

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