



In November 2006, Toyota Industries celebrated the 80th anniversary of its establishment. We would like to offer our sincere appreciation for the understanding and support of our stakeholders who have made this milestone possible.

During the past eight decades, the world and our company have changed significantly. Originally founded to manufacture and sell textile machinery, Toyota Industries' business has since diversified and expanded globally to include automobiles and materials handling equipment in line with advancements in motorization and greater efficiency in logistics.

As our role in society has expanded along with public scrutiny, we must address both the scale of our business and its growth potential as well as fulfilling our "Corporate Social Responsibility (CSR)". We fully recognize these demands from society and perceive compliance not only as adherence to the laws, but also as respect for the social norms, culture, and customs of the local communities.

Another important social responsibility is preserving the global environment. There is an ever-increasing awareness among people that if nothing is done, the current burdens on the global environment may lead to an irreversible situation. It has become clear that attaining a balance between sustainable economic growth and preservation of the global environment is a big challenge that we all must work to solve. It is also clear that one of the possible solutions is the development of technology.

We are now carrying out technological development aimed at tackling the global environmental problems confronting our planet. Accordingly, we are also making efforts to minimize the environmental impacts generated by our business activities. Specifically, last year we drew up the Fourth Environmental Plan and are making steady progress in achieving our objectives.

Since Toyota Industries' inception, the spirit of "contributing to society through manufacturing" has been handed down through successive generations. One of the basic management policies of our company is "to strive to offer products and services that are clean, safe, and of high quality." I believe that the realization of this basic policy is synonymous with fulfilling our CSR for the entire group. Therefore, each and every member of the Toyota Industries Group must steadily, honestly, and diligently refocus on the "basics of manufacturing" and maintain an unwavering commitment to pursuing the challenge of "manufacturing inspired by dreams".

The details of our activities during the last fiscal year are presented in this report. I ask for your continued understanding, as well as welcome your frank comments and opinions.

President Tetsuro Toyoda

Basic Philosophy (Toyota Industries' Corporate Philosophy)

Respect for the Law

Toyota Industries is determined to comply with the letter and spirit of the law, in Japan and overseas, and to be fair and transparent in all its dealings.

Respect for Others

Toyota Industries is respectful of the people, culture, and tradition of each region and country in which it operates. It also works to promote economic growth and prosperity in those countries.

Respect for the Natural Environment

Through its corporate activities, Toyota Industries works to contribute to regional living conditions and social prosperity and also strives to offer products and services that are clean, safe, and of high quality.

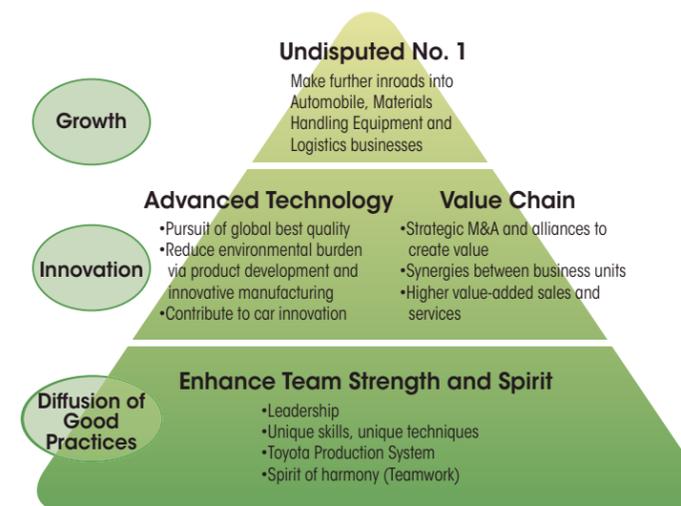
Respect for Customers

Toyota Industries conducts intensive product research and forward-looking development activities to create new value for its customers.

Respect for Employees

Toyota Industries nurtures the inventiveness and other abilities of its employees. It seeks to create a climate of cooperation, so that employees and the Company can realize their full potential.

Vision 2010—Unite Our Group Strengths



● Growth

- Further improve on businesses with global top market share and aim for the undisputed No.1 position
- Attain overwhelming and core strengths, such as key technologies and the level of quality, cost, and delivery (QCD), in respective businesses and products

● Innovation

- Develop leading-edge technologies and expand value chain to bring about innovation through fresh ideas and out-of-the-box thinking

● Diffusion of Good Practices

- Propagate workplace strengths and teamwork spirit transcending businesses and ages
- Pass on good, healthy corporate culture that constantly nurtures strong leaders, improves upon specialized techniques, skills, and TPS, cherishes the spirit of harmony, and follows through on projects with the participation of everyone