



Toyota Industries Report
2012

Financial Section / Corporate Information

■ Financial Section

Consolidated Eleven-Year Summary	p 74-75
Consolidated Balance Sheets	p 76-77
Consolidated Statements of Income	p 78
Consolidated Statements of Comprehensive Income	p 79
Consolidated Statements of Changes in Net Assets	p 80-81
Consolidated Statements of Cash Flows	p 82

■ Corporate Information

Board of Directors, Corporate Auditors and Managing Officers	p 83
Major Consolidated Subsidiaries	p 84-85
Major Production Bases	p 86
Investor Information	p 87

Note:

For details on the consolidated financial statements, please refer to the separate publication, which is also posted on the following Website:
www.toyota-industries.com

Consolidated Eleven-Year Summary

Toyota Industries Corporation
Years ended March 31

	Millions of yen										
	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
For The Year											
Net sales	¥1,543,352	¥1,479,839	¥1,377,769	¥1,584,252	¥2,000,536	¥1,878,398	¥1,505,955	¥1,241,538	¥1,164,378	¥1,069,218	¥ 980,163
Operating income (loss)	70,092	68,798	22,002	(6,621)	96,853	89,954	64,040	53,120	52,631	52,477	46,330
Ordinary income	80,866	73,911	31,756	14,343	126,488	108,484	80,635	70,912	58,970	51,375	47,865
Net income (loss)	58,594	47,205	(26,273)	(32,767)	80,460	59,468	47,077	43,357	33,623	21,933	27,311
Investment in tangible assets	¥ 58,404	¥ 38,254	¥ 26,963	¥ 104,495	¥ 104,205	¥ 129,023	¥ 130,121	¥ 111,321	¥ 65,651	¥ 69,607	¥ —
Depreciation	59,830	62,372	73,238	87,219	83,744	74,449	64,423	51,277	49,264	45,939	—
Research and development expenses	32,070	27,788	26,826	33,646	36,750	34,548	31,166	30,051	29,562	29,705	29,985
Per share of common stock (yen):											
Net income (loss) per share—basic	¥ 188.02	¥ 151.51	¥ (84.33)	¥ (105.16)	¥ 257.50	¥ 189.88	¥ 146.16	¥ 135.09	¥ 108.04	¥ 70.19	¥ 87.28
Net income per share—diluted	—	—	—	—	257.43	189.66	146.02	135.03	101.97	62.90	78.26
Total net assets per share	3,662.26	3,300.17	3,390.02	2,987.16	4,483.32	5,612.11	5,044.45	3,504.80	3,199.69	2,522.52	2,809.54
Cash dividends per share	50.00	50.00	30.00	40.00	60.00	50.00	38.00	32.00	24.00	22.00	19.00
At Year-End											
Total assets	¥2,656,984	¥2,481,452	¥2,589,246	¥2,327,432	¥2,965,585	¥3,585,857	¥3,245,341	¥2,326,824	¥2,011,995	¥1,650,391	¥1,770,401
Total net assets	1,197,841	1,075,939	1,104,929	977,670	1,453,996	1,810,483	1,611,227	1,115,747	1,016,763	738,867	878,812
Common stock	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462	68,046	68,021
Number of shares outstanding (excluding treasury stock) (thousands)	311,687	311,564	311,570	311,577	311,589	312,075	319,320	318,237	317,666	292,777	312,796
Cash Flows											
Net cash provided by operating activities	¥ 101,718	¥ 153,661	¥ 203,452	¥ 65,768	¥ 188,805	¥ 177,467	¥ 131,784	¥ 100,095	¥ 92,406	¥ 103,183	¥ 81,078
Net cash used in investing activities	(9,403)	(187,574)	(36,855)	(114,217)	(138,789)	(164,446)	(205,013)	(128,230)	(92,667)	(95,120)	(106,710)
Net cash provided by (used in) financing activities	10,279	(85,728)	(38,230)	120,971	(33,992)	(19,749)	85,172	50,020	(56,015)	57,775	1,225
Cash and cash equivalents at end of year	296,811	195,566	317,590	188,011	121,284	108,569	112,596	100,535	77,212	136,929	71,119
Indices											
Return on equity (ROE) (%)	5.4	4.5	(2.6)	(2.8)	5.1	3.5	3.5	4.1	3.8	2.7	3.0
Return on assets (ROA) (%)	2.3	1.9	(1.1)	(1.2)	2.5	1.7	1.7	2.0	1.8	1.3	1.5
Operating profit margin (%)	4.5	4.6	1.6	(0.4)	4.8	4.8	4.3	4.3	4.5	4.9	4.7
Equity ratio (%)	43.0	41.4	40.8	40.0	47.1	48.8	49.7	48.0	50.5	44.8	49.6
EBITDA (millions of yen)	¥ 161,876	¥ 150,481	¥ 90,521	¥ 71,608	¥ 222,125	¥ 191,007	¥ 150,674	¥ 128,381	¥ 113,676	¥ 95,472	¥ 97,540
Number of employees	43,516	40,825	38,903	39,916	39,528	36,096	32,977	30,990	27,431	25,030	23,056

1. Net income (loss) per share is computed based on the average number of shares for each year.
2. ROE and ROA are computed based on the average total net assets and total assets, respectively, for each year.
3. Operating profit margin = Operating income (loss) / Net sales
4. Equity ratio = (Total net assets – Subscription rights to shares – Minority interests) / Total assets
5. EBITDA = Income before income taxes + Interest expenses – Interest and dividends income + Depreciation and amortization

Consolidated Balance Sheets

Toyota Industries Corporation
As of March 31, 2012 and 2011

ASSETS	Millions of yen	
	2012	2011
Current assets:		
Cash and deposits	¥ 274,710	¥ 198,654
Trade notes and accounts receivable	195,391	152,121
Lease investment assets	36,570	35,146
Short-term investments	92,249	132,430
Merchandise and finished goods	48,183	42,940
Work in process	33,727	31,256
Raw materials and supplies	34,536	30,065
Deferred tax assets	20,368	18,493
Other current assets	36,358	32,646
Allowance for doubtful accounts	(2,740)	(2,863)
Total current assets	769,356	670,893
Fixed assets:		
Property, plant and equipment:		
Buildings and structures	141,412	159,606
Machinery, equipment and vehicles	180,146	185,988
Tools, furniture and fixtures	24,448	23,634
Land	116,526	119,697
Construction in progress	18,519	8,350
Total property, plant and equipment	481,053	497,278
Intangible assets:		
Goodwill	68,824	68,573
Other intangible assets	37,952	10,767
Total intangible assets	106,777	79,340
Investments and other assets:		
Investments in securities	1,177,591	1,123,306
Deferred tax assets	10,758	9,786
Lease investment assets	76,566	71,480
Other investments and other assets	35,034	29,539
Allowance for doubtful accounts	(152)	(173)
Total investments and other assets	1,299,798	1,233,940
Total fixed assets	1,887,628	1,810,559
Total assets	¥2,656,984	¥2,481,452

LIABILITIES AND NET ASSETS	Millions of yen	
	2012	2011
Current liabilities:		
Trade notes and accounts payable	¥ 168,465	¥ 144,956
Short-term loans payable	110,212	99,946
Commercial paper	12,897	11,133
Current portion of bonds	54,105	30,829
Lease obligations	37,619	37,873
Accounts payable—other	18,169	14,349
Accrued income taxes	12,510	18,320
Deferred tax liabilities	3	737
Allowance for bonuses to directors and corporate auditors	525	521
Other current obligations	165,018	153,275
Total current liabilities	579,527	511,944
Long-term liabilities:		
Bonds payable	187,238	205,649
Long-term loans payable	249,183	236,602
Lease obligations	85,754	82,813
Deferred tax liabilities	297,304	309,256
Allowance for retirement benefits	48,973	46,924
Other long-term liabilities	11,160	12,321
Total long-term liabilities	879,615	893,568
Total liabilities	1,459,142	1,405,512
Shareholders' equity:		
Capital stock		
Authorized — 1,100,000,000 shares		
Issued — 325,840,640 shares as of March 31, 2012	80,462	80,462
325,840,640 shares as of March 31, 2011		
Capital surplus	106,128	106,179
Retained earnings	455,042	412,029
Treasury stock	(50,266)	(50,703)
14,153,619 shares as of March 31, 2012		
14,275,721 shares as of March 31, 2011		
Total shareholders' equity	591,367	547,968
Accumulated other comprehensive income:		
Valuation difference on available-for-sale securities	565,007	488,277
Deferred gains or losses on hedges	(131)	46
Foreign currency translation adjustment	(14,763)	(8,075)
Total accumulated other comprehensive income	550,112	480,248
Subscription rights to shares	2,310	2,132
Minority interests	54,051	45,589
Total net assets	1,197,841	1,075,939
Total liabilities and net assets	¥2,656,984	¥2,481,452

Consolidated Statements of Income

Toyota Industries Corporation
For the years ended March 31, 2012 and 2011

	Millions of yen	
	2012	2011
Net sales	¥1,543,352	¥1,479,839
Cost of sales	1,301,617	1,250,313
Gross profit	241,734	229,526
Selling, general and administrative expenses:		
Sales commissions	10,003	8,913
Salaries and allowances	68,176	62,969
Retirement benefit expenses	1,977	2,020
Depreciation	5,951	6,332
Research and development expenses	25,348	21,727
Others	60,184	58,765
Operating income	70,092	68,798
Non-operating income:		
Interest income	9,070	9,172
Dividends income	17,933	14,975
Gain on sales of marketable securities	1,159	488
Other non-operating income	6,545	7,407
Non-operating expenses:		
Interest expenses	(16,046)	(15,773)
Loss on disposal of fixed assets	(1,035)	(1,281)
Equity in net losses of affiliated companies	(490)	(473)
Other non-operating expenses	(6,363)	(9,402)
Ordinary income	80,866	73,911
Extraordinary income:		
Gain on step acquisitions	4,599	—
Extraordinary losses:		
Losses on the Great East Japan Earthquake	—	(4,631)
Income before income taxes and minority interests	85,465	69,279
Income taxes — current	23,382	25,456
Income taxes — deferred	1,311	(5,234)
Income before minority interests	60,771	49,058
Income on minority interests in consolidated subsidiaries	2,177	1,852
Net income	¥ 58,594	¥ 47,205
	Yen	
Net income per share — basic	¥ 188.02	¥ 151.51
Net income per share — diluted	—	—
Net assets per share	3,662.26	3,300.17
Cash dividends per share	50.00	50.00

Consolidated Statements of Comprehensive Income

Toyota Industries Corporation
For the years ended March 31, 2012 and 2011

	Millions of yen	
	2012	2011
Income before minority interests	¥ 60,771	¥ 49,058
Other comprehensive income:		
Valuation difference on available-for-sale securities	76,752	(55,834)
Deferred gains or losses on hedges	(177)	55
Foreign currency translation adjustment	(6,820)	(6,375)
Share of other comprehensive income of associates accounted for using equity method	(216)	(300)
Comprehensive income	130,308	(13,396)
Profit attributable to:		
Owners of the parent	128,457	(14,174)
Minority interests	1,850	777

Consolidated Statements of Changes in Net Assets

Toyota Industries Corporation
For the years ended March 31, 2012 and 2011

	Millions of yen	
	2012	2011
Shareholders' equity		
Capital stock		
Balance at the beginning of current period	¥ 80,462	¥ 80,462
Balance at the end of current period	80,462	80,462
Capital surplus		
Balance at the beginning of current period	106,179	106,179
Changes of items during the period		
Disposal of treasury stock	(50)	(0)
Total changes of items during the period	(50)	(0)
Balance at the end of current period	106,128	106,179
Retained earnings		
Balance at the beginning of current period	412,029	378,648
Changes of items during the period		
Dividends from surplus	(15,581)	(14,020)
Increase (decrease) due to decrease in consolidated subsidiaries	—	196
Net income	58,594	47,205
Total changes of items during the period	43,013	33,381
Balance at the end of current period	455,042	412,029
Treasury stock		
Balance at the beginning of current period	(50,703)	(50,689)
Changes of items during the period		
Repurchase of treasury stock	(5)	(15)
Disposal of treasury stock	441	1
Total changes of items during the period	436	(13)
Balance at the end of current period	(50,266)	(50,703)
Total shareholders' equity		
Balance at the beginning of current period	547,968	514,601
Changes of items during the period		
Dividends from surplus	(15,581)	(14,020)
Increase (decrease) due to decrease in consolidated subsidiaries	—	196
Net income	58,594	47,205
Repurchase of treasury stock	(5)	(15)
Disposal of treasury stock	391	0
Total changes of items during the period	43,399	33,367
Balance at the end of current period	591,367	547,968
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities		
Balance at the beginning of current period	488,277	544,068
Changes of items during the period		
Net changes of items other than shareholders' equity	76,729	(55,790)
Total changes of items during the period	76,729	(55,790)
Balance at the end of current period	565,007	488,277

	Millions of yen	
	2012	2011
Deferred gains or losses on hedges		
Balance at the beginning of current period	¥ 46	¥ (9)
Changes of items during the period		
Net changes of items other than shareholders' equity	(177)	55
Total changes of items during the period	(177)	55
Balance at the end of current period	(131)	46
Foreign currency translation adjustment		
Balance at the beginning of current period	(8,075)	(2,430)
Changes of items during the period		
Net changes of items other than shareholders' equity	(6,688)	(5,645)
Total changes of items during the period	(6,688)	(5,645)
Balance at the end of current period	(14,763)	(8,075)
Total accumulated other comprehensive income		
Balance at the beginning of current period	480,248	541,628
Changes of items during the period		
Net changes of items other than shareholders' equity	69,863	(61,380)
Total changes of items during the period	69,863	(61,380)
Balance at the end of current period	550,112	480,248
Subscription rights to shares		
Balance at the beginning of current period	2,132	1,720
Changes of items during the period		
Net changes of items other than shareholders' equity	178	411
Total changes of items during the period	178	411
Balance at the end of current period	2,310	2,132
Minority interests		
Balance at the beginning of current period	45,589	46,978
Changes of items during the period		
Net changes of items other than shareholders' equity	8,461	(1,389)
Total changes of items during the period	8,461	(1,389)
Balance at the end of current period	54,051	45,589
Total net assets		
Balance at the beginning of current period	1,075,939	1,104,929
Changes of items during the period		
Dividends from surplus	(15,581)	(14,020)
Increase (decrease) due to decrease in consolidated subsidiaries	—	196
Net income	58,594	47,205
Repurchase of treasury stock	(5)	(15)
Disposal of treasury stock	391	0
Net changes of items other than shareholders' equity	78,503	(62,357)
Total changes of items during the period	121,902	(28,990)
Balance at the end of current period	¥1,197,841	¥1,075,939

Consolidated Statements of Cash Flows

Toyota Industries Corporation
For the years ended March 31, 2012 and 2011

	Millions of yen	
	2012	2011
Cash flows from operating activities:		
Income before income taxes and minority interests	¥ 85,465	¥ 69,279
Depreciation and amortization	87,368	89,576
Decrease in allowance for doubtful accounts	(159)	(195)
Interest and dividends income	(27,004)	(24,148)
Interest expenses	16,046	15,773
Equity in net losses of affiliated companies	490	473
(Increase) decrease in receivables	(47,043)	11,650
Increase in inventories	(13,897)	(16,953)
Increase in payables	25,307	3,440
Others, net	(5,357)	19,228
Subtotal	121,216	168,125
Interest and dividends income received	26,992	24,173
Interest expenses paid	(15,940)	(15,882)
Income taxes paid	(30,549)	(22,755)
Net cash provided by operating activities	101,718	153,661
Cash flows from investing activities:		
Payments for purchases of property, plant and equipment	(76,638)	(48,085)
Proceeds from sales of property, plant and equipment	8,408	7,645
Payments for purchases of investment securities	(1,924)	(56,000)
Proceeds from sales of investment securities	1,720	2,963
Payments for acquisition of subsidiaries' stock resulting in change in scope of consolidation	(5,568)	(25)
Proceeds from sales of subsidiaries' stock resulting in change in scope of consolidation	1,228	41
Payments for loans made	(27)	(30)
Proceeds from collections of loans	374	730
Net decrease (increase) in time deposits	70,161	(89,351)
Others, net	(7,137)	(5,461)
Net cash used in investing activities	(9,403)	(187,574)
Cash flows from financing activities:		
Decrease in short-term loans payable	(21,706)	(6,759)
Proceeds from long-term loans payable	50,482	240
Repayments of long-term loans payable	—	(826)
Proceeds from issuances of bonds	35,604	4,002
Repayments of bonds	(30,761)	(49,180)
Payments for repurchase of treasury stocks	(5)	(15)
Cash dividends paid	(15,581)	(14,020)
Cash dividends paid to minority shareholders	(478)	(528)
Proceeds from payment by minority shareholders	1,220	143
Others, net	(8,495)	(18,784)
Net cash provided by (used in) financing activities	10,279	(85,728)
Translation adjustments of cash and cash equivalents	(1,348)	(2,382)
Net increase (decrease) in cash and cash equivalents	101,244	(122,024)
Cash and cash equivalents at beginning of year	195,566	317,590
Cash and cash equivalents at end of year	¥ 296,811	¥ 195,566

Board of Directors, Corporate Auditors and Managing Officers (As of June 14, 2012)

Board of Directors



Chairman
Akira Imura



Vice Chairman
Kazunori Yoshida



President
Tetsuro Toyoda



Executive Vice President
Kimpei Mitsuya



Executive Vice President
Tetsuo Agata



Executive Vice President
Chiaki Yamaguchi

Senior Managing Directors

Toshiyuki Sekimori
Kazue Sasaki
Hirotsuka Morishita

Shinya Furukawa
Akira Onishi
Masaharu Suzuki

Directors

Masafumi Kato
Norio Sasaki
Toshifumi Ogawa
Toshifumi Onishi
Fujio Cho

Corporate Auditors

Full-Time Corporate Auditors

Shigetaka Yoshida
Kakuo Ishikawa

Corporate Auditors

Katsuaki Watanabe
Toshio Mita
Hans-Juergen Marx

Managing Officers

Senior Managing Officers

Takaki Ogawa
Kohei Nozaki
Kan Otsuka
Taku Yamamoto

Managing Officers

Yukihisa Tsuchimoto
Hiroaki Asai
Takashi Ito
Toshiya Yamagishi
Junichi Harada
Mikihiko Okamoto
Hirooki Fujiwara
Yasuhiro Murata
Yojiro Mizuno

Masahiro Kawaguchi
Susumu Toyoda
Yuji Ishizaki
Keizo Hara
Kiyotsugu Kurimoto
Masafumi Kunito
Toshihiko Shimizu
Koichi Ito

Major Consolidated Subsidiaries (As of March 31, 2012)

*1: Including indirect investment

Segment	Company Name	Location	Business Activities	Ownership Ratio*1 (%)	
Japan					
Materials Handling Equipment	TOYOTA L&F Akita Co., Ltd.	Akita-shi, Akita	Sales and servicing of materials handling equipment	100.0	
	Aichi Corporation	Ageo-shi, Saitama	Production of aerial work platforms	51.0	
	TOYOTA L&F Fukui Co., Ltd.	Fukui-shi, Fukui	Sales and servicing of materials handling equipment	100.0	
	TOYOTA L&F Tokyo Co., Ltd.	Shinagawa-ku, Tokyo	Sales and servicing of materials handling equipment	100.0	
	Nishina Industrial Co., Ltd.	Nagano-shi, Nagano	Production of materials handling equipment and construction machinery parts	97.5	
	TOYOTA L&F Shizuoka Co., Ltd.	Shizuoka-shi, Shizuoka	Sales and servicing of materials handling equipment	100.0	
	HANDA Casting Company	Handa-shi, Aichi	Production of foundry parts	100.0	
	Unica Co., Ltd.	Kiyosu-shi, Aichi	Production of in-house transporters	100.0	
	TOYOTA L&F Hyogo Co., Ltd.	Nishinomiya-shi, Hyogo	Sales and servicing of materials handling equipment	100.0	
Automobile	Tokaiseiki Co., Ltd.	Iwata-shi, Shizuoka	Production of compressor and engine parts	100.0	
	Altex Co., Ltd.	Hamamatsu-shi, Shizuoka	Production of compressor parts	100.0	
	IZUMI MACHINE MFG. CO., LTD.	Obu-shi, Aichi	Production of specialized machine tools, friction welding machines, automotive parts	100.0	
	Nagao Kogyo Co., Ltd.	Nagoya-shi, Aichi	Production of compressor, materials handling equipment and weaving machinery parts	100.0	
	Miduho Industry Co., Ltd.	Nagoya-shi, Aichi	Production of automotive, compressor and materials handling equipment parts	100.0	
	Iwama Loom Works, Ltd.	Oguchi-cho, Niwa-gun, Aichi	Production of compressor parts	100.0	
	Tokyu Co., Ltd.	Oguchi-cho, Niwa-gun, Aichi	Production of compressor parts and industrial machinery	100.0	
	Logistics	KTL Co., Ltd.	Koto-ku, Tokyo	Management and operation of distribution centers	50.5
		Wanbishi Archives Co., Ltd.	Minato-ku, Tokyo	Data storage, management, collection and delivery services	100.0
Asahi Security Co., Ltd.		Minato-ku, Tokyo	Cash collection and delivery and cash proceeds management	100.0	
Advanced Logistics Solutions Co., Ltd.		Obu-shi, Aichi	Planning, design and operation of distribution centers	100.0	
ALT Logistics Co., Ltd.		Obu-shi, Aichi	Distribution service contracting; planning, management and operation of distribution centers	60.0	
Taikoh Transportation Co., Ltd.		Kariya-shi, Aichi	Land transportation services	52.8	
Textile Machinery	Hara Corporation	Ikeda-cho, Ibi-gun, Gifu	Production of textile machinery and parts	100.0	
	ELETT CORPORATION	Chiyoda-ku, Tokyo	Production of motors and inverters for industrial machinery	60.0	
Others	TIBC Corporation*2	Obu-shi, Aichi	Production of semiconductor package substrates	60.0	
	SKM CORPORATION	Kariya-shi, Aichi	Total construction management, security management, civil engineering/construction design work and real estate management	100.0	
	Sun Staff, Inc.	Kariya-shi, Aichi	Personnel placement, contract office staffing	100.0	
	Sun Valley Inc.	Kariya-shi, Aichi	Sales of goods, travel agency, organizing and running of events	100.0	
	Shine's Co., Ltd.	Kariya-shi, Aichi	Management and operation of employee clubs	100.0	
	Toyota Industries Well Support Corporation	Kariya-shi, Aichi	Planning and operation of benefit programs; administrative processing services for payroll accounting, etc.	100.0	
	Toyoda High System, Incorporated	Kariya-shi, Aichi	Planning, development, formulation and operation of information infrastructure and systems	100.0	
	Sun River Co., Ltd.	Suita-shi, Osaka	Sports facilities, real estate lease, restaurant management	100.0	

*2: TIBC Corporation will be excluded from the scope of consolidation in July 2012. Dissolution of the company is planned in January 2013.

*1: Including indirect investment

Segment	Country	Company Name	Location	Business Activities	Ownership Ratio*1 (%)
North America					
Materials Handling Equipment	U.S.A.	Indiana Hydraulic Equipment, Corp.	Franklin, Indiana	Production of materials handling equipment parts	100.0
		North Vernon Industry Corp.	North Vernon, Indiana	Production of materials handling equipment parts	100.0
		Raymond-Muscatine Inc.	Muscatine, Iowa	Production of materials handling equipment	100.0
		The Raymond Corporation	Greene, New York	Production of materials handling equipment	100.0
		Toyota Industrial Equipment Mfg., Inc.	Columbus, Indiana	Production of materials handling equipment	100.0
		Toyota Material Handling North America, Inc.	Columbus, Indiana	North American headquarters for materials handling equipment business	100.0
		Toyota Material Handling, U.S.A., Inc.	Irvine, California	Sales of materials handling equipment	100.0
		Canada	G. N. Johnston Equipment Co., Ltd.	Mississauga, Ontario	Sales and servicing of materials handling equipment
	Automobile	U.S.A.	Michigan Automotive Compressor, Inc.	Parma, Michigan	Production of compressors
TD Automotive Compressor Georgia, LLC			Pendergrass, Georgia	Production of compressors	65.0
Toyota Industries Compressor Parts America, Co.			Pendergrass, Georgia	Production of compressor parts	100.0
Textile Machinery	U.S.A.	Toyoda Textile Machinery, Inc.	Charlotte, North Carolina	Sales and servicing of textile machinery	100.0
Others	U.S.A.	Toyota Industries North America, Inc.	Columbus, Indiana	Holding company in the U.S.A.	100.0

*1: Including indirect investment

Segment	Country	Company Name	Location	Business Activities	Ownership Ratio*1 (%)	
Europe						
Materials Handling Equipment	Sweden	BT Products AB	Mjölby	Production of materials handling equipment	100.0	
		Toyota Industries Europe AB	Mjölby	Holding company for materials handling equipment business in Europe	100.0	
		Toyota Material Handling Europe AB	Mjölby	European headquarters for materials handling equipment business	100.0	
		Toyota Material Handling Sweden AB	Bromma	Sales and servicing of materials handling equipment	100.0	
	Norway	Toyota Material Handling Norway AS	Trondheim	Sales and servicing of materials handling equipment	100.0	
	Finland	Toyota Material Handling Finland OY	Vantaa	Sales and servicing of materials handling equipment	100.0	
	Latvia	Toyota Material Handling Baltic SIA.	Riga	Sales and servicing of materials handling equipment	100.0	
	Poland	Toyota Material Handling Polska Sp. z o.o.	Pruszków	Sales and servicing of materials handling equipment	100.0	
	Denmark	Toyota Material Handling Danmark A/S	Slangerup	Sales and servicing of materials handling equipment	100.0	
	U.K.	Toyota Material Handling UK Limited	Slough, Berkshire	Sales and servicing of materials handling equipment	100.0	
	Germany	Toyota Material Handling Deutschland GmbH	Langenhagen	Sales and servicing of materials handling equipment	100.0	
		BT France S.a.r.l.	Marne La Vallée	Sales and servicing of materials handling equipment	100.0	
	France	Toyota Industrial Equipment Europe, S.A.R.L.	Ancenis	Sales of materials handling equipment	100.0	
		Toyota Industrial Equipment, S.A.	Ancenis	Production of materials handling equipment	100.0	
	Belgium	Toyota Material Handling Europe Brussels NV/SA	Brussels	Sales and marketing of materials handling equipment	100.0	
		Toyota Material Handling Belgium NV/SA	Wilrijk	Sales and servicing of materials handling equipment	100.0	
	Netherlands	Toyota Material Handling Nederland B.V.	Ede	Sales and servicing of materials handling equipment	100.0	
	Spain	Toyota Material Handling España, S.A.	Barberá del Vallés	Sales and servicing of materials handling equipment	100.0	
	Austria	Toyota Material Handling Austria GmbH	Wiener Neudorf	Sales and servicing of materials handling equipment	100.0	
	Czech Republic	Toyota Material Handling CZ s.r.o.	Rudna	Sales and servicing of materials handling equipment	100.0	
	Slovakia	Toyota Material Handling Slovensko s.r.o.	Bratislava	Sales and servicing of materials handling equipment	100.0	
	Hungary	Toyota Material Handling Hungary Kft.	Budapest	Sales and servicing of materials handling equipment	100.0	
	Switzerland	Toyota Material Handling Schweiz AG	Zürich	Sales and servicing of materials handling equipment	50.0	
	Italy	CESAB Carrelli Elevatori S.p.A.	Bologna	Production of materials handling equipment	100.0	
		Toyota Material Handling Italia S.r.l.	Bologna	Sales and servicing of materials handling equipment	100.0	
	Greece	Toyota Material Handling Greece SA	Markopoulo, Attica	Sales and servicing of materials handling equipment	100.0	
	Automobile	Germany	TD Deutsche Klimakompressor GmbH	Bernsdorf	Production of compressors	65.0
	Textile Machinery	Switzerland	Toyota Textile Machinery Europe, AG	Uster	Sales and servicing of textile machinery	100.0
			Uster Technologies AG	Uster	Production of yarn quality measurement instruments and cotton classing instruments	50.3
	Others	Sweden	Toyota Industries Finance International AB	Mjölby	Funding, loan, other financial services	100.0
	Others					
	Materials Handling Equipment	India	Toyota Material Handling India Pvt. Ltd.	Delhi	Sales and servicing of materials handling equipment	75.0
		Vietnam	Toyota Industrial Equipment Vietnam Co., LTD.	Hung Yen	Production of materials handling equipment parts	90.0
Australia		Toyota Material Handling Australia Pty Limited	New South Wales	Sales and servicing of materials handling equipment	100.0	
China		Toyota Material Handling (Shanghai) Co., Ltd.	Shanghai	Sales of materials handling equipment	75.0	
		BT Manufacturing (Foshan) Co., Ltd.	Foshan, Guangdong	Production of materials handling equipment	100.0	
		Raymond Manufacturing (Dalian) Co., Ltd.	Dalian, Liaoning	Production of materials handling equipment	100.0	
Brazil		Toyota Material Handling Mercosur Indústria e Comércio de Equipamentos Ltda	São Paulo	Sales and servicing of materials handling equipment	100.0	
Automobile		India	Kirloskar Toyoda Textile Machinery Pvt. Ltd.	Bangalore	Production of textile machinery and automotive parts	95.1
		Indonesia	P.T. TD Automotive Compressor Indonesia	Bekasi	Production of compressors	50.1
	China	Toyota Industry (Kunshan) Co., Ltd.	Kunshan, Jiangsu	Production of automotive parts and materials handling equipment, etc.	63.7	
TD Automotive Compressor Kunshan Co., Ltd.		Kunshan, Jiangsu	Production of compressors	59.8		
Logistics	China	Toyota Industries Trading & Logistics (China) Co., Ltd.	Shanghai	Import/export, Chinese domestic distribution, operation of distribution centers	100.0	
Textile Machinery	China	Toyota Textile Machinery (Shanghai) Co., Ltd.	Shanghai	Installation and servicing of textile machinery	100.0	
	Brazil	Toyoda Máquinas Têxteis Brasil Ltda	São Paulo	Sales and servicing of textile machinery	100.0	

Affiliates Accounted for by the Equity Method

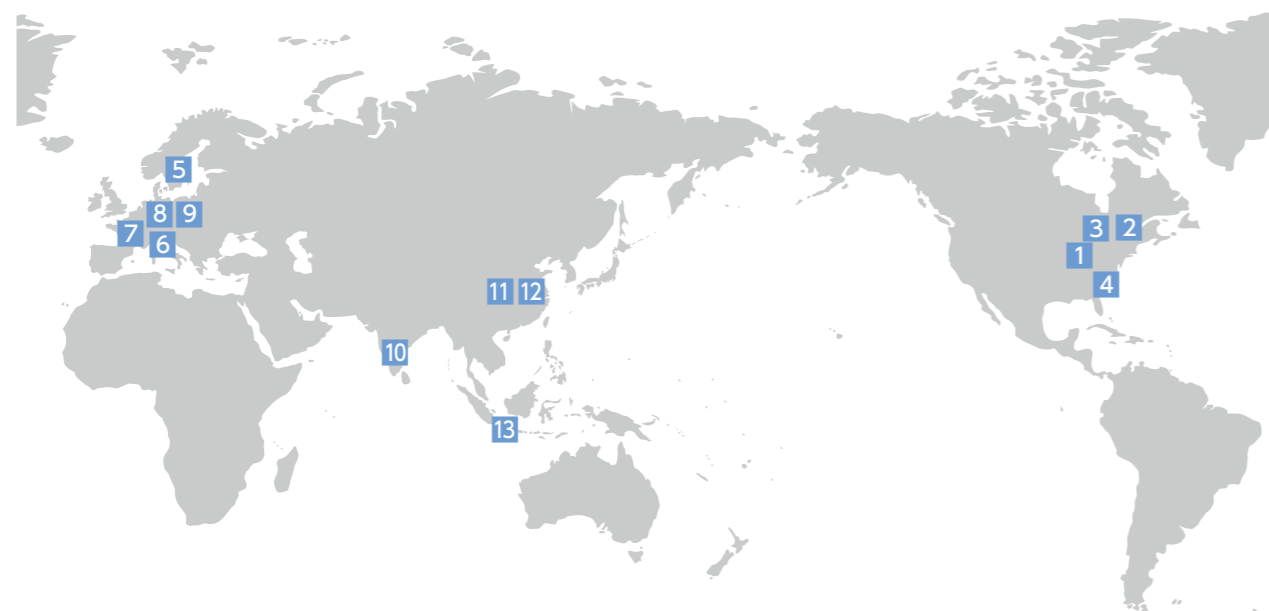
Materials Handling Equipment	Japan	TOYOTA L&F Kinki Co., Ltd.	Osaka-shi, Osaka	Sales and servicing of materials handling equipment	33.8
Automobile	Poland	Toyota Motor Industries Poland Sp. z o.o.	Jelcz-Laskowice	Production of diesel engines	40.0

Major Production Bases (As of March 31, 2012)

Major Plants (Parent Company)

Plant	Location	Main Products	Start of Operations
Kariya Plant	Kariya-shi, Aichi	Textile machinery, compressors	1927
Obu Plant	Obu-shi, Aichi	Parts for compressors	1944
Kyowa Plant	Obu-shi, Aichi	Electronic equipment, automotive press dies, production facilities, engine parts	1953
Nagakusa Plant	Obu-shi, Aichi	Vehicles	1967
Takahama Plant	Takahama-shi, Aichi	Materials handling equipment, materials handling systems	1970
Hekinan Plant	Hekinan-shi, Aichi	Diesel engines, gasoline engines	1982
Higashichita Plant	Handa-shi, Aichi	Foundry parts, diesel engines	2000
Higashiura Plant	Higashiura-cho, Chita-gun, Aichi	Parts for compressors	2002
Anjo Plant	Anjo-shi, Aichi	Electronic equipment	2007

Major Plants (Outside Japan)



Company Name	Country	Location	Main Products	Year of Foundation
1 Toyota Industrial Equipment Mfg., Inc.	U.S.A.	Columbus, Indiana	Materials handling equipment	1988
2 The Raymond Corporation	U.S.A.	Greene, New York	Materials handling equipment	1922
3 Michigan Automotive Compressor, Inc.	U.S.A.	Parma, Michigan	Compressors	1989
4 TD Automotive Compressor Georgia, LLC	U.S.A.	Pendergrass, Georgia	Compressors	2004
5 BT Products AB	Sweden	Mjölby	Materials handling equipment	1946
6 CESAB Carrelli Elevatori S.p.A.	Italy	Bologna	Materials handling equipment	1942
7 Toyota Industrial Equipment, S.A.	France	Ancenis	Materials handling equipment	1995
8 TD Deutsche Klimakompressor GmbH	Germany	Bernsdorf	Compressors	1998
9 Toyota Motor Industries Poland Sp. z o.o.	Poland	Jelcz-Laskowice	Diesel engines	2002
10 Kirloskar Toyoda Textile Machinery Pvt. Ltd.	India	Bangalore	Automotive parts, textile machinery	1995
11 Toyota Industry (Kunshan) Co., Ltd.	China	Kunshan, Jiangsu	Automotive parts, materials handling equipment, etc.	1994
12 TD Automotive Compressor Kunshan Co., Ltd.	China	Kunshan, Jiangsu	Compressors	2005
13 P.T. TD Automotive Compressor Indonesia	Indonesia	Bekasi	Compressors	2011

Investor Information (As of March 31, 2012)

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

Stock Exchange Listings

Tokyo, Osaka and Nagoya (Ticker Code: 6201)

Number of Shareholders

21,632

Date of Establishment

November 18, 1926

Independent Accountant

PricewaterhouseCoopers Aarata
 Sumitomo Fudosan Shiodome Hamarikyū Bldg.
 8-21-1 Ginza, Chuo-ku, Tokyo, 104-0061, Japan

Common Stock

No par value
 Authorized: 1,100,000,000 shares
 Issued: 325,840,640 shares

Transfer Agent

Special Account Management Institution

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

Capital Stock

80,462 million yen

Major Shareholders (Top 10)

Name	Number of Shares Held (Thousands)	Percentage of Total Shares in Issue (%)
Toyota Motor Corporation	76,600	23.51
DENSO Corporation	29,647	9.10
Towa Real Estate Co., Ltd.	15,697	4.82
Toyota Tsusho Corporation	10,125	3.11
The Master Trust Bank of Japan, Ltd. (Trust Account)	10,118	3.11
Japan Trustee Services Bank, Ltd. (Trust Account)	6,955	2.13
Nippon Life Insurance Company	6,735	2.07
Aisin Seiki Co., Ltd.	6,578	2.02
Third Avenue Value Fund	5,143	1.58
Toyota Industries Corporation Employee Ownership Program	5,066	1.55
Total	172,669	52.99

Notes: 1. Toyota Industries Corporation also holds 14,153 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) 10,118 (Thousands)
 Japan Trustee Services Bank, Ltd. (Trust Account) 6,955 (Thousands)

Distribution of Shares

