



Toyota Industries Report 2011

Corporate Social Responsibility

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Impact of the Great East Japan Earthquake and Toyota Industries' Response

Toyota Industries extends our deepest condolences and prayers to the people who have lost their lives and those affected by the Great East Japan Earthquake. We sincerely hope for the safety of the people living in, and a swift recovery as well as reconstruction of, the disaster-stricken areas.

Immediate Response

Immediately following the earthquake that occurred on March 11, 2011, Toyota Industries set up an earthquake countermeasures task force at the Disaster Control Center located within the Head Office in Kariya City, Aichi Prefecture. Initial efforts included accounting for our employees and their families, collecting information on the quake-caused damage to affiliated companies, customers and business partners, and devising a plan to proceed with production operations.

Effects on the Toyota Industries Group and Further Response

There were no reported casualties or injuries or damage to our facilities. The disaster, however, caused suspension or partial suspension of operations at some of our domestic plants due to shortages in parts supply.

As of early July, except for some plants, production had almost recovered to pre-earthquake levels through measures that included switching to alternative parts and providing support to our business partners.

We will continue to make our utmost efforts for the complete normalization of production activities while working to reinforce our risk management structure.

Major Support Activities

Relief funds

- The Toyota Industries Group made monetary donations through Japan Platform, a non-profit organization (NPO), and other organizations.

Fund-raising activities

- Toyota Industries' management and employees as well as various employee associations made donations to the Central Community Chest of Japan and other organizations.

Relief supplies

- We donated a total of 31 lift trucks and small shovel loaders to the affected areas.
- We started sending out daily commodities, including water, food and hygiene products, within a day after the earthquake.



Corporate Philosophy

(Toyota Precepts, Basic Philosophy and CSR Policy)



Guided by a strong ambition to "contribute to society and the world through *monozukuri* (manufacturing)," Toyota Group founder Sakichi Toyoda devoted himself to "endless creativity, inquisitiveness, and the pursuit of improvement" and made various inventions including the non-stop shuttle-change Toyota Automatic Loom, Type G. The spirit of Sakichi is enshrined in the Toyota Precepts, formulated in 1935 and passed down today in our Basic Philosophy, which we established in 1992 and revised in 1998.

The business environment surrounding Toyota Industries is continuing to evolve rapidly and dramatically. Regardless of changes in the business environment and values, we remain unchanged in our belief that realizing our Basic Philosophy is the cornerstone of the Toyota Industries Group's corporate social responsibility (CSR). Acting on this belief, in March 2009 we formulated and implemented the Toyota Industries Group CSR Policy, which clarifies our relationships with stakeholders, namely customers, employees, business partners, shareholders and local and global communities.

The CSR Policy is divided into nine areas, and the CSR Committee* confirms and evaluates the implementation status of this policy and promotes CSR activities.

* Chaired by the president, the committee convenes twice per year and consists of directors, managing officers and corporate auditors.

Toyota Precepts

- 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.

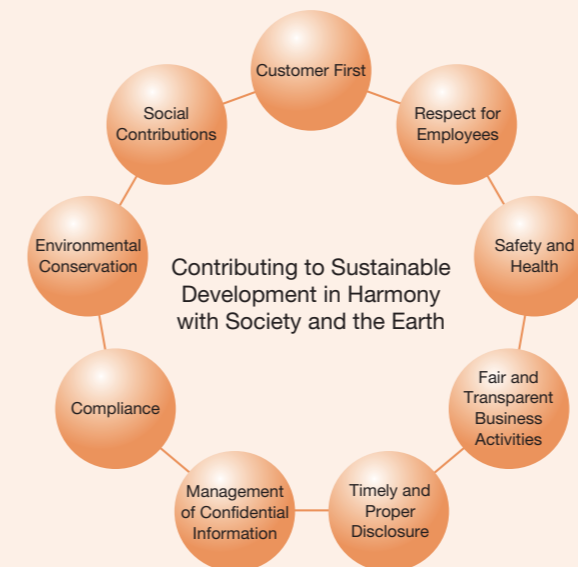
[Respect for Customers]

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.

CSR Areas



CSR Policy (Preamble)

We, Toyota Industries Corporation and our subsidiaries, contribute to the harmonious and sustainable development of society and the Earth through all business activities that we carry out in each country and region based on our Basic Philosophy.

We comply with local, national, and international laws and regulations as well as the spirit thereof, and we conduct our business operations with honesty and integrity.

In order to realize sustainable development, we carry out management with an emphasis on stakeholders, and we will endeavor to build and maintain sound relationships with our stakeholders through open and fair communication.

We expect our business partners to support this initiative and act in accordance with it.

Access Toyota Industries' Website for details.
<http://www.toyota-industries.com/corporateinfo/philosophy/>

Corporate Governance Structure

Basic Perspective of Corporate Governance

Toyota Industries strives to enhance the long-term stability of its corporate value and maintain society's trust by earnestly fulfilling its CSR commitments in accordance with its Basic Philosophy.

To that end, Toyota Industries strives to enhance its corporate governance based on the belief that maintaining and improving management efficiency and the fairness and transparency of its corporate activities is of utmost importance.

Implementation Structure

Toyota Industries convenes monthly meetings of the Board of Directors to resolve important management matters and monitor the execution of duties by directors. Outside directors attend meetings of the Board of Directors, in which they give opinions and ask questions as deemed necessary to ensure legality and validity of decisions of the Board of Directors as well as directors' execution of duties. Additionally, we have adopted the Managing Officers System, which enables managing officers to focus solely on the execution of

business operations and speed up decision making. The Management Committee, which is composed of directors above the executive vice president level as well as relevant directors, managing officers and corporate auditors, deliberates on a variety of issues concerning important management matters such as corporate vision, management policies, medium-term business strategies and major investments.

Toyota Industries has a divisional organization system, with significant authority delegated to each business division. For especially crucial matters, however, we have established the Business Operation Committee to enable the president to meet with the heads of each business division regularly to monitor and follow the status of their business execution. To strengthen our business structure, in June 2010 we set up the new position of business division executive director to perform such duties as drawing up strategies, while the division heads concentrate on the execution of business operations. At meetings of the Management Council, directors, managing officers and corporate auditors convene to report and confirm the monthly status of business operations and share overall deliberations at Board of Directors meetings and other management-related information. Matters pertaining to quality, safety, human resources, the environment and other aspects are discussed at corresponding functional meetings and by respective committees.

Internal Control System

Board of Corporate Auditors System

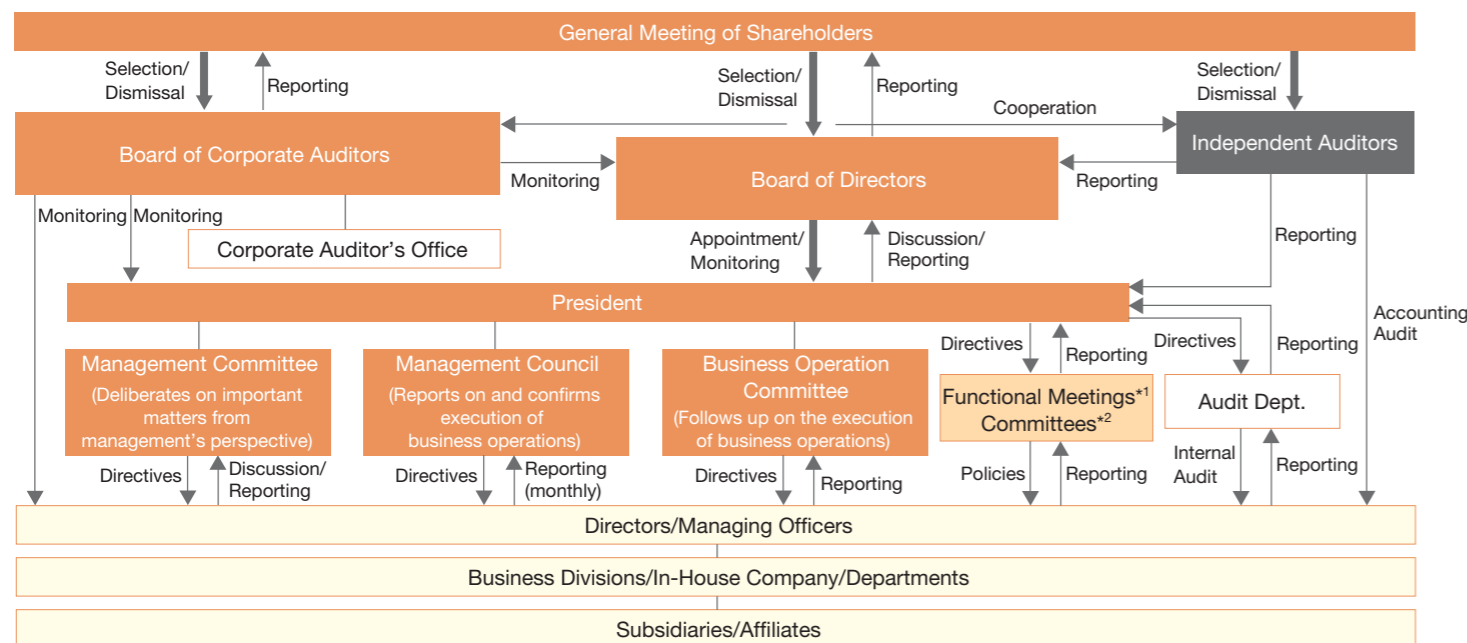
Toyota Industries has adopted a board of corporate auditors system. Two full-time corporate auditors and three outside corporate auditors attend meetings of the Board of Directors to monitor the execution of duties by directors. At the same time, meetings of the Board of Corporate Auditors are held once a month to discuss and make decisions on important matters related to auditing. The full-time corporate auditors carry out auditing by attending primary meetings and receiving reports directly from directors. Additionally, we have assigned dedicated personnel, while corporate auditors monitor the legality and efficiency of management through collaboration with independent auditors and the Audit Department.

As a publicly listed company, Toyota Industries strives to ensure the fairness and transparency of management. Following the Securities Listing Regulations stipulated respectively by the Tokyo Stock Exchange, Osaka Securities Exchange and Nagoya Stock Exchange, we designated as independent auditors two outside auditors who have no conflicts of interest with our shareholders to further enhance our corporate governance.

In accordance with the Corporation Law of Japan, in May 2006 Toyota Industries' Board of Directors adopted the Basic Policies for the Establishment of an Internal Control System (Basic Policies) to ensure compliance, risk management as well as the effectiveness and efficiency of business operations. The CSR Committee, during its meeting held in March, assesses the progress made in implementing the Basic Policies in the year under review and determines actions for the coming year, including reviewing the implementation structure and enhancing day-to-day operational management.

Furthermore, based on the Financial Instruments and Exchange Law (so-called Japanese Sarbanes-Oxley Act), we have built and continued operating and evaluating an internal control system to maintain the reliability of financial reporting, while assessing the effectiveness of our internal controls and undergoing audits by independent auditors. We determine which Toyota Industries Group companies, including consolidated subsidiaries in and outside Japan, to include in the scope of the effective assessment, taking into consideration the degree of impact on the reliability of our financial reporting. As for the company-level, process-level, IT in general and financial reporting controls, the Audit Department reviews the status and progress and provides guidance on remedial actions if efforts are not adequate.

We determined that our internal controls over financial reporting as of the end of fiscal 2011 are effective, and accordingly, submitted an Internal Control Report in June 2011. The report was reviewed by independent auditors and judged fair in their Independent Auditors' Report.



These entities deliberate and follow up on issues in respective areas.

Emergency Profit Improvement Committee

In response to the rapid downturn in our business environment, Toyota Industries has established the Emergency Profit Improvement Committee on December 1, 2008 directly under the president. Aiming to reduce expenses and other costs, we are carrying out profit improvement activities throughout the Company via seven different subcommittees.

Compliance

Basic Perspective

We believe that compliance means more than the mere adherence to laws and regulations. It is based on the behavior of each and every employee in accordance with ethics and social norms.

Implementation Structure

We have put in place a system to promote compliance throughout the Toyota Industries Group. As part of efforts to facilitate compliance activities, we have set up the Compliance Committee and appointed a compliance officer* responsible for overseeing its operation in each of our consolidated subsidiaries in and outside Japan. Under our CSR Policy, we have also devised code of conducts befitting the laws and practices of each country as well as the line of business at each subsidiary. We are working to familiarize every employee with the details via a range of educational programs.

We regularly provide executive training in Japan and hold regional compliance officers meetings outside Japan to make a timely response to any amendments to laws and regulations, share information on measures adopted to handle violations or issues and take the necessary action to prevent recurrence of any problems.

Moreover, Toyota Industries performs a CSR self-assessment to confirm the status of compliance on an annual basis using a checklist comprised of 60 to 250 items defined for each of the applicable laws.

If any of these items are found to be insufficient, each responsible department and respective subsidiaries work together to make improvements.

We also operate a compliance hotline that allows employees and their families to seek advice on compliance-related matters without being exposed to negative consequences, as well as to make adequate responses. The compliance hotline is also made available to our subsidiaries in Japan. We regularly hand out a pamphlet to subsidiaries' employees to inform them of the service. Major consolidated subsidiaries outside Japan are also setting up and disseminating information on a similar compliance hotline through their respective compliance officers.

As a symbol of these global activities, the CSR Committee adopted a logo that combines an image of the globe and the message "Doing Business with Integrity." This logo is used on various educational and other in-house materials to raise awareness of the importance of compliance among employees.



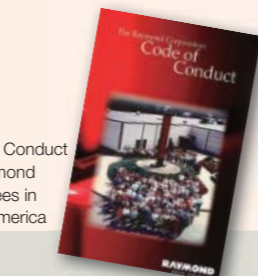
Pamphlet regarding compliance hotline



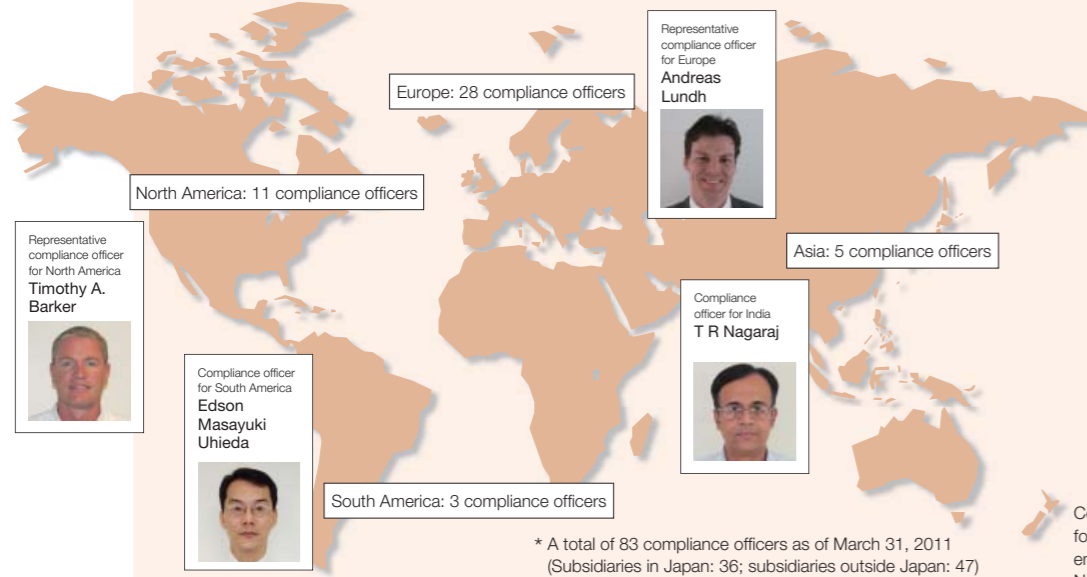
Portable Code of Conduct Handbook for employees in China (TIK, TIAP, TACK)



Code of Conduct for TMHE Group employees in Europe



Code of Conduct for Raymond employees in North America



* A total of 83 compliance officers as of March 31, 2011 (Subsidiaries in Japan: 36; subsidiaries outside Japan: 47)

Risk Management

Basic Perspective

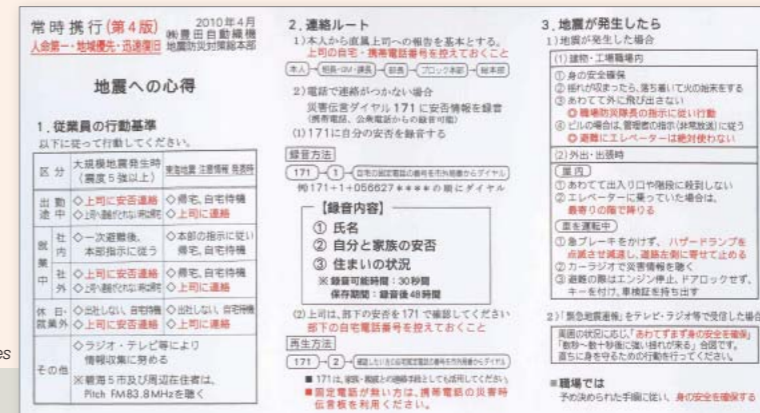
Based on the Basic Policies for the Establishment of an Internal Control System, Toyota Industries is working to strengthen regulations and a structure to promote risk management. Our proactive measures are designed to prevent and control potential risks, and when a risk becomes apparent, to ensure quick and precise actions to minimize impact.

Implementation Structure

Business divisions and other departments at the Head Office develop and promote annual action policies that integrate measures to prevent and control risks related to quality, safety, the environment, export transactions, disasters and information security. Progress is assessed and followed up by each functional committee such as the CSR Committee and the Environmental Committee. The functional departments at the Head Office define rules and procedures, conduct training and auditing of business operations and carry out on-site checks from a Group-wide perspective in an effort to support the activities of business divisions and consolidated subsidiaries.

Our *Crisis Response Manual*, which lays out basic rules to follow when a risk becomes evident, are distributed not only to top management and heads of departments but also to consolidated subsidiaries. These basic rules set out procedures and the means for immediately reporting the occurrence of a risk to top management, identifying the magnitude of its impact on society and on our business activities, and taking appropriate actions to minimize its impact.

In Japan, we conduct immediate action training and have in place a set of specific rules to follow upon the occurrence of an earthquake. These rules are compiled in our *Rules in Case of Earthquakes*, which all employees are required to carry at all times.



Rules in Case of Earthquakes

Management of Confidential Information

Basic Perspective

Toyota Industries recognizes the importance of appropriately managing confidential information and includes "management of confidential information" as one of the CSR areas. We are making our utmost efforts to safeguard and manage confidential information.

Implementation Structure

Under the CSR Policy, we have implemented a system to promote management of confidential information. To take appropriate actions against the leakage of the confidential information or personal data of customers or employees and to comply with the Unfair Competition Prevention Act and the Personal Information Protection Law, the CSR Committee determines policies, while the Information Security Subcommittee (led by an executive in charge of general administration) promotes activities to implement preventive measures.

Specifically, we perform periodic reviews of our Confidential Information Management Regulations (originally formulated in April 1987 and last revised in February 2011) and encourage information security administrators*1 and information security managers*2 to cultivate awareness among their staff through workplace meetings.

Our consolidated subsidiaries around the world have also developed guidelines for management of confidential information and have been promoting preventive activities mainly through their respective managers of confidential information.

Examples of such activities include anti-theft measures, requiring employees to obtain permission when taking their PCs off the premises and restricting the copying of electronic data on recording media.

*1: Head of each department
*2: A person within the department, appointed by the head

Relationship with Our Customers

“A product should never be sold unless it has been carefully manufactured and has been tested thoroughly and satisfactorily.”

Carrying on the spirit of founder Sakichi Toyoda, Toyota Industries strongly believes that quality is the lifeblood of a company. Maintaining and improving quality to ensure customer safety and reassurance is our most important responsibility to our customers. A “Customer First” philosophy forms the basis of our CSR approach.

Toyota Industries strives to maintain and improve the total quality of our corporate activities, which encompasses “product quality,” “marketing quality” and “management quality.” “Product quality” is embodied in the safety, eco-friendliness, durability,

ease of use and workmanship of our products, “marketing quality” in excellent sales and service and “management quality” in our overall corporate image and brand strength.



Site inspection by the president

Ensuring the Highest Quality

Placing top priority on our Customer First philosophy, Toyota Industries undertakes product development from the customer’s viewpoint.

At Toyota Industries, development of a new product entails defining specific goals and incorporating quality in every stage from product planning and development to production preparation, production, sales and after-sales services. A design review (DR) is performed at each development milestone. This system allows a product to proceed to the next stage only when a responsible business division head examines and approves whether the product has reached the target quality level from a management viewpoint. Should a defect occur after the product launch, the quality assurance departments of each business division immediately devise necessary measures and review the product development process to prevent recurrence in subsequent models.

Ensuring Customer Safety and Reassurance

To provide safe products that customers feel satisfied and use with a feeling of reassurance, we constantly

listen to customer voices and incorporate these into R&D on new products and functions that anticipate the needs of the times.

In the lift truck and textile machinery fields, for example, we operate customer consultation desks and service centers to directly interface with customers. We promptly respond to their feedback, while their comments and requests are fed back to the design and other relevant departments for use in product improvements and new product development.

As a Company-wide effort, each department faithfully follows the concept of “*jikoutei-kanketsu* (build in quality with ownership)” to incorporate quality in each process to ensure that no defective products are sent to post-processes. Each department collaborates to identify quality-degrading factors and their underlying causes and puts in place adequate measures to prevent defects from occurring or recurring to deliver safety and reassurance to our customers.

Adhering to the Basics of Quality Assurance

Every year, we issue the Quality Guidelines, which identify priority quality implementation items to all production bases in and outside Japan. The progress made in implementing these guidelines is reviewed at meetings of the Quality Functional Meeting, while the top management personally visits production bases in and outside Japan to conduct *genchi genbutsu* (go and see for yourself) inspections. In fiscal 2011, we placed top priority on customer viewpoints, prevention and creating workplaces focusing first and foremost on quality. Issues raised through these activities are taken to the Company-wide Council of Heads of Quality Assurance Departments for the earliest possible resolution.

In fiscal 2012, we will continue to promote our Customer First philosophy, placing particular emphasis on enhancing our product planning capabilities, undertaking actions to prevent defects from occurring and recurring, and building a business structure matched to customers’ expectations.

Toyota Industries is committed to improving the level of customer satisfaction. To that end, we strictly follow the procedures for each process as specified and work to ensure that no defective products are sent to post-processes. We are resolutely implementing this very basic practice of quality assurance at production bases in and outside Japan.



Relationship with Our Associates

Building a Safety-Oriented Culture that Aims for Zero Accidents

In accordance with our fundamental policy of “creating workplaces and people capable of autonomously maintaining occupational health and safety,” Toyota Industries strives to prevent industrial accidents and realize better work environments to achieve “zero accidents.”

In fiscal 2011, we carried out activities under the following three principal policies.

1) Create a Foundation for Realizing a Safety-Oriented Culture

We worked to create a safety-oriented culture with such measures as establishing a safety *dojo* in each plant and strengthening activities to further raise safety awareness in addition to basic safety activities as prioritized by each plant.

2) Promote Risk Assessment Activities

We continued to promote risk reduction activities by identifying crucial processes and performing a review of each process in accordance with the risk assessment manual to find and counter any issues.

3) Enhance Safety in the Fundamental Aspects of Lift Truck Operations

While continuing to require lift truck operators to wear seat belts at all times, we re-evaluated the operating range of each lift truck and separated zones designated for walking and operating lift trucks.



Separating walking and lift truck operating zones (Kariya Plant)

We regret to report that on November 23, 2010, a fatal accident occurred at the Takahama Plant. We are deeply saddened by this terrible loss. Pledging never to repeat this kind of accident, we conducted an investigation into the cause and drew up a set of countermeasures. We conducted a comprehensive inspection of all equipment at the Takahama Plant and implemented measures to address problems that were identified. Similar measures have been carried out at all other plants as well. We also held an emergency meeting in each of our workplaces to alert and raise safety consciousness among our associates.

Assisting Consolidated Subsidiaries in Achieving Even Higher Safety and Health Levels

For our consolidated subsidiaries in Japan, we have been working with the relevant departments to hold a variety of seminars on such topics as compliance as

well as conduct periodic on-site inspections and offer guidance.

If an industrial accident occurs at any of the Toyota Group companies or other affiliated companies, details are sent to each Toyota Industries Group company and the information is shared for prevention purposes. During work hours, we conduct a *genchi genbutsu* check to raise the safety and health level in each workplace.

We also have introduced a safety *dojo* at subsidiaries outside Japan to help build a foundation for achieving higher safety and health levels by nurturing human resources who can autonomously conduct basic safety practices and introducing a risk assessment system.

Health Management and Improvement

As a task for the medium term, we are promoting associate health improvement programs to counter risks associated with aging and greater stress.

Specifically, we provide health guidance for persons with metabolic syndrome and conduct periodic age-based health education to maintain and promote their health and wellness.

Mental health care activities include providing self-care/line-care education, building closer collaboration with external medical institutions and enhancing our work-resumption support systems.

Associate Wellness and Mental Health Care Activities

Activities	Descriptions
Health guidance on lifestyle diseases	<ul style="list-style-type: none"> • Specific health examinations for metabolic syndrome • Guidance on health maintenance following specific health examinations • Age-based health education courses
Mental health care	<ul style="list-style-type: none"> • Job rank-based mental health care education • Return-to-work support through probationary employment system

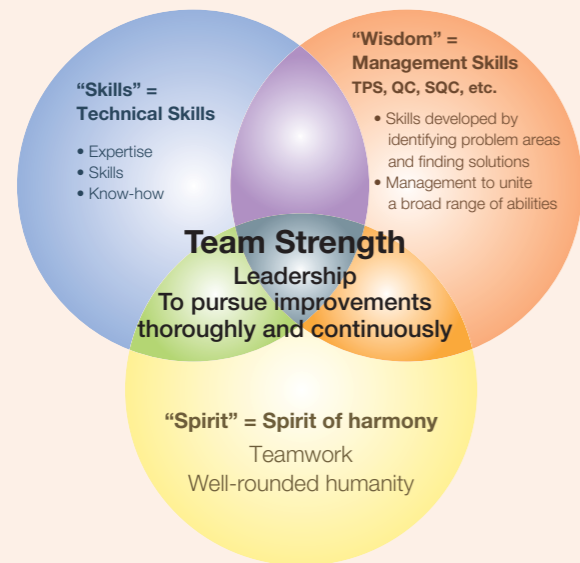


A safety *dojo* practice at Toyota Industrial Equipment, S.A. (TIESA), a materials handling equipment production company in France

Relationship with Our Business Partners

Enhancing Team Strength

Toyota Industries believes that increasing team strength is vital to forming a dynamic workforce and achieving sustainable corporate growth. We intend to build a more solid team strength by combining the “skills,” “wisdom” and “spirit” of each associate.



We believe that team strength is made up of “technical skills” that form the basis of manufacturing operations, “management skills” to make maximum use of technical skills and “spirit of harmony” that supports both. While further enhancing our team strength, we are striving to extend and hand it down beyond all business domains, generations and geographic regions.

One example of such initiatives is a training program targeting all administrative staff and engineers to increase their problem-solving capability. In fiscal 2011, we launched this training program at business bases outside Japan, with the aim of sharing the way we work, our perspectives and our values throughout the Toyota Industries Group.

We are currently working to enhance the skills of our technical staff primarily by providing training programs at the Technical Learning Center. At the 48th National Skills Competition held in October 2010, Toshiyasu Inaki won a gold medal in the “welding” category. He will compete at WorldSkills London 2011 along with other skilled professionals from around the world.

Establishing Work Environments Where Diverse Human Resources Can Play Active Roles

We are implementing a variety of measures to create work environments where a diverse range of human resources can fully exercise their capabilities. These measures include supporting a balance between work and child/nursing care, supporting the employment of persons with disabilities and enhancing a re-employment system for associates who reach the mandatory retirement age.

■ Balance between Work and Child/Nursing Care

We have already rolled out several initiatives to help our associates balance their work and family. For example, we regularly hold exchange meetings regarding child/nursing care to facilitate communication among staff members and increase awareness. During fiscal 2011, we set up a page on our intranet to help associates maintain a balance between work and child/nursing care.



Diversity Navi exchange meeting

■ Employment of Persons with Disabilities

We respect the idea of people with and without disabilities working together and sharing life and work values. Under this basic policy, we continue to employ persons with disabilities every year. They are assigned to a variety of sections and work with other staff members to perform their designated tasks. In fiscal 2011, the number and ratio of associates with disabilities on a non-consolidated basis were 186 and 2.05%, respectively.

■ Re-Employment of Retirees

We have established a system to rehire staff of retirement age, offering them an opportunity to make the best use of their advanced expertise and skills in carrying out business operations. We have also been making Company-wide efforts to set up a comfortable working environment for senior associates.

Creating a Bright, Energetic and Caring Work Environment

Toyota Industries is creating a work environment that fosters a dynamic workforce and allows every member to demonstrate his or her capabilities both as an individual and as a team. To that end, we believe it is important to cultivate teamwork via close communication. Throughout the world, we are proactively encouraging communication not only during work hours but also through social gatherings, sports days, summer festivals, *ekiden* long-distance relay races and cheer squads for various sports events.

Fair Competition Based on an Open Door Policy

We have a fair entry process that allows all potential business partners, regardless of nationality, size and experience, the same opportunity to offer us their products or services through our Website to achieve broad and open procurement.

We comprehensively evaluate our business partners based on quality, price, their adherence to delivery times, technological capabilities and company stability. We also assess their initiatives for safety, the environment and compliance as we strive for the timely procurement of excellent products at lower costs based on fair business transactions.

Co-Existence and Co-Prosperity Based on Mutual Trust

We work hard to realize co-existence and co-prosperity with our business partners based on mutual trust. We hold annual procurement policy meetings for major business partners to gain their understanding and cooperation. In order to consistently procure better products, we also conduct quality and technical skills training programs and provide guidance directed toward improving manufacturing processes at business partners’ production sites.

Reducing Environmental Impact through Environmentally Preferable Purchasing

In order to create environmentally friendly products, we aim to procure parts, materials and equipment from business partners that always give sufficient consideration to the environment. Based on our Environmentally Preferable Purchasing Guidelines, we require our business partners to establish an environmental management system. Particularly for parts and raw materials, we make it a rule for business partners to acquire external certification on their environmental management systems such as ISO 14001.

Regarding environmental impact, we require the suspension and reduction of the use of substances of concern as well as the management of usage of these substances if they are included in our products or manufacturing processes. For products that will become a component of Toyota Industries’ products or that will be used in our manufacturing processes, our

procurement system requires our business partners to submit in advance a non-use declaration of prohibited substances as well as data on substances of concern, including a report on the substances contained in parts. Only after confirmation is carried out do we purchase these parts.

Localization of Business for Good Corporate Citizenship

As a company that undertakes local production outside Japan, we promote procurement from local business partners in order to contribute to the local community.

Further Promoting CSR

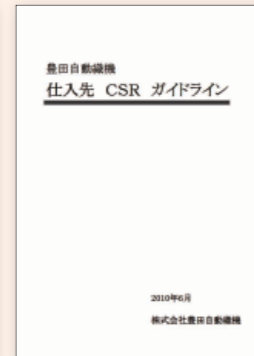
We provide education internally to all relevant persons for the purpose of strictly complying with the competition laws of each country and to maintain fair business transactions. It is Toyota Industries’ and our business partners’ policy to strictly abide by both the letter and spirit of laws and regulations while also carefully handling and protecting confidential corporate information of our business partners and Toyota Industries.

In fiscal 2011, we developed the CSR Guidelines for Business Partners, which describe our CSR-related requirements for our business partners in Japan, and held a meeting to explain the details to partners. We also held three study sessions for our major business partners to encourage their respective CSR activities.

We will continue to promote activities around the world to comply with CSR throughout our supply chain.



Meeting on CSR Guidelines for Business Partners



Materials provided to business partners

Relationship with Our Shareholders and Investors

Our Policy regarding Information Disclosure

Toyota Industries continually carries out timely and appropriate information disclosure for shareholders and investors. In this way, we raise management transparency so that we obtain an appropriate company valuation in stock markets. We provide not only information required under disclosure laws and regulations but also information that fosters a better understanding of our management policy and business activities.

Timely and Appropriate Information Disclosure to Shareholders and Investors

Toyota Industries strives to promote good communications with its shareholders and investors and reflect their comments and requests in our business activities.

For institutional investors and securities analysts, our management conducts briefing sessions to explain our quarterly financial results. We also hold small and individual meetings on an as-needed basis. For individual investors, we hold corporate briefings to explain an overview of our business activities and future initiatives.

For the purpose of fostering a better understanding of our business activities, we invite our shareholders for a plant tour immediately following the general shareholders' meeting.

Additionally, the Toyota Industries Website features an Investor Relations page for prompt information disclosure. We use RSS feeds (in Japanese) to provide the latest information in a timely manner.

Available Publications

- Financial Results
- Annual and Quarterly Financial Reports
- Shareholder Reports
- Toyota Industries Reports*

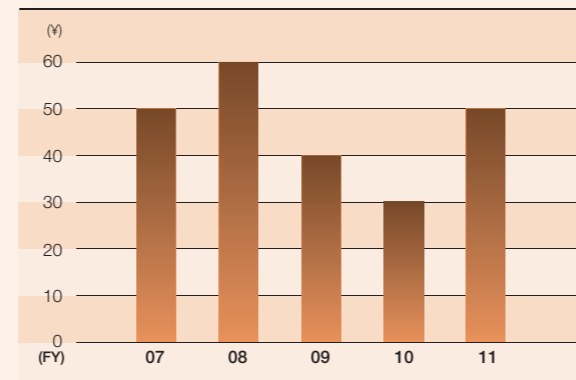
* This publication combines our Annual Report and CSR and Environmental Report.



Dividend Policy

Toyota Industries regards returning profits to shareholders as one of the most important management policies. Accordingly, we strive to continue paying dividends and meet the expectations of shareholders upon taking into consideration such factors as business results, demand for funds and the payout ratio. For fiscal 2011, Toyota Industries paid annual cash dividends per share of ¥50.0 (interim cash dividend per share of ¥25.0 and year-end cash dividend per share of ¥25.0).

■ Cash Dividends per Share (Annual)



Meeting with institutional investors

Relationship with Our Local Communities

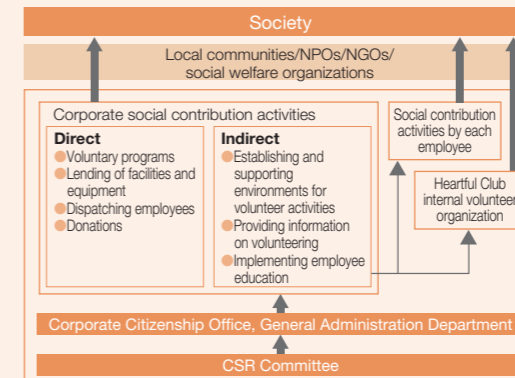
Actively Promoting Social Contribution Activities

While striving to achieve sustainable growth as a company, we work to fulfill our role as a good corporate citizen and actively undertake social contribution activities in every community where we do business in our efforts to help realize a prosperous and healthy society.

To accomplish this, Toyota Industries proactively offers cooperation and support with the objective of contributing to local communities by providing human resources, facilities, funds and know-how. Each of our employees also strives to contribute to society through such means as volunteer activities.

Structure for Promoting Social Contribution Activities

The Corporate Citizenship Office within the General Administration Department at the Head Office deliberates on details of our social contribution activities with other relevant departments at meetings of the CSR Committee, which has been established under our CSR Policy.



Three Pillars of Our Social Contribution Activities

Toyota Industries is committed to building a close relationship with every local community in which we operate, placing particular emphasis on youth development, the environment and social welfare.

Youth Development

With the aim of contributing to the sound growth of youth through *monozukuri* (manufacturing) and work experiences, we hold events jointly with Youth Invention Clubs, conduct workplace visits and engage in other activities.

Environment

As a member of the local community, we carry out a range of environment-related activities, including promoting the use of wood thinned from forests in Japan and conserving forests through employee volunteer programs to contribute to the development of a sustainable society.

Social Welfare

To help develop local communities where everyone enjoys an active life, we hold various social welfare events to encourage exchange with persons with disabilities and conduct joint fund-raising programs with our consolidated subsidiaries in Japan.

Activity Examples (in Japan)

Mini Concerts at Elementary Schools

In fiscal 2011, Toyota Industries started organizing mini concerts at elementary schools located in Obu and Takahama cities, Aichi Prefecture. We will continue to promote this activity to provide an opportunity for children to refine their senses with great music by first-rate musicians.



Mini concert at an elementary school in Obu City

"RECOLO no Mori" Forest Program

Wanbishi Archives Co., Ltd., a subsidiary engaged in information storage, management, collection and delivery services, planted 500 Zelkova trees in June 2010. This tree-planting activity is named after its confidential document destruction service, "RECOLO" (recycle ecology locker). The name embodies its employees' desire to promote paper recycling through their business activities.



"RECOLO no Mori" forest

Activity Examples (outside Japan)

[India] Environmental Conservation Initiatives

Kirloskar Toyoda Textile Machinery Pvt. Ltd. (KTTM), a subsidiary manufacturing and selling spinning frames, invites local children to its tree-planting event every year. KTTM also visits elementary schools and provides a lecture on the environment, thereby making a joint effort with the local community to promote environmental conservation.



Tree-planting event

[Germany] Growing Hand in Hand with the Local Community

TD Deutsche Klimakompressor GmbH (TDDK), a car air-conditioning compressor production subsidiary, sends gifts to local kindergartens and promotes international exchange between local children and the children of Japanese employees working for TDDK. TDDK also participates in sports and other local events, building a strong bond with the local community.



Children taking part in an international exchange gathering

[Italy] Plant Tour and Social Gathering Events

L.T.E. Lift Truck Equipment S.p.A. (LTE), a materials handling equipment production subsidiary, invites members of the local community and hosts plant tours and social gathering events. In November 2010, LTE invited local high school students for a plant tour and social gathering with its employees, thereby providing an opportunity to gain a better understanding of the business activities of the company.



Plant tour with local high school students

[U.S.A.] Supporting NPOs

Toyota Material Handling, U.S.A., Inc. (TMHU), a materials handling equipment sales subsidiary, promotes social contribution activities for the local community. In 2010, TMHU held a fun campaign called Denim for Dollars, in which employees donate a minimum of US\$5 to wear casual clothing to work on the last Friday of the month. The year-long program raised US\$4,000, which was donated to local NPOs.



Employees supporting NPO activities