmental regulations, (8) success or failure of strategic alliances with other companies, (9) exchange rate fluctuations, (10) share price fluctuations, (11) effects of disasters, power blackouts and other incidents, (12) latent risks associated with international activities and (13) retirement benefit liabilities.

The fiscal year ended March 31, 2016 is referred to as fiscal 2016 and other fiscal years are referred to in a corresponding manner.

Toyota Industries Report 2016