

Toyota Industries' Value Creation Process

Toyota Industries divides its diverse businesses such as materials handling equipment, textile machinery, car air-conditioning compressor, car electronics, vehicle and engine into three units: solution, key components and mobility. We aim to contribute to our stakeholders by making the most of the core assets and strengths we have accumulated to date and by engaging in value creation in each unit.



Core Assets and Strengths

[Human Resources]

- Diverse human resources comprised of more than 50,000 employees
- Human resources development that underpins sustainable growth

[Product Development & Manufacturing Capabilities]

- Product development capabilities that leverage the advantages of engaging in diverse businesses
- Manufacturing capabilities and production engineering that support high-quality and stable production
- Know-how on in-house development of production equipment that contributes to the differentiation of product appeal

[Global Network]

- Production bases around the world
- Solid supply chain built on mutual cooperation with business partners
- Extensive lift truck sales and service networks in respective regions

[Financial Foundation]

- Sound financial foundation
- High rating bestowed by rating agencies (fund procurement capability)

Value Creation

Providing products and services that anticipate customers' needs by leveraging synergies among businesses

Unit	Main products	Development	Production	Sales	After-Sales Services
		Product development leveraging synergies among businesses	Highest-level SEQCD* that keeps evolving by sharing best practices in manufacturing	Accurately identifying diverse customer needs and reflecting them in product development	Finely tuned after-sales services that takes advantage of extensive network and technological capabilities
Solution	Materials handling equipment	●	●	●	●
	Textile machinery	●	●	●	●
Offering unique solutions by engaging in everything from development to production, sales and after-sales services					
Key components	Car air-conditioning compressor	●	●	●	●
	Car electronics	●	●	●	●
Providing key components of various products for automakers around the world by leveraging our technological capabilities					
Mobility	Engine	●	●	●	●
	Vehicle	●	●	●	●
Contributing to further improving competitiveness of Toyota cars by leveraging our strengths in manufacturing capabilities					

* Safety, environment, quality, cost and delivery

• Comfortable and attractive automobiles

Mobility

• Fuel-efficient engines with cleaner emissions

Key Components

• Better fuel efficiency of automobiles

• Support for customers' greater logistics efficiencies

Solution

• Textile machinery that produces high-quality fabrics and yarns with soft texture

Contributing to Our Stakeholders