

## <Woven City groundbreaking ceremony on 23 February>

### President Toyoda Speech

Hello, I'm Akio Toyoda.

I would like to thank you for joining us today.

Today, as we hold a groundbreaking ceremony, I would like to express my appreciation to the people of Susono City, Shizuoka Prefecture, and other local communities, as well as our construction partners, who have given us tremendous support for the Woven City project.

Taking action as one has decided is never an easy task under the COVID-19 pandemic. I would like to extend my deepest gratitude to all those involved in the project for their hard efforts to make this happen.

On December 9, 2020, the Higashi-Fuji Plant of Toyota Motor East Japan (TMEJ) drew its history to a close, after 53 years of producing vehicles with the support of the community.

In total, 7,000 members have worked here at the plant. This means that plant members have left as many as 14 million footprints in this place every day. We have produced 7.52 million vehicles, in great variety, from the Toyota Century to JPN Taxi. I believe the plant had been a driving force for motorization in Japan, supporting people's daily lives and promoting a car culture.

The DNA of the Higashi-Fuji Plant: It is the spirit of *kaizen* (continuous improvement), an attitude of working for others, or the "YOU perspective" as I call it, and the heart of embracing diversity and inclusion.

These are inherited as the three unwavering principles of Woven City; a human-centered city, a living laboratory, and an ever-evolving, city.

"We want to weave the history of Higashi-Fuji Plant into the future of this town."

"We want to be a best-in-town company that people in the local community love and rely upon."

This is the aspiration that all of us at Toyota would like to carry on.

I would like to conclude my remarks by promising that, always keeping this aspiration in mind, we will continue to take every step forward into the future together with everyone in the community.

Thank you again for joining us today.