



**MATERIAL HANDLING**

WELCOMES



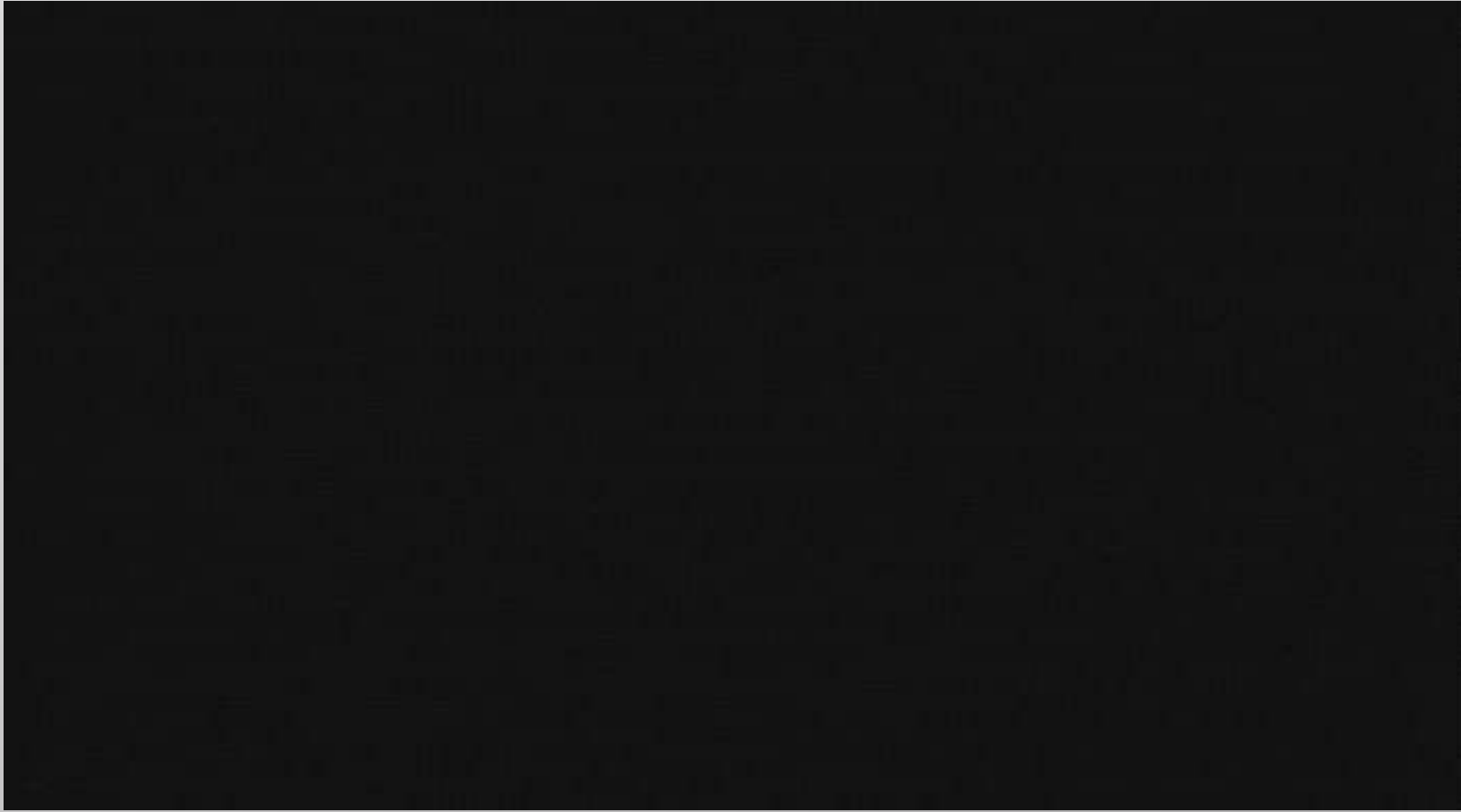
Tuesday, December 13, 2022



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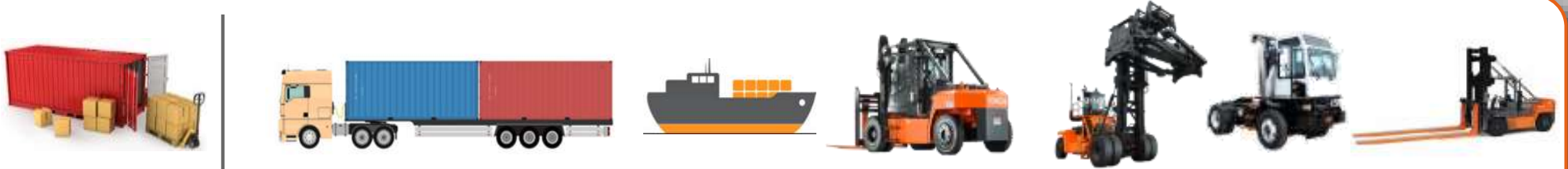
**FORKLIFTS?**

# **8-SERIES VALET COMMERCIAL**



# MATERIAL HANDLING SPECTRUM

Container Load



Pallet Load  
*(Put Away + Picking)*

**SYSTEM INTEGRATORS**  
**SOLUTION PROVIDERS**

TOYOTA CORE  
TOYOTA MATERIAL HANDLING

Case + Piece Picking

Bastian SOLUTIONS

VANDERLANDE



# COLUMBUS, INDIANA

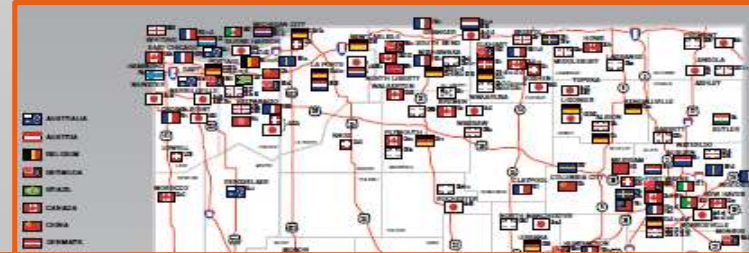
## POPULATION 45,000



# COLUMBUS, INDIANA FOREIGN INVESTMENT COMPANIES

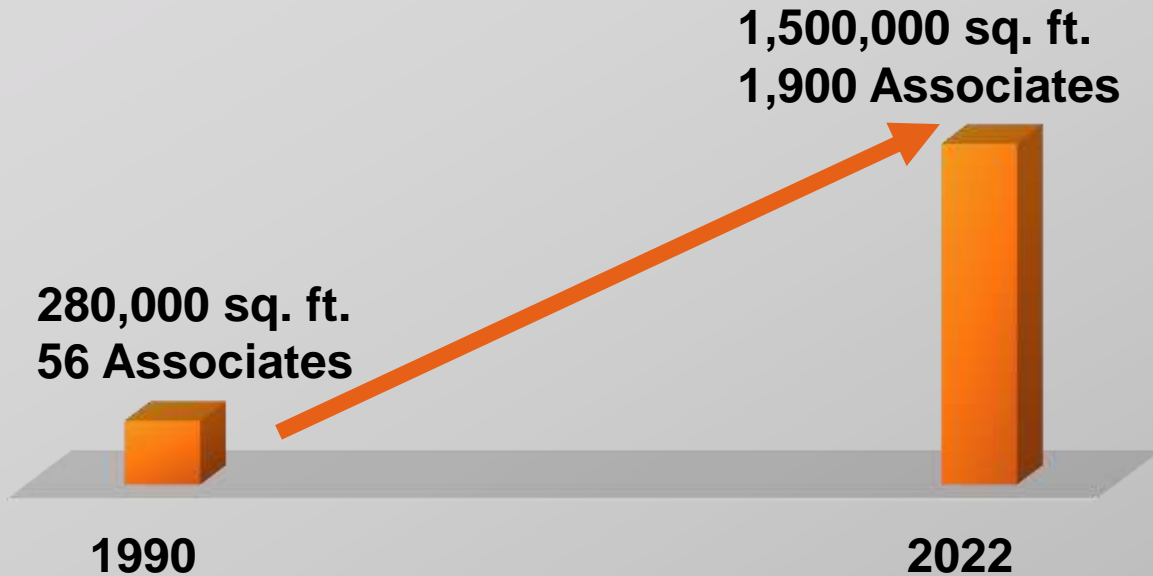
- ◆ 34 foreign investment companies located in Columbus

Canada	1
China	3
France	1
Germany	3
Japan	24
Saudi Arabia	1
Switzerland	1
<hr/> Total	<hr/> 34



# TOYOTA MATERIAL HANDLING

- ◆ Since 1990: 17 Plant Expansions



- ◆ 32 years of in-sourcing
- ◆ Vertical integration
  - Laser Cutting
  - Machining
  - Welding
  - Forming
  - Painting
  - Assembly
- ◆ Human development
  - Increased production capacity
  - New skills
  - Improved quality
  - Customer customization 75%
  - New product development

# TOYOTA PLANT LAYOUT





# FACTORY EXPANSION

County Rd 350 S

W Deaver Rd

County Rd 350 S

W Deaver Rd

**SERVICE PARTS**



**JOINING BUILDINGS**



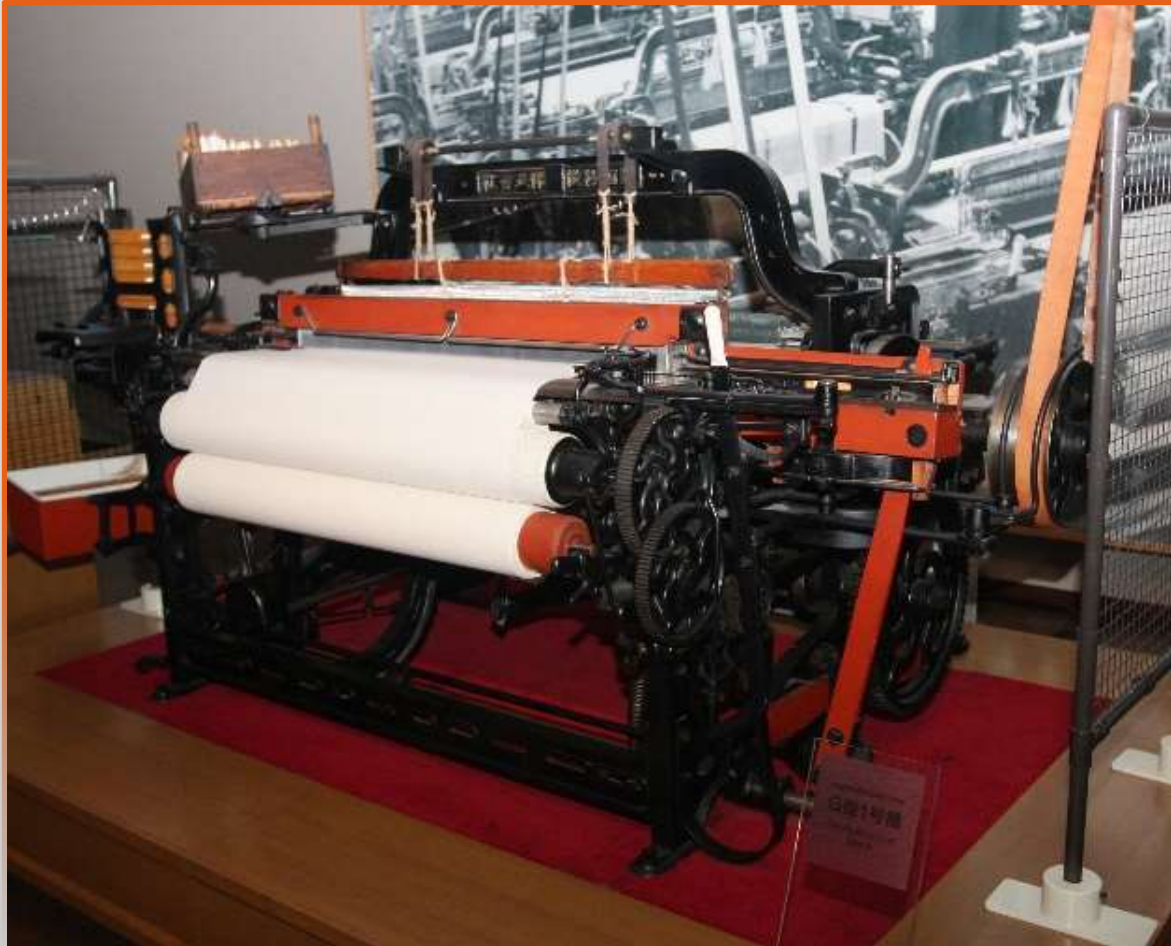
# TOYOTA

- ◆ History

# TOYODA'S ORIGINAL HAND LOOM



# TOYODA TYPE G AUTOMATIC LOOM (1924)

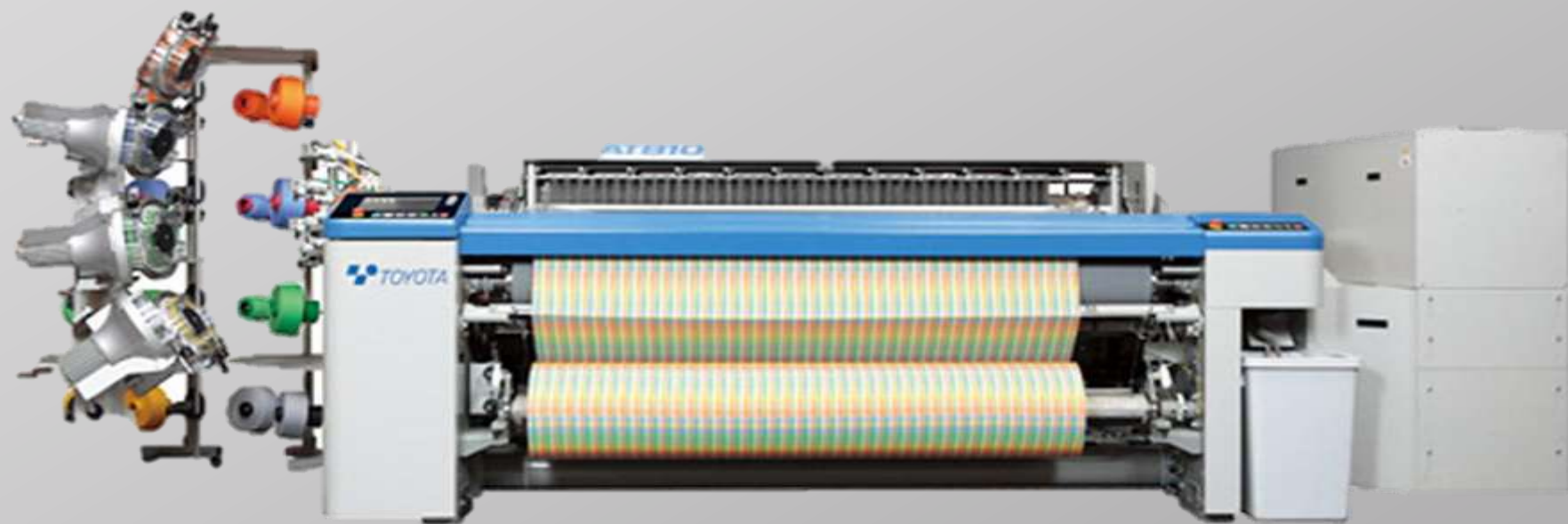


# JIDOKA

“AUTOMATION WITH A HUMAN TOUCH”



# TODAY



# TMH HISTORY



1999



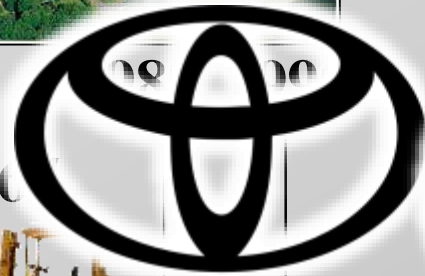
2004

2009

2011

500,000  
2015

1900



# NETA

# TA

TOYOTA FORKLIFTS

1967

2017



1956

# MAT TOYOTA DLING

1986

1995

1999

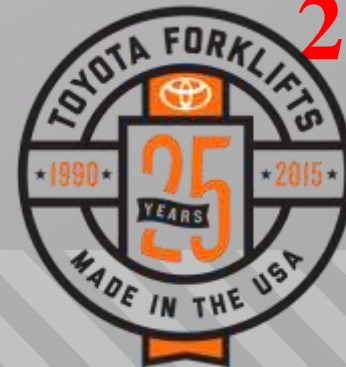
2002

2007

2010

2013

2015





**MATERIAL HANDLING**

## Culture

“The stories  
we tell to each other...”





**HOW WE USE THOSE TOOLS**

人づくりはモノづくり

“MONOZUKURI WA HITOZUKURI”

IDENTIFY &  
PARTICIPATE

MASTER /  
APPRENTICE

MAKING THINGS IS ABOUT

MAKING PEOPLE.

ENGAGE

EDUCATE

EMPOWER

LIFELONG LEARNING

**INVEST IN  
PEOPLE**

**KAIZEN**

**INVEST IN  
PROCESS**

# KAIZEN

Kai = Change

Zen = For the Better

(Continuous improvement)

**EVERYONE!**

**EVERYWHERE!**

**EVERY DAY!**

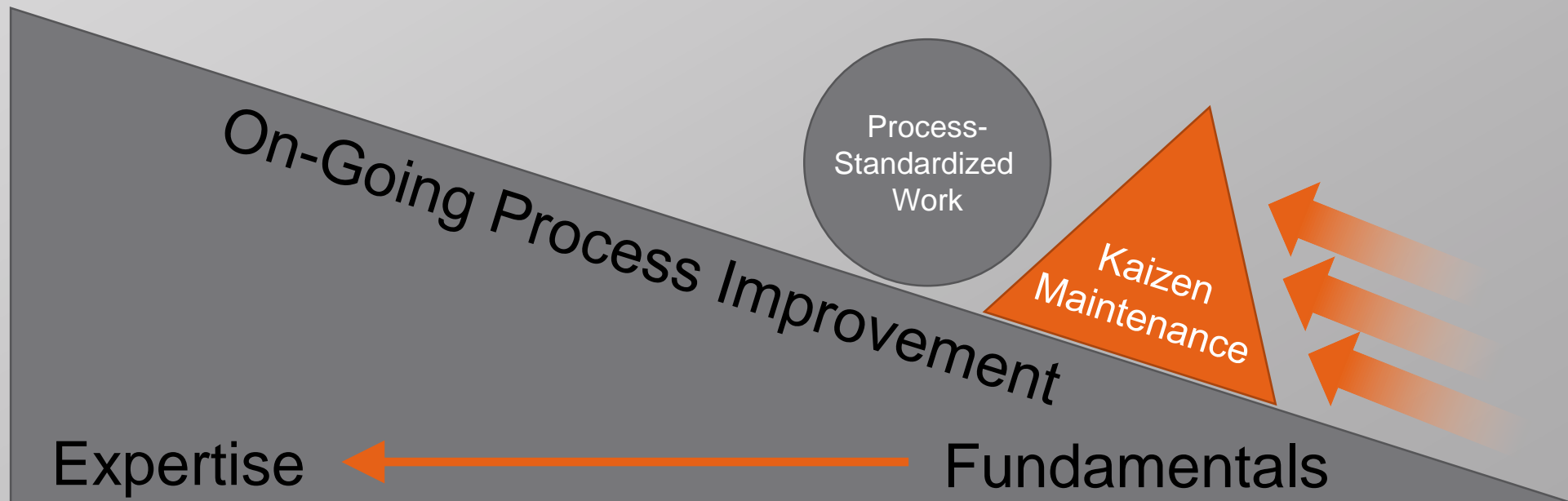
People don't come to Toyota to "work," they come to Toyota to "think."

– Taiichi Ohno



# **KAIZEN:** “A WEDGE TO MAINTAIN” “FORCE TO MOVE FORWARD”

THE “WILL” TO KAIZEN IS MORE  
IMPORTANT THAN THE “WHAT.”



# **OUR GOALS (KAIZEN CULTURE)**

Reward **Effort**, NOT just **Results**

Is the goal important enough to try again?

Provide **Guardrails**, NOT **Speedbumps**

Is this a safe place to be creative?

Train others to become **Problem Solvers**

You already know how to do this

Grow others who can do this when you're not there



**MATERIAL HANDLING**

Core Purpose

(1) トヨダ (TOYO'DA')  
2 BRUSH STROKES

(2) 八 8 八

八 8 八  
SHARED PROSPERITY



# TOYODA PRECEPTS (CORE VALUES)

Faithful to Duties

Studious and Creative (Kaizen)

Practical and Avoid Frivolity

Family Atmosphere

Respect God and be Grateful



**Sakichi Toyoda**

*Sakichi Toyoda lived by the maxims of labor, gratitude and service, which are reflected in the Toyoda Precepts.*

HELPING PEOPLE CARRY THE LOAD





# WELCOME TO “OUR” TOYOTA FAMILY

...where we strive to build great forklifts  
-  
and even better people!



# Welcome to Toyota



Tuesday, December 13, 2022

# HAPPY HOLIDAYS



FROM YOUR FRIENDS AT  
**TOYOTA**



ONE

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TOYOTA