

President Toyoda's Prepared Remarks for April 22 Press Conference on Timeline for Production Normalization

Thank you all very much for being here today, in spite of the very short notice and your busy schedules.

First of all, I would like to pause briefly in memory of those who perished in the recent earthquake disaster, and to offer my sincere sympathies to the surviving victims.

On April 18, we restarted production at all of our domestic plants.

As we now have a better idea of such things as when we will be able to normalize production, because we wanted to get the word out soon, we made today's announcement.

In both Japan and overseas, in general, we expect to return to pre-earthquake-disaster levels of production in around November or December.

In Japan, we are currently operating at about 50 percent. We will mark that as the low point from which we intend to increase production as much as possible from around July. Although it will depend on the vehicle model, we expect to return production on all lines and of all models to normal sometime around November or December.

As for production outside Japan, we are currently producing at about 40 percent. Because the shipping of parts abroad requires time, the timing of the start of normalization of production overseas will be one month later than in Japan, or around August. Afterward, just as with production in Japan, although it will depend on the region and the model, we expect to return production to normal sometime 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. To maintain such customers' loyalty and understanding, Toyota Motor Corporation and its dealers are prepared to offer unprecedented customer service.

To our dealers, suppliers and other related parties, I feel terribly sorry for the hardships we may have caused you. Please know that we are now considering supportive structures.

The Great East Japan Earthquake was different than others in terms of the breadth of the regions that it affected. The damage touched the economy, the whole of Japan and all businesses.

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. 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.

Because the automobile industry has such a broad base, its effect on others is widely felt. Believing that the sooner the better, our entire company has been working to bring production back to normal.

To those of you, I seek your understanding and support.

Thank you.