

Chronicle of Our 80-Year History

In November 2006, Toyota Industries celebrated its 80th anniversary. During the intervening years, Toyota Industries expanded the scope of its business area from textile machinery to automobiles, materials handling equipment, electronics and logistics solutions. Here, we introduce our 80-year history of our business operations, overseas production and global expansion.



	1926	1930s –	1940s –	1950s –	1960s –
Electronics					
Materials Handling Equipment/Logistics					● Production
Automobile		● Automobile Division set up.	● Automobile Division separates and becomes Toyota Motor Co., Ltd. (presently Toyota Motor Corporation).	● Assembly of automobiles commenced. ● Production of engines commenced.	● Production of car air-conditioning compressors commenced.
Textile Machinery		● Production of spinning machinery commenced. ● Production of automatic looms commenced.			

Kariya Plant commences operation.

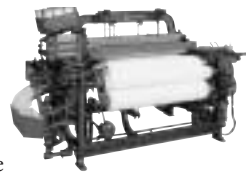
Obu Plant commences operation.

Kyowa Plant commences operation.

Nagakusa

Establishment

Toyota Industries was established in 1926 in the present-day Kariya, Aichi Prefecture, to manufacture and sell automatic looms invented by founder Sakichi Toyoda. These high-performance automatic looms earned widespread recognition worldwide, and a patent assignment contract for these looms was concluded with U.K.-based Platt Brothers & Co., Ltd. This accelerated the development of domestically produced automobiles, which had been promoted as a next-generation business. In 1934, we completed the development of the



Toyoda Automatic Loom Type G

A-type engine for passenger cars and the following year completed the A1 prototype passenger car. In 1937, the Automobile Division was spun off as Toyota Motor Co., Ltd. (presently Toyota Motor Corporation).



A1 prototype passenger car

Business Diversification

Toyota Industries commenced production of engines and assembly of automobiles at the Kyowa Plant in 1953. Upon continuous R&D efforts, Toyota Industries successively entered new businesses, including the lift truck business in 1956 and the car air-conditioning compressor business in 1960. In this manner, we cultivated new fields and diversified and expanded our businesses, guided by the venture spirit inherited from Sakichi Toyoda.



S-type engine assembly line



LA-type engine lift truck



CC3-type car air-conditioning compressor



1970s –

1980s –

1990s –

2000s –

<ul style="list-style-type: none"> ● Production of air-jet looms commenced. 	<ul style="list-style-type: none"> ● Electronics Business commenced. 	<ul style="list-style-type: none"> ● ST Liquid Crystal Display Corp. jointly established with Sony Corporation to produce TFT-LCDs. ● TIBC Corporation jointly established with Ibiden Co., Ltd. to produce semiconductor package substrates. ● Production of electronic components for hybrid vehicles commenced. 	<ul style="list-style-type: none"> ● Production of electronic components for hybrid vehicles commenced.
<ul style="list-style-type: none"> ● of electric lift trucks commenced. 	<ul style="list-style-type: none"> ● Materials Handling System Sub-Division set up. 	<ul style="list-style-type: none"> ● Overseas production of lift trucks commenced. 	<ul style="list-style-type: none"> ● Logistics Solutions Business commenced. ● Aichi Corporation becomes one of Toyota Industries' subsidiaries. ● Industrial Equipment Sales and Service Division of Toyota Motor Corporation (TMC) was transferred to Toyota Industries. ● BT Industries AB becomes one of Toyota Industries' subsidiaries.
	<ul style="list-style-type: none"> ● Overseas production of car air-conditioning compressors commenced. 	<ul style="list-style-type: none"> ● Overseas production of foundry parts commenced. 	<ul style="list-style-type: none"> ● Overseas production of diesel engines through a joint venture with TMC commenced.
		<ul style="list-style-type: none"> ● Overseas production of textile machinery commenced. 	<ul style="list-style-type: none"> ● Production of water-jet looms commenced.
<ul style="list-style-type: none"> ● Takahama Plant commences operation. ● Plant commences operation. 	<ul style="list-style-type: none"> ● Hekinan Plant commences operation. 		<ul style="list-style-type: none"> ● Higashiura Plant commences operation. ● Higashichita Plant commences operation.

Enhancing Business and Management Foundations

As we expanded our businesses, we successively constructed new specialized plants, including the Nagakusa Plant (vehicles), the Kariya Plant for car air-conditioning compressors, the Takahama Plant (lift trucks) and the Hekinan Plant (engines), thereby responding to expansion in the scale of production. In 1971, we established an efficient management control structure with the introduction of a divisional organization system. In 1982, we introduced total quality control, thus establishing a structure for development and quality assurance while transforming our corporate constitution. In 1986, Toyota Industries was awarded the Deming Application Prize.



Deming Application Prize (1986)

Deming Application Prize

This award is presented to organizations or divisions of organizations recognized as having achieved remarkable performance improvement through the application of total quality management in a designated year.

Global Expansion

In the late 1980s, along with the globalization of our business, we strengthened our overseas production structures in each business following the establishment of lift truck and car air-conditioning compressor manufacturing subsidiaries in the United States. In the Materials Handling Equipment Business, BT Industries AB of Sweden joined the Toyota Industries Group in 2000, and the Industrial Equipment Sales and Service Division of Toyota Motor Corporation was transferred to Toyota Industries in 2001. Through such measures, we are maximizing synergies under an integrated structure that spans development to production and sales.

Carrying out operations globally in each business field and extending our business spheres to encompass electronics, we continue to further expand our business. We are committed to making concerted efforts to further raise our corporate value.

At the end of September 2006, the Toyota Industries Group comprised 159 consolidated subsidiaries and 21 equity-method affiliates.