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I grew up watching my parents work incredibly hard.

Not glamorous jobs.

Not easy work.

Factory jobs.

In challenging environments.

They knew they had a job to do.

And they approached it with pride.

What stayed with me wasn't just how hard they worked, but how they worked.

The way they treated people.

The way they showed up.

The standards they held themselves to, even when no one was watching.

For them, respect wasn't something you asked for.

It wasn't something you talked about.

It was something you *earned*... quietly... through your actions.

Through consistency.

Through doing the right thing, even when the environment was challenging...

And the truth is, this has shaped my style of leadership more than anything else.

Over my 38 years at Toyota, I've come to see just how closely my own values... align with those of the company.

Not as words on a wall, but in how decisions get made, how people are treated, and how we show up in times of adversity.

And today, that matters more than ever.

Because the automotive industry is navigating a period of unprecedented uncertainty.

Change is accelerating, and predictability has become harder to come by.

Government appetite for electrification continues to advance, and that momentum is real.

Our role as manufacturers is to make sure customers are supported with choice, affordability and practical pathways that actually reduce emissions.

That's why we welcome the federal government's shift toward greenhouse gas reduction standards rather than prescriptive EV mandates.

It focuses on outcomes, gives customers choice and allows manufacturers to apply the right mix of technologies to fight emissions in a way that's achievable and sustainable.

This is the kind of practical, technology-neutral approach we will continue to advocate for.

At the same time, new global competitors might be entering the market, adding further complexity to an already crowded space.

Layer on trade uncertainty, access to the U.S. market, and questions around the future of the integrated North American manufacturing base, and it's clear this isn't just one challenge.

It's a convergence of many.

It feels like everything is moving at once

In environments like this what people look for isn't predictions.

It's comfort. It's security.

And so over the last year in particular, the environment has caused me to reflect...

On what matters most.

On the kind of leadership this moment calls for.

And on the role we play, not just as a company, but as part of an industry that matters deeply to Canada, and as a brand that matters deeply to Canadians.

So today, I want to start with the challenges facing the automotive industry and share how my perspective and our approach at Toyota Canada shape our response, reaffirming our deep-seated commitment to our customers.

Because the fact is, we spend a lot of time thinking about the customer experience.

And for us, that experience isn't defined by slogans or promises.

Over a lifetime of ownership, it's often the small moments...a conversation... a vehicle handoff... a problem solved... that people remember most.

None of this is possible without the fundamentals: quality, dependability, and reliability.

Vehicles that start on cold mornings.

Vehicles that last.

Vehicles that people feel confident putting their families in.

It's also shaped by how people engage with us along the way.

The quality of the connection with the people they meet at the dealership.

The ease of navigating our website.

The sense of pride they feel when they drive down the road in their new Toyota.

It's heartening to see that our focus on quality, dependability and reliability has not gone unnoticed.

We're consistently recognized through independent industry awards, including JD Power plant quality, JD Power sales and service satisfaction, and ALG and Canadian Black Book residual value awards.

Those fundamentals matter.

They're the foundation of trust.

And what truly sets the experience apart is what comes next.

That's *choice*.

Canadians don't all live the same lives.

They drive in different conditions, for different reasons, with different priorities.

So, serving them well means offering a broad lineup... across different segments, price points and powertrains... including electrified vehicles that reduce carbon, are available coast to coast, and are supported by product advisors trained to guide customers on that journey.

And as customer needs evolve, we will continue expanding our lineup to fulfil identified niche gaps that reflect how Canadians actually live, *and* drive.

Progress, for us, means providing practical pathways... so customers can make choices that work for their lives.

And being practical means anything but boring.

Here's the thing: innovation only matters in the context of how it's viewed through the eyes of the customer.

Does it improve the quality of their life?

Does it make driving safer?

Does it make it more efficient?

Does it create a feeling inside ...something intuitive, confident, even visceral?

If it doesn't improve things in real, meaningful ways, it doesn't matter.

This is about using innovation to enrich what customers deserve... not in one moment, but across every interaction, over a lifetime of ownership.

When we deliver this consistently, relationships form.

Loyalty grows.

And success becomes inevitable.

None of this happens in isolation.

Delivering a great customer experience depends on an entire *system* working together, and at the heart of that system are people.

Our dealers and their teams across the country.

Our Toyota Canada associates.

Our Toyota Financial Services team.

And our manufacturing team here in Canada.

Together, these people design, build and finance the vehicles we sell, supporting our customers with care and pride.

These are the people who represent our brand every day, in communities large and small.

Across Canada, that system includes 287 dealers operating in hundreds of communities, employing thousands of Canadians, and contributing meaningfully to the national economy.

And this is where our purpose comes to life.

In helping make lives better.

In strengthening the communities we're part of.

For us, those aren't theoretical ideas.

They're the result of people showing up, doing their jobs well, and taking pride in the role they play...whether that's helping a customer, supporting a local business, or creating opportunity in the community around them.

That's why the customer experience isn't an abstract concept for us.

Our ability to deliver it depends directly on the strength, skill and commitment of these teams.

Operating within that system also means navigating a complex environment.

Today's automotive industry is shaped by affordability pressures, regulatory change, evolving mandates, and trade uncertainty.

Our response has been to stay steady and to advocate for customers.

To engage constructively with the government.

To focus on what is practical and achievable.

And to lead with clarity, rather than speculation.

Beyond the industry, our responsibility to Canada extends to the communities we serve.

Through food security initiatives, Toyota dealers and community partners have helped us provide more than one million meals, with a shared ambition to reach 1.5 million this year.

We're a proud national partner of the Trans Canada Trail... our Toyota Canada Foundation helps organizations engage more young people in STEM education... and

we're helping build the profile of women's professional sport through the Northern Super League.

Across our dealer network, these efforts reflect a shared belief: progress is earned by consistently showing up in the lives of Canadians.

That focus on people and experience also shapes how we think about the road ahead.

And certainty seems to be elusive.

Geopolitical dynamics are forcing expanded trade relationships.

Regulatory frameworks are evolving.

New competitors may be entering the market.

And consumer expectations continue to rise.

So, the question isn't whether change is coming, it's *who* you can count on when it does.

The automotive industry is the heartbeat of Canada.

And Toyota is in the driver's seat, helping move that future forward.

We play an important and respected role globally within the organization.

We continue to make meaningful progress on our path to carbon reduction.

And we approach change with discipline, intention and a long-term view.

The more change there is in the world, the more people look for a constant and confident partner.

That's what we have been.

That's what we will continue to be.

Look, life puts pressure on all of us.

And people need someone to rely on.

To be there in the moments that matter.

Moments like...knowing your car will start at 5:30 in the morning so you can get your kids to hockey practice.

Feeling safe and confident on icy, snow-covered roads.

Having the assurance that the vehicle you rely on will be there when life depends on it.

And believing, confidently, that when you need guidance or support, there's someone ready to help, wherever you are.

That's how we will continue to support Canadians...by earning their confidence, respecting their choices, and being there for the long haul, when it matters most.

Because Toyota isn't new to Canada.

We're established here, we're deeply rooted in the communities we serve, and we're on the cusp of major infrastructure reinvestment to solidify future growth.

And that reality shapes how we show up, every day, and for the long term.

Over the past year, I've been asked the same question repeatedly.

"Any big surprises in the role?"

And my answer is no. Not really.

If anything, this chapter has reinforced what I already believed. What I've known all my life.

Yes, environments change. Markets shift. Circumstances evolve.

Values don't.

And in moments like this, values matter more than ever.

At Toyota, we've always believed that staying true to our core matters — being disciplined, respectful and committed to doing the right things the right way.

That's the Toyota approach.

And I've seen it prove itself, time and again.

When we live our values.

When we respect our customers.

When we respect Canadians.

We can meet whatever challenge comes our way.

And trust follows.

We don't take that lightly.

It's earned every day...in the way our people show up, and in the quality, dependability and reliability of our vehicles.

In the moments Canadians rely on us most.

One moment at a time.