



## Survey of Businesses

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- 30 Textile Machinery

## At a Glance

### Automobile

- Passenger vehicles
- Diesel engines
- Gasoline engines
- Car air-conditioning compressors
- Electronic components for automobiles
- Foundry parts
- Stamping dies

The Automobile Segment is Toyota Industries' largest business segment and accounts for 48% of consolidated net sales. Within this segment, the Vehicle Business manufactures the Vitz (Yaris outside Japan), RAV4 and Mark X ZIO under consignment from Toyota Motor Corporation (TMC). The Engine Business produces diesel and gasoline engines under consignment from TMC as well as engines for its own materials handling equipment. Commanding the top global share, the Car Air-Conditioning Compressor Business develops and produces fixed-displacement compressors and variable-displacement compressors. This segment also produces foundry parts for engines and electronics devices for automobiles. In fiscal 2008, net sales of the Automobile Segment were ¥969.2 billion and operating income amounted to ¥41.5 billion.

### Materials Handling Equipment

- Counterbalanced lift trucks
- Warehouse trucks
- Aerial work platforms
- Automated storage and retrieval systems
- Automatic guided vehicles

The Materials Handling Equipment Segment develops, manufactures, sells and services industrial vehicles such as lift trucks, warehouse trucks, shovel loaders and tow tractors in addition to aerial work platforms, automated storage and retrieval systems and automatic guided vehicles. Toyota Industries sells its materials handling equipment under the Toyota L&F (Toyota Industrial Equipment outside Japan), BT, RAYMOND, CESAB and AICHI brands. In fiscal 2008, net sales of the Materials Handling Equipment Segment amounted to ¥783.1 billion. Operating income totaled ¥39.8 billion.

### Logistics

- Land transportation services
- Logistics planning
- Operation of distribution centers
- Cash collection and delivery and cash proceeds management
- Secure storage, management, collection and delivery of corporate documents

In addition to engaging in truck cargo transport and warehousing operations, Toyota Industries carries out the Logistics Solutions Business for handling all aspects of logistics to help customers reduce their logistics costs. We are steadily growing this business by meeting today's demands such as proper response to J-SOX and by contributing to the optimization of customers' overall logistics operations. In fiscal 2008, net sales of the Logistics Segment amounted to ¥117.5 billion. Operating income was ¥4.2 billion.

### Textile Machinery

- Ring spinning frames
- Roving frames
- Air-jet looms

The Textile Machinery Segment produces and sells spinning and weaving machinery. Spinning machinery includes the manufacture and sales of high-speed ring spinning frames and roving frames while weaving machinery involves the manufacture and sales of air-jet looms, which insert weft yarns using air, and other products. In fiscal 2008, net sales of the Textile Machinery Segment were ¥66.2 billion and operating income totaled ¥4.2 billion.

### Others

- Semiconductor package substrates
- Manufacturing equipment

The Others Segment includes newer businesses that we have entered relatively recently. This segment includes TIBC Corporation, a joint venture with Ibiden Co., Ltd. that produces semiconductor package substrates. In fiscal 2008, net sales of the Others Segment amounted to ¥64.2 billion and operating income was ¥6.7 billion.



**RAV4**



**7SEU17**  
Compressor

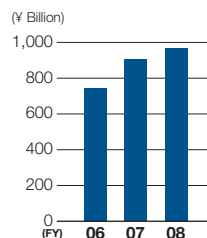


**VD**  
Diesel engine

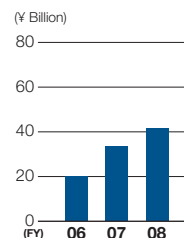


**DC-DC converter**

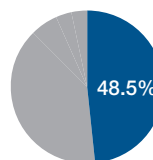
#### Net Sales



#### Operating Income



#### Percentage of Net Sales



**GENEO (8FG25)**  
Internal combustion  
counterbalanced lift truck

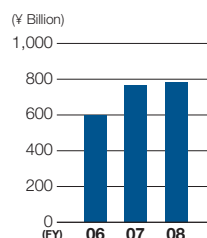


**Reflex**  
Reach truck

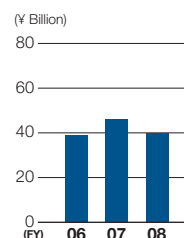


**SB12A**  
Truck mount  
aerial work platform

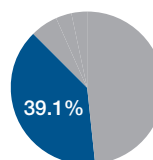
#### Net Sales



#### Operating Income



#### Percentage of Net Sales



Cash collection and  
delivery and cash  
proceeds management

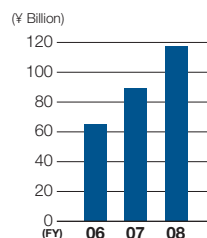


Land transportation  
services

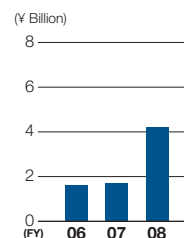


Secure storage,  
management, collection  
and delivery of corporate  
documents

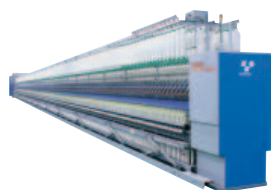
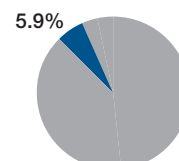
#### Net Sales



#### Operating Income



#### Percentage of Net Sales

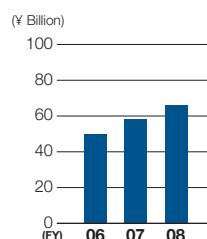


**RX240**  
Ring spinning frame

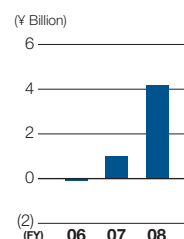


**JAT710**  
Air-jet loom

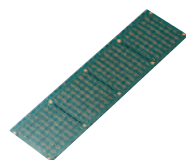
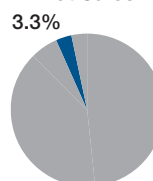
#### Net Sales



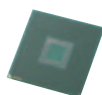
#### Operating Income (Loss)



#### Percentage of Net Sales

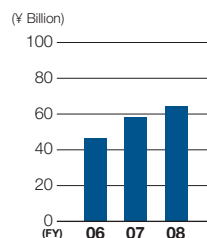


**Wire bonding**  
package substrate

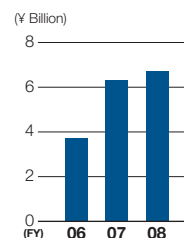


**Flip chip**  
package substrate

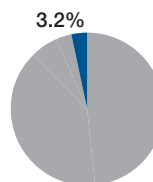
#### Net Sales



#### Operating Income



#### Percentage of Net Sales



Note: Segment net sales figures do not include intersegment transactions. However, segment operating income figures do include operating income (losses) arising from intersegment transactions.



# Materials Handling Equipment

## The World's Leading Materials Handling Supplier— Providing Customers with Optimum Solutions

*Toyota Industries' Materials Handling Equipment Business engages in the development, production, sales and services of industrial vehicles such as counterbalanced lift trucks and warehouse equipment, as well as systems for transportation, storage and retrieval of goods. We provide one-stop shopping for products, services and added-value solutions that combine cutting-edge technologies with materials handling expertise and a global network presence. As a leading manufacturer of lift trucks and other materials handling equipment, Toyota Industries offers a product range that includes the TOYOTA, BT and RAYMOND brands as well as AICHI, a top brand in Japan for aerial work platforms.*

### Unit Sales of Materials Handling Equipment Worldwide Marked a Record High

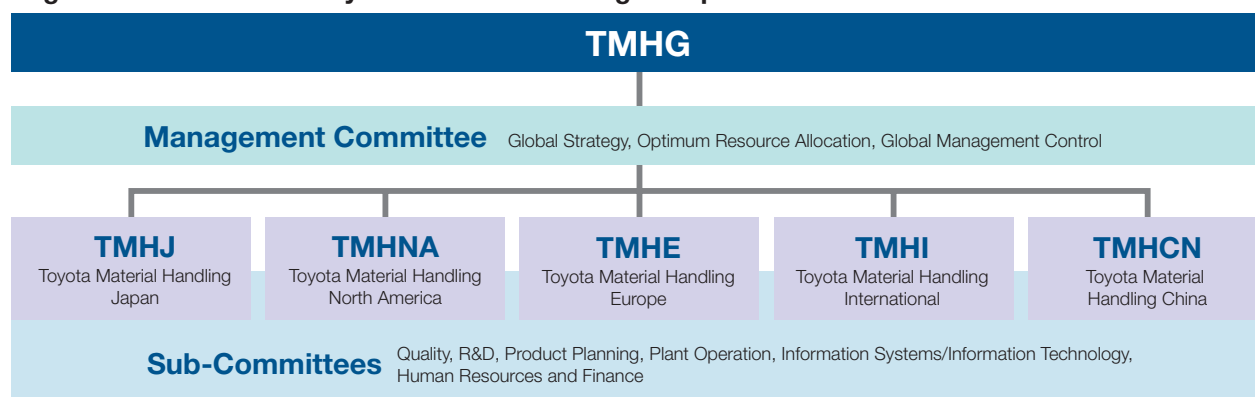
Net sales in the Materials Handling Equipment Business totaled ¥783.1 billion, an increase of ¥15.9 billion over the fiscal year ended March 2007. This was in spite of the figure for fiscal 2007 being inflated as a result of including 15-month results of the BT Industries Group that changed their fiscal year-end from December to March. Excluding the effects of the change, net sales increased by ¥80.6 billion. Although lift truck sales decreased due to the slowdown in the U.S. economy, overall unit sales of materials handling equipment worldwide marked a record high, supported by robust markets in

Europe, Asia and Oceania. Aichi Corporation (Aichi) posted solid sales due to an increase in demand from its principal customers in the electric power industry.

### Toyota Material Handling Group

Since becoming partners in 2000, Toyota Material Handling Company (TMHC) and the BT Industries Group continued to examine their strengths in the pursuit of synergies that include mutually supplying respective brand products, sharing sales and production know-how, exchanging resources and jointly procuring products. Determining the time was right for maximizing synergies via the full-scale integration

### Organizational Chart of Toyota Material Handling Group



In managing and carrying out its operations, TMHG has divided its global markets into five regions—Japan, North America, Europe, International and China—and established a Board as the decision-making body within each of these four regional organizations. A Management Committee composed of TMHG top management and representatives of each regional organization oversees the formulation of strategies and manages TMHG as a whole. TMHG has also set up Sub-Committees comprising functional sections of each regional organization to handle such principal functions as Quality, R&D, Product Planning, Plant Operation, Information Systems/Information Technology, Human Resources and Finance. Cross-sectional linkages permeating the entire organization facilitate the sharing of best practices and know-how cultivated regionally as well as globally.

of operations, Toyota Material Handling Group (TMHG) became operational from April 2006 as a new framework integrating TMHC and the BT Industries Group.

We are currently pushing ahead with measures aimed at strengthening our world leadership position as the “Undisputed No. 1” in the global industrial truck market, and each of these initiatives already has begun to steadily yield important results. Examples of the growing synergies already created include joint product development (e.g., three-wheel electric lift truck for the European market), development of our own key components, strengthening of our production structure through the horizontal deployment of the Toyota Production System (TPS) throughout the entire group,

the reorganization of sales structures in a number of regions and enhanced development efficiency through the sharing of systems.

While the TOYOTA brand has achieved a solid position for counterbalanced lift trucks not only in Japan but all over the world, the BT brand is strong in the European market and the RAYMOND brand is strong in North America. In its operations, TMHG intends to firmly maintain its core TOYOTA, BT and RAYMOND brands while solidifying optimum brand and sales structures in each region to ensure that the power of each brand is fully utilized.

Through the implementation of these measures, we plan to work toward capturing an even greater global market share while aiming for a further increase in profitability.

## Business Activities in Fiscal 2008 by Geographic Region

### Japanese Market

In calendar year 2007, unit sales in the lift truck market in Japan declined slightly from the previous year.

Toyota Material Handling Japan (TMHJ) engaged in aggressive sales and service activities aimed at increasing customer satisfaction with its products. As a result, unit sales were on a par with the previous fiscal year at 39,000 units, marking the 42nd consecutive year that TMHJ has maintained the top-ranked position in the Japanese lift truck industry.

In November 2007, minor modifications were made to 3.5- to 5-ton GENEO-PRO and 5- to 8-ton G300 internal combustion counterbalanced lift trucks, culminating in upgraded versions with more market appeal. Both of these models are fitted with electronically controlled engines and three-way catalytic mufflers as standard equipment, which makes exhaust emissions cleaner, improves fuel efficiency and increases power. They also meet Japanese special motor vehicle exhaust emission regulations for 2007. The G300 boasts a new high-power design featuring the latest common rail diesel engine, making it ideal for customers requiring extra power, such as in harbor freight operations.

TMHJ also reinforced the product value of its materials handling systems with the introduction of the Rack Sorter P, a unit-type



GENEO-PRO



G300

automated storage and retrieval system for pallets (1-ton models in May 2007 and 1.5-ton and 2-ton models in October 2007). The new rack sorter features a function to automatically alert the user when it is time to replace worn-out parts, which helps ensure stable operation through preventive maintenance. It also includes a guidance display function to assist in early recovery in case of breakdown.

Combining an extensive product lineup that encompasses lift trucks, warehouse trucks, automated storage and retrieval systems, automatic guided vehicles and aerial work platforms with an abundance of know-how, TMHJ aims to continue providing optimum materials handling solutions for customers.

### North American Market

In the North American market in 2007, actual sales decreased by 5% due to a deceleration of the economy arising from the subprime loan problem. Toyota Material Handling North America (TMHNA) engages in the lift truck business through a 2-channel, 2-brand strategy. The TOYOTA brand leverages its strength with a broad portfolio of products that target the sit-down counterbalanced electric and internal combustion engine-powered markets. The RAYMOND brand capitalizes on its strength with a full line of electric trucks focusing on warehousing and distribution markets. Both brands have a history of extremely strong appeal and sales power that TMHNA will continue to maximize in pursuing enhanced sales and service activities.

TOYOTA was the leading brand of lift trucks in North America for the sixth straight year in 2007. Experts in the industry validated Toyota's delivery of products and services that exemplify quality, durability and reliability. As an example, *Modern Materials Handling*/Reed Research Group honored Toyota as having the leading lift truck in terms of quality and value for the fourth year in a row. Also, Toyota's new generation of engine-powered lift trucks (sold as the 8-Series in North America) were awarded the silver medal in *Plant Engineering* magazine's annual "Product of the Year" ranking. Encouraged by such achievements, Toyota will continue to focus on raising customer satisfaction through 2008 and beyond.

Raymond also introduced a number of new products, including

## Materials Handling Equipment

Model 4100 and 4200 stand-up counterbalanced lift trucks, which are designed for warehouse systems and other high-productivity applications. Also introduced around the same time was the Model 4400 three-wheel, sit-down electric lift truck, which is ideal for heavy-duty dock operations and higher-speed transport for supplying rack systems and moving picked orders. Among these, *Plant Engineering* awarded Raymond's Model 4200 its "2007 Product of the Year" award. This prestigious award is given to products that rate the highest compared with similar products of other companies.

In December 2007, Raymond released the industry's broadest range of new pallet trucks designed for extreme and corrosive environments, specifically the Model 102XM and Model 8300 walkie pallet trucks and Model 8400 end rider pallet truck.

TMHNA also is active in environmental protection and social contribution activities. At the beginning of 2007, Toyota saw the first full year of production of 8-Series lift trucks. In a partnership announced with the Arbor Day Foundation, Toyota pledged to plant a tree for every 8-Series lift truck sold, symbolic of the environmental accolades of the newly launched product. As a result, 20,000 trees were planted in early 2008 to contribute to reforestation efforts in North America. Also, to aid in the recovery efforts for those affected by the devastating fires that occurred in November 2007 in California, TMHNA donated 13 Toyota lift trucks and hand pallet trucks, as well as \$55,000, to the American Red Cross. Through these activities and other initiatives, TMHNA will continue to be actively involved in efforts to protect the environment and contribute to society.

At the end of fiscal 2008, the Raymond organization continued its history of innovation by launching a three-year program for research and development of hydrogen fuel cell technology. Raymond's Greene manufacturing facility is now a "living lab" for researching the use of hydrogen fuel cell-powered Raymond lift trucks in actual applications including an indoor, fast-fill hydrogen refueling system. Raymond is the first North American lift truck company to embark on such research for fuel cells.

TMHNA also remains committed to continuous improvement of its world-class manufacturing operations through the implementation of TPS at its facilities in Greene, New York; Muscatine, Iowa; Columbus, Indiana; and Brantford, Ontario, Canada. This implementation improves Toyota's and Raymond's already strong reputation for product quality and reliability.

### European Market

In 2007, the European market for industrial trucks continued to grow, led by continued strong growth in Central and Eastern Europe. Amid this climate, Toyota Material Handling Europe (TMHE) significantly increased unit sales to around 72,000 units compared with the previous fiscal year.

In 2007, TMHE continued to implement and refine its new business structure in many European markets, offering both TOYOTA- and BT-brand trucks through one point of contact with the customer. The integration of Toyota and BT operations at a European level and in many European countries provides customers with a stronger materials handling partner with a wider range of products, supported by high service levels and added-value solutions.



TMHE employs more than 4,800 highly trained service technicians across Europe.

Multinational customers also benefit from excellent cooperation between local key accounts teams and the TMHE European Key Accounts team, ensuring optimum value and consistency in the more than 30 countries where TMHE is active.

TMHE also enhanced its product offering, highlighted by the launch of the new generation of engine-powered lift trucks (sold as the Toyota Toner in Europe), for which production commenced in September 2007. This range of 1.5- to 3.5-ton internal combustion counterbalanced lift trucks addresses European customer needs in terms of safety, productivity, durability, comfort and the environment. The Toner+ formula lets customers specify additional safety, productivity, comfort and durability features to meet their specific business requirements. The Toyota Toner has been welcomed by customers and also won the "Prize for Environmentally Conscious Design" at the Europack07 trade show in France. The Toyota Toner is 99% recyclable and runs cleaner than the strict new European exhaust emissions standards.



Toyota Toner

In addition, TMHE introduced several new or updated warehouse equipment models. The new BT Opus OME100N and BT Opus OME100NW order pickers provide safe, highly flexible and ergonomic first-, second- and third-level order picking. The BT Reflex-M reach

truck and BT Velflex very narrow aisle (VNA) truck families were updated to enhance truck performance and operator productivity. The BT Lifter Silent hand pallet truck was also launched. Thirty percent quieter than conventional hand pallet trucks, the BT Lifter Silent is certified to meet strict noise standards for nighttime delivery operations.

As a result of these activities, TMHE established a new sales record for total unit sales of its three European brands: TOYOTA, BT and CESAB.

These new and improved products, supported by innovative services and solutions and delivered by a marketing and sales organization that is closer than ever to the customer, provide TMHE with an excellent foundation for its future success.

## International and Chinese Markets

These markets include Asia, the Middle East, Oceania, Latin America and Africa. Strong economic expansion and ever-increasing demand for materials handling equipment distinctly characterize many of these markets. Toyota Material Handling International (TMHI) took steps to further develop and strengthen its sales and service networks in these areas along with its ability to offer a full range of counterbalanced lift trucks and warehouse trucks to the markets.

In India, new branches have been established throughout the

country to improve market coverage for sales and service operations. Significant market growth is fueling an even stronger conviction of the importance of the Indian market.

In Brazil, TMHI

has initiated the integration of the sales network of TOYOTA and BT brands to strengthen operations and provide customers with support in all areas of materials handling.

In China, TMHI launched a sales dealer network to meet growing demand in this prosperous market. Toyota Material Handling (Shanghai) Co., Ltd. have pursued a training process geared toward members of its expanding national dealer network. The training will ensure each dealer has a high level of product and materials handling knowledge to ensure customer confidence and satisfaction. In the beginning of 2008, lift truck production capacity at Toyota Industry (Kunshan) Co., Ltd. was also expanded to 5,000 units annually.



Toyota Industry (Kunshan) Co., Ltd.

## Looking Ahead

### Japanese Market

The lift truck market in Japan in 2008 is projected to grow marginally amid a weakening domestic economy.

Under such circumstances, competition among manufacturers is expected to further intensify. Accordingly, TMHJ intends to enhance the appeal of its products. Besides promoting differentiation from competitors through a focus on strengthening the development of key components such as engines, motors and hydraulic valves, strenuous efforts will be made to lower costs through the global standardization of key components developed in Japan.

The mainstay GENE0-B electric lift truck has been introduced into the market in April 2008 after minor modifications to enhance safety. In this model change, all aspects of safety have been improved, with features such as a rear pillar assist grip (with a horn), which was included as standard equipment to ensure a stable driving posture and excellent rearward vision when reversing. In addition to stronger engagement in the electric lift truck market, TMHJ aims to proactively pursue proposal-based and solution-based sales activities that match customer needs.

From May 2008, TMHJ has begun manufacturing counterweights, a key component of counterbalanced lift trucks, at its subsidiary, Handa Casting Company, in Handa, Aichi Prefecture. In addition, TMHJ has attempted to eliminate bottlenecks in production processes to boost productivity at the Takahama Plant in Takahama, Aichi Prefecture.

TMHJ will continue to promote the elimination of bottlenecks

in production processes and components in response to growing demand for lift trucks worldwide. Meanwhile, to accommodate fluctuations in demand at a regional level, Toyota Industries will push ahead with efforts to establish an optimum global production and supply structure.

### North American Market

Looking ahead, although the North American market is expected to remain challenging, TMHNA will dedicate resources to strengthen its business platform and provide customers with innovative products and services.

Having refined its vision "To retain our leadership as the most successful and respected materials handling solutions provider to customers," TMHNA is now undertaking several new initiatives.

In the first half of fiscal 2009, Toyota has started manufacturing TOYOTA-brand diesel tow tractors, which were featured at the Aviation Industry Expo in Dallas in March 2008, at its manufacturing site in Columbus, Indiana.

Producing these units in the United States allows TMHNA to be more responsive to customers interested in the diesel tow tractor by considerably speeding up the delivery timeline.



Tow Tractor (02-2TDU25)



# Materials Handling Equipment

Toyota also will launch its new AC reach truck in late 2008 along with new internal combustion pneumatic models with increased capacities of 22,000 to 35,000 lbs. The new reach truck will be introduced at ProMat, the largest material handling trade show in North America, scheduled to be held in January 2009.

Toyota also is continuing its environmental stewardship program and commitment to the Arbor Day Foundation. Toyota will plant a tree for every lift truck sold this year, which is estimated to result in an additional 30,000 trees being planted in early 2009.

In 2008, Raymond will continue its commitment to innovation and technical leadership by enhancing what is already the most comprehensive electric lift truck portfolio in the industry. Raymond will introduce the iWarehouse™ fleet optimization system for warehouse and distribution center managers to collect and analyze real-time lift truck data to maximize fleet productivity and reduce costs. Warehouse managers can access this information through the Raymond Web portal to generate reports and benchmark lift truck and operator productivity, detect lift truck issues before failures occur, reduce the risk of impacts and optimize lift truck capital and maintenance costs.

Raymond's 7000 Series Reach-Fork® truck, the industry-leading solution for narrow aisle applications, will be further differentiated with the introduction of an integrated laser option that will allow operators a quick and efficient way to store and retrieve goods at high levels with low visibility. Raymond's new truck models will be aimed at addressing changing labor dynamics and improving operator productivity in warehouse and distribution center applications.

Raymond will increase its focus on specific market segments to ensure that R&D and marketing efforts are concentrated on evolving and growing markets, such as the third party logistics (3PL) market, which is expected to continue to flourish despite a sluggish U.S. economy. Raymond will also focus on the green movement by continuing its evaluation of hydrogen fuel cell technology and other environmentally friendly energy alternatives. Raymond, as a market leader, will continue to develop relationships with suppliers of energy alternatives in an effort to remain on the forefront of technology.

## European Markets

The steady growth seen in Europe during the past two to three years is expected to slow down in 2008, with demand in Eastern Europe projected to remain stronger. In view of such expectations, overall European demand for industrial trucks will likely remain relatively stable at least for the coming year.

TMHE is now present in most European markets as one comprehensive solutions provider with a network of wholly owned sales and marketing companies, as well as independent distributors and dealers offering innovative TMHE products. TMHE strives to enhance customer satisfaction through a comprehensive product range based on TOYOTA counterbalanced lift trucks and BT warehouse equipment, together with services and solutions to provide trouble-free customer operations.

As a follow-up to introducing the Toyota Tonero in 2007, TMHE has begun an ambitious strategy to renew within a two-year period the models in our product range that address 70% of the European market potential. At CeMAT 2008, TMHE launched the BT Levio

powered pallet truck and BT Staxio pedestrian stacker. Both models feature an all-new design incorporating extensive market research to highlight the values of simplicity, safety and durability. Developed specifically for "walkie" operations, the BT Levio and BT Staxio address Europe's largest lift truck market segment in terms of unit sales.

At CeMAT, TMHE also previewed a new generation of BT Reflex reach trucks and Toyota 48-volt electric counterbalanced lift trucks. By setting even higher standards for safety, productivity and durability, the new BT Reflex models will continue the tradition of reach truck excellence for which the BT brand is famous. The new Toyota 48-volt range will feature three-wheel and four-wheel models and will deliver improved performance and productivity. When launched, the new trucks will significantly enhance the competitiveness of TMHE's electric counterbalanced lift truck range.

In addition, TMHE will continue to expand Toyota I\_Site, an information system that provides customers with the information they need to reduce their materials handling costs, enhance safety and optimize the use of their trucks based on information straight from the truck and its usage.

The new CESAB ECO-P high-tonnage electric counterbalanced lift truck will also be launched. This compact yet robust truck has load capacities of 6 to 8.5 tons and delivers excellent ergonomics, performance and reliability.

TMHE will continue to enhance its capabilities in terms of providing excellent services and added-value solutions.

## International and Chinese Markets

Continued strong growth is projected for the international market in 2008. Accordingly, TMHI will engage in key efforts to further strengthen its competitive advantage with regards to its product range and market coverage, including the launch of several products that will coincide with major trade shows and distributor conferences. These new products will offer substantial improvements for customers and enable TMHI to keep pace with robust market growth.

In India, TMHI will work to strengthen its ability to provide a wide range of products supported by services to meet expected growth in demand for materials handling equipment.

Brazilian operations will continue to focus on increased market coverage and customer support. We expect to continue positive developments achieved over the past few years due to our strengthened market position.

Overall strategies are based on TMHI's dedication to determining the best approach to strengthen its customer relationships and improving its abilities to support customers.

A strong emphasis on growing the dealer network and capability will continue in China to capitalize on the strong start realized to date. We will continue to develop Chinese operations and improve capabilities to serve our customers.



## Topics

### Concentrating Domestic and International Sales Operations for Materials Handling Equipment at the Takahama Plant

In January 2008, Toyota Industries transferred the domestic and international sales operations of its Nagoya branch to the Takahama Plant in Takahama, Aichi Prefecture, which is involved in the development and production of materials handling equipment. This will enable closer cooperation among sales departments and development and production departments, which will make it easier to identify customer needs. Through the comprehensive integration of functions, Toyota Industries intends to supply products that are even more outstanding in terms of safety, the environment, quality, cost and delivery.



In addition, customers can experience new product functions first-hand at the newly built showroom, which allows us to engage in proactive sales promotion activities by proposing ways to enhance logistics operations through TMHG's diverse product lines.

### CESAB Factory

The CESAB factory in Bologna, Italy, is continuing to take part in TMHG's program of deploying TPS throughout the entire group. Applying the *Genchi Genbutsu* ("Go & See") principle, several key managers at CESAB have completed a training session at the Takahama Plant in preparation for further TPS implementation within the CESAB production center.

Joint activities in the area of product development are also progressing according to plan, whereby preparations for new product manufacturing are the main focus and challenge for the management team. Important changes in the logistics process are underway to prepare for and manage a significant flow of components from Japan. This will allow management of 45% more parts, using an innovative kitting system to serve the assembly line, as well as Junjo management of components, supported by

a radio data frequency (RDF) system, a remote system to track the goods on the shelf to optimize the picking activity.

### "Make it Happen": TMHE Launches the Toyota Toner

Sunny Marbella, Spain witnessed a unique event in May, 2007 — the birth of the Toyota Toner, a new generation of engine-powered lift trucks. More than 120 members of the TMHE network as well as 60 journalists from 19 countries gathered for a launch event with the theme "Make it Happen." The program included a Distributor Launch, European Press Event and Train the Trainer seminars. Participants learned how the Toner delivers class-leading standards in five key areas: safety, productivity, durability, comfort and the environment. Also introduced was the Toner+ formula, which allows customers to choose additional safety, productivity, durability and comfort features in line with their specific business needs.

Reactions to the Toner launch were very positive. In addition to enthusiasm over the new lift trucks, members of the TMHE marketing and sales companies also welcomed the opportunity to meet colleagues from within the newly integrated European network at the first official TMHE launch event. Production of the Toyota Toner began in September 2007 at the Toyota Industrial Equipment, S.A. plant in Ancenis, France.



### Raymond Earns High Accolades for its Efforts in Fuel Cell Field

In 2007, Raymond installed an indoor hydrogen-refueling center and received all safety approvals. Overall documentation and training are complete. Currently, fuel-cell lift trucks are operating in the factory. Raymond has received excellent press coverage for its fuel cell initiative including feature articles in *Industrial Utility Vehicle* and *Industrial Vehicle Technology International* magazines. Additionally, the company held a press conference in December 2007 to provide an update on the New York State Energy Research and Development Authority (NYSERDA) project.



# Materials Handling Equipment

## Products for the Japanese and International Markets



Please visit [www.global-toyotaforklifts.com](http://www.global-toyotaforklifts.com) for more information.

### Industrial Vehicles



**GENEO (8FG25)**  
Internal combustion  
counterbalanced lift truck



**GENEO-B (7FB15)**  
Electric counterbalanced  
lift truck



**GENEO-E (7FBE15)**  
Three-wheel electric  
counterbalanced lift truck



**GENEO-R (7FBR15)**  
Electric reach truck



**Tow Tractor**  
(2TD25)

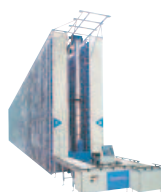


**Skid Steer Loader**  
(5SDKL8)

### Materials Handling Systems



**Partner Rack**  
Rail-less mobile rack



**Rack Sorter B**  
Automated storage and  
retrieval system  
(Plastic container type)



**Rack Sorter P**  
Automated storage and  
retrieval system  
(Pallet type)



**Tugcart**  
Automatic guided  
vehicle system



**2AFBR15**  
Automatic guided  
lift truck



**APLB8**  
Automatic guided  
pallet truck



Please visit [www.aichi-corp.jp](http://www.aichi-corp.jp) for more information.

### Truck Mount Aerial Work Platforms



**SH15B**



**SE08C**



**SB12A**



**SP14CJ**



**SV08CNL**

Note: Although Aichi Corporation is not integrated into the Toyota Material Handling Group, it comprises an important part of the Materials Handling Equipment Business.

## Products for the North American Market



### INDUSTRIAL EQUIPMENT

Please visit [www.toyotaforklift.com](http://www.toyotaforklift.com) for more information.



**7FGU70**  
Internal combustion pneumatic tire  
counterbalanced lift truck



**8FGCU25**  
Internal combustion cushion tire  
counterbalanced lift truck



**7FGCU55-BCS**  
Internal combustion cushion tire  
counterbalanced lift truck—boxcar  
special model



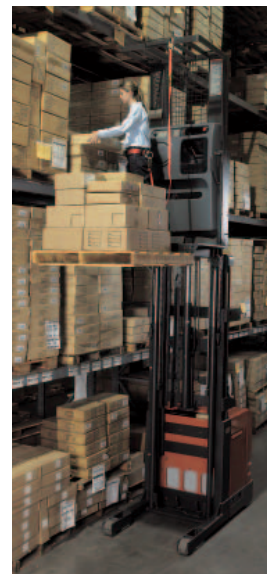
**8FGU25**  
Internal combustion pneumatic tire  
counterbalanced lift truck



**7FBEU20**  
Three-wheel electric counterbalanced  
lift truck



**7FBCU25**  
Electric cushion tire counterbalanced  
lift truck



**7BPUE15**  
Electric order picker



Please visit [www.raymondcorp.com](http://www.raymondcorp.com) for more information.



**Raymond Model 7400  
Reach-Fork Truck**  
Reach truck



**Raymond Model 4200 Stand-  
Up Counterbalanced Truck**  
Electric counterbalanced truck



**Raymond Model 8400 Pallet Truck**  
Electric pallet truck



**Raymond Model 5600  
Orderpicker**  
Order picking truck



**Raymond  
Swing-Reach Truck**  
Very narrow aisle truck

# Materials Handling Equipment

## Products for the European Market



Please visit [www.toyota-forklifts.eu](http://www.toyota-forklifts.eu) for more information.



**Toyota Toner**  
Internal combustion counterbalanced lift truck (1.5-3.5 ton)



**Toyota 7FG/D40**  
Internal combustion counterbalanced lift truck (3.5-5 ton)



**Toyota 7FBMF25**  
Electric counterbalanced lift truck (80V)



**New Toyota 48V**  
Three-wheel and four-wheel electric counterbalanced lift truck (48V)  
\*Will be launched in late FY2009



**Toyota Traigo**  
Three-wheel electric counterbalanced lift truck (24V)



**Toyota 4CBT2**  
Electric tow tractor



**BT Vector**  
Very narrow aisle truck with shuttle forks



**BT Reflex**  
Reach truck  
\* Will be launched in late FY2009



**BT Stratos**  
Powered stacker truck with stand-in cab



**BT Staxio**  
Pedestrian powered stacker  
\* Will be launched in FY2009



**BT Minimover**  
Powered stacker truck



**BT Levio**  
Powered stacker truck  
\* Will be launched in FY2009



**BT Opus**  
Low-level order picking truck



**BT Pro Lifter**  
Hand pallet truck



# Logistics

## Offering Advanced and Efficient Logistics Services Utilizing Know-How Cultivated through Toyota Production System

*In fiscal 2008, net sales of the Logistics Segment increased ¥28.1 billion, or 31%, to ¥117.5 billion, exceeding ¥100 billion in the sixth year of operation since we initially entered this business in 2002. We will continue to respond to customer demand for services that utilize our extensive know-how in making logistics improvements, beginning with our expertise in the Toyota Production System (TPS) cultivated at manufacturing sites.*

### Proposing Logistics Best Suited to Respective Customers

Toyota Industries' Logistics Business presently consists of the three business pillars of planning, design and operation of distribution centers, high value-added services and distribution of automotive parts.

Planning, design and operation of distribution centers are undertaken mainly via the Advanced Logistics Division as well as Advanced Logistics Solutions Co., Ltd., a wholly owned subsidiary. Specific services include making proposals for logistics plans and operating distribution centers for a variety of corporate customers. Rather than merely providing consigned logistics services, we strive to raise the overall efficiency of logistics by identifying and solving new problems from the customer's viewpoint as we execute logistics solutions planned and proposed by Toyota Industries.

High value-added services are provided through two subsidiaries, Asahi Security Co., Ltd. (Asahi Security) and Wanbishi Archives Co., Ltd. (Wanbishi Archives). Asahi Security, which became a subsidiary in March 2005, meets the needs of the retail and services industries by undertaking the equipment security business and providing cash management outsourcing services such as cash and cash proceeds collection and delivery. Meanwhile, Wanbishi Archives, which became a wholly owned subsidiary in May 2007, offers sophisticated risk-related services that include storing, managing and confidentially deleting crucial data for companies and government agencies and providing data backup in the event of disasters.

The distribution of automotive parts is handled by the Taikoh Transportation Group, which undertakes consigned transportation for numerous automotive parts manufacturers. These parts are collected according to each delivery destination and then sorted onto pallets, thereby ensuring the supply of "what is needed, when it is needed, and in the amount needed." Through cooperation with Toyota Motor Corporation, Taikoh Transportation pioneered the completion of the industry's first automotive parts logistics system that consists of

relay (intermediate) logistics bases. This business has achieved a steady increase in sales in line with increased production of TOYOTA vehicles in recent years.

Backed by these three business pillars, we are building a structure for logistics services under which customers can entrust us with managing the flow and storage of "goods," "cash" and "information." Based on the concepts embodied in TPS, we will respond to customer needs for reducing costs by thoroughly eliminating waste in logistics.

#### Topics

### Wanbishi Archives Constructs New Building for BPO Services

In February 2008, Wanbishi Archives completed a new building for BPO (business process outsourcing) services at the Kanto No.3 Center in Saitama Prefecture. The building handles search services, which are one type of BPO services. Specifically, this facility sorts, classifies, arranges and stores large volumes of documents entrusted by customers as well as provides a document search and delivery service starting from volumes as low as single pages. Wanbishi Archives is actively addressing the needs of contemporary society in which company structures for managing information assets are being strictly scrutinized, due in part to such legislation as the Personal Information Protection Act and J-SOX (the Japanese version of the U.S. Sarbanes-Oxley Act). Accordingly, Wanbishi Archives maintains extremely high levels of security by prohibiting entry by unauthorized persons through measures such as restricting access within the Kanto Center, the BPO building and the building's individual storage rooms and by clearly delineating document storage space and work space.

# Car Air-Conditioning Compressor

## Our Global No.1 Share is Testimony to the High Quality of Our Products

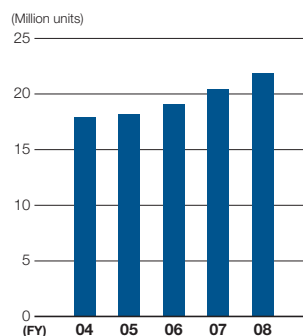
*Thanks to outstanding technologies and unsurpassed high quality, Toyota Industries' car air-conditioning compressors have an overwhelming competitive advantage, which is readily evidenced by our top share of the world market. Determined to retain our leading global position, we will rigorously continue to hone our technologies and meet the increasingly sophisticated needs of users.*

### Worldwide Unit Sales Reach an All-Time High

Toyota Industries' Car Air-Conditioning Compressor Business has consistently maintained the distinction of being the industry leader, as we continually leverage our unique technological capabilities to develop new products ahead of competitors. Developed through close collaboration with automakers, Toyota Industries' car air-conditioning compressors achieve world-class quality and performance in terms of reliability at high operating speeds, quiet operation, compactness, weight reduction and fuel efficiency. Prime examples of our outstanding products include the compact, lightweight 10-cylinder swash-plate fixed-displacement compressor and the variable-displacement compressor that automatically controls cooling in accordance with interior and exterior temperatures as well as the state of the vehicle's engine. Both of these compressors have been widely adopted by top-name automakers worldwide, enabling us to firmly maintain the global No.1 share.

Supported by the development of products that anticipate user needs and proactive sales expansion activities, Toyota Industries' total sales of car air-conditioning compressors in fiscal 2008 reached an all-time high of 21.86 million units, an increase of 1.4 million units, with mainly Europe and the United States contributing to the increase.

**Compressor Sales**



### Responding Decisively to Technological Innovations in Automobiles

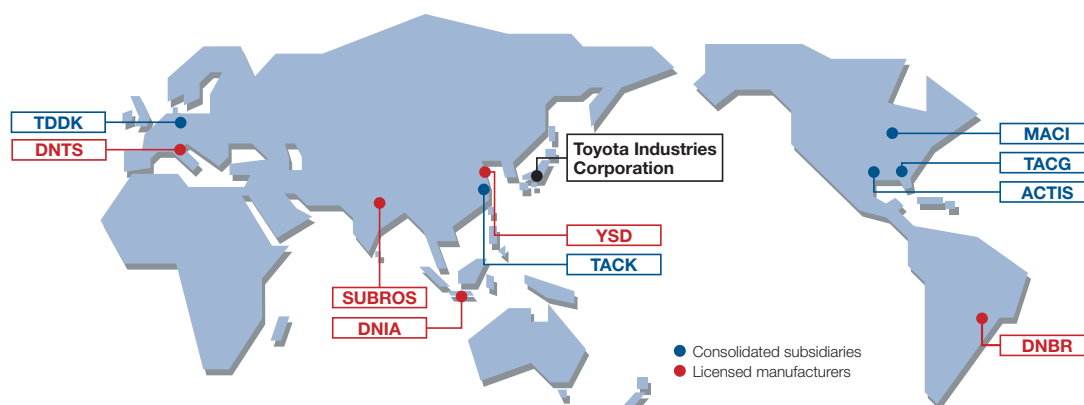
Advances in automobile-related technologies have been accompanied by increasingly sophisticated and diverse needs in car air-conditioning compressors. Moreover, high crude oil prices and heightened environmental awareness worldwide have spurred unprecedented demand for air-conditioning compressors that enhance fuel efficiency in conventional internal-combustion vehicles. Committed to meeting such needs, we continue to upgrade the performance of our externally controlled variable-displacement compressors, which were the world's first such compressors, by drawing on our overwhelmingly superior product development capabilities to differentiate our products from those of competitors.

Toyota Industries has also achieved significant advances in air-conditioning compressors for hybrid vehicles. Our electrically driven compressors, developed in collaboration with our Electronics Division, are fitted in Toyota Motor Corporation's line of hybrid vehicles such as the Prius, one of the world's premier hybrid vehicles.

With a view to EU restrictions on the use of certain CFC substitutes scheduled to be gradually implemented from 2011, we are focusing on various options for the development of compressors that utilize other substitute refrigerants.

As these examples demonstrate, we are determined to remain at the forefront of the industry as we strive to appropriately respond to diversifying needs by fully taking advantage of our technological excellence and overall capabilities through cooperation with automakers and other business divisions and pushing ahead with development in new technology fields.

## Worldwide Manufacturing Bases of Car Air-Conditioning Compressors



Toyota Industries produces compressors through a global tripolar structure encompassing Europe, the United States and Asia, established through direct investments. We also license production in Asia and South America. By carrying out production near our markets, we believe we are better able to supply products precisely in line with local market needs while reducing shipment costs and exchange rate risks.

### Operating a High-Quality, Highly Efficient Production Structure

Besides developing top-quality products, Toyota Industries is responding to the needs of customers worldwide by strengthening its production structure.

Toyota Industries currently operates manufacturing bases in Japan, the United States, Germany and China. In Japan, we have established an integrated production structure encompassing molds, die casts, processing and assembly at the Kariya, Obu and Higashiura plants, which serve as mother plants for all domestic and overseas plants. Additionally, each manufacturing base carries out high-quality, highly efficient production utilizing robots and internally developed and manufactured equipment.

To respond to increased orders from automakers, Toyota

Industries will strengthen its global production capabilities and further enhance quality, cost and delivery (QCD).

#### Topics

### Electrically Driven Compressor (ES34) Series

Toyota Industries' electrically driven car air-conditioning compressors are fitted in TMC's hybrid vehicles such as the Prius. Widely recognized for their high quality, these compressors have been also fitted in the top-of-the-line Lexus LS600h and LS600hL hybrid sedans.

### Fixed-Displacement Type



**10S17 compressor**  
(Swash-plate type)



**SCS06 compressor**  
(Scroll type)



**SV07 compressor**  
(Vane type)

### Continuous Variable-Displacement Type

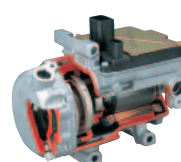


**7SBU16 compressor**  
(Swash-plate type)



**7SEU17 compressor**  
(Externally controlled,  
clutchless type)

### For Hybrid Vehicles



**ES27 electric compressor**  
(Hermetic scroll type)



**ES34 electric compressor**  
(Hermetic scroll type)

# Automobile

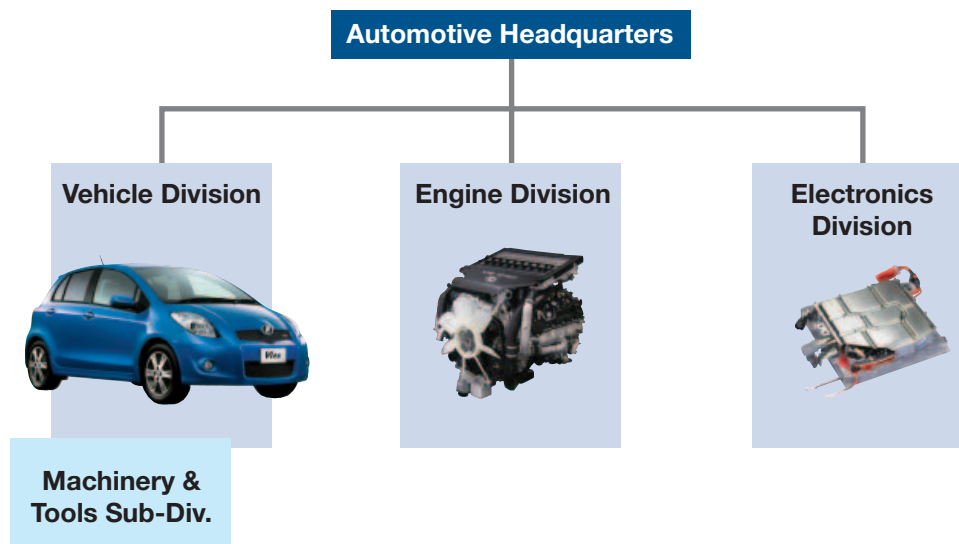
## Working to Attain the Synergistic Benefits of the Automobile-Related Business

*As a member of the Toyota Group, Toyota Industries' Automobile Segment contributes to Toyota Motor Corporation's (TMC) global operations through the assembly of vehicles and manufacture of engines, automotive parts and stamping dies. In an effort to support the advancement of automobiles, each business domain of the Automobile Segment carries out efficient, industry-leading production based on the Toyota Production System (TPS).*

Toyota Industries develops and manufactures vehicles, engines, car electronics products and stamping dies. The Vehicle Business is responsible for the production of compact and midsize vehicles and proactively participates in the development of new cars. The Engine Business manufactures diesel and gasoline engines, as well as engages in environmental measures through the joint development of clean diesel engines with TMC.

The Car Electronics Business is strengthening the development and manufacture of electronic components and devices primarily for hybrid vehicles for which market expansion is expected to continue.

Each of Toyota Industries' automobile-related businesses previously carried out operations as an autonomous entity. In January 2007, however, we established the Automotive Headquarters to bring together the capabilities of these businesses and further reap synergistic benefits. We intend to deepen cooperation among these businesses and mobilize the combined competencies of the Automobile Segment in our efforts to contribute to the development and manufacture of appealing TOYOTA cars.





## Vehicle

### A Frontrunner among Automobile Body Manufacturers through QCD

Toyota Industries assembles compact and midsize automobiles under consignment from TMC. We currently manufacture three TOYOTA models, specifically the Vitz (Yaris outside Japan), the RAV4 for overseas markets and the Mark X ZiO for the Japanese market. Moreover, through our active participation in the development of new vehicles, Toyota Industries has further expanded its role in TMC's operations.

#### New Mark X ZiO Contributes to Record-High Production of 368,000 Vehicles

As an automobile body manufacturer specializing in compact cars, Toyota Industries has undertaken consigned production for TMC and actively participated in the development of several vehicles. The second-generation Vitz (Yaris), which underwent a full model change in 2005, is a global model incorporating the most advanced safety and environmental technologies, winning recognition worldwide as a compact car of outstanding quality. Similarly positioned as a global model, the RAV4 also underwent a full model change in 2005 and now offers an even roomier interior, outstanding driving performance and world-class environmental and safety performance, features that have earned this car high marks around the world.

Toyota Industries' Vehicle Business maintains top-level quality, cost and delivery (QCD) among automobile body manufacturers in the Toyota Group. In fiscal 2008, Toyota Industries continued to earn high recognition for QCD, as we once again received the Superior Quality Performance Award from TMC. Under TPS, our assembly plant ensures the thorough elimination of all waste from production processes, thereby enabling plants to operate with superb efficiency. QCD is further reinforced by Toyota Industries' other strengths, including a flexible production system and the quick startup of production.

In September 2007, we initiated assembly of the Mark X ZiO, a new midsize luxury car, which underscores TMC's strong confidence in our QCD capabilities meticulously nurtured over many years. Toyota Industries also handled the development of the Mark X ZiO's

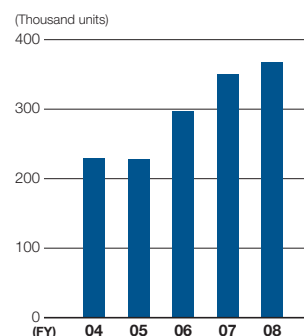
upper body and was highly commended by TMC for establishing an efficient mass production structure.

Through various measures implemented in gearing up for the assembly of the Mark X ZiO, our assembly plant has realized further quality improvements, beginning with the coating process, and is now firmly positioned to produce almost every type of midsize model.

In fiscal 2008, total production of the Vitz (Yaris), RAV4 and Mark X ZiO reached a record-high 368,000 vehicles.

In tandem with TMC's efforts to achieve further growth globally, Toyota Industries will undertake initiatives to further enhance QCD and strive to make even greater contributions to TMC's global strategy in both development and production.

#### Vehicle Production



#### Topics

#### Superior Quality Performance Award

In February 2008, the Vehicle Division and Machinery & Tools Sub-Division (stamping dies) received the Superior Quality Performance Award from TMC. This marks the seventh and eighth time, respectively, that the Vehicle Division and Machinery & Tools Sub-Division have been awarded this honor in the past 10 years.

## Vehicles



Vitz (Yaris)



RAV4



Mark X ZiO

# Automobile

## Engine

Toyota Industries' Engine Business manufactures diesel and gasoline engines. Anticipating future market expansion, we are jointly developing new clean diesel engines with TMC as part of integrated operations that extend to production. Toyota Industries also develops and manufactures industrial engines for its lift trucks and other materials handling equipment.

### New V8 Diesel Engine Being Produced for the Toyota Land Cruiser

Clean diesel engines are attracting growing attention, thanks largely to their lower CO<sub>2</sub> emissions compared with gasoline engines. Highlighting this rising interest, diesel engine vehicles already account for approximately half of all new car sales in Europe. In North America, the number of diesel engine vehicles is forecast to expand in line with soaring energy prices.

Addressing these trends, Toyota Industries developed the 2.2-liter AD diesel engine together with TMC and commenced production in March 2005. This engine is currently fitted in such vehicles as the RAV4 and Lexus IS for the European market.

Adding to our lineup of diesel engines, in August 2007 we commenced production of a new 4.5-liter, 8-cylinder VD clean diesel engine for the new Land Cruiser. Toyota Industries played a central role, with our engineers taking the lead in the development process. The new Land Cruiser was developed under the concept "King of 4WD," making it essential that the engine provides outstanding performance capabilities. In working to meet this objective, we set out to "supply the world with diesel engines that satisfy demanding owners" and successfully developed a diesel engine that offers top-level performance in every category, including clean exhaust as well as power performance, fuel economy, quietness and reliability. In recognition, Toyota Industries received the Technology Development Award from TMC.

In fiscal 2008, we achieved favorable sales of our VD clean diesel engines and KD diesel engines for TMC's Innovative International Multi-Purpose Vehicle (IMV) series. Mirroring this strong performance, total sales (unit sales to outside customers) in fiscal 2008 reached a record-high 510,000 engines.

### Becoming a Top Manufacturer of Diesel Engines within the Toyota Group

Toyota Industries has strengthened its engine development structure through such initiatives as upgrading testing facilities and increasing development staff. In setting our sights on the global market for clean diesel engines, we will develop next-generation clean diesel engines and strengthen production capabilities in a timely manner as we strive to become the top manufacturer of diesel engines within the Toyota Group.

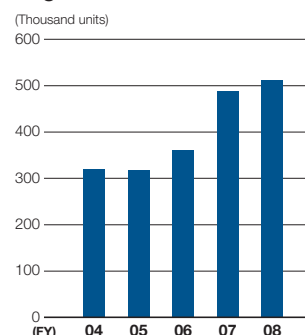
## Business Expansion Centered on Clean Diesel Engines

Toyota Industries also manufactures gasoline engines. Our gasoline engine production line operates under a flexible structure utilizing automatic guided vehicles to respond quickly to changes in volumes and models.

Also, we have been highly commended for production preparation capabilities that enable the quick startup of cost-efficient production of new engines.

In addition, we also develop and manufacture engines that further enhance the competitiveness of our lift trucks.

### Engine Production



### Topics

#### Technology Development Award

In fiscal 2008, Toyota Industries received the Technology Development Award from TMC for developing a VD clean diesel engine for the new Land Cruiser. The engine was praised for such performance capabilities as clean exhaust emissions and driving power as well as for having the ruggedness required as an engine for the Land Cruiser.

## Engine



**VD diesel engine**  
(Displacement: 4.5 liters, used in the Land Cruiser)



**2AD diesel engine**  
(Displacement: 2.2 liters, used in the RAV4 and Lexus IS)



**2KD diesel engine**  
(Displacement: 2.5 liters, used in the Hilux Vigo)



**2AZ-FE gasoline engine**  
(Displacement: 2.4 liters, used in the Estima)

Utilizing power electronics circuit technologies and electric drive system capabilities, Toyota Industries develops and manufactures electronic components and devices for automobiles, including hybrid vehicles.

### New DC-DC Converters for Lexus LS600h

Drawing on power electronics technologies cultivated through its development of electric lift trucks, Toyota Industries carries out in-house production of electronic components for each business division and has accumulated a vast array of technologies in this field. At the same time, Toyota Industries has also been engaged in the development and production of DC-DC converters for hybrid vehicles and DC-AC inverters for internal-combustion as well as hybrid vehicles. After being fitted in the first-generation Prius, our DC-DC converters were subsequently selected for the Harrier Hybrid and the Camry Hybrid, and in 2007 we expanded our lineup to include converters for the Lexus LS600h. We also develop and manufacture DC-AC inverters, which are capable of converting currents into the same voltage as household electricity, thereby enabling the use of various household electronic products inside vehicles.

In addition to carrying out continuous quality-improvement and cost-cutting activities, we are also building new plants to reinforce our mass production structure in anticipation of expanded market demand for hybrid vehicles.

### An Approach that Anticipates Further Advances in Hybrid Vehicles

Looking ahead, we will further upgrade our development structure and strengthen collaboration with our other automobile-related businesses while proactively proposing and developing new products that anticipate needs in next-generation automobiles. We are placing emphasis on developing technologies that enable size, weight and cost reductions, which are particularly crucial for realizing distinctive products. Concurrently, we will focus our efforts on devices for plug-in hybrid vehicles, for which commercialization is highly anticipated. In addition, besides continuing to develop such auxiliary devices as converters, we will also strengthen the development of core parts for electronic components and devices for hybrid vehicles.

As we facilitate collaboration among business divisions, we will supply key functional components for use in our textile machinery and materials handling equipment, including drive and load controllers for electric lift trucks. Through such measures, we will strive to significantly contribute to the creation of competitive products.

#### Topics

### Technology Development Award

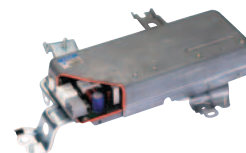
In fiscal 2008, Toyota Industries' Electronics Division received the Technology Development Award from TMC for the development of DC-DC converters for the Lexus LS600h. Responding to rising needs for energy conservation, we will continue to contribute to reducing environmental loads in such ways as enhancing fuel efficiency through the development of core products for hybrid vehicles.

### Car Electronics



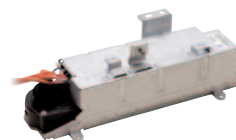
**DC-DC converter for the Prius**

Down-converts the high-voltage direct current (DC) of the main battery to a lower voltage to recharge the auxiliary battery and supply power for lights, wipers, the horn and other in-car devices.



**DC-DC converter for electric power steering (EPS) for the Harrier Hybrid (RX 400h)**

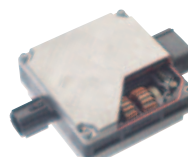
Down-converts the high voltage of the main battery to a lower voltage to supply power for EPS.



**DC-DC converter for Camry Hybrid**



**DC-DC converter for EPS for the Lexus LS600h**



**DC-DC converter for EPS for the Lexus LS460**



**DC-AC inverter for the Tacoma (400W)**

Converts DC electricity of the main battery into an alternate current (AC), enabling the use of various household electronic appliances.

# Textile Machinery

## Maintaining Our Global No.1 Position Backed by Our Air-Jet Looms

*The history of the Toyota Group began with the invention of an automatic weaving machine by Toyota Industries founder Sakichi Toyoda. Since then, we have successively developed innovative textile machinery through our relentless pursuit of cutting-edge technologies and unceasing application of ingenuity, thereby making significant contributions to the development of the textile industry worldwide. In fiscal 2008, Toyota Industries posted solid results in the Textile Machinery Business, with sales of air-jet looms once again surpassing 10,000 units.*

### Weaving Machinery

Toyota Industries develops, manufactures and sells such weaving machinery as air-jet looms, which insert weft yarns using air. Our weaving machinery has won high acclaim from customers worldwide not only for excellence in basic performance requirements for high speed and reliability but also for integrating such advanced functions as monitoring and remote setting via the Internet.

Benefiting from rising sales in China in recent years, Toyota Industries has sustained a high level of sales of its mainstay air-jet looms since fiscal 2007, and this trend continued in fiscal 2008, as sales of air-jet looms once again exceeded 10,000 units. Accordingly,

Toyota Industries maintained the top global market share, a position we have solidly maintained for more than a decade.

While focusing on developing technologies aimed at reducing the environmental burden through greater energy efficiency and raising productivity by achieving higher speeds, we will strengthen our global sales and service structures while working to meet the expectations of customers the world over.

### Spinning Machinery

The Spinning Machinery Business offers an extensive lineup of spinning machinery, including high-speed ring spinning frames and roving frames, capable of both spinning high-quality yarns and providing superior productivity, in an effort to respond to diverse user needs.

Overseas, Kirloskar Toyoda Textile Machinery Pvt. Ltd., our subsidiary in India, manufactures and supplies ring spinning frames to the local market while also realizing a global product supply structure.

#### Topics

### Cumulative Production of Air-Jet Looms Reaches 100,000 Units

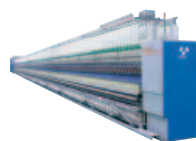
In February 2008, cumulative production of air-jet looms reached 100,000 units. Toyota Industries achieved this noteworthy milestone 27 years and nine months after commencing production in May 1980.

Thanks to such outstanding basic functions as high speed, excellent energy efficiency and low vibration, the current JAT710 seventh-generation model has earned high acclaim worldwide, including from China. Moreover, continuous technological improvements have enabled the JAT710 to weave items difficult to produce using previous air-jet looms such as automobile air bags and glass fibers for electronic substrates to respond to an even wider range of customer needs.



JAT710 air-jet loom

### Spinning Machinery



RX240 series ring spinning frame



FL200 roving frame