






















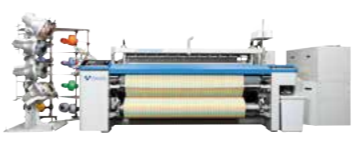
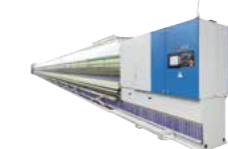



Toyota Industries' 3 Businesses and Their Characteristics

Using our resources and strengths as the foundation, we strive for growth in the Materials Handling Equipment, Automobile and Textile Machinery businesses. At the same time, we aim to enhance our competitiveness by leveraging synergies among these businesses.

Segment	Business	Business activities	Roles of each business	Main products and systems	Performance
Materials Handling Equipment	Lift Truck	Toyota Industries plans, develops, produces, sells and provides after-sales services for industrial vehicles centered around a full lineup of lift trucks (0.5- to 43-ton capacities). Lift trucks, which capture the top global market share*, 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, after-sales services and proposals for logistics efficiencies.	Development → Production → Sales (for users) → After-sales services	  Electric lift truck  Reach-type electric lift truck  Internal-combustion lift truck  Automated lift truck  Aerial work platform	Materials Handling Equipment Net Sales (¥ Billion) 1,500 1,200 900 600 300 0 18 19 20 Operating Profit (¥ Billion) 120 100 80 60 40 20 0 18 19 20 Percentage of Net Sales 66.2%
	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 logistics equipment and systems.	Development → Production → Sales (for users) → After-sales services	 Automated storage and retrieval system  Simple AGV (automatic guided vehicle)  Sorter  High-speed storage and picking system  Airport baggage handling system	
Automobile	Vehicle	With its strengths as a leader in safety, the environment, quality, cost and delivery among Toyota Group companies, the Vehicle Business plans, develops and produces the RAV4 for markets in and outside Japan.	Development → Production → Sales (for Toyota Motor) → After-sales services	 RAV4	Automobile Net Sales (¥ Billion) 600 400 200 0 18 19 20 Operating Profit (¥ Billion) 30 20 10 0 18 19 20 Percentage of Net Sales 28.3%
	Engine	In addition to automotive diesel engines produced under a structure ranging from planning and development to production, we also produce gasoline engines and industrial engines.	Development → Production → Sales (for Toyota Motor) → After-sales services	 Diesel engine  Gasoline engine  Turbocharger	
	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*.	Development → Production → Sales (for automakers around the world) → After-sales services	 Electric compressor  Variable-displacement type compressor  Fixed-displacement type compressor  Oxygen-supplying air compressor for fuel cell vehicles  Hydrogen circulation pump for fuel cell vehicles	
	Car Electronics	The Car Electronics Business plans, develops and produces electronics products primarily for electrified vehicles such as hybrid vehicles.	Development → Production → Sales (for automakers around the world) → After-sales services	 DC-DC converter  4WD rear inverter  On-board charger	
Textile Machinery	We undertake fully integrated operations from planning, 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*.	Development → Production → Sales (for users) → After-sales services	 Air-jet loom  Ring spinning frame  Quality measurement instrument for fiber, yarn and fabric	Textile Machinery Net Sales (¥ Billion) 80 60 40 20 0 18 19 20 Operating Profit (¥ Billion) 8 6 4 2 0 18 19 20 Percentage of Net Sales 2.8%	

* Survey by Toyota Industries Corporation