

# Message from the Chairman and President



Tetsuro Toyoda  
Chairman



Akira Onishi  
President

Firstly, we would like to extend our sincere appreciation for your continued support of Toyota Industries Corporation and the Toyota Industries Group.

In fiscal 2021 (ended March 31, 2021), the global economy contracted sharply due to the spread of COVID-19. However, the economy has begun to recover moderately thanks to such factors as the improvement of the Chinese economy and underlying economic policies in respective countries.

We continued to carry out profit improvement activities and proactively expanded sales by capturing business opportunities presented by market recoveries. As a result, although sales and profits declined from the previous fiscal year, both outperformed our full-year forecast.

Toyota Industries determined the year-end cash dividend to be ¥80.0. Including the interim cash dividend, we paid annual cash dividends per share of ¥150.0 as planned. The same as last fiscal year, we decided to pay the year-end cash dividend early based on a resolution by the Board of Directors instead of basing our decision on the resolution of the General Shareholders' Meetings as we usually do.

Turning to the surrounding business environment, changes are occurring at a dizzying speed in various aspects, such as the transformation of people's daily lives prompted by greater use of online communications as well as the gaining momentum for realizing a carbon neutral society. In this climate, we aim for further growth by promoting innovative technology and product development by proactively embracing digital technologies and open innovation. At the same time, we will aim to further

enhance corporate value by adhering to such basics as safety, health, quality and compliance as well by strengthening the management platform and building a flexible and robust organization. To support such business development, we will continue our efforts to create an organization and workplace environment that enable diverse human resources to fully demonstrate their individual abilities.

Through these initiatives, we aim for sustainable growth of each business while striving to support industries and social foundations around the world and contribute to making the earth a better place to live, enriched lifestyles and a compassionate society as described in Toyota Industries' Vision 2030.

In closing, we would like to sincerely ask for your continued understanding and support.

July 2021

Tetsuro Toyoda  
Chairman

Akira Onishi  
President