

# Toyota's Pledge To You.

More than 70 years ago, Toyota was founded with one mission in mind — to provide our customers with the safest, most reliable vehicles in the world. That's why 80% of all Toyota cars and trucks sold in the United States over the last 20 years are still on the road today.\*

We're proud of our heritage and recognize that, lately, we haven't lived up to it. All 172,000 Toyota employees and dealership personnel in North America are working around the clock to make things right for you and earn back your trust.

We've launched a comprehensive program, led personally by our President, Akio Toyoda, to improve quality controls worldwide — from when we design your vehicle to the day you stop using it — and respond more effectively when there's an issue.

## Here's what we are doing:

1. We are launching a top-to-bottom review of every process related to quality in design, production, sales and service, and verifying the causes that prompted our recent recalls.
2. We're improving communications with our customers to gather information faster and further strengthening our dialogue with our regulators.
3. When we learn about a problem our customers are experiencing, we'll investigate without delay, and we'll quickly address any safety issues we find.
4. We'll ask outside experts to confirm that the enhanced quality controls we're putting in place conform to best industry practices.

At Toyota, we have always believed that continuous improvement — doing better every day — is the best guarantee of success. And we believe that the best companies learn from their mistakes. We know we need to do better. We are committed to doing just that.

Sincerely,



Jim Lentz  
President and Chief Operating Officer  
Toyota Motor Sales, U.S.A., Inc.

To find out all the latest information about the recalls, please visit:  
**toyota.com**