

## President's Message

# Making Ever-Better Cars that Exceed Expectations

I first would like to express my sincere gratitude for your ongoing support and understanding of our company.

No matter how harsh the business environment becomes, Toyota has always strived to make ever-better cars that exceed expectations and bring smiles to those who choose them.

Despite the impact of the very strong yen in FY2012, thanks to concerted efforts throughout the whole Toyota group of companies, we have made much progress in our efforts to improve our profit structure and establish a robust profit foundation through activities such as cost improvement.

We are also fulfilling our social responsibilities by making cars in ways that meet strict environmental and safety standards and also meet society's expectations.

As stated in the Toyota Global Vision announced last year, making ever-better cars and contributing to the betterment of towns and communities leads to a stable business base. This is the Toyota approach to business: Achieving sustainable growth through a virtuous cycle. I believe the new cars we launched this year show the direction we are headed in.

It is likely that the very difficult business environment the world is facing now will continue. All 320,000 of us at Toyota around the world will work as one, to be a company that can realize sustainable growth. Toyota will move forward, never turning back. I, and everyone at Toyota, request your continued and ongoing support.

July 2012



Akio Toyoda  
President

All 320,000 of us at Toyota around the world work together as one to make ever-better cars and achieve sustainable growth

The virtuous cycle described in our Global Vision is gradually taking shape

A healthy auto industry, a healthy Japan

We want to bring smiles to everyone who chooses Toyota

A new mind-set for making ever-better cars

Thankful for our customers, supportive even during tough times

