

# Financial Section / Corporate Information

■ Financial Section	P 74-82
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	P 83-87
Board of Directors, Audit & Supervisory Board Members 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](http://www.toyota-industries.com)

# Consolidated Eleven-Year Summary

Toyota Industries Corporation  
Years ended March 31

	Millions of yen										
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
<b>For The Year</b>											
Net sales	¥1,615,244	¥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
Operating income (loss)	77,098	70,092	68,798	22,002	(6,621)	96,853	89,954	64,040	53,120	52,631	52,477
Ordinary income	86,836	80,866	73,911	31,756	14,343	126,488	108,484	80,635	70,912	58,970	51,375
Net income (loss)	53,119	58,594	47,205	(26,273)	(32,767)	80,460	59,468	47,077	43,357	33,623	21,933
Investment in tangible assets	¥ 89,459	¥ 58,404	¥ 38,254	¥ 26,963	¥ 104,495	¥ 104,205	¥ 129,023	¥ 130,121	¥ 111,321	¥ 65,651	¥ 69,607
Depreciation	57,954	59,830	62,372	73,238	87,219	83,744	74,449	64,423	51,277	49,264	45,939
Research and development expenses	39,057	32,070	27,788	26,826	33,646	36,750	34,548	31,166	30,051	29,562	29,705
Per share of common stock (yen):											
Net income (loss) per share—basic	¥ 170.36	¥ 188.02	¥ 151.51	¥ (84.33)	¥ (105.16)	¥ 257.50	¥ 189.88	¥ 146.16	¥ 135.09	¥ 108.04	¥ 70.19
Net income per share—diluted	170.35	—	—	—	—	257.43	189.66	146.02	135.03	101.97	62.90
Total net assets per share	4,719.66	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
Cash dividends per share	55.00	50.00	50.00	30.00	40.00	60.00	50.00	38.00	32.00	24.00	22.00
<b>At Year-End</b>											
Total assets	¥3,243,779	¥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
Total net assets	1,524,933	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
Common stock	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462	80,462	68,046
Number of shares outstanding (excluding treasury stock) (thousands)	312,207	311,687	311,564	311,570	311,577	311,589	312,075	319,320	318,237	317,666	292,777
<b>Cash Flows</b>											
Net cash provided by operating activities	¥ 151,299	¥ 101,718	¥ 153,661	¥ 203,452	¥ 65,768	¥ 188,805	¥ 177,467	¥ 131,784	¥ 100,095	¥ 92,406	¥ 103,183
Net cash used in investing activities	(274,210)	(9,403)	(187,574)	(36,855)	(114,217)	(138,789)	(164,446)	(205,013)	(128,230)	(92,667)	(95,120)
Net cash provided by (used in) financing activities	7,050	10,279	(85,728)	(38,230)	120,971	(33,992)	(19,749)	85,172	50,020	(56,015)	57,775
Cash and cash equivalents at end of year	179,359	296,811	195,566	317,590	188,011	121,284	108,569	112,596	100,535	77,212	136,929
<b>Indices</b>											
Return on equity (ROE) (%)	4.1	5.4	4.5	(2.6)	(2.8)	5.1	3.5	3.5	4.1	3.8	2.7
Return on assets (ROA) (%)	1.8	2.3	1.9	(1.1)	(1.2)	2.5	1.7	1.7	2.0	1.8	1.3
Operating profit margin (%)	4.8	4.5	4.6	1.6	(0.4)	4.8	4.8	4.3	4.3	4.5	4.9
Equity ratio (%)	45.4	43.0	41.4	40.8	40.0	47.1	48.8	49.7	48.0	50.5	44.8
EBITDA (millions of yen)	¥ 155,234	¥ 161,876	¥ 150,481	¥ 90,521	¥ 71,608	¥ 222,125	¥ 191,007	¥ 150,674	¥ 128,381	¥ 113,676	¥ 95,472
Number of employees	47,412	43,516	40,825	38,903	39,916	39,528	36,096	32,977	30,990	27,431	25,030

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.  
Investment securities are stated at market value.
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, 2013 and 2012

	Millions of yen	
	2013	2012
<b>Assets</b>		
<b>Current assets:</b>		
Cash and deposits	¥ 230,348	¥ 223,854
Cash deposits for cash collection and deposit services	49,981	50,856
Trade notes and accounts receivable	215,799	195,391
Lease investment assets	41,964	36,570
Short-term investments	33,047	92,249
Merchandise and finished goods	66,670	48,183
Work in process	35,088	33,727
Raw materials and supplies	40,762	34,536
Deferred tax assets	23,836	20,368
Other current assets	46,222	36,358
Allowance for doubtful accounts	(3,204)	(2,740)
<b>Total current assets</b>	<b>780,517</b>	<b>769,356</b>
<b>Fixed assets:</b>		
<b>Property, plant and equipment:</b>		
Buildings and structures	365,308	354,136
Accumulated depreciation	(226,436)	(212,723)
Buildings and structures, net	138,871	141,412
Machinery, equipment and vehicles	864,534	790,804
Accumulated depreciation	(646,319)	(610,658)
Machinery, equipment and vehicles, net	218,214	180,146
Tools, furniture and fixtures	135,525	116,495
Accumulated depreciation	(105,024)	(92,047)
Tools, furniture and fixtures, net	30,500	24,448
Land	118,244	116,526
Construction in progress	43,982	18,519
<b>Total property, plant and equipment</b>	<b>549,814</b>	<b>481,053</b>
<b>Intangible assets:</b>		
Goodwill	122,003	68,824
Other intangible assets	46,045	37,952
<b>Total intangible assets</b>	<b>168,049</b>	<b>106,777</b>
<b>Investments and other assets:</b>		
Investment securities	1,598,437	1,177,591
Deferred tax assets	12,304	10,758
Lease investment assets	93,572	76,566
Other investments and other assets	41,231	35,034
Allowance for doubtful accounts	(148)	(152)
<b>Total investments and other assets</b>	<b>1,745,398</b>	<b>1,299,798</b>
<b>Total fixed assets</b>	<b>2,463,262</b>	<b>1,887,628</b>
<b>Total assets</b>	<b>¥3,243,779</b>	<b>¥2,656,984</b>

	Millions of yen	
	2013	2012
<b>Liabilities</b>		
<b>Current liabilities:</b>		
Trade notes and accounts payable	¥ 180,146	¥ 168,465
Short-term loans payable	183,920	110,212
Commercial paper	30,224	12,897
Current portion of bonds	4,499	54,105
Lease obligations	44,851	37,619
Accounts payable—other	17,623	18,169
Accrued income taxes	15,958	12,510
Deferred tax liabilities	2,923	3
Allowance for bonuses to directors and audit & supervisory board members	570	525
Other current obligations	178,378	165,018
<b>Total current liabilities</b>	<b>659,095</b>	<b>579,527</b>
<b>Long-term liabilities:</b>		
Bonds payable	213,584	187,238
Long-term loans payable	236,318	249,183
Lease obligations	101,883	85,754
Deferred tax liabilities	440,356	297,304
Allowance for retirement benefits	52,779	48,973
Other long-term liabilities	14,829	11,160
<b>Total long-term liabilities</b>	<b>1,059,750</b>	<b>879,615</b>
<b>Total liabilities</b>	<b>1,718,846</b>	<b>1,459,142</b>
<b>Net Assets</b>		
<b>Shareholders' equity:</b>		
Capital stock		
Authorized — 1,100,000,000 shares		
Issued — 325,840,640 shares as of March 31, 2013	80,462	80,462
325,840,640 shares as of March 31, 2012		
Capital surplus	105,898	106,128
Retained earnings	492,578	455,042
Treasury stock	(48,405)	(50,266)
13,632,854 shares as of March 31, 2013		
14,153,619 shares as of March 31, 2012		
<b>Total shareholders' equity</b>	<b>630,534</b>	<b>591,367</b>
<b>Accumulated other comprehensive income:</b>		
Valuation difference on available-for-sale securities	830,054	565,007
Deferred gains or losses on hedges	(237)	(131)
Foreign currency translation adjustment	13,163	(14,763)
<b>Total accumulated other comprehensive income</b>	<b>842,980</b>	<b>550,112</b>
<b>Subscription rights to shares</b>	<b>1,478</b>	<b>2,310</b>
<b>Minority interests</b>	<b>49,939</b>	<b>54,051</b>
<b>Total net assets</b>	<b>1,524,933</b>	<b>1,197,841</b>
<b>Total liabilities and net assets</b>	<b>¥3,243,779</b>	<b>¥2,656,984</b>

# Consolidated Statements of Income

Toyota Industries Corporation  
For the years ended March 31, 2013 and 2012

	Millions of yen	
	2013	2012
<b>Net sales</b>	<b>¥1,615,244</b>	¥1,543,352
<b>Cost of sales</b>	<b>1,347,238</b>	1,301,617
<b>Gross profit</b>	<b>268,006</b>	241,734
<b>Selling, general and administrative expenses:</b>		
Sales commissions	12,240	10,003
Salaries and allowances	74,452	68,176
Retirement benefit expenses	1,739	1,977
Depreciation	8,076	5,951
Research and development expenses	32,203	25,348
Others	62,196	60,184
<b>Total selling, general and administrative expenses</b>	<b>190,908</b>	171,641
<b>Operating income</b>	<b>77,098</b>	70,092
<b>Non-operating income:</b>		
Interest income	9,071	9,070
Dividends income	21,084	17,933
Gain on sales of marketable securities	784	1,159
Equity in net earnings of affiliated companies	825	—
Other non-operating income	5,277	6,545
<b>Total non-operating income</b>	<b>37,043</b>	34,709
<b>Non-operating expenses:</b>		
Interest expenses	14,508	16,046
Loss on disposal of fixed assets	1,006	1,035
Equity in net losses of affiliated companies	—	490
Other non-operating expenses	11,789	6,363
<b>Total non-operating expenses</b>	<b>27,304</b>	23,936
<b>Ordinary income</b>	<b>86,836</b>	80,866
<b>Extraordinary income:</b>		
Gain on step acquisitions	—	4,599
<b>Total extraordinary income</b>	<b>—</b>	4,599
<b>Extraordinary losses:</b>		
Loss on liquidation of subsidiaries and affiliates	6,710	—
<b>Total extraordinary losses</b>	<b>6,710</b>	—
<b>Income before income taxes and minority interests</b>	<b>80,126</b>	85,465
Income taxes—current	27,345	23,382
Income taxes—deferred	(493)	1,311
<b>Total income taxes</b>	<b>26,851</b>	24,693
<b>Income before minority interests</b>	<b>53,275</b>	60,771
Minority interests in income	155	2,177
<b>Net income</b>	<b>¥ 53,119</b>	¥ 58,594

	Yen	
Net income per share—basic	¥ 170.36	¥ 188.02
Net income per share—diluted	170.35	—
Net assets per share	4,719.66	3,662.26
Cash dividends per share	55.00	50.00

# Consolidated Statements of Comprehensive Income

Toyota Industries Corporation  
For the years ended March 31, 2013 and 2012

	Millions of yen	
	2013	2012
<b>Income before minority interests</b>	<b>¥ 53,275</b>	¥ 60,771
<b>Other comprehensive income:</b>		
Valuation difference on available-for-sale securities	265,277	76,752
Deferred gains or losses on hedges	(106)	(177)
Foreign currency translation adjustment	30,444	(6,820)
Share of other comprehensive income of associates accounted for using equity method	392	(216)
<b>Total other comprehensive income</b>	<b>296,008</b>	69,537
<b>Comprehensive income</b>	<b>349,283</b>	130,308
<b>Profit attributable to:</b>		
Owners of the parent	345,988	128,457
Minority interests	3,295	1,850

# Consolidated Statements of Changes in Net Assets

Toyota Industries Corporation  
For the years ended March 31, 2013 and 2012

	Millions of yen	
	2013	2012
<b>Shareholders' equity</b>		
<b>Capital stock</b>		
Balance at the beginning of current period	¥ 80,462	¥ 80,462
Balance at the end of current period	80,462	80,462
<b>Capital surplus</b>		
Balance at the beginning of current period	106,128	106,179
Changes of items during the period		
Disposal of treasury stock	(230)	(50)
Total changes of items during the period	(230)	(50)
Balance at the end of current period	105,898	106,128
<b>Retained earnings</b>		
Balance at the beginning of current period	455,042	412,029
Changes of items during the period		
Dividends from surplus	(15,584)	(15,581)
Net income	53,119	58,594
Total changes of items during the period	37,535	43,013
Balance at the end of current period	492,578	455,042
<b>Treasury stock</b>		
Balance at the beginning of current period	(50,266)	(50,703)
Changes of items during the period		
Repurchase of treasury stock	(109)	(5)
Disposal of treasury stock	1,971	441
Total changes of items during the period	1,861	436
Balance at the end of current period	(48,405)	(50,266)
<b>Total shareholders' equity</b>		
Balance at the beginning of current period	591,367	547,968
Changes of items during the period		
Dividends from surplus	(15,584)	(15,581)
Net income	53,119	58,594
Repurchase of treasury stock	(109)	(5)
Disposal of treasury stock	1,741	391
Total changes of items during the period	39,166	43,399
Balance at the end of current period	630,534	591,367
<b>Accumulated other comprehensive income</b>		
<b>Valuation difference on available-for-sale securities</b>		
Balance at the beginning of current period	565,007	488,277
Changes of items during the period		
Net changes of items other than shareholders' equity	265,047	76,729
Total changes of items during the period	265,047	76,729
Balance at the end of current period	830,054	565,007

	Millions of yen	
	2013	2012
<b>Deferred gains or losses on hedges</b>		
Balance at the beginning of current period	¥ (131)	¥ 46
Changes of items during the period		
Net changes of items other than shareholders' equity	(106)	(177)
Total changes of items during the period	(106)	(177)
Balance at the end of current period	(237)	(131)
<b>Foreign currency translation adjustment</b>		
Balance at the beginning of current period	(14,763)	(8,075)
Changes of items during the period		
Net changes of items other than shareholders' equity	27,927	(6,688)
Total changes of items during the period	27,927	(6,688)
Balance at the end of current period	13,163	(14,763)
<b>Total accumulated other comprehensive income</b>		
Balance at the beginning of current period	550,112	480,248
Changes of items during the period		
Net changes of items other than shareholders' equity	292,868	69,863
Total changes of items during the period	292,868	69,863
Balance at the end of current period	842,980	550,112
<b>Subscription rights to shares</b>		
Balance at the beginning of current period	2,310	2,132
Changes of items during the period		
Net changes of items other than shareholders' equity	(832)	178
Total changes of items during the period	(832)	178
Balance at the end of current period	1,478	2,310
<b>Minority interests</b>		
Balance at the beginning of current period	54,051	45,589
Changes of items during the period		
Net changes of items other than shareholders' equity	(4,111)	8,461
Total changes of items during the period	(4,111)	8,461
Balance at the end of current period	49,939	54,051
<b>Total net assets</b>		
Balance at the beginning of current period	1,197,841	1,075,939
Changes of items during the period		
Dividends from surplus	(15,584)	(15,581)
Net income	53,119	58,594
Repurchase of treasury stock	(109)	(5)
Disposal of treasury stock	1,741	391
Net changes of items other than shareholders' equity	287,924	78,503
Total changes of items during the period	327,091	121,902
<b>Balance at the end of current period</b>	<b>¥1,524,933</b>	<b>¥1,197,841</b>



# Consolidated Statements of Cash Flows

Toyota Industries Corporation  
For the years ended March 31, 2013 and 2012

	Millions of yen	
	2013	2012
<b>Cash flows from operating activities:</b>		
Income before income taxes and minority interests	¥ 80,126	¥ 85,465
Depreciation and amortization	90,756	87,368
Impairment loss	4,516	—
Increase (decrease) in allowance for doubtful accounts	26	(159)
Interest and dividends income	(30,156)	(27,004)
Interest expenses	14,508	16,046
Equity in net (earnings) losses of affiliates	(825)	490
(Increase) decrease in receivables	(475)	(47,043)
(Increase) decrease in inventories	(6,041)	(13,897)
Increase (decrease) in payables	2,929	25,307
Others, net	4,981	(5,357)
Subtotal	160,346	121,216
Interest and dividends income received	30,181	26,992
Interest expenses paid	(14,688)	(15,940)
Income taxes (paid) refunded	(24,540)	(30,549)
<b>Net cash provided by operating activities</b>	<b>151,299</b>	<b>101,718</b>
<b>Cash flows from investing activities:</b>		
Payments for purchases of property, plant and equipment	(112,430)	(76,638)
Proceeds from sales of property, plant and equipment	8,137	8,408
Payments for purchases of investment securities	(14,679)	(1,924)
Proceeds from sales of investment securities	987	1,720
Payments for acquisition of subsidiaries' stock resulting in change in scope of consolidation	(68,503)	(5,568)
Payments for sales of subsidiaries' stock resulting in change in scope of consolidation	(505)	—
Proceeds from sales of subsidiaries' stock resulting in change in scope of consolidation	—	1,228
Payments for loans made	(13)	(27)
Proceeds from collections of loans	275	374
Net (increase) decrease in time deposits	(64,435)	70,161
Others, net	(23,043)	(7,137)
<b>Net cash used in investing activities</b>	<b>(274,210)</b>	<b>(9,403)</b>
<b>Cash flows from financing activities:</b>		
Increase (decrease) in short-term loans payable	51,786	27,636
Proceeds from long-term loans payable	45,425	50,482
Repayments of long-term loans payable	(49,382)	(49,342)
Proceeds from issuance of bonds	30,000	35,604
Repayments of bonds	(54,125)	(30,761)
Payments for repurchase of treasury stocks	(109)	(5)
Cash dividends paid	(15,584)	(15,581)
Cash dividends paid to minority shareholders	(435)	(478)
Proceeds from payment by minority shareholders	1,899	1,220
Others, net	(2,423)	(8,495)
<b>Net cash provided by financing activities</b>	<b>7,050</b>	<b>10,279</b>
<b>Translation adjustments of cash and cash equivalents</b>	<b>(1,591)</b>	<b>(1,348)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(117,451)</b>	<b>101,244</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>296,811</b>	<b>195,566</b>
<b>Cash and cash equivalents at end of period</b>	<b>¥ 179,359</b>	<b>¥ 296,811</b>

# Board of Directors, Audit & Supervisory Board Members and Managing Officers

(As of June 13, 2013)

## Board of Directors



Chairman  
**Tetsuro Toyoda**



Vice Chairman  
**Kazunori Yoshida**



President  
**Akira Onishi**



Executive Vice President  
**Chiaki Yamaguchi**



Executive Vice President  
**Kazue Sasaki**



Executive Vice President  
**Hirotaka Morishita**

### Senior Managing Directors

**Shinya Furukawa**  
**Masaharu Suzuki**  
**Norio Sasaki**  
**Toshifumi Ogawa**

### Directors

**Masafumi Kato**  
**Toshifumi Onishi**  
**Takaki Ogawa**

**Kan Otsuka**  
**Fujio Cho**

## Audit & Supervisory Board Members

### Full-Time Audit & Supervisory Board Members

**Shigetaka Yoshida**  
**Kakuo Ishikawa**

### Audit & Supervisory Board Members

**Katsuaki Watanabe**  
**Toshio Mita**  
**Hans-Juergen Marx**

## Managing Officers

### Senior Managing Officers

**Kohei Nozaki**  
**Taku Yamamoto**  
**Keiichi Fukunaga**  
**Hiroaki Asai**  
**Hirooki Fujiwara**

### Managing Officers

**Yukihisa Tsuchimoto**  
**Takashi Ito**  
**Toshiya Yamagishi**  
**Junichi Harada**  
**Mikihiko Okamoto**  
**Yasuhiro Murata**  
**Yojiro Mizuno**  
**Masahiro Kawaguchi**  
**Susumu Toyoda**

**Yuji Ishizaki**  
**Keizo Hara**  
**Kiyotsugu Kurimoto**  
**Masafumi Kunito**  
**Toshihiko Shimizu**  
**Koichi Ito**  
**Yasushi Kawai**  
**Hiroaki Kayukawa**  
**Kazuyuki Yamaguchi**

# Major Consolidated Subsidiaries (As of March 31, 2013)

\*Including indirect investment

Segment	Company Name	Location	Business Activities	Ownership Ratio* (%)
<b>Japan</b>				
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	52.2
	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
	KTL Co., Ltd.	Koto-ku, Tokyo	Management and operation of distribution centers	50.5
Logistics	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
	Taikoh Transportation Co., Ltd.	Kariya-shi, Aichi	Land transportation services	53.1
Textile Machinery	Hara Corporation	Ikeda-cho, Ibi-gun, Gifu	Production of textile machinery and materials handling equipment parts	100.0
	ELETT CORPORATION	Chiyoda-ku, Tokyo	Production of motors and inverters for industrial machinery	60.0
Others	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

\*Including indirect investment

Segment	Country	Company Name	Location	Business Activities	Ownership Ratio* (%)
<b>North America</b>					
Materials Handling Equipment	U.S.A.	Cascade Corporation	Portland, Oregon	Production of materials handling equipment parts	100.0
		Indiana Hydraulic Equipment, Corp.	Franklin, Indiana	Production of materials handling equipment parts	100.0
		Industrial Components and Attachments, Inc.	Portland, Oregon	Holding company for materials handling equipment business in the U.S.A.	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	60.0
		TD Automotive Compressor Georgia, LLC	Pendergrass, Georgia	Production of compressors	77.4
		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

\*Including indirect investment

Segment	Country	Company Name	Location	Business Activities	Ownership Ratio* (%)	
<b>Europe</b>						
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	
		Toyota Industrial Equipment, S.A.	Ancenis	Production of materials handling equipment	100.0	
	France	Toyota Material Handling France SAS	Marne La Vallée	Sales and servicing of materials handling equipment	100.0	
		Toyota Material Handling Europe Brussels NV/SA	Brussels	Sales and marketing of materials handling equipment	100.0	
	Belgium	Toyota Material Handling Belgium NV/SA	Wilrijk	Sales and servicing of materials handling equipment	100.0	
		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	
	Romania	Toyota Material Handling Romania s.r.l.	Bucharest	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	
		CESAB Carrelli Elevatori S.p.A.	Bologna	Production of materials handling equipment	100.0	
	Italy	Toyota Material Handling Italia S.r.l.	Bologna	Sales and servicing of materials handling equipment	100.0	
		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	100.0
	Others	Sweden	Toyota Industries Finance International AB	Mjölby	Funding, loan, other financial services	100.0
<b>Others</b>						
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	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	
		Toyota Material Handling (Shanghai) Co., Ltd.	Shanghai	Sales of materials handling equipment	75.0	
	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 Toyota 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	59.5	
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	Toyota Máquinas Têxteis Brasil Ltda	São Paulo	Sales and servicing of textile machinery	100.0	

## Affiliates Accounted for by the Equity Method

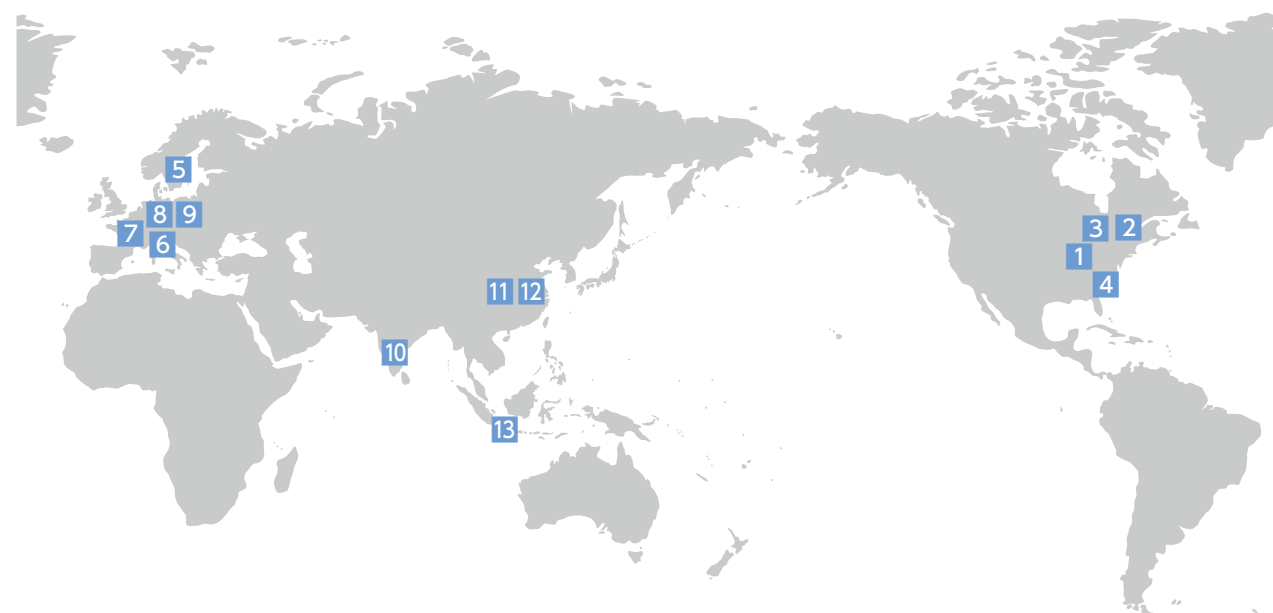
Materials Handling Equipment	Japan	TOYOTA L&F Kinki Co., Ltd.	Osaka-shi, Osaka	Sales and servicing of materials handling equipment	33.8
Automobile	Poland	Toyota Motor Industries Poland Sp. z o.o.	Jelcz-Laskowice	Production of diesel engines	40.0

# Major Production Bases (As of March 31, 2013)

## 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 Toyota 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, 2013)

## 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

## Capital Stock

80,462 million yen

## Stock Exchange Listings

Tokyo, Osaka and Nagoya (Ticker Code: 6201)

## Number of Shareholders

20,275

## Independent Accountant

PricewaterhouseCoopers Aarata  
 Sumitomo Fudosan Shiodome Hamarikyu Bldg.  
 8-21-1 Ginza, Chuo-ku, Tokyo, 104-0061, 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 (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	15,294	4.69
The Master Trust Bank of Japan, Ltd. (Trust Account)	9,677	2.97
Nippon Life Insurance Company	6,735	2.07
Aisin Seiki Co., Ltd.	6,578	2.02
Japan Trustee Services Bank, Ltd. (Trust Account)	6,352	1.95
Toyota Industries Corporation Employee Ownership Program	5,416	1.66
State Street Bank Client Omnibus OM04	4,192	1.29
Total	176,193	54.07

Notes: 1. Toyota Industries Corporation also holds 13,632 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)	9,677 (Thousands)
Japan Trustee Services Bank, Ltd. (Trust Account)	6,352 (Thousands)

## Distribution of Shares

