

## **Toyota Outlines Timeline for Production Normalization**

Tokyo, Japan, April 22, 2011—Toyota Motor Corporation (TMC) announced today that its production operations, which were negatively affected by the Great East Japan Earthquake, are expected to normalize around November or December 2011.

In Japan, depending on vehicle model, normalization\* of production is expected to start in July, with normalization completing around November or December.

Outside Japan, depending on region and vehicle model, normalization of production is expected to start in August, with normalization completing around November or December.

“To all the customers who made the decision to buy a vehicle made by us, I sincerely apologize for the enormous delay in delivery. Immediately after the earthquake, Toyota, like others, sent its employees into the disaster zone to join forces with our plants, dealers and suppliers to take steps toward recovery. I, too, visited the affected areas several times,” said TMC President Akio Toyoda at a press conference today announcing the normalization timeline. “I saw people’s efforts first hand, and I was filled with confidence that their hard work would make possible a quicker recovery of production.”

\*As measured in terms of the annual production plan.

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