

Human Capital

Diverse Human Resources Committed to Creating and Delivering Products and Services That Contribute to Society

- Human resources comprised of more than 70,000 employees possessing diverse strengths in respective business fields
- Certified as a Health and Productivity Management Organization (White 500) for five consecutive years
- Systems and training programs to help individual employees to demonstrate their abilities to the fullest regardless of age or gender
- Lifting Group-wide capabilities to the next level through global exchanges across businesses and functions



Social and Relationship Capital

Extensive Sales and Service Networks Together with Relationships of Trust with Various Stakeholders

- Global sales and service networks mainly for materials handling equipment
- Close collaboration with Toyota Group companies as well as major automakers and other manufacturers around the world
- Business reinforcement and expansion through M&A and other measures
- Solid supply chain built on mutual cooperation with business partners
- Rate of performing a sustainability check on applicable suppliers (non-consolidated): **100%**
- Proactive dialogue with shareholders, investors and members of local communities



Intellectual Capital

Technology, Expertise and Know-How Related to Automobiles and Materials Handling Equipment

- Strengthening development capability and 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 both automation and electrification
- Research and development by also drawing on external expertise
- Research and development expenses: **¥94.4 billion** (62.3% of which are for automation and electrification)



Natural Capital

Group-Wide Initiatives Aimed at Reducing Environmental Impact and Realizing a Carbon Neutral Society

- Business activities to realize clean/zero emissions in terms of production and products
- Reduction of CO₂ emissions (global): **-24%***
- Renewable energy introduction rate (global): **11%**
- Reduction of logistics-derived CO₂ emissions per unit of production (non-consolidated): **-10%***
- Reduction of waste generation volume (non-consolidated): **-17%***

* Fiscal 2014 as the base year



Manufacturing Capital

Production Structure and Investments in Tangible Assets to Deliver Quality Products to Customers around the World

- Superb quality and productivity based on the Toyota Production System
- Globally stable production and supply structures of respective businesses
- Production bases in Japan: **10 bases**;
Production bases outside Japan: **23 bases**
- Investments in tangible assets (consolidated): **¥134.8 billion**



Financial Capital

Solid Financial Foundation Underpinning Sustained Business Expansion

- Share of equity attributable to owners of the parent: **¥3,928.5 billion**
- Net cash provided by operating activities: **¥321.0 billion**
- Equity ratio: **51.5%**
- Return on equity: **5.0%**

