## **Toyota's Proactive Steps in 2010 to Help Ensure Quality and Safety**

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At Toyota, we've taken major steps to become a more responsive, safety-focused organization. Here are some of the actions we've taken to be an industry leader in quality and safety:

- 1. Established a **Special Committee for Global Quality** under the direction of Global President Akio Toyoda to reexamine all aspects of quality assurance
- 2. Star Safety System now standard across all lineups
- 3. Making **SmartStop Technology brake override system** standard on all new models by the end of 2010
- 4. Created **SMART Teams** to help quickly investigate reports of unintended acceleration
- 5. Established independent **Quality Advisory Panel** chaired by former U.S. Transportation Secretary Rodney Slater
- 6. Appointed Chief Quality Officer for North America Steve St. Angelo
- 7. Appointed Chief Safety Executive for North America Dino Triantafyllos
- 8. Increasing the use of **Event Data Recorder** ("black boxes") in our cars for better data collection and providing new EDR readers to government safety regulators
- 9. Set up **Design Quality Innovation Division** in Japan and transferred **1,000 engineers** to focus on design of components and other quality issues
- 10. Created a new team of 100 engineers to audit vehicle quality by studying use by customers
- 11. Expanded product development cycle by 4 weeks to help ensure high quality/safety
- 12. Developed **next-generation virtual test dummy** to help guard against internal organ damage in the event of an accident licensing to other automakers and universities
- 13. Refined our global **Early Detection, Early Resolution** (EDER) system to include a wider variety of sources to help monitor quality/safety, including customer calls, web mentions and government databases
- 14. Appointed **4 North American leaders to join 5 others as presidents** of plants in the U.S., Canada and Mexico, providing more regional autonomy
- 15. Establishing **6 additional Product Quality Field Offices** throughout North America to improve our ability to detect and respond to customer and quality issues
- 16. **Opened our electronic technology to an unprecedented level** of review by outside experts, including **NASA**, the **National Academy of Sciences** and engineering firm **Exponent**

## Other Steps We Are Taking to Help Ensure Quality and Safety

- Toyota uses 8 electromagnetic testing chambers in Japan and is building one in the U.S.
- Toyota applies medical CT-scan technology to find issues smaller than a human hair in chips
- Toyota conducts **thousands of virtual simulations and 1,600 actual vehicle crash tests** in Toyota and affiliate facilities each year
- Toyota tests its electronic control units with **200 V/m of electricity** to check their accuracy and durability in various areas, including locations near street power lines and TV towers
- Toyota also puts its electronic control units through "thermal shock" treatments ranging from minus 22 degrees Fahrenheit to a scorching 230 degrees

• Completed **more than 35 million miles of electronic throttle control running tests** on 2005 through 2010 Toyota models.

## Key Accolades Toyota Has Won in 2010

- Won 7 IIHS "top safety" picks
- **Toyota Camry** was ranked the **most "American-made" vehicle in the U.S**. for the 2nd year by Cars.com and Toyota has more vehicles on the "Top 10" list than any other automaker
- 2010 **JD Power IQS** 6 segment awards (more than any manufacturer); Lexus LS "most trouble-free vehicle in US"; No. 1-rated plant in North America
- 2010 JD Power VDS 5 segment winners more than any other automaker