

Six Strengths We Continue to Reinforce

To respond to social changes and contribute to solving challenges, we will leverage and further enhance the strengths we have built in manufacturing capabilities, human resources, products, and technologies.

Manufacturing Prowess Deployed around the World



By upholding the principle of *jidoka* (autonomation), which ensures quality is maintained within each process and prevents defective products from moving to subsequent steps, and by practicing manufacturing based on the Toyota Production System*, we have established a stable and highly efficient global production and supply structure across our businesses.

* The basic concept of the Toyota Production System is to reduce cost through the thorough elimination of waste.

Businesses with Market Growth Potential



In each business segment, we strive to generate profits by providing products and services that meet customer needs. The Materials Handling Equipment Business, which includes lift trucks and logistics solutions, and the Automobile-related businesses, centered on car air-conditioning compressors, are both expected to see market growth driven by increasing demand for logistics efficiency and automation as well as the advancement of vehicle electrification. We are accordingly making investments aimed at further growth.

Trusted Value Chain



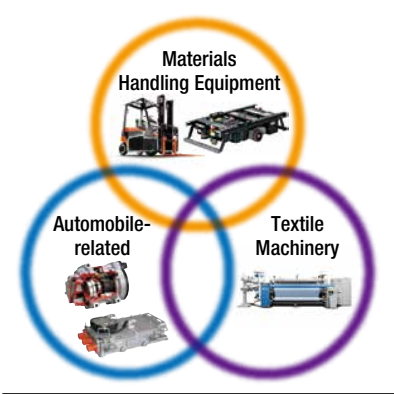
Leveraging a globally established development, production, sales, and service network primarily in the Materials Handling Equipment Business, we strive to deliver value to our customers throughout the product lifecycle. In procuring raw materials and components, we work to build a robust and reliable supply chain by giving consideration not only to quality and cost but also to environmental and human rights factors.

Capabilities of Human Resources to Support Development



We strive to establish a system that supports the sustained growth of our business by fostering human resource development and creating an environment that maximizes each employee's potential. Around 80,000 employees worldwide, possessing diverse strengths across our business segments, demonstrate their individual capabilities to develop and deliver products and services that contribute to society.

Collaboration among Businesses and Regions



While each of our Materials Handling Equipment, Automobile-related, and Textile Machinery businesses responds to the customer needs of their respective markets, they also share technologies and know-how to generate synergies in new product development and production engineering innovation. By leveraging the strengths of each business, we aim to create new value and achieve sustained growth.

Products and Technologies that Contribute to Solving Social Issues



We are committed not only to developing, producing, and selling environmentally conscious products but also to integrating environmental considerations throughout our production processes. Our efforts aim to prevent global warming and promote the realization of a circular society. Additionally, we pursue technological innovation to create new value that addresses social challenges such as labor shortages and an aging population.