

Toyota Industries' Value Creation Process

We aim to contribute to our stakeholders by making the most of the core assets and strengths we have accumulated to date in promoting our diverse businesses such as materials handling equipment, logistics solutions, vehicle, engine, car air-conditioning compressor, car electronics and textile machinery and by engaging in value creation.

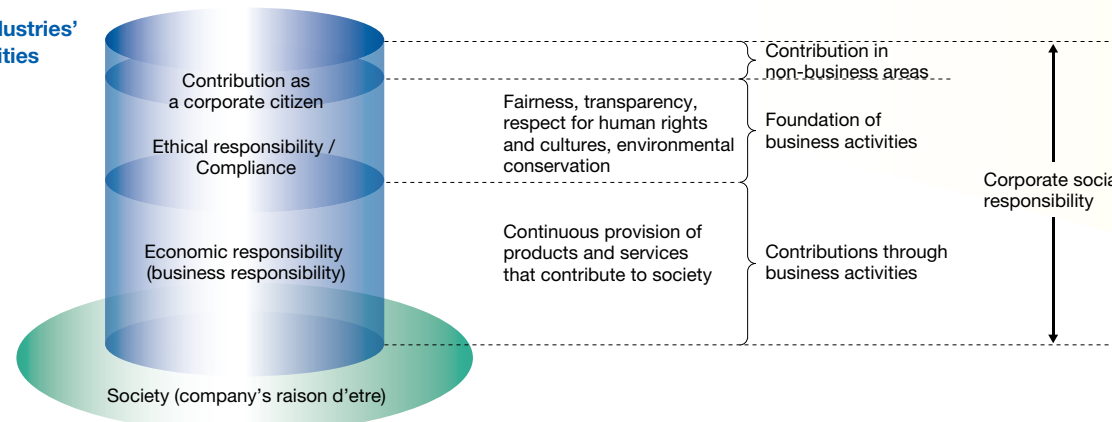
Basic Philosophy

- [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.



We encapsulated the spirit of founder Sakichi Toyoda in the Toyoda Precepts, which serve as Toyota Industries' corporate creed and upon which our Basic Philosophy is based.

Toyota Industries' CSR Activities



[Main Scope of CSR Activities]

- Adhering to a quality first approach, we ensure *monozukuri* (manufacturing) that quickly responds to the diverse, ever-changing needs of customers. (Relationship with Our Customers)
- We encourage open procurement and seek co-existence and co-prosperity with our business partners (suppliers) based on mutual trust. (Relationship with Our Business Partners)
- We strive for timely and appropriate information disclosure while promoting good communications with shareholders and investors. (Relationship with Our Shareholders and Investors)
- We aim to create safe and secure workplaces where each and every associate can exercise their diverse potentials and play active roles. (Relationship with Our Associates)
- We fulfill our role as a good corporate citizen and actively undertake social contribution activities. (Relationship with Our Local Communities)

Our Continuous Commitment

Core Assets and Strengths

Human Resources

- Diverse human resources comprised of more than 60,000 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

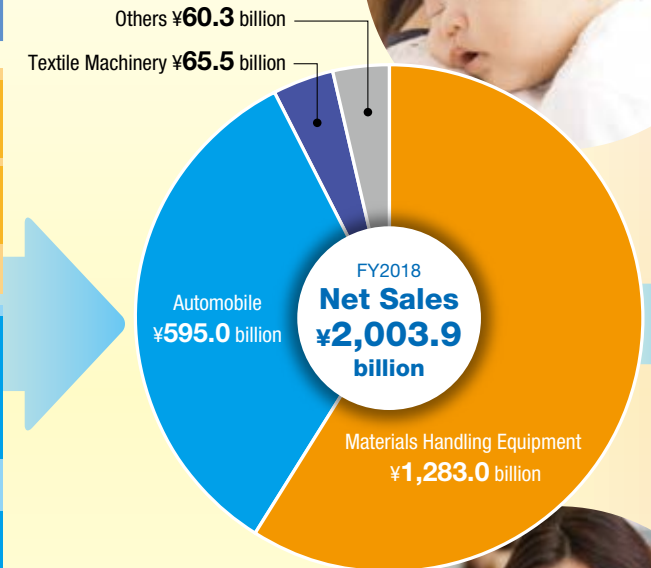
- Sound financial foundation
- High rating bestowed by rating agencies (fund procurement capability)

Value Creation

Business segment	Main products and services	Development	Production	Sales	After-Sales Services
Materials Handling Equipment	Materials handling equipment	✓	✓	For end-users	✓
	Logistics solutions	✓	✓	For end-users	✓
Offering unique solutions by engaging in everything from development to production, sales and after-sales services					
Automobile	Vehicle		✓	For Toyota Motor Corporation	
	Engine	✓	✓		
	Car air-conditioning compressor	✓	✓	For automakers around the world	
	Car electronics	✓	✓		
Providing key components of various products for automakers around the world by leveraging our technological capabilities					
Textile Machinery	Textile machinery	✓	✓	For end-users	✓
	Based on long-accumulated experiences, committing ourselves to cutting-edge technologies and quality to provide products and services to customers around the world				

* S: Safety, E: Environment, Q: Quality, C: Cost, D: Delivery

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



Contributing to Our Stakeholders

