

# A Message from the President

Since its founding, Toyota Industries has engaged in businesses—starting with automatic looms and later extending to automobiles, forklift trucks and electronics—to respond to sophisticated needs in industrial machinery and the advancement of motorization in Japan and overseas, while developing an array of products, services and systems that enhance the quality of life for our customers and the public. Nevertheless, we are well aware that these business activities have also placed a burden on the global environment. Accordingly, we are acutely conscious of the importance of contributing to global environmental preservation, as we fulfill our responsibilities as a leading manufacturer.

In 2005, the next World Expo will be held in Aichi Prefecture—the location of our headquarters. Ever since the first World Expo in London in 1851, these landmark events have continually captivated people by showcasing the most advanced technologies of countries worldwide. The sense of wonder is no different now, but the technologies displayed at this exposition are those designed with genuine concern for the environment and that can help build a truly sustainable global society. With the World Expo being held right here in our own neighborhood—under the theme of “Nature’s Wisdom”—we feel more keenly than ever the magnitude of our responsibility to society.

To fulfill this social responsibility and increase our contribution to the global community, I have long emphasized the need for the entire Toyota Industries Group to make unceasing efforts to ensure quality, which is fundamental to manufacturing and represents the lifeblood of the Company. However, quality means more than just providing defect-free, high-performance products. Sakichi Toyoda, the founder of Toyota Industries, expressed his goal for the Company in these words: “Supply the world’s best-quality products that are desired by customers and that can be used with a sense of reliability.” While continually taking environmental considerations into account and raising the environmental efficiency of our products, our greatest mission as a company is to ensure that this commitment by Sakichi Toyoda is passed on to successive generations.

Quality is achieved through the interaction and cooperation of people, organizations and systems. Amid society’s increased environmental awareness, the environment must also be an extremely crucial consideration in achieving quality. We believe that creating excellent quality in an ideal form requires the cooperation of humans and an appropriate system, and we are determined to make our best efforts in this area. By doing so, we seek to attain “environmental quality,” a vital component of quality, as we strive to supply the world with environment-friendly products throughout all product lifecycle phases in every area of our business.

Fiscal 2003 marked the third year of Toyota Industries’ Third Environmental Action Plan, under which the Company implemented various improvements aimed at enhancing the efficiency of its environmental management system (EMS). These included the establishment of a new environmental database, as well as a new section to strengthen the Company’s organization and systems to increase the environmental friendliness of our products. Thanks to the sustained efforts by its employees and organizations, Toyota Industries successfully reduced its emissions of CO<sub>2</sub>, volatile organic compounds (VOCs) and other substances that place a burden on the environment, and reduced industrial waste generation at its casting plants.

All of us at Toyota Industries are fully committed to working together to achieve the targets set for 2005, the final year of our Third Environmental Action Plan, while continuing to broaden the scope of our current environmental efforts together with the entire Toyota Industries Group.

In addition to reporting on our environmental activities, this Social & Environmental Report 2004 contains information about our quality assurance systems, state of compliance and social activities, such as our contributions to the community. We have made our utmost effort to accurately convey the scope of activities conducted by Toyota Industries in as much detail and as widely as possible. However, since it is not possible to address the entire range of our activities within this report, we ask that you share your questions and opinions with us. This, in turn, will enable the entire Toyota Industries Group to continue to disclose a broad range of information to the satisfaction of a wider audience.

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*Tadashi Ishikawa*

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President  
Chairman, Environmental Committee  
Toyota Industries Corporation

