



**A message from Kiyohito Morimoto,
BJA Vice-President, Nihonjinkai Chairman &
Executive Vice President, Toyota Motor Europe**

Dear Members,

Almost two months have passed since we started to face the lockdown measures in Belgium, due to the pandemic of the new coronavirus. We should have been spending an exciting moment with the Tokyo Olympic and Paralympic games about to start, but unfortunately the games are postponed to next year. Moreover, we cannot predict when we will be able to go back to a normal life, or even go back to where we were at before the pandemic. We, as Toyota Motor Europe, are not an exception. We needed to stop the operation of all European plants shortly after we faced the lockdown. We cannot make the cars, and the dealers cannot even sell the cars. I imagine that most of the members of BJA are suffering in a similar situation.

But it is always darkest before the dawn. I strongly believe that if we keep on continuing what we can do at this situation, we can reach a good dawn. Let me introduce what we are doing as Toyota, under this lockdown situation.

Toyota has nine plants in seven European countries. Immediately after the governments of each country entered the lockdown, we were forced to stop our operations one after another. TME employees were also forced to work from home.

Under such circumstances, employees worked on two major things. One is to support those who are fighting against coronavirus at the front line. And the other is to rethink our

way of working and prepare for a big leap when we return to the office, factory or sales site.

At the factory, we have created face guards, and door openers which can open and close the door without touching it by hands, by using a 3D printer that was not in operation at the factory. We also helped to implement the concept of the Toyota Production System, to improve the transportation system at medical sites to improve efficiency. And most of our dealers provided vehicles for medical personnel or people in societies to commute to hospitals. For ourselves, employees at factories gathered through video conferences to study Toyota Production System again and worked on “Kaizen” proposals that could not be made while the factories were in operation.

Although it is little by little, the situation of virus spread has begun to settle down, and lockdown measures in each country are gradually being lifted. The dark night is almost over and the sun is ready to start shining. We are almost there. Let's work together and lead the economic recovery.

In the meantime, please stay safe and healthy.

Kiyohito Morimoto

BJA Vice-President, Nihonjinkai Chairman &
Executive Vice President, Toyota Motor Europe



Face guard and door opener developed by Toyota for their factories