

## Our Pledge To **Toyota Drivers**

When Kiichiro Toyoda brought Toyota into the auto business in 1937, he created a set of principles that has always guided how we operate. The pillars of the "Toyota Way" are "respect for people" and "continuous improvement." These remain core values - and we'll adhere closely to them as we make vehicle safety our top priority.

## We have already taken decisive steps to make things right for our drivers.

- All 172,000 team members and dealers across North America are working day and night to fix our recalled vehicles – and one million have already been repaired.
- Our solutions are effective and durable and we are confident that no problems exist with our electronic throttle control system.
- We've asked a world-class engineering firm to conduct a comprehensive independent analysis of this system. Their interim report confirms that its multiple fail-safes work – and we will make their final report public.

## But we are not stopping there.

Toyota will set a new standard for speed of response on safety issues. For example, we are expanding our field monitoring team with the goal of conducting on-site inspections of unwanted acceleration reports as soon as possible.

And we'll be a leader in introducing advanced safety technologies to provide you with added confidence - including an advanced brake override system that automatically cuts engine power when the accelerator and brake pedals are both engaged.

We'll ask distinguished independent safety experts to ensure that the enhanced quality controls we're putting in place conform to best industry practices.

We continue to produce many of the best vehicles on the road. Many of you who are bringing your vehicles to our dealers for repair continue to tell us that, and we deeply appreciate your loyalty.

More than anything, we want you to feel safe, knowing the vehicles you are driving are among the safest, most reliable in the world.

Sincerely,

Jim Lentz

President and Chief Operating Officer

Toyota Motor Sales, U.S.A., Inc.

To learn more about what we're doing for customers, please visit:

toyota.com