

Toyota Industries' Value Creation Process and Businesses

Using our resources and strengths as the foundation, we leverage synergies among businesses in our efforts to provide products and services that anticipate customers' needs, seek the growth of our businesses and meet the expectations of stakeholders.

Core Assets and Strengths

Human Resources

- Challenging spirit passed down since the time of its founding
- Human resources comprised of more than 60,000 employees possessing diverse strengths in respective business fields

Product Development & Manufacturing Capabilities

- Strengthening competitiveness through collaboration between the Materials Handling Equipment and automobile-related businesses
- Accumulation of knowledge thanks to involvement in the production of automobiles spanning from vehicle assembly to the development of key components
- Wide-ranging responsiveness and sustainable growth potential stemming from technologies in the development of engines and electrification
- World-leading quality and productivity based on the Toyota Production System
- Globally stable production and supply capabilities of respective businesses

Global Network

- Global sales and service networks for materials handling equipment and other products
- Close collaboration with Toyota Group companies and carmakers around the world
- Business reinforcement and expansion in collaboration with partner companies through M&A and other schemes

Financial Foundation

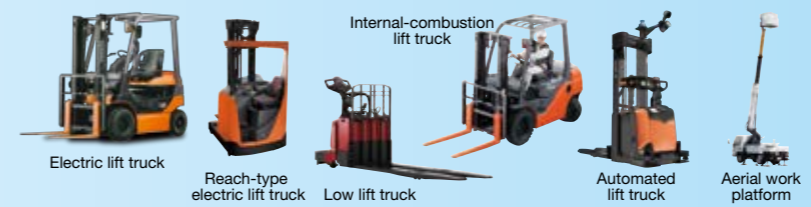
- Sound financial foundation
- High rating bestowed by rating agencies (fund procurement capability)

Roles and Characteristics of Each Business

Materials Handling Equipment

Materials Handling Equipment

The Materials Handling Equipment Business develops, produces, sells and provides services for a broad range of products, from industrial vehicles centered around a full lineup of lift trucks (0.5- to 43-ton capacities) to materials handling systems. Lift trucks, which capture the top global market share*1, are delivered to customers around the world. In addition to the sale of lift trucks, we strive to meet a variety of customer needs through sales financing and after-sales services.



Logistics Solutions

Toyota Industries works closely with subsidiaries Bastian Solutions LLC and Vanderlande Industries Holding B.V. by leveraging each company's strengths to contribute to resolving customers' logistics issues through a combination of various equipment and systems.



Automobile

Vehicle

With its strengths as an industry leader in safety, the environment, quality, cost and delivery, the Vehicle Business produces the RAV4 for markets in and outside Japan.



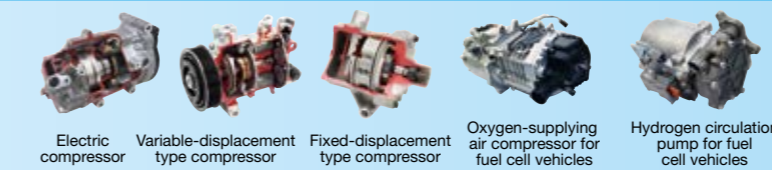
Engine

In addition to diesel engines produced under a comprehensive structure ranging from planning and development to production, we also produce gasoline engines.



Car Air-Conditioning Compressor

Toyota Industries' car air-conditioning compressors are highly acclaimed in terms of their reliability at high operating speeds and quiet operation in addition to such excellent environmental performance features as compactness, light weight and fuel efficiency. The Car Air-Conditioning Compressor Business captures the world-leading market share in unit sales*1.



Car Electronics

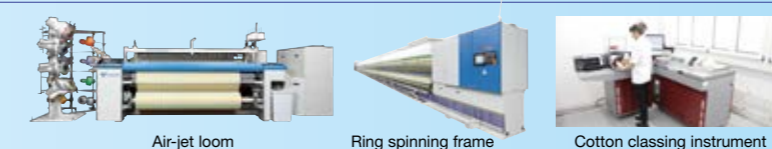
The Car Electronics Business develops and produces electronics products primarily for electrified vehicles such as hybrid vehicles.



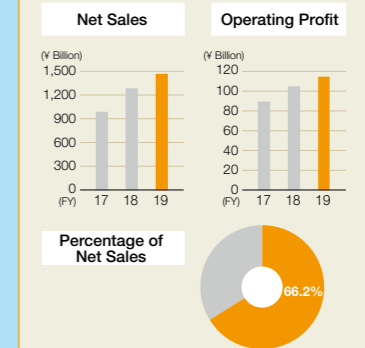
Textile Machinery

Textile Machinery

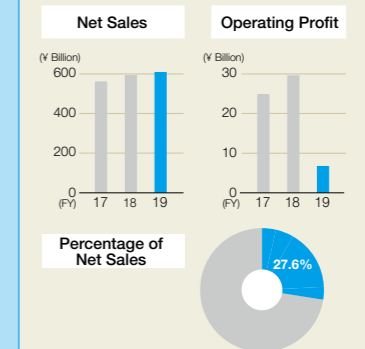
We undertake fully integrated operations from development and production to sales and after-sales services for spinning machines that spin twisted fiber bundles into yarn and weaving machines that weave spun yarn into fabrics. Our air-jet looms have captured the world-leading market share in terms of unit sales*1.



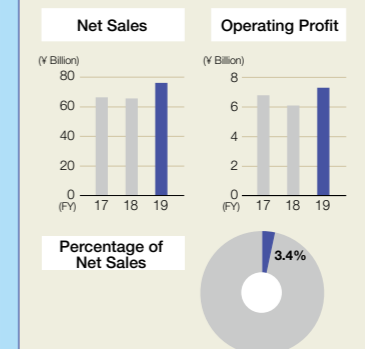
Materials Handling Equipment



Automobile



Textile Machinery



*1: Survey by Toyota Industries Corporation

Contributing to the Realization of a Sustainable Society