

Toyota Quarterly Supplement
For
Takata Recall Remedy Completion

(15V-284, 15V-285, 15V-286, 16V-127, 16V-128, 16V-340, 17V-006, 18V-024,
18V-025)

June 30, 2018

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I. Introduction

Toyota submits this Quarterly Report pursuant to paragraph 37 of the Third Amendment to the Coordinated Remedy Order (“ACRO”) issued by the National Highway Traffic Safety Administration (NHTSA) on December 9, 2016. This document summarizes and contains the latest updates to Toyota’s Recall Engagement Plan, which we submitted pursuant to the ACRO. This document covers NHTSA-designated recalls 15V-284, 15V-285, 15V-286, 16V-127, 16V-128, 16V-340, 17V-006, 18V-024, and 18V-025 for certain Toyota, Lexus, and Scion vehicles. This updated plan outlines Toyota’s actions for the covered recalls, remedy completion status, parts supply, and the on-going and planned efforts to promote and maximize remedy completion.

As outlined in this document, we continue to reach out to affected owners in many ways to make sure they are aware of the Takata air bag recall. Toyota’s outreach is designed to help them resolve this issue as quickly, conveniently, and as safely as possible. It further helps owners understand the importance of this urgent safety recall and that serious injury or death can occur as a result of the safety defect. We want owners to know that replacement air bag inflators are readily available, that the repair is **FREE**, and takes about an hour for most models. Toyota offers alternate transportation during the free repair, or towing to the dealership, if necessary, to help affected owners have their vehicles repaired.

Some of the proactive, targeted initiatives, explained in greater detail below, include:

- Reaching out to affected owners by phone, email, postcards, certified mail and social media to alert them to bring their vehicles to their local authorized dealership for a free repair. For certain owners who have older model Toyota, Lexus, or Scion vehicles and who have not yet obtained the free repair, we have attempted to contact these owners an average of 32 times as of March 31, 2018.
- Engaging Toyota dealers across the U.S. to joined us in this effort. Dealers are also directly reaching out to affected owners who have older model Toyota, Lexus, or Scion vehicles, supplementing our efforts. Contacts are being made by direct mail, email, and phone calls.
- Engaging in community outreach as part of our efforts to get the message to hard to reach owners. Toyota has been piloting community outreach events in the Dallas/Fort Worth Area, which is one of the higher concentration areas of unrepaired vehicles, explaining the importance and urgency of this recall, and encouraging community residents and leaders to check their

friend's and family's vehicles to find out if they might be affected and need a vehicle repair. This effort will expand to additional metro areas with higher concentrations of unrepaired vehicles later this year. In addition, Toyota has been an active participant in community outreach efforts sponsored by NHTSA and the NHTSA-appointed Takata monitor.

- Supporting efforts to increase convenience and accessibility of the repair for owners, Toyota began a mobile repair pilot in spring 2018 in the Dallas area through a third-party vendor who repairs vehicles on-site at local independent used car dealerships and other businesses. Mobile repair in this pilot is also available at an owner's work or home. Toyota plans to expand to additional locations throughout this year if the pilot proves successful.
- Performing door-to-door outreach to owners in Los Angeles, Dallas, and Miami to encourage them to bring their vehicles to a local Toyota dealership for a free repair. In addition, towing the affected vehicle to a local Toyota dealership at no cost was made available.
- Conducting a multi-channel, nationwide, English and Spanish Public Service Announcement (PSA) campaign urging owners to take an hour out of their day to get their air bag replaced. This includes radio spots encouraging owners to check to see if their vehicle is affected and find a local Toyota/Lexus dealership for a free repair.
- Conducting a program to recover air bags with defective air bag inflators from salvage yards across the nation. This effort will continue to reduce the possibility that an affected air bag from a salvage vehicle will re-enter the market. As of June 2018, more than 10,000 air bags from salvage have been collected through this program.
- Releasing "Toyota Active Recall", an innovative system used by independent automotive aftermarket facilities since 2016 to alert owners that a safety recall is applicable to a Toyota, Lexus, or Scion vehicle being serviced. This is another effort to help raise awareness among harder to reach vehicle owners who may no longer visit a Toyota franchised dealership for their regular service. With this system, a computer or mobile application used by an independent automotive aftermarket facility can transmit a vehicle's VIN to Toyota to check for incomplete safety recalls. The service facility can print instructions with helpful information for their customers to go to a Toyota/Lexus dealer for the free repair. Currently, more than 30,000

automotive aftermarket locations use the “Toyota Active Recall” system, and we will continue to expand its use as part of our outreach efforts.

Toyota will continue to work with government agencies, the Takata Monitor, third-party vendors, and other automakers to share best practices and identify new ways to proactively reach out to affected owners, while improving on existing methods, with a goal to maximize remedy completions for these recalls.

II. Toyota’s Priority Group Launch Schedule

As in our previous quarterly supplements, we are including the chart below, which shows the Toyota, Scion, and Lexus models recall launch schedules in the 12 Priority Groups as specified in the Third Amendment to the Coordinated Remedy Order:

Priority Group	Total Population	Model Year/Model HAH*/non-HAH/Zone	Sufficient Parts Supply Timeline	Remedy Completion Target Deadline
Priority Group 1	675,885	03-07 Corolla (HAH) 03-07 Corolla Matrix (HAH) 05-06 Tundra (HAH) 05-07 Sequoia (HAH) 07 Lexus SC430 (HAH)	March 31, 2016	December 31, 2017
Priority Group 2	1,418,473	04-05 RAV4 Driver (HAH/non-HAH) 03-07 Corolla (non-HAH) 03-07 Corolla Matrix (non-HAH) 03-04 Tundra (HAH) 05-06 Tundra (non-HAH) 02-04 Sequoia (HAH) 05-07 Sequoia (non-HAH) 07 Lexus SC430 (non-HAH) 08 Corolla (HAH) 08 Corolla Matrix (HAH) 08-10 Lexus SC430 (HAH)	September 30, 2016	December 31, 2017
Priority Group 3	347,323	03-04 Tundra (non-HAH) 02-04 Sequoia (non-HAH) 02-06 Lexus SC430 (HAH/non-HAH) 08 Corolla (non-HAH) 08 Matrix (non-HAH) 08-10 Lexus SC430 (non-HAH)	December 31, 2016	December 31, 2017

Priority Group 4	763,580	07-09 Lexus ES350 (A) 08-09 Lexus IS F (A) 06-09 Lexus IS250 (A) 06-09 Lexus IS350 (A) 09 Corolla Matrix (A) 09 Corolla (A) 06-09 Yaris HB (A) 07-09 Yaris (A) 08-09 xB (A)	March 31, 2017	September 30, 2019
Priority Group 5	619,813	10 Lexus ES350 (A) 07-08 Lexus ES350 (Non-A) 10 Lexus GX460 (A) 10 Lexus IS F (A) 08 Lexus IS F (Non-A) 10 Lexus IS250 (A) 06-08 Lexus IS250 (Non-A) 10 Lexus IS250C (A) 10 Lexus IS350 (A) 06-08 Lexus IS350 (Non-A) 10 Lexus IS350C (A) 10 4Runner (A) 10 Corolla Matrix (A) 10 Corolla (A) 10 Yaris HB (A) 07-08 Yaris HB (Non-A) 10 Yaris (A) 07-08 Yaris (Non-A) 10 xB (A) 08-9 xB (non-A)	June 30, 2017	December 30, 2019
Priority Group 6	345,555	11 Lexus ES350 (A) 11 Lexus GX460 (A) 11 Lexus IS F (A) 11 Lexus IS250 (A) 11 Lexus IS250C (A) 11 Lexus IS350 (A) 11 Lexus IS350C (A) 11 4Runner (A) 11 Corolla Matrix(A) 11 Corolla (A) 11 Sienna (A) 11 Yaris HB (A) 11 Yaris (A) 11 xB (A)	September 30, 2017	March 30, 2020

Priority Group 7	285,815	12 Lexus ES350 (A) 12 Lexus GX460 (A) 12 Lexus IS250/350 (A) 12 Lexus IS250C/350C (A) 12 Lexus IS-F (A) 12 Lexus LFA (A) 12 4Runner (A) 12 Corolla (A) 12 Matrix (A) 12 Sienna (A) 12 Yaris (A) 12 xB (A)	December 31,2017	June 30, 2020
Priority Group 8	264,522	09 Lexus ES350 (B) 07-08 Lexus ES350 (C) 09 Lexus IS250/350 (B) 06-08 Lexus IS250/350 (C) 09 Lexus IS-F (B) 08 Lexus IS-F (C) 09 Yaris HB (B) 07-08 Yaris HB (C) 09 Yaris (B) 07-08 Yaris (C)	March 31, 2018	September 30, 2020
Priority Group 9	601,259	10 Lexus ES350 (B) 09 Lexus ES350 (C) 13 Lexus GX460 (A) 10 Lexus GX460 (B) 13 Lexus IS250/350 (A) 10 Lexus IS250/350 (B) 09 Lexus IS250/350 (C) 13 Lexus IS250C/350C (A) 10 IS250C/350C (B) 13 Lexus IS-F (A) 10 Lexus IS-F (B) 09 Lexus IS-F (C) 10 Yaris HB (B) 09 Yaris HB (C) 10 Yaris (B) 09 Yaris (C)	June 30, 2018	December 30, 2020
Priority Group 10	14,585**	11-12 Lexus ES350 (B) 10-12 Lexus ES350 (C) 14-17 Lexus GX460 (A) 11-17 Lexus GX460 (B) 10-17 Lexus GX460 (C) 11-13 Lexus IS250/350 (B) 10-13 Lexus IS250/350 (C)	March 31, 2019	September 30, 2021

Priority Group 10 (con't)	14,585**	14-15 Lexus IS250C/350C(A) 11-15 Lexus IS250C/350C (B) 10-15 Lexus IS250C/350C (C) 14 Lexus IS-F (A) 11-14 Lexus IS-F (B) 10-14 Lexus IS-F (C) 12 Lexus LFA (B) 12 Lexus LFA (C) 14-16 4Runner (A) 11-16 4Runner (B) 10-16 4Runner (C) 11-13 Corolla (B) 10-13 Corolla (C) 11-13 Matrix (B) 10-13 Matrix (C) 14 Sienna (A) 11-14 Sienna (B) 11-14 Sienna (C) 11 Yaris HB (B) 10-11 Yaris HB (C) 11-12 Yaris (B) 10-12 Yaris (C)	March 31, 2019	September 30, 2021
Priority Group 11	57,911***	03-07 Corolla (HAH) 03-07 Corolla Matrix (HAH) 05-06 Tundra (HAH) 05-07 Sequoia (HAH) 07 Lexus SC430 (HAH)	March 31, 2020	September 30, 2022
Priority Group 12	40,283***	03-07 Corolla (non-HAH) 03-07 Corolla Matrix (non-HAH) 03-04 Tundra (HAH) 05-06 Tundra (non-HAH) 02-04 Sequoia (HAH) 05-07 Sequoia (non-HAH) 07 Lexus SC430 (non-HAH) 03-04 Tundra (non-HAH) 02-04 Sequoia (non-HAH) 02-06 Lexus SC430 (HAH/non-HAH) 08-10 Lexus SC430 (HAH) 08 Corolla (HAH) 08 Corolla Matrix (HAH)	September 30, 2020	March 31, 2023

*High Absolute Humidity area

**Only Yaris and Yaris HB models are included at this time. These models were launched ahead of the specified schedule.

***Only Corolla Matrix vehicles are included at this time. This model was launched ahead of the specified schedule.

III. Recalls and Remedy Status

Toyota is currently administering the safety recalls under the following NHTSA ID numbers: 15V-284, 15V-285, 15V-286, 16V-127, 16V-128, 16V-340, 17V-006, 18V-024, and 18V-025 involving Takata airbag inflators in the U.S. and federalized territories.

A. Completion Status

The current recalls, involved vehicles, vehicle populations, and completion performance as of June 22 2018 are outlined below by Priority Group. Please note that some actions have only recently been launched or will be launched in the near future. The table below includes scrap, stolen, export (“SSE”) and “other” adjustments pursuant to Paragraphs 45-48 of the ACRO; some recalls included here do not include SSE or other adjustments, because those are forthcoming and the amendments to their corresponding Part 573 documents have not yet been filed.

PG	Model and Model Year	Pass/ Driver	Inflators Affected	Total Out of Transit**	Inflators Repaired	Completion Percentage ***
1	2003 - 2007 Corolla PAB (HAH) 2003 - 2007 Matrix PAB (HAH) 2005 - 2007 Sequoia PAB (HAH) 2005 - 2006 Tundra PAB (HAH) 2007 - 2007 SC430 PAB (HAH)	PAB	819,437	150,989	439,733	65.8%
2	2003 - 2007 Corolla PAB (Non-HAH) 2003 - 2007 Matrix PAB (Non-HAH) 2008 Corolla PAB (HAH) 2008 Matrix PAB (HAH) 2004 - 2005 RAV4 DAB (HAH) 2004 - 2005 RAV4 DAB (Non-HAH) 2002 - 2004 Sequoia PAB (HAH) 2005 - 2007 Sequoia PAB (Non-HAH) 2003 - 2004 Tundra PAB (HAH) 2005 - 2006 Tundra PAB (Non-HAH) 2007 - 2007 SC430 PAB (Non-HAH) 2008-2010 SC430 PAB (HAH)	DAB/PAB	1,864,374	390,045	1,107,584	75.1%
3	2008 Corolla PAB (Non-HAH) 2008 Matrix PAB (Non-HAH) 2002 - 2006 SC430 PAB (HAH) 2002 - 2006 SC430 PAB (Non-HAH) 2008-2010 SC430 PAB (Non-HAH) 2002 - 2004 Sequoia PAB (Non-HAH) 2003 - 2004 Tundra PAB (Non-HAH)	PAB	429,521	75,225	278,851	78.7%

4	2007 - 2009 ES350 PAB (A) 2008 - 2009 IS F PAB (A) 2006 - 2009 IS250 PAB (A) 2006 - 2009 IS350 PAB (A) 2008 - 2009 xB PAB (A) 2009 - 2009 Corolla Matrix PAB (A) 2009 - 2009 Corolla PAB (A) 2006 - 2009 Yaris HB PAB (A) 2007 - 2009 Yaris PAB (A)	PAB	763,580	136,815	382,370	61.0%
5	2010 - 2010 ES350 PAB (A) 2007 - 2008 ES350 PAB (B) 2010 - 2010 GX460 PAB (A) 2010 - 2010 IS F PAB (A) 2008 - 2008 IS F PAB (B) 2010 - 2010 IS250 PAB (A) 2006 - 2008 IS250 PAB (B) 2010 - 2010 IS250C PAB (A) 2010 - 2010 IS350 PAB (A) 2006 - 2008 IS350 PAB (B) 2010 - 2010 IS350C PAB (A) 2010 - 2010 xB PAB (A) 2008 - 2008 xB PAB (B) 2010 - 2010 4Runner PAB (A) 2010 - 2010 Corolla Matrix PAB (A) 2010 - 2010 Corolla PAB (A) 2010 - 2010 Yaris HB PAB (A) 2007 - 2008 Yaris HB PAB (B) 2010 - 2010 Yaris PAB (A) 2007 - 2008 Yaris PAB (B)	PAB	619,813	98,038	317,022	60.8%
6	2011 - 2011 ES350 PAB (A) 2011 - 2011 GX460 PAB (A) 2011 - 2011 IS F PAB (A) 2011 - 2011 IS250 PAB (A) 2011 - 2011 IS250C PAB (A) 2011 - 2011 IS350 PAB (A) 2011 - 2011 IS350C PAB (A) 2011 - 2011 xB PAB (A) 2011 - 2011 4Runner PAB (A) 2011 - 2011 Corolla Matrix PAB (A) 2011 - 2011 Corolla PAB (A) 2011 - 2011 Sienna PAB (A) 2011 - 2011 Yaris HB PAB (A) 2011 - 2011 Yaris PAB (A)	PAB	345,555	44,019	164,979	54.7%

7	2012 - 2012 ES350 PAB (A) 2012 - 2012 GX460 PAB (A) 2012 - 2012 IS250 PAB (A) 2012 - 2012 IS350 PAB (A) 2012 - 2012 IS250C PAB (A) 2012 - 2012 IS350C PAB (A) 2012 - 2012 IS-F PAB (A) 2012 - 2012 LFA PAB (A) 2012 - 2012 xB PAB (A) 2012 - 2012 4Runner PAB (A) 2012 - 2012 Corolla PAB (A) 2012 - 2012 Matrix PAB (A) 2012 - 2012 Sienna PAB (A) 2012 - 2012 Yaris (Sedan) PAB (A)	PAB	285,815	4,708	136,506	48.6%
8	2009 - 2009 ES350 PAB (B) 2007 - 2008 ES350 PAB (C) 2009 - 2009 IS250 PAB (B) 2009 - 2009 IS350 PAB (B) 2006 - 2008 IS250 PAB (C) 2006 - 2008 IS350 PAB (C) 2009 - 2009 IS-F PAB (B) 2008 - 2008 IS-F PAB (C) 2009 - 2009 xB PAB (B) 2008 - 2008 xB PAB (C) 2009 - 2009 Corolla PAB (B) 2009 - 2009 Matrix PAB (B) 2009 - 2009 Yaris (Hatch Back) PAB (B) 2007 - 2008 Yaris (Hatch Back) PAB (C) 2009 - 2009 Yaris (Sedan) PAB (B) 2007 - 2008 Yaris (Sedan) PAB (C)	PAB	264,522	15,407	113,400	45.5%

9	2010 - 2010 ES350 PAB (B) 2009 - 2009 ES350 PAB (C) 2013 - 2013 GX460 PAB (A) 2010 - 2010 GX460 PAB (B) 2013 - 2013 IS250 PAB (A) 2013 - 2013 IS350 PAB (A) 2010 - 2010 IS250 PAB (B) 2010 - 2010 IS350 PAB (B) 2009 - 2009 IS250 PAB (C) 2009 - 2009 IS350 PAB (C) 2013 - 2013 IS250C PAB (A) 2013 - 2013 IS350C PAB (A) 2010 - 2010 IS250C PAB (B) 2010 - 2010 IS350C PAB (B) 2013 - 2013 IS-F PAB (A) 2010 - 2010 IS-F PAB (B) 2009 - 2009 IS-F PAB (C) 2013 - 2013 xB PAB (A) 2010 - 2010 xB PAB (B) 2009 - 2009 xB PAB (C) 2013 - 2013 4Runner PAB (A) 2010 - 2010 4Runner PAB (B) 2013 - 2013 Corolla PAB (A) 2010 - 2010 Corolla PAB (B) 2009 - 2009 Corolla PAB (C) 2013 - 2013 Matrix PAB (A) 2010 - 2010 Matrix PAB (B) 2009 - 2009 Matrix PAB (C) 2013 - 2013 Sienna PAB (A) 2010 - 2010 Yaris (Hatch Back) PAB (B) 2009 - 2009 Yaris (Hatch Back) PAB (C) 2010 - 2010 Yaris (Sedan) PAB (B) 2009 - 2009 Yaris (Sedan) PAB (C)	PAB	601,259	0	219,912	36.6%
10	2011 - 2011 Yaris (Hatch Back) PAB (B) 2010 - 2011 Yaris (Hatch Back) PAB (C) 2011 - 2012 Yaris (Sedan) PAB (B) 2010 - 2012 Yaris (Sedan) PAB (C)	PAB	14,585	0	4,775	32.7%
11	2003 - 2008 Matrix PAB (A)	PAB	57,911	651	14,160	24.7%
12	2003 - 2008 Matrix PAB (B) 2003 - 2008 Matrix PAB (C)	PAB	40,283	526	12,571	31.6%

Notes:

* General Motors is administering the recall of the Pontiac Vibe vehicles built by New United Motor Manufacturing (NUMMI). General Motors will address the Pontiac Vibe in the plan it is submitting.

**Out of Transit includes "SSE" and "other" adjustments pursuant to Paragraphs 45-48 of the ACRO;

some recalls included here do not include SSE or other adjustments, because those are forthcoming and the amendments to their corresponding Part 573 documents have not yet been filed .

***Completion rate is the percentage of inflators affected (that are not out of transit) that have been repaired.

B. Parts Update

In order to support a continued robust completion rate and launch additional priority groups on time, Toyota continues its efforts to ensure a steady supply of replacement parts. The following chart shows the original parts preparation plan to support the launch of PGs on time. We have followed this schedule to date and launched the remedy phase for certain vehicle models early, where possible. Toyota recently completed the scheduled launches of priority groups in January as shown in the chart below. At this time, remedy inflator kits are available for all customers in Priority Groups 1-9 and for certain models in Priority Groups 10-12.

★ = Launch Complete																				
Model	Aug '16	Sept	Oct	Nov	Dec	Jan '17	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan '18	Feb	
Yaris HB	Parts Preparation		★ PG4,5,6			★ PG7,8												★ PG9,10		
Yaris Sedan	Parts Preparation			★ PG4,5,6		★ PG7,8												★ PG9,10		
IS	Parts Preparation						★ PG4,5,6,7,8											★ PG9		
07-13 xB	Design / Testing			Parts Preparation				★ PG4			★ PG5		★ PG6,7,8					★ PG9		
07-12 ES	Design / Testing			Parts Preparation				★ PG4			★ PG5		★ PG6			★ PG7,8		★ PG9		
09-13 Corolla	Design / Testing						Parts Preparation		★ PG4			★ PG5		★ PG6			★ PG7,8		★ PG9	
09-13 Matrix	Design / Testing						Parts Preparation		★ PG4			★ PG5		★ PG6,7					★ PG9	
10-13 IS-C	Design / Testing								Parts Preparation		★ PG5			★ PG6,7				★ PG9		
11-13 Sienna	Design / Testing								Parts Preparation		★ PG6		★ PG7					★ PG9		
10-13 GX	Design / Testing								Parts Preparation		★ PG5			★ PG6		★ PG7		★ PG9		
10-13 4Runner	Design / Testing								Parts Preparation		★ PG5		★ PG6			★ PG7		★ PG9		
03-08 Matrix Like for Like															Parts Preparation			★ PG11,12		

IV. Toyota’s Outreach Strategy

On December 9, 2016, NHTSA issued a Third Amendment to the Coordinated Remedy Order. Paragraph 35 of the Order outlines a recall completion schedule and related completion percentage targets. Toyota is employing a variety of strategies designed to maximize the completions of the Takata recalls and will discuss these strategies in the sections that follow.

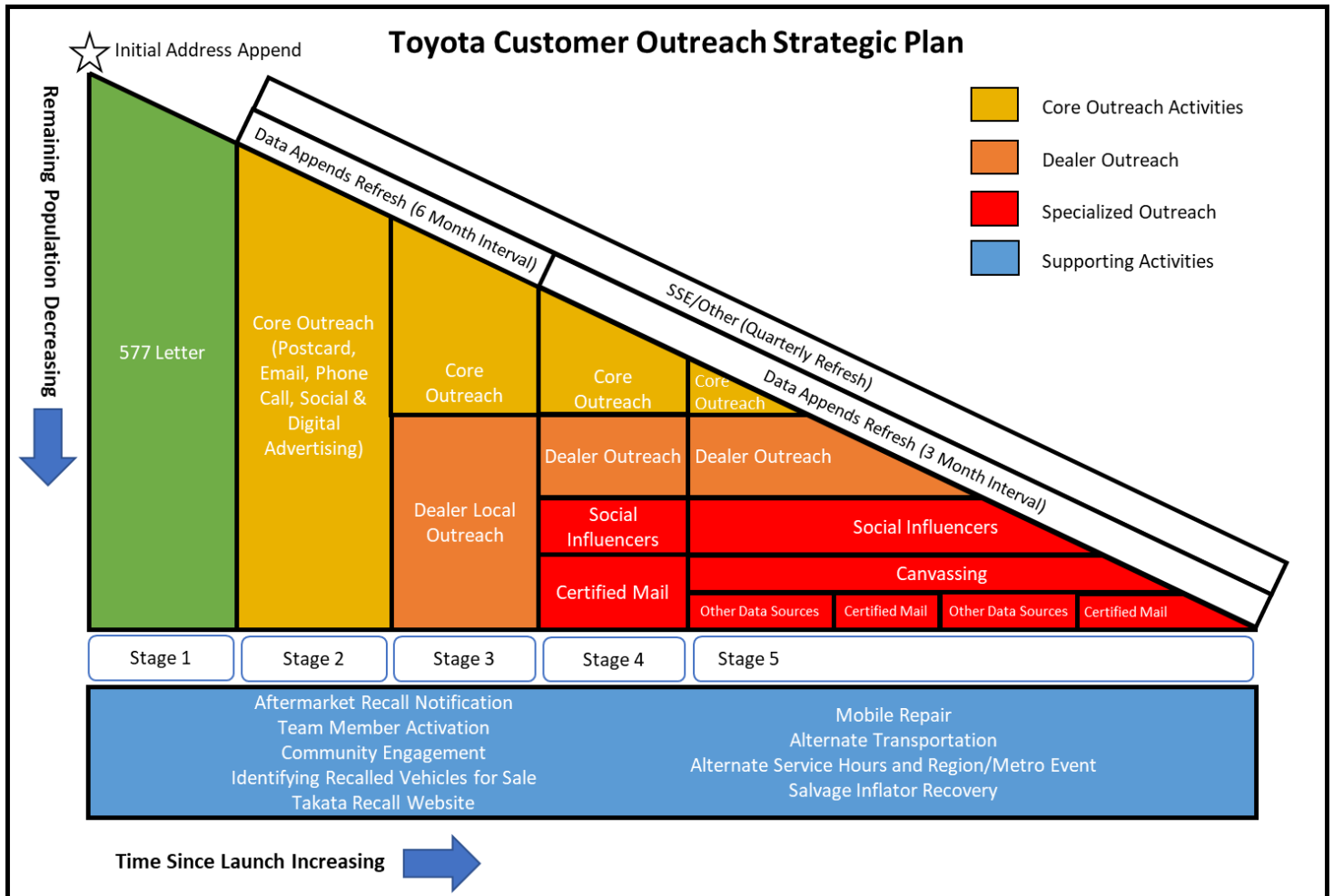
A. History of Toyota’s Outreach Activities

Toyota has been conducting owner outreach for the Takata recall since 2014. We started each recall with required Part 577 letters and began expanding our owner notification efforts, forming a pilot outreach program in December 2014. This program consisted of automated and live outbound phone calls, emails, and direct mail. This program began with a limited population of PG1-3 vehicles located in the HAH (High Absolute Humidity areas) and expanded over the subsequent two years to all vehicles involved in PG1-3. In 2017, Toyota began further expanding this program to vehicles involved in PG4-8. The timeline below shows some of the major events in Toyota’s outreach history.

Dec 2014	Outreach begins for certain PG1-3 vehicles
CY 2015	Outreach expands for HAH PG1-3; Toyota.com/recall/Takata created
July 2016	Outreach begins for Non-HAH PG1-3; All PG1-3 unrepaired are in outreach
Aug 2016	Toyota conducts nationwide digital and social media campaign
Oct 2016	Launch of Toyota "Active Recall" program for Independent Repair Facilities
Dec 2016	3 rd Amended CRO announced
July 2017	Toyota begins outreach on certain models in PG4-8
Nov 2017	Launch of dealer outreach and engagement
Dec 2017	Toyota begins canvassing and certified mail activities

B. Toyota’s Customer Outreach Strategy

As Toyota has engaged with NHTSA and the Takata Monitor team under the coordinated remedy program, we have seen a significant change in our outreach efforts both within Toyota and the industry. Development of our various outreach programs and channels has taken significant effort, but through that effort, we have obtained new knowledge of the available methods to communicate with owners about recalls, as well as strategies for deploying these methods in a coordinated manner. The diagram below was developed based on our learnings in this program so far and describes our current strategy for our comprehensive outreach program. This diagram shows not only the general timing of different outreach efforts, but also shows the changing role of each outreach method as a recall campaign matures.



Toyota is committed to continuously improve our outreach efforts and may continue to change/enhance our outreach strategy going forward as we continue to learn from our ongoing efforts. We intend for this strategy to be a guideline that is illustrative of how the various outreach methods can be used in a coordinated manner. This diagram shows how each method can fit into the coordinated effort based on the time since the launch of a priority group and the remaining population of unrepaired VINs. The table below describes the current stage of our outreach strategy in which each priority group currently falls.

Priority Group	Current Stage	Comment
1-3	Stage 5	Various outreach activities have been on-going since 2014
4	Stage 3	Dealer outreach began in May 2018
5-10	Stage 2	Core Outreach began in July 2017 for certain models and expanded through May 2018 for additional models
11-12	Stage 1	Part 577 Letter sent in March 2018

As discussed in the following sections, while our core nationwide outreach program continues (and transitions to a new outreach vendor) we have continued to pilot and adopt new initiatives. We continue to take these learnings and evaluate how to incorporate them into our overall outreach strategic concept. Toyota will continue to work with NHTSA and the Takata Monitor in developing new strategies to support maximizing recall completions in the Takata recalls.

V. Part 577 Letter Mailing Status

For active Takata inflator safety recalls, Toyota has initiated first class mailings in accordance with NHTSA regulations as follows:

Recall#	Remedy Mailing Quantity /Population	Remedy Mailing	Note
15V-286/16V-128 (Passenger HAH)	1,027,944 / 1,045,172	Complete	~639,000 unit expansion 5/18/2015 65,836 expansion 3/2016
15V-285/16V-127 (Passenger Nationwide)	1,856,334/ 1,908,464	Complete	~1,206,000 unit expansion 6/13/2015 132,086 expansion 3/2016
15V -284 (Driver)	158,713 / 159,700	Complete	All Mailed, HAH/nationwide
16V-340	1,805,246 /1,713,996	Complete	PG 4-6 complete
17V-006	437,870 /543,326	Complete	PG 7-8 Complete
18V-024	598,586 / 601,259	Complete	PG9 Complete
18V-025	98,158 / 98,194	Complete	Early launches on certain models of PG10-12 complete.
Total Mailing	5,982,851 / 6,070,111	Complete	98.5% Remedy mailed

The mailing quantities do not perfectly match the total recall population because, as with all recalls, some owners are unreachable due to address discrepancies. Remedy letters have been issued to all owners with a valid address.

We believe that the required Part 577 mailing remains an important tool for reaching out to owners. Serving as the initial owner notification that a remedy is available on each campaign, we see a significant number of recall completions following the initial mailing. While the Part 577 mailing has strong effectiveness in the initial months of the recall, we believe that, as the completion rate curve flattens over the course of the recall, its effectiveness can be supplemented through enhanced customer outreach (discussed in greater detail, below). In addition, the data from Toyota’s customer survey (as described in section XI, below) indicate that owners have responded positively to mailed physical notices. These data

are consistent with our previously noted hypothesis regarding the importance of the Part 577 mailing in supporting recall completions.

VI. Refining the Remaining Population

Pursuant to Paragraphs 45 and 46 of the Third Amendment to the Coordinated Remedy Order, Toyota continues to expand its enhanced data screening methodology for determining Scrap, Stolen, and Exported (“SSE”) and “other” vehicle status. As discussed below, Toyota has conducted several SSE and “other” analyses. Further, we have now comprehensively integrated these analyses into our current enhanced outreach process, and it is helping to appropriately target Toyota’s outreach efforts. What follows is the latest results from our SSE and “other” analyses.

A. Vehicles Removed from Outreach as a Result of SSE Analyses

SSE and “other” analyses resulted in an adjustment in PG1-8 Campaigns. (In addition, we can now include data on salvaged inflators; see Section X, below for discussion of salvage program.) As of June 27, 2018, the resulting vehicle populations are as follows:

Priority Group	Vehicle Population	Scrapped, Stolen, and Exported	Others	Salvage Inflators	Adjusted Vehicle Population
1	819,437	78,489	72,500	1,593	666,855
2	1,864,374	149,239	240,806	3,284	1,471,045
3	429,521	21,866	53,359	495	353,801
4	762,580	60,974	75,841	904	624,861
5	619,813	45,446	52,592	745	521,030
6	345,555	21,048	22,971	182	301,354
7*	285,815	2,695	2,013	281	280,826
8*	264,522	5,017	10,390	664	248,451

*PG7-8 – not all models have gone through SSE analysis

SSE and “other” analyses are an important part of our overall outreach strategy, as they help focus outreach efforts on owners of vehicles with defective Takata airbag inflators that are still on the road. As the transition occurs in the outreach program involving the Settlement Special Administrator, we will continue to analyze the remaining models of PG1-12 as part of the SSA’s Outreach Program. Toyota is

also currently working closely with the SSA team to complete SSE analysis for the remaining VINs involved.

B. Analyses of the Remaining Outreach Population

As the SSE/“other” analyses resulted in a significant reduction in the remaining VINs with open recalls, Toyota completed an analysis of the remaining population at the time of the study in the second half of 2017 to determine whether there are additional potential adjustments to our outreach strategy that would increase its effectiveness. Toyota continues to consider what additional analyses might be appropriate in this respect in coordination with the SSA and the Takata Monitor. The methodology of our 2017 analysis was to identify the top ten states with open recalls and the top ten cities within those states. After identifying the top cities and zip codes, we conducted a pilot project as an initial analysis to identify the predominant languages in select top zip codes within the top ten cities in California, Florida, and Texas.

As we reported in our prior quarterly supplements, these data indicated that (with few exceptions) the distribution of vehicles among the top cities is somewhat even (i.e., few cities have a significantly higher number of unrepaired vehicles than others). Also, the data indicated that a dual language strategy (English and Spanish) is appropriate for the vast majority of the select top zip codes within the top cities with unrepaired vehicles. Thus, our results indicated no obvious pattern in the remaining vehicle population that would suggest that a clear solution is available for achieving these completions.

We continue to explore additional ways to analyze the remaining owner population to help support the outreach effort. For example, the SSA’s outreach program provides enhanced data regarding demographics and owner information for the remaining affected owners. The SSA’s program utilizes these data to segment the population and conduct specialized outreach for each segment. In addition, Toyota has access to the owner data so that we can segment our population and supplement the targeted outreach conducted by the SSA.

C. Top Ten States and Cities

As reported in our prior quarterly supplements, Toyota’s analysis identified the top states and cities of unrepaired vehicles by volume ranking. The Top Ten states represented 59% of the unrepaired PG 1-3 vehicles. Major cities within those states represent the largest concentration of unrepaired vehicles.

As mentioned earlier, we are utilizing these data to identify where comparatively large populations of unrepaired vehicles are located and meet with dealers in those markets to investigate additional ways to reach out to affected owners. We plan to continue focused discussions with dealers in the metro areas with higher levels of unrepaired vehicles over the coming months, with a particular focus on the major metro areas in Florida, Texas, and California. In addition, we are continuing to evaluate the recovery from the hurricane in Puerto Rico and plan to engage dealers in that area again when it is appropriate to do so (a “Repair-a-thon” event was recently held in June; see section X below for more information).

D. Zip Code Demographics

To further analyze these data and to support further refinement for our outreach strategy, Toyota previously reported in its quarterly supplements that it completed an initial study of the demographics within some of the identified top zip codes. The goal of this analysis was to assist Toyota in developing appropriate customizations to its outreach approach for owners in particular zip codes. To test this approach, Toyota first conducted a demographic analysis of the top twenty zip codes with unrepaired vehicles in Texas, Florida, and California. The focus of the demographic study was language, because we wanted to determine the best approach to communicate with owners in these priority areas.

The data showed the percentage of languages spoken after English in each zip code. We found that Spanish was by far the second most-popular language, with Vietnamese being a distant third. With only one exception, all zip codes analyzed were predominately English and Spanish-speaking. Further, the vast majority of the analyzed zip codes did not have a substantial portion of the population speaking languages other than English or Spanish. Thus, the data suggest that Toyota’s approach that focuses on English and Spanish-language materials would most likely help maximize owner participation. However, Toyota still intends to apply this data as it considers its approach in its various communications and messaging efforts, as well as in social media and PSA (radio) and media channels.

E. Use of the Zip Code and Demographics Analyses

Based on some of the data that Toyota gathered from the above analyses, Toyota has been considering how to continue to improve its outreach program and exploring whether there are other activities that can support the program’s effectiveness. One example is that Toyota began a PSA messaging and social media awareness/action campaigns in the Florida/Miami, Texas/Dallas, and California/Los Angeles markets (see social media discussion in Section X, below). These efforts support reaching out to owners for whom we do not have accurate contact information. Further, we decided to focus these campaigns on

these areas, because our analysis of the top states and cities of unrepaired vehicles suggested that these programs could reach more owners with unrepaired vehicles if launched in these areas.

Toyota also used these data to identify candidate locations for an initial pilot of canvassing (discussed below in section IX). Three cities were selected for the pilot based on the analysis of top 10 cities mentioned above. Using the zip code analysis, we identified zip codes within these cities with large concentrations of unrepaired RAV4 vehicles, and targeted those zip codes for the canvassing pilot.

Toyota also used demographic data made available to us through the SSA to determine that Hispanic owners potentially own over 20% of the remaining population of PG1-3 vehicles. Through data and analytics tools provided by the SSA, Toyota has determined candidate locations for community engagement events targeting the Hispanic population of unrepaired vehicles in major cities (discussed below in more detail in section X). Our marketing and public relations partner is currently analyzing these data to determine the ideal locations for events based on demographic profile and concentration of unrepaired vehicles. The graphic below¹ shows the breakdown of ethnicity for unrepaired PG1-3 vehicles that are not out of transit.

Ethnicity	Total Vehicle Count	Population Share	Open Vehicle Count	Weighted Percent Open
WESTERN EUROPEAN	1,141,676	61.45%	224,945	54.31%
HISPANIC	322,265	17.35%	97,098	23.44%
AFRICAN AMERICAN	160,593	8.64%	47,044	11.36%
ASIAN	138,561	7.46%	25,537	6.17%
EASTERN EUROPEAN	57,108	3.07%	10,495	2.53%
MIDDLE EASTERN	22,349	1.20%	5,865	1.42%
EURASIAN	13,918	0.75%	2,765	0.67%
PACIFIC ISLANDER	1,405	0.08%	472	0.11%

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We intend to continue monitoring these efforts and exploring other ways of using our zip code and demographics analyses to support the goal of maximizing recall completion rates. More information will be provided in future quarterly supplements as we continue to expand the use of these analyses.

VII. Core Outreach

As mentioned above, Toyota began customer outreach in December 2014 for certain PG1-3 vehicles. Over the past three years, we have continued to learn about new forms of outreach and new ways to identify and reach the affected owners. However, Toyota has continuously applied the core outreach that we started in 2014. All affected PG1-3 vehicles have received this core outreach activity for nearly two full years, and this core outreach has become the backbone of our overall outreach activities. The sections below describe our core outreach methods developed over the past three years and new changes that are developing as a result of the SSA outreach program.

A. Core Outreach History

As reported in prior quarterly supplements, Toyota has been engaging in nationwide supplemental outreach efforts using core outreach methods, such as supplemental letters, postcards, phone calls, and emails. Toyota previously initiated an enhanced outreach program incorporating these elements to help increase owner awareness and encourage them to participate in the recall. Originally referred to as a set of enhanced outreach programs, our experience with these programs matured into a nationwide, core outreach program that we have been using in cycles for each priority group as that priority group moves into its outreach phase. This core outreach plan incorporates multichannel communications, urgent messaging and graphics, customized messaging, multilingual strategies for outreach to owners, and clear calls for action. Under our prior program, up to 17 owner contacts were initiated for each six-month outreach cycle depending on the information available. Thus, consistent with the Monitor's recommendations, an open VIN received at least one contact attempt per month when an Outreach campaign was underway.

The following paragraphs summarize Toyota's efforts taken under the core outreach program. As described in previous quarterly supplements, the core outreach program that Toyota has been conducting is a comprehensive approach, utilizing a wide array of tools that, working together simultaneously, are designed to maximize completion rates. Thus, it is difficult to provide individual assessments of the effectiveness for any particular action in this program. However, as further discussed below, we can report that these combined efforts have had a substantial impact on our completion rates.

i. *Owner Data and Vehicle Status Enhancement*

The first step towards ensuring that outreach resources are effectively allocated is to use the available resources to identify owners that still have vehicles with open Takata airbag inflator recalls. To that end, Toyota incorporated a vehicle and owner data validation process into its existing nationwide outreach program. Improved accuracy of owner information and vehicle populations should provide greater delivery success of owner mailings, improve the accuracy of the status of vehicle populations, and allow for better administration of these actions. This activity is important—especially for older model vehicles whose ownership may have changed multiple times over the years. Thus, the current program through our existing outreach partner incorporates steps to enhance vehicle and owner data as follows:

- An improved vehicle and owner data validation process is conducted before the launch of outreach. This process helps ensure that the latest available information on vehicle owner and status is used by first removing vehicles that have been repaired, then checking the remaining vehicles against the latest SSE/“other” data, and finally refreshing the remaining vehicle data with the latest owner contact information.
- Additional third-party data append providers are used to identify available phone numbers and email addresses for the identified owners.

ii. *Multichannel Communications*

Multichannel messaging is employed in these outreach efforts, as owner information is available, to implement a more holistic approach to contacting the owner. After obtaining the improved owner data (using the process outlined in the previous section), we use it as a basis for our outreach efforts. As discussed in previous submissions, repeated, multichannel communications are sent to vehicle owners, including e-mails, outbound calls, and post cards.

iii. *“Urgent” Messaging*

With our current nationwide core outreach program, Toyota continues to use materials that support the goal of being clear, concise, and accurate in conveying the urgency of the recall, with a “Call to Action” to the owner. Outreach communications describe the defect using simple, easy to understand, non-technical/non-scientific language that emphasizes the risk of injury or death. An example of how we currently communicate this message to customers is, *“Defective airbag parts can explode when the airbag deploys, potentially shooting metal fragments at you and your passengers. Until your airbag is repaired, you and your passengers may be at risk of serious injury or death.”*

- No information is included that could mitigate the owner’s perception of the risk, such as “we are not aware of any ruptures occurring in your make and model.”
- In addition to simple language, mail communications include a prominent red headline at or near the top of the letter, such as “Urgent Safety Recall.” Bold text is also used to highlight impactful words throughout the communication. Imagery is used to reinforce the nature of the risk. Similarly, email communications include the word “URGENT” in the subject line.
- Toyota also emphasizes to vehicle owners that repairs are **FREE** and may be performed at any authorized Toyota or Lexus dealer, as applicable, at their convenience.
- In addition, owners contacted through the Enhanced Outreach Program are provided a toll-free hotline dedicated solely to scheduling repairs and addressing questions regarding Takata recalls.
- In the various forms of communications, we have aimed to convey an increased level of urgency over time and potentially incorporate other creative messaging in instances where the vehicle has not been repaired despite multiple forms of outreach. Below are examples of escalating messaging through direct mail.



iv. *Customized Messaging*

In keeping with the Monitor recommendations, we have taken steps to avoid having recall notifications confused with marketing materials or “junk mail.” Thus, our outreach notifications in our current program continue to be tailored to individual owners, where appropriate, to reinforce the message’s credibility and distinguish it from commercial solicitations. This includes:

- addressing owners by name whenever possible;
- using distinctive design, colors, and dimensions for mailers;
- displaying the Toyota or Lexus logo, as well as logos for the Department of Transportation and NHTSA, where we are permitted to do so;

- providing Internet support, where appropriate, through a Takata recall dedicated website; and
- providing call center agents' assistance to the owner in finding a dealer, scheduling an appointment through dealer online scheduling tools or a "warm transfer," and updating owner information as necessary.

v. *Multilingual Outreach*

Toyota's current nationwide core outreach program continues to support a multilingual approach to assist owners and encourage them to schedule appointments to have their vehicles fixed.

- Mailers and other materials are generally provided in both English and in Spanish. Where space is constrained, Toyota still strives to include a sufficient amount of Spanish for the Spanish-speaker to understand the basics of the recall and its urgency. In addition, we are exploring Spanish only communications targeted to those owners who have been identified as Spanish speakers through demographic data.
- It is clearly stated on outreach mailers that Spanish speaking operators are available upon request.
- The mailers and emails also direct the owner to a website landing page which is available in Spanish.
- In addition, almost any language can be accommodated by written correspondence or calling our dedicated Takata call center through language support lines from third parties.

Thus, consistent with the Monitor recommendations, we have continued to use a multilingual approach to our outreach efforts.

vi. *Facilitating Repair Scheduling*

As reported in prior quarterly supplements, each communication in our current outreach program continues to include a clear call to action designed to encourage owners to schedule repairs as soon as possible.

- In written communications, toll-free telephone numbers are prominently featured and repeated whenever possible.
- Outbound and inbound phone calls are designed to facilitate repair scheduling to minimize inconvenience to the owner.
- Emails include links to a website which can assist in finding a dealer and scheduling a repair.

vii. *Impact on Completion Rates*

The following chart details the VIN populations and results of the core outreach program activities as of March 31, 2018. On April 1, 2018, Toyota transitioned our core outreach program from our previous outreach partner to the SSA program. Details on the SSA program will be covered in the next section.

PG	Total VINs in Outreach (program life)	Total Outreach Attempts	Repaired VINs	Average Attempts on Repaired VINs	Unreachable VINs	Unrepaired VINs	Average Attempts on Unrepaired
1	677,831	13,267,646	297,126	11.4	145,009	235,696	34.7
2	1,389,747	25,030,529	631,080	11.6	375,873	382,794	31.8
3	267,130	4,619,929	115,849	11.7	72,321	78,960	28.0
4	455,375	3,658,951	153,774	5.9	47,140	254,461	10.5
5	304,231	2,901,385	91,129	5.3	29,058	184,044	7.4
6	24,520	186,608	9,255	5.4	2,144	13,121	10.0
7	31,959	270,295	11,778	5.8	3,343	16,838	11.2
8	54,252	419,787	17,647	6.1	12,339	24,266	12.3

Since December 2014, Toyota has initiated 33 cycles of the core outreach program for safety recalls 15V-284, 15V-285, 15V-286, 16V-127, 16V-128, 16V-340, and 17V-006 through this program. These programs ran in six-month intervals and used the various methods outlined above to contact the owner. Some of Toyota’s campaigns have had five iterations of outreach activities. These core outreach programs were launched, subject to adequate parts supply, based on our prior experience as to when completion rates tend to slow down and our observation of the repair trend for that recall during the remedy phase of a recall. All VINs that were not remedied in previous cycles of the outreach program are currently in active outreach through the SSA program.

These results show that the outreach activities in our core outreach programs have continued to support repair momentum and completion rates. As of June 8, 2018, over 1,327,638 repairs have been performed on vehicles involved in the various outreach programs. In addition, through Toyota’s recent outreach dealer assistance process, which is covered in greater detail in section VIII, Toyota can continuously monitor recall handling through the dealer network and provide feedback to field offices and dealers if any concerns arise.

B. MDL Settlement Special Administrator Program

Toyota has coordinated a transition of our core outreach program activities to the outreach program run by the Settlement Special Administrator (SSA) responsible for the Multi-District Litigation class action settlement. This transition occurred between March-April, 2018. As a result of this transition, Toyota is conducting the newly transitioned nationwide outreach program for all unrepaired VINs in recalls 15V-284, 15V-285, 15V-286, 16V-127, 16V-128, 16V-340, 17V-006, and 18V-024 that are not categorized as out of transit or repaired.

The SSA program replicates the core outreach program which Toyota was previously conducting and enhances it in several ways. Toyota is optimistic about the opportunity that this program presents to enhance our outreach activities and learn more information about what influences owners to have their vehicles repaired. The SSA has retained a team of professionals and vendors with backgrounds in marketing, data management, data analytics, creative asset development, communications, and customer service. Through this team, they are building the capability to profile the remaining unrepaired owners, segment them based on available data, determine available contact information for those owners, communicate with them in a variety of channels, and analyze their responses.

C. Settlement Special Administrator Program Details

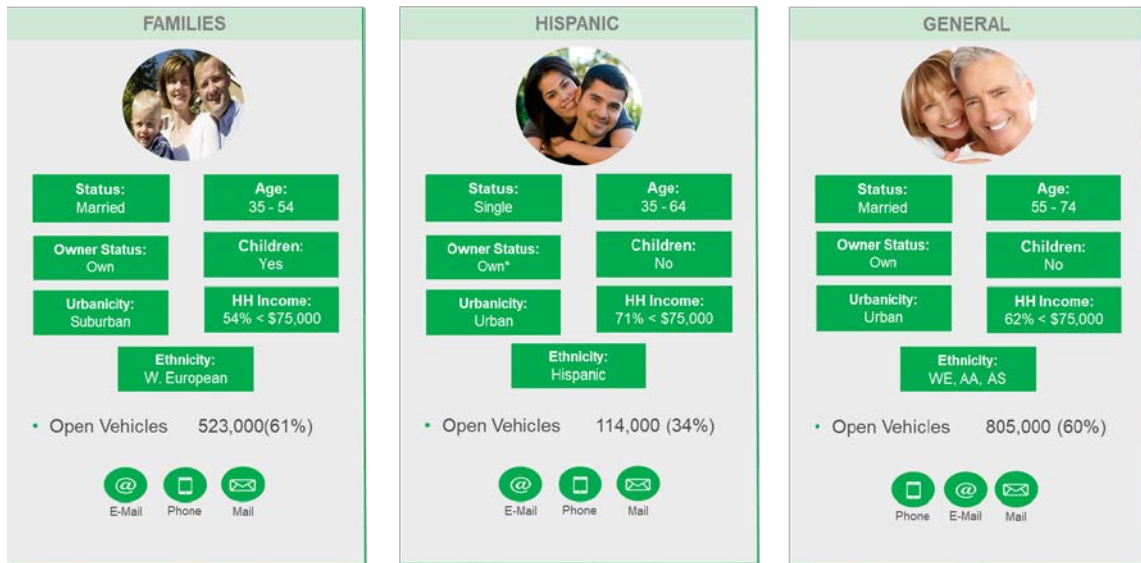
SSA program details include:

- Demographics and Segmentation: The SSA program is obtaining demographic and other owner profiling data, allowing the owners to be segmented and targeted in different ways depending on their profile.
- New Creative Assets: Retaining the services of a professional creative agency, the SSA program has created new messaging creative for owner outreach and will allow us to refine the creative continuously over time.
- Non-Branded Communications: Conducting outreach for multiple OEMs presents the SSA with a unique opportunity to communicate with owners through non-Branded communications with a different look, feel, and intensity than OEM-branded communications. This also affords the SSA outreach program the opportunity to speak to vehicle owners in a different voice.
- Social Media: This channel is being included in our core outreach activities through the SSA program, a channel which Toyota previously used in later stages of our outreach escalation strategy.

- **Owner Response Measurement and Analytics:** The SSA program is designed to enhance the ability to gather data on how owners engage/react to outreach through the various outreach channels and creatives. The SSA program can then utilize that response data to model future outreach efforts to owners and refine segmentation and outreach strategies over time.
- **Machine Learning:** As it develops, the SSA program intends to employ machine-based learning to continuously enhance owner segmentation and communication profiles in near real-time.

i. Demographics and Segmentation

The SSA has partnered with new vendors to increase the amount of owner data available to hyper-target outreach to specific individuals. Utilizing demographic and other owner data, the SSA has developed a segmentation strategy for the remaining unrepaired vehicles. The initial segmentation consists of three groups of owners, among each of Toyota’s three brands, creating a total of nine segments. An example of the segments for Toyota brand vehicles is shown below².



Some segments have been designed to prioritize digital communications, such as email and social media, based on available owner preference data. Other segments prioritize other outreach channels such as phone and direct mail. All segments will receive a blend of the various channels so owners will continue to receive multi-channel communications as indicated above. In addition, where available with currently designed creative materials, each segment will receive creative that features imagery that aligns with their demographic profile. Each segment has a pre-defined channel cadence based on the profile of that

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We will continue to work with the SSA team as results of this program become available to evaluate the effectiveness of this activity.

ii. New Creative Assets

The SSA team and Toyota have developed several new creative communications designed to capture owner attention and facilitate a response from the owner. New direct mail and email with new imagery has been developed and deployed in May, and we are currently evaluating the response from owners. In addition to post cards, the SSA has developed bi-fold style direct mail communications which provide additional space to engage with owners. We are also experimenting with the addition of “sticky note” style reminders included within bi-fold materials. We are testing the initial creative and plan to test the bi-fold materials later this summer.

Some examples of the new creative are shown below.

Post Card:

P.O. Box 2925
Milwaukee, WI, 53201

Presorted
First Class Mail
U.S. Postage
PAID
Permit No. 1106
Royal Oak, MI

**DANGER
YOU HAVE A
DEFECTIVE AIRBAG**

Instant fuel economy L/100km
3.26 38.0 km

**YOUR SAFETY IS
A TOP PRIORITY**

TOYOTA
YOUR **2003**
TOYOTA COROLLA
IS ON THE URGENT
AIRBAG RECALL LIST.
YOUR SAFETY
MAY BE AT RISK.

CALL NOW: 1-800-224-7322

U.S. Department of Transportation **NHTSA**

PLEASE READ DETAILS ON BACK →

THIS IS AN URGENT SAFETY RECALL.

The airbag in your vehicle is defective. Defective airbag parts can explode when the airbag deploys, potentially shooting metal fragments at you and your passengers. Until your airbag is repaired, you and your passengers may be at risk of **SERIOUS INJURY** or **DEATH**.

**Your airbag is dangerous.
It must be repaired IMMEDIATELY.**

It's one quick call to set up an appointment with your local dealer to make this **FREE** repair. The repair can be completed in as little as one hour, depending on the model and your dealer's schedule. Your dealer may provide a loaner vehicle for you during your **FREE** repair.

We sincerely apologize for the inconvenience, but your safety and the safety of your passengers is a top priority.

Thank you for your continued loyalty,
Your Recall Resolution Team

Why should you care?

- ▶ The **Takata airbag inflator** in your vehicle is under recall.
- ▶ The recalled inflator could explode when your airbag deploys.
- ▶ Metal fragments from exploded inflators can cause serious injury or even death.

CALL NOW TO SCHEDULE YOUR **FREE** REPAIR
1-800-224-7322
Monday through Friday, 8am to 11pm, Saturday, 8am to 8pm EST.
Hablamos Español.

TOYOTA U.S. Department of Transportation **NHTSA**

Email:



DEAR **{JANE DOE}**,
REFERENCE ID# **{AAN-NNA}**

YOUR LEXUS VEHICLE HAS A DEFECTIVE AIRBAG AND YOU NEED TO TAKE ACTION IMMEDIATELY.

Defective airbag parts can explode when the airbag deploys, potentially shooting metal fragments at you and your passengers. Until your airbag is repaired, you and your passengers may be at risk of **SERIOUS INJURY** or even **DEATH**.

Call **{#-###-###-####} and set a **FREE** repair appointment TODAY.**

DETAILS OF THE REPAIR:

Your local Lexus dealer will perform the **FREE** repair. Your dealer may provide a loaner vehicle for you during your **FREE** repair.

At Lexus, your **SAFETY** is a top priority. Because this defect may result in **SERIOUS INJURY** or **DEATH**, we are **URGING** you to take **IMMEDIATE** action. The **SAFETY** of you and your loved ones may depend on it.

We **THANK YOU** in advance for your prompt attention to this **URGENT** Airbag Safety Recall.

Please call **{#-###-###-####}** to schedule your **FREE** repair NOW!


Sincerely,
Lexus Safety Recall Team

LEARN MORE

CLICK TO CALL



DON'T WAIT.



REPAIRING YOUR DEFECTIVE AIRBAG IS FREE. YOUR DEALER MAY PROVIDE A LOANER VEHICLE DURING YOUR FREE REPAIR.

*Repair times are approximate and may vary based on the model and dealer's schedule.

iii. *Non-Branded Communications*

The SSA team and Toyota have also developed different outreach materials that contain more salient imagery to highlight the importance of the recall in a brand-neutral way. This non-branded approach gives the SSA the ability to use different messaging techniques as well as reach out to owners in a different voice. These assets will initially be deployed to current unrepaired PG 1-3 populations that have thus far not responded to prior outreach attempts. We are also considering whether it is possible to compare populations receiving these outreach materials versus those receiving other outreach materials. While these details are still being developed, we will work with the Takata Monitor team should any useful data from these outreach activities become available. Some examples of the new non-branded creative are shown below.



iv. *Social Media*

Toyota has thus far launched two different social media pilot projects in order to determine whether social media can be effectively used to reach customers. The first was a nationwide pilot that utilized various major social media channels in both English and Spanish. Toyota's digital media campaign created almost 900 million media impressions and drove over 1.5 million additional visits to its recall site which

resulted in over 20,000 VIN look-ups. However, Toyota was unable to link any actual vehicle repairs to these media impressions and look-up activities. It is not clear whether the increased awareness resulted in any tangible increase in recall completions.

The second pilot was a more targeted approach. The available results from the second pilot are reported in the sections that follow. While our social media outreach has thus far had difficulty converting impressions to repair appointments, we are continuing to invest in social media outreach through our collaboration with the SSA. Social media is transitioning to an element of our core outreach activities, through the SSA program as outlined below.

v. Targeted Social Media Pilot

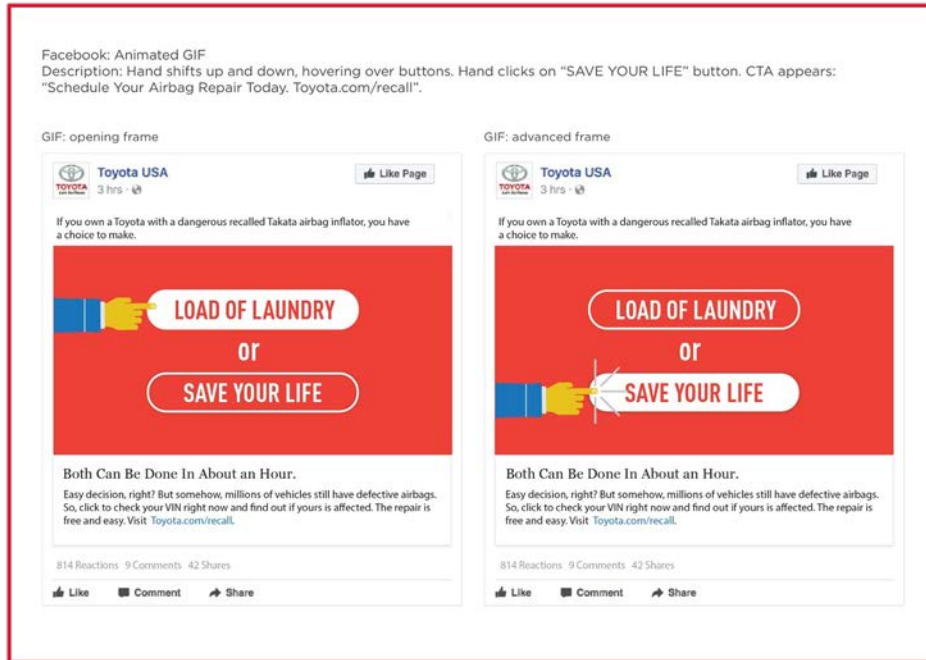
Based on our analysis of major populations of unrepaired vehicles, population demographics, and the availability of owner data to Facebook targeting tools, Toyota implemented a paid social media strategy specifically targeting PG 1-3 vehicles in the Florida, Texas, and California markets from September through December 2017. For the selected markets, Toyota's strategy was to target areas with larger populations of unrepaired vehicles. Considering demographic factors such as language and other information from Facebook, this program targeted and matched specific VIN and owners to Facebook accounts through newly available tools. The program then used Facebook and Google to create awareness and to call owners to action to have their vehicles repaired. We believed that this method of outreach could assist in reaching out to larger pockets of owners who have not responded to previous forms of communication.

Specifically, this pilot program targeted owners by demographic or zip code and delivered media impressions through the following means:

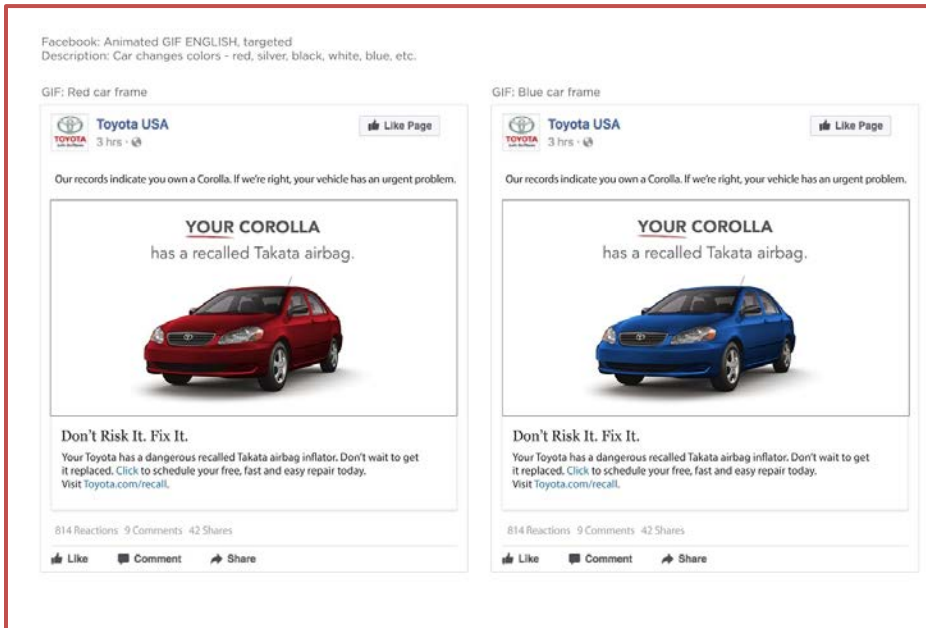
- Hyper Targeting through Social Media (Specific Individuals) – Facebook was selected as a paid social partner based on their custom audience segments.
- Paid Search – Paid search campaign with Google AdWords ensures that content is in front of the user when they are searching for terms related to the recall.
- Targeted pilot social media campaigns through Facebook launched in Dallas, Los Angeles, and Miami markets.

In support of these activities, Toyota developed two different ad campaign assets to present to Toyota owners to encourage them to get their vehicle fixed. "In About an Hour" and "Your Car" were the creative themes used for the social media campaigns.

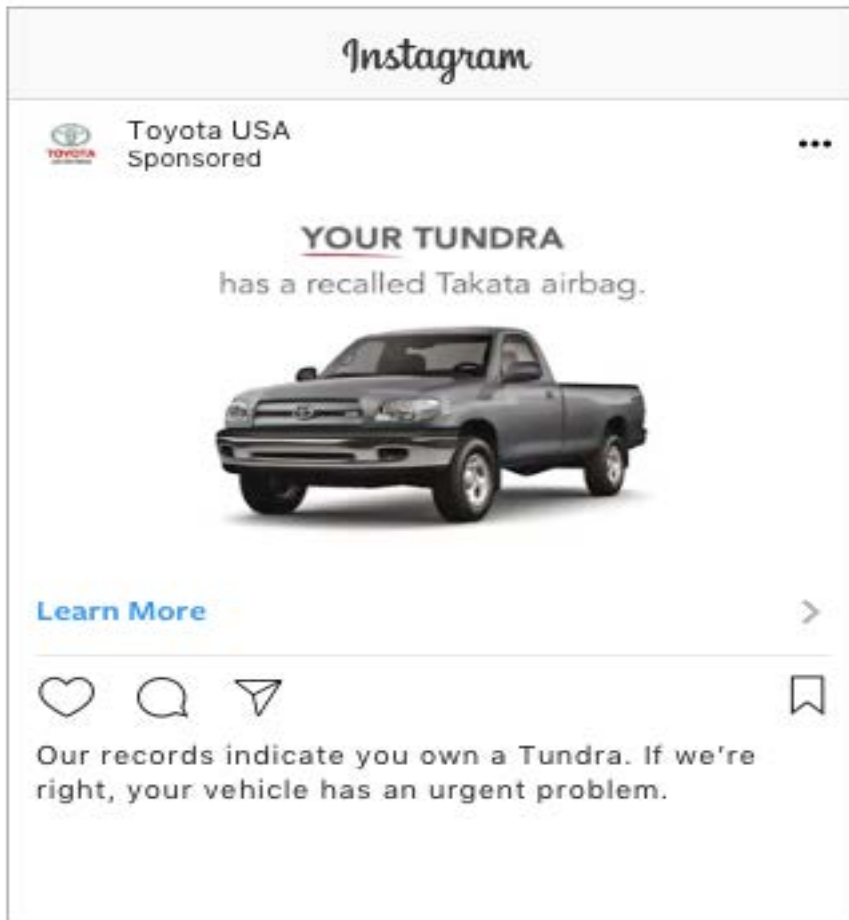
“In About an Hour” Creative Campaign



“Your Car” Creative Campaign



We also posted “Your Car” on Instagram



As noted in previous quarterly supplements, Google AdWords paid search launched in California, Florida, and Texas. This paid search activity expanded nationwide in April 2018. Further, the Facebook hypertargeting ad campaign using the aforementioned creatives also launched.

These social media pilot campaigns concluded in December 2017. Total owner reach of this campaign was 295,647 owners with 6,405,911 impressions generated. The data indicate that campaign drove 5,754 owners to the Toyota.com recall website and yielded 246 VIN/dealer look-ups.

Toyota is now working through the SSA program to develop a social media outreach strategy that can effectively form a part of the multi-channel approach to outreach.

vi. SSA Social Media Creative and Strategy

The SSA program will utilize a similar social media strategy to hyper-target owners of unrepaired vehicles, but with a few enhancements to the strategy and with new creative. The first enhancement is that the social media communications to owners will include a click through link as well as a click-to-call link. We hope this will entice some owners who are unsure of how to proceed with a repair to obtain assistance through our call center. The second enhancement is that click through links will send the owner directly on the dedicated landing page for Takata with specific calls to action, including calling the dedicated call center or locating a dealer for repair. In the earlier social media pilot described above, the requirement to complete a VIN lookup may have been a detractor for some owners. We will be monitoring the response to social media communications through the SSA program to determine if these enhancements are improving the effectiveness of these types of communications.

The new creative assets for social media through the SSA are shown below. The creative style is more urgent and the messaging is increased in intensity to attempt to drive further owner response.

SafeAirbags.com
Sponsored · 🌐

Your Toyota vehicle is on an URGENT Airbag Recall List. The repair is FREE and your repair parts are available. Call NOW to schedule your FREE repair!

REPAIR PARTS FOR YOUR TOYOTA ARE AVAILABLE NOW

URGENT AIRBAG RECALL

SAFEAIRBAGS.COM

Urgent - Don't Wait
Defective airbags can explode when the airbag deploys, potentially shooting metal fragments at vehicle occupants. Serious injury may result. Act Now!

Click to call: xxx-xxx-xxxx

Like · Comment · Share

SafeAirbags.com
Sponsored · 🌐

Your Toyota vehicle is on an URGENT Airbag Recall List. The repair is FREE and your repair parts are available. Call NOW to schedule your FREE repair!

DANGER
YOU HAVE A DEFECTIVE AIRBAG

URGENT AIRBAG RECALL

SAFEAIRBAGS.COM

Urgent - Don't Wait
Defective airbags can explode when the airbag deploys, potentially shooting metal fragments at vehicle occupants. Serious injury may result. Act Now!

Click to call: xxx-xxx-xxxx

Like · Comment · Share

vii. *Current Outreach Population and Outreach Plan*

After SSE/“other” adjustments, as of June 8, 2018, we are conducting outreach on 1,621,569 VINs in PG1-10. The table below breaks down this population of VINs by priority group.

Priority Group	VINs in Outreach
1	176,125
2	315,329
3	67,974
4	196,749
5	178,250
6	121,119
7	115,137
8	113,061
9	329,008
10	8,817
All	1,621,569

The SSA has developed a six-month outreach plan, broken down by the segments mentioned above, for each Toyota brand. The table below summarizes the current overall plan for outreach touches per month by segment and channel for the Toyota brand as an example. The Lexus and Scion brands have a similar count of touches per VIN. This table represents the current outreach plan, but as mentioned above, depending on how owners respond and engage with our outreach program, the channel and cadence of future outreach can change.

Segment	PG	Channel	June '18	July	August	Sept	Oct	Nov
General	1-3	Mail	177,544	161,515	137,544	160,798	184,878	154,181
		Email	143,885	114,908	143,800	143,885	114,993	143,885
		Social	426,176	426,176	426,176	426,176	426,176	426,176
		Phone	65,414	129,002	123,398	82,230	86,957	88,692
		Total	813,019	831,601	830,918	813,089	813,004	812,934
	4-9	Mail	171,759	149,978	136,458	157,274	175,235	146,502
		Email	121,378	98,882	121,361	121,378	98,899	121,378
		Social	401,711	401,711	401,711	401,711	401,711	401,711
		Phone	62,436	123,047	117,641	76,939	81,440	87,676
		Total	757,284	773,618	777,171	757,302	757,285	757,267
Families	1-3	Mail	88,031	62,002	37,080	53,403	71,145	78,888

		Email	137,941	121,931	137,880	137,941	121,992	137,941
		Social	231,621	231,621	231,621	231,621	231,621	231,621
		Phone	43,775	104,082	101,613	78,479	76,625	52,857
		Total	501,368	519,636	508,194	501,444	501,383	501,307
	4-9	Mail	88,606	60,745	42,764	60,377	70,967	78,384
		Email	121,715	108,285	121,702	121,715	108,298	121,715
		Social	226,524	226,524	226,524	226,524	226,524	226,524
		Phone	42,649	98,764	96,183	70,897	73,711	52,858
		Total	479,494	494,318	487,173	479,513	479,500	479,481
Hispanic	1-3	Mail	64,565	38,347	30,445	39,604	45,955	56,957
		Email	85,989	76,088	85,977	85,989	76,100	85,989
		Social	151,815	151,815	151,815	151,815	151,815	151,815
		Phone	22,465	64,293	62,057	47,470	50,996	30,061
		Total	324,834	330,543	330,294	324,878	324,866	324,822
	4-9	Mail	65,701	39,366	33,356	43,445	47,681	57,386
		Email	81,071	72,340	81,069	81,071	72,342	81,071
		Social	154,114	154,114	154,114	154,114	154,114	154,114
		Phone	24,011	64,691	62,457	46,276	50,767	32,324
		Total	324,897	330,511	330,996	324,906	324,904	324,895
African American*	1-3	Mail	29,128	19,787	13,280	15,964	23,725	25,190
		Email	43,689	38,136	43,670	43,689	38,155	43,689
		Social	72,571	72,571	72,571	72,571	72,571	72,571
		Phone	11,575	31,438	30,473	24,768	22,522	15,494
		Total	156,963	161,932	159,994	156,992	156,973	156,944
	4-9	Mail	29,415	20,234	15,503	17,681	24,787	24,862
		Email	38,613	33,869	38,610	38,613	33,872	38,613
		Social	71,161	71,161	71,161	71,161	71,161	71,161
		Phone	11,281	29,757	28,825	23,019	20,651	15,831
		Total	150,470	155,021	154,099	150,474	150,471	150,467
All	All	Mail	714,749	551,974	446,430	548,546	644,373	622,350
		Email	774,281	664,439	774,069	774,281	664,651	774,281
		Social	1,735,693	1,735,693	1,735,693	1,735,693	1,735,693	1,735,693
		Phone	283,606	645,074	622,647	450,078	463,669	375,793
		Total	3,508,329	3,597,180	3,578,839	3,508,598	3,508,386	3,508,117

		Avg Touch per VIN	3.15	3.23	3.22	3.15	3.15	3.15
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*This segment receives the same creative as the General segment at this time. The response from owners of the different initial population segmentations will be reviewed, and unique creatives for this segment may be deployed in the future based on the review.

viii. Owner Response Measurement and Analytics

The SSA program also seeks to increase the measurement of owner response to outreach and analyze patterns and correlations between certain creative and outreach channels to owner response and ultimately repairs. The SSA has employed several methods to increase owner response measurement, including:

- Creating unique 800 numbers to the inbound call center for each combination of creative, channel, and segment. The program began with over 70 unique inbound phone numbers and is expected to increase as additional creative is developed and segments are added.
- Monitoring and measurement of click through and click-to-call from digital content, such as emails and social media.
- Monitoring of unsubscribe requests from email content.
- Compiling data on answer rate for outbound phone calls, owner verbatim comments to call center agents, and repair scheduling success.

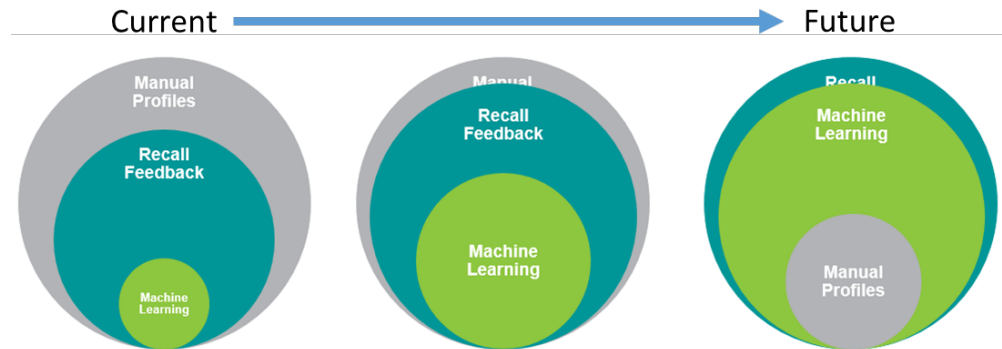
By monitoring owner response through the method above, we hope to learn more about how certain segments of owners are engaging with the outreach program and how we can better model the outreach activity to segments of owners.

ix. Machine Learning

Collecting owner response data can improve our ability to determine patterns and correlations as discussed in the previous section. Incorporating software to determine patterns in the data and suggest alternative outreach strategies, known as machine learning, could help us increase the speed of outreach enhancement and allow us to identify more complicated patterns or combinations of outreach activities that could be effective for certain segments of owners with unrepaired vehicles. The SSA program plans to incorporate machine learning to refine and enhance the outreach activity as additional data is collected this year. The graphic below⁴ suggests the growing importance of machine learning to the SSA program

⁴ Includes content supplied by IHS Markit; Copyright © R. L. Polk & Co., 2018, All Rights Reserved.

over time as additional data is collected and machine learning becomes a larger part of the outreach strategy development. As this program develops, we plan to share additional details in future quarterly supplements.



D. Toyota and SSA Collaboration

Toyota and the SSA have a collaborative working relationship where both parties discuss the planned and ongoing outreach activities at minimum on a weekly basis. We have a standing call to go over an agenda and checklist of over 50 items. There is also daily collaboration on individual items. Toyota will continue to work with the SSA team in a collaborative partnership to drive further improvement in our recall completion rates.

E. Future SSA Activities

The SSA activities described above are only the first phase of the SSA's planned activities. As these activities mature, the SSA is considering additional elements to their overall outreach program, including:

- Consumer research through focus groups, surveys, and owner verbatim responses to outreach attempts.
- Mass marketing through TV, radio, and print; both paid and earned media.
- Social influence through bloggers and You-tubers.
- Identification and utilization of diversified data sources.
- Integration with independent repair facilities, auctions, and independent auto dealers.
- License plate recognition and mobile data.
- OEM dealer engagement.
- Mobile repair

Toyota has begun outreach activities in many of these areas as described in the sections below. We are discussing how and where to integrate the SSA into these activities and determining new activities that can be launched directly by the SSA. As we prioritize these activities and develop schedules to launch them, we will provide additional information in future quarterly supplements.

Toyota continues to believe that its core outreach activities are a major component of our program which is aimed at maximizing completion rates. We believe that these efforts, combined with some of the activities the SSA is considering and continued activities that we are exploring as described in the sections below, can continue to support our recall momentum and completion rates.

VIII. Dealer Engagement Activities

Toyota has launched and enhanced a number of dealership initiatives, consistent with the Monitor recommendations, to leverage the dealer's knowledge of their local markets to help improve recall completions. This section summarizes these initiatives.

A. Providing Open Recall Owner Information to Dealers

Toyota has now implemented a system to provide owner-specific data to dealers in their primary market areas so that dealers can engage owners who have not yet had the recall remedy completed. Toyota's system also supports distributing consistently updated VIN information to dealers. Further, this system provides metrics to help dealers compare completion rates and share best practices. Toyota believes that our dealers' knowledge of the owners in their areas will assist in reaching those owners and coordinating the repair of their vehicles. Outreach templates and tools have been developed to help ensure consistent messaging when dealers reach out to owners.

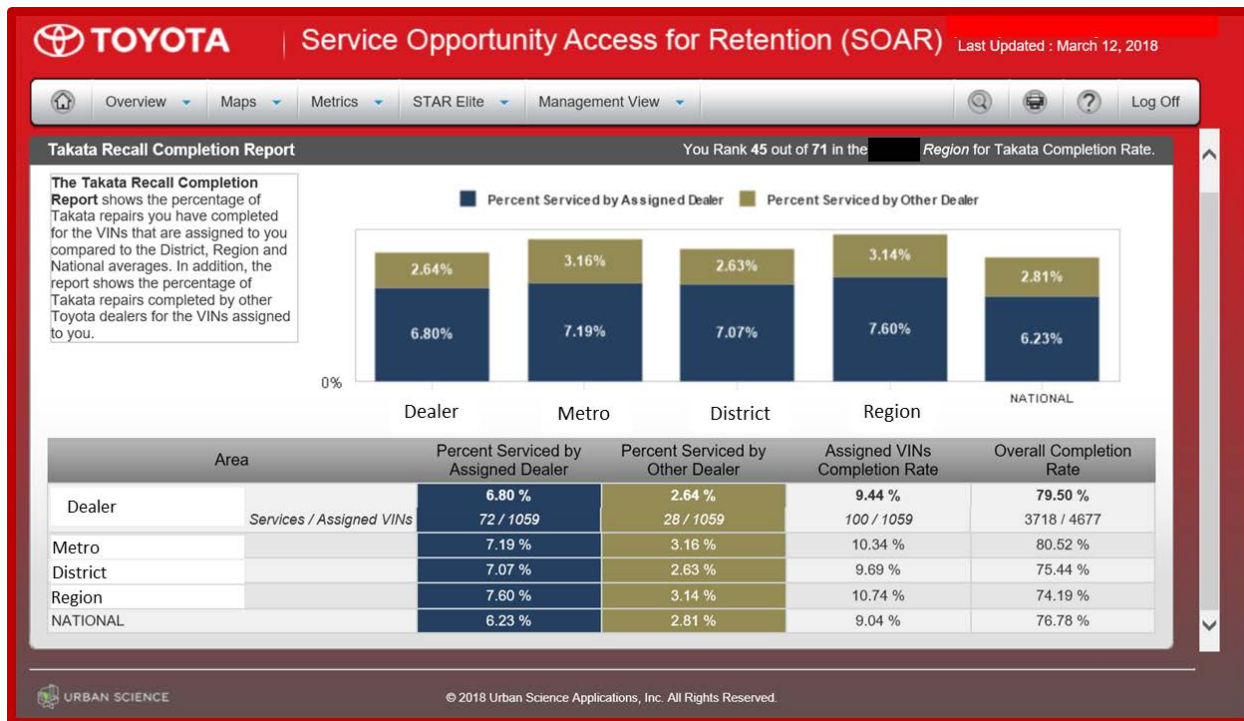
As of April 6th, 2018, approximately 1,223 Toyota dealers have access to the un-remedied VINs and owner contact information for Priority Group 1-3 vehicles. In addition, over 98% of those dealers accessed the data and signed up to participate in a print and email owner notification program featuring dealer-branded communications; this began in late November and was completed in March 2018. Through this program to date, we have sent 801,895 dealer-branded postcards and 484,601 dealer-branded emails to owners. Furthermore, over 65% of dealers have downloaded their list and are actively reaching out to owners about the Takata recall through their business development centers (BDC). Our plan is to continue to expand data availability to all franchised dealers nationwide as soon as possible. As of May 21, 2018, Toyota dealerships now have access to vehicle owner data for the 131,264 vehicles

included in Priority Group 4. We are targeting August 2018 to release Priority Group 5 – 6 vehicle owner data to dealers.

B. Measuring Dealer Progress and Comparing Outreach Best Practices

In conjunction with providing dealers with information on owners with open Takata recalls, Toyota is providing dealers with a measure of their individual completion rate for their primary market area. This measure is updated monthly through the system application with which the dealers access the owner data. This data became available to all dealers on March 1, 2018. We are also providing each dealer's primary market area completion rate to our regional offices around the country and identifying the dealers with highest and lowest completion rates. Team members from each regional office are engaging with dealers on both ends of the completion spectrum to learn about their successes and challenges in engaging owners regarding the Takata recall. The responsible team members from each region share the results of their discussions with dealers and with the Toyota corporate team on a bi-weekly basis. Toyota then shares these best practices and common challenges with all of our regional offices nationwide who can then share with the dealers for which they are responsible.

Toyota is providing dealer metrics within an internal website to participating dealers showing completion rates and how they perform in relation to other dealers in their metro markets, and against dealers in the Toyota districts, regions and nationally. The image below shows a sample of the completion rate data provided to dealers in this internal website.



C. Large Dealer Group Analysis

Other types of dealer engagement activities are also underway. Toyota identified the completion rate for major dealer chains in an effort to engage corporate management of these chains in completion rate improvement. Toyota analyzed completion rates by public dealer groups and found that a number of the publicly held dealer groups had completion rates in their primary market areas that were below the Toyota dealer national average. Toyota is currently evaluating how to utilize this information to engage dealership management for discussion with Public Dealer Group Corporate Management to help foster completion improvements.

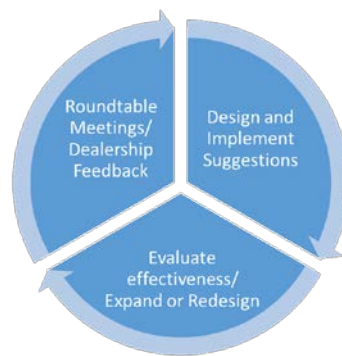
D. Dealer Engagement - Roundtable Meetings

Toyota has conducted two market specific dealer roundtable meetings in areas with relatively lower levels of completions to increase dialog with the dealers and provide an open forum for discussion of concerns, best practices, and local engagement. Toyota held these roundtable meetings on March 1, 2018 in Dallas, Texas with ten dealerships and March 2, 2018 in San Antonio, Texas with eight dealerships. Dealership representation included Dealer Principals, General Managers, and Service Directors.

Dealers suggested a multi-tiered marketing approach aimed at the Spanish-speaking population within the Dallas and San Antonio markets. For example, the first tier could be a broad market approach which would help create awareness utilizing a local politician or celebrity on Telemundo or a local radio station. The next tier could be a mid-market approach which would utilize a local politician or celebrity at a booth set-up at area festivals and events to create a relationship with the Spanish-speaking community. The last tier could be a grassroots approach which would be at the dealership level by setting up a live remote or booth at local grocery stores and malls to create trust with the Spanish-speaking community. Dealerships could utilize the Airbag Recall App or Airbagrecall.com website at these grassroots events to scan the license plate or VIN of potential affected owners' vehicles and educate them on how to download the app to share with friends and family. Dealers also suggested funding to support a referral type program with their business development associates, parts wholesale counter personnel, and independent repair facilities could be helpful.

Toyota conducted additional roundtable meetings with Toyota and Lexus Regional Parts & Service Managers in April and June 2018. We also conducted a roundtable meeting with the Dealership Parts & Service Managers in the Washington, D.C. metropolitan area that includes Virginia and Maryland Dealerships. Toyota will continue to evaluate suggestions made by Regional, District, and Dealership Managers at future Roundtable meetings and will consider implementing ideas as appropriate.

The graphic below represents Toyota's conceptual approach to dealer roundtable activities.



E. Dealer Best Practices

Toyota has been gathering best practices from dealers through our engagement activities and sharing them with our regional field teams. Some of the best practices that have been identified so far by our dealers and shared with all regions are:

- BDC (Business Development Center) Engagement. Some dealers report that they have been having some success reaching out to owners through their business development centers. This has been particularly successful for dealers who have proactively educated their business development centers on the Takata recall, explained strategies on how to reach owners, and identified what common challenges are encountered when trying to reach owners to convince them to have the recall remedy performed. Based on this feedback, we created a BDC Reference Guide (shown below) to be shared with every dealer that provides tips on how to interface with owners about the Takata Recall and improve their success in scheduling an appointment when reaching an owner. BDCs are also encouraged to remind their customers that it is not a sales call, the airbag repair is free, and there are no other obligations.
- Incentives for BDC agents. Some dealers are reporting some success in offering incentives to business development center call center agents that make appointments resulting in actual Takata recall repair appointments. This incentive idea was shared with all regions. At this time, we are aware of 73 dealers nationwide who are now offering incentives to their business development center agents.
- Creative Sources to locate VINs with incorrect ownership information. Some dealers have been reporting some success by proactively locating VINs included in the Toyota-provided owner list, using sources such as used car websites and reaching out to those used car dealers about the vehicles they own with open Takata recalls. These dealers are encouraging the used car dealers to bring the vehicles with open Takata recalls to their dealership to have any open recalls completed prior to selling the vehicle to a new owner.

TOYOTA BUSINESS DEVELOPMENT CENTER BEST PRACTICES GUIDE TAKATA RECALL

KEY POINTS & BEST PRACTICES

- Personalization/personal touch is the key to success.
- There is a 60% increase in appointments scheduled for this recall when customers are contacted by phone.
- Offering BDC team rep incentives for each successful recall completion has contributed to increasing dealer completion rates.



SUCCESS TOOL: SOAR LIST

Proactively connect with your customers using the SOAR (Service Opportunity Access for Retention) list.

- A dedicated Service BDC team leads to greater success.
- Assign a short list of customers to service advisors to contact as time permits.
- Utilize the sample word tracks on SOAR.

MANAGE YOUR SOAR LIST

- Compare your SOAR list to your DMS (Dealer Management System) to ensure accuracy.
- Keep detailed notes including who you have called, who has moved, and what ownership information is different.
- Prioritize your list to focus on those that have new contact information and/or that you are actively trying to obtain contact information for.
- Set aside VINs with the incorrect contact information until the next data refresh.

<https://dealerdaily.toyota.com>



IMPROVE RESULTS BY USING AUTOMOTIVE MARKETING AGENCIES, BDC, RECALL AND RETENTION SOLUTION OWNER COMMUNICATIONS PROGRAMS.

- Reminder that all third parties and dealers need to agree in writing to the same terms in SOAR when they access the Takata list.

PARTS AVAILABILITY

- Coordinate with the parts department to ensure parts are in stock prior to the scheduled repair.

TOYOTA BUSINESS DEVELOPMENT CENTER BEST PRACTICES GUIDE TAKATA RECALL

CUSTOMER INTERACTION & SERVICE

Throughout customer contact, personalize the communication. Some examples include:

- Introduce yourself (name and dealership name).
- Use the customer's last name.
- Reference year and model (for example, state "2004 Corolla" rather than using words like "car" or "vehicle" throughout the communication).
- Be empathetic and understanding.

- Let them know why you are contacting them:
 - To ensure they are aware that a recall exists.
 - To communicate that both Toyota and your dealership are concerned about their safety.
 - To assist the customer to get this urgent safety recall completed.
- Make the phone call quick & convenient.
- Thank the customer for their time.
- Reconfirm appointment made to have the recall completed.

A customer may decline and/or be reluctant to bring their vehicle to the dealership to have the recall completed. Below are sample word tracks that may assist you in responding:

⚠ DOES NOT UNDERSTAND THE URGENCY:

CUSTOMER
Why? No one sits in my passenger seat, why do I need to have this done? No one drives the car, it just sits parked.

DEALER
(Mr./Ms. Last Name):

- The inflator could rupture when the airbag deploys and sharp fragments could injure directly all the vehicle occupants.
- There is a possibility of serious injury or death to the driver and/or passengers.
- Toyota and dealer are concerned about both your SAFETY and that of your passengers. Your SAFETY is a top priority.

🕒 TOO BUSY & DOESN'T HAVE ENOUGH TIME:

CUSTOMER
I don't have the time to bring my car to the dealer.

DEALER
(Mr./Ms. Last Name):

- I understand it's not convenient having to bring your vehicle in for this recall repair. It will take approximately "x" hours to complete. (Advise vehicle owner of the approximate repair time for his or her vehicle.)
- We're committed to helping resolve this issue for you as quickly, conveniently and safely as possible. So please, do it for you. Better yet, do it for the person riding beside you.
- If you can't visit at the dealership during the repairs, we'll work with you to provide alternative transportation for you.

🚗 CANNOT PART WITH VEHICLE:

CUSTOMER
I need my car and cannot leave it at the dealer all day for this repair.

DEALER
(Mr./Ms. Last Name):

- I understand you cannot be without transportation, that's why we have other transportation available at no charge to you (i.e. shuttle service, Uber, Lyft, vehicle pick up & drop off service).

Please note: These services are not feasible for the customer or dealer when repairs are in progress. Please refer to the street dealer when on TD for details.

💰 WORRIED ABOUT BEING UPSOLD ON ADDITIONAL SERVICES:

CUSTOMER
What is the dealer trying to sell me? I don't want to pay for anything.

DEALER
(Mr./Ms. Last Name):

- This is not a sales call, we are concerned about your safety and your passengers.
- Remember, the airbag repair is free and there are no other obligations.
- Toyota's focus remains on the safety and security of our customers.

F. Dealer Survey

Toyota conducted a survey of over 1,000 Toyota dealers and received 677 completed responses. The purpose of the survey was to leverage the feedback received in an effort to obtain information that would continue increasing recall completion rates across the country through enhancing dealer engagement activities and creating new opportunities. The goals of the survey were to:

- Learn more about how Toyota dealers communicate with owners about the recall, including what efforts are most effective and what outreach materials dealers would like to have available.
- Gain feedback and insight regarding repair events opportunities.
- Investigate ways to leverage existing wholesale parts relationships with independent repair facilities/collision centers.

In summary, the survey results provided us with the following information:

- 46% of the respondents stated phone calls have been the most successful outreach tactic used.
- 34% of the respondents stated direct mail has been the second most successful outreach tactic used.

- 35% of all respondents stated that outreach support would best help them in increasing their completion rate (direct mail, social media, grassroots efforts).
- 22% stated that there was an issue with receiving accurate customer information.
- 40% of respondents stated they would be very likely to host a repair event at their dealership.
- 55% of respondents stated that wholesale parts customers have approached them about vehicles with open recalls.

After evaluating the survey results, we have initiated a number of efforts to address the feedback received:

- We are currently working to increase the frequency that we provide refreshed owner data to dealers.
- We are currently partnering with our internal and external creative teams to create direct mail, email, social media, and web banner assets to support dealer-run outreach efforts.
- We are currently creating a toolkit of collateral, signage, and resources for our dealers to use for outreach events.
- We are identifying additional opportunities to increase awareness of open recalls with dealers' wholesale parts customers by incorporating recall lookups into our Electronic Parts Catalog and Estimating Software. These items are discussed in greater detail in a later section.

Toyota found this survey activity to be enlightening and helpful as we further develop our dealer engagement strategies. We plan to conduct another dealer survey later this year for additional feedback on new dealer engagement strategies that are being implemented in the coming months.

G. New Dealer Creative

Toyota is developing new creative for dealership outreach. We appreciate that each dealer understands its unique market, and we plan to provide different creatives to afford dealers different options in engaging their market. Our expectation is that dealers can use these options to tailor the outreach more effectively. Toyota also plans to further support the dealer outreach effort by funding additional direct mail and email campaign. The campaign would offer dealers six direct mail options and seven email options with low, medium, and high intensity messaging to leverage the dealer's understanding of the local market. This additional campaign is scheduled to launch later this summer.

H. Ensuring Sufficient Dealer Capacity and Qualified Technicians

Toyota is very conscious of the need to provide adequate dealership capacity, and we understand that technician training requirements for performing the Takata recall remedy have a large influence on dealer capacity to repair these vehicles. Over a year ago, Toyota developed a specific online training module for Takata-related repairs and subsequently revised our technician training requirements for certain Takata recalls involving Lexus models to allow a technician with one lower skill level than before to perform the repair, so long as the technician had taken the online training module. As of December 22, 2017, we found that this increased our qualified technician pool for these Takata repairs by 1,304 technicians, an increase of 95%, which resulted in more than five additional technicians per dealer on average. As a result of these efforts, Toyota is confident that adequate dealership capacity is available to support Takata recall repairs.

Even so, Toyota is currently in the process of developing a new online training for Toyota dealer technicians. The new module will include content from all current Toyota Takata campaigns. As was done for Lexus technicians, Toyota will also be adjusting the technical certification level required to complete Takata campaigns. This will allow technicians with one lower skill level than before to perform the repair so long as they had completed and successfully passed the online training module. Based on the success found in the Lexus program, we expect that this will significantly add to Toyota dealership repair capacity.

To further increase the pool of qualified technicians for the Takata recall and other recall repairs, Toyota is piloting a technician training incentive program in the Los Angeles area. Technicians are offered a financial incentive to complete additional ASE certifications to increase their technician certification level. The incentive is offered for a specific ASE course which is required for certification to perform Takata recall repairs. We are hopeful that this incentive program will add more technicians to the pool of qualified ones for Takata recalls. We are continuing to investigate other ways to further increase the number of qualified technicians available to perform Takata repairs.

I. Repairing Vehicles with Inoperative Supplemental Restraint Systems

Some vehicles identified through outreach efforts are difficult to repair for various reasons. Those reasons could be the result of, but not limited to, airbag deployments, vehicle collisions, missing components, and tampered systems. Toyota developed a disclosure form to assist dealers in determining

whether to repair these vehicles. The form directs the dealer to communicate to the owner that further repairs at the owner's expense will be required to restore full functionality of the supplemental restraint system. The owner acknowledges that, upon completion of the recall, full functionality of the supplemental restraint system will not be restored until all other repairs are completed. Upon receiving the owner's signature, and assuming the operation can be safely performed by the technician, the dealer carries out the recall repair. This promotes full transparency with the owner, while providing dealers with assurances that they can proceed to provide the recall repair. This effort enables Toyota to, at a minimum, provide a replacement inflator to an affected owner and complete the recall.

J. Dealer Assistance Cases

Toyota continues to follow-up on owner outreach cases which required dealer assistance with our field offices and dealers. Since the launch of this activity in October 2016, 2,463 dealer assistance cases have been received for field and dealer follow-up action. Due to these efforts, dealer assistance cases have declined from over 200 per week at the start of the program to approximately 10 per week. Now that we have transitioned to the SSA outreach program, Toyota plans to continue this follow-up activity to ensure that dealers provide high levels of service to owners.

In addition, NHTSA had been periodically providing Vehicle Owner Questionnaires (VOQs) containing complaints from owners about parts availability for recalls in the remedy phase. These VOQs are designated as "Parts Disconnect". Toyota utilized a similar process to the one described above to inform our field staff of these cases; dealers are then reminded about the current parts situation for Takata recalls.

K. Quick Reference Guide for Dealers on the Takata Recalls

Part of increasing owner convenience to obtain the recall repair includes ensuring that dealership personnel are aware that parts are available and that alternative transportation is available for Takata recall-affected vehicle owners. To that end, Toyota has created a quick reference guide, shown below, for the Takata recalls which has been made available to all dealership personnel. The purpose of this quick reference guide is to clearly state the remedy availability status and parts availability for all Takata recalls in a single communication. This quick reference guide should help dealers more easily communicate accurate information to owners. We have also included warranty claim filing information for rental cars and towing services in an effort to remind dealers that these services are available and can be used to solve unique circumstances which might be preventing the owner from scheduling a repair appointment.




Timing of Projected Safety Recall Phase Announcement
 Phase 1: May 2016
 Phase 2: January 2017
 Phase 3: January 2018
 Phase 4: January 2019

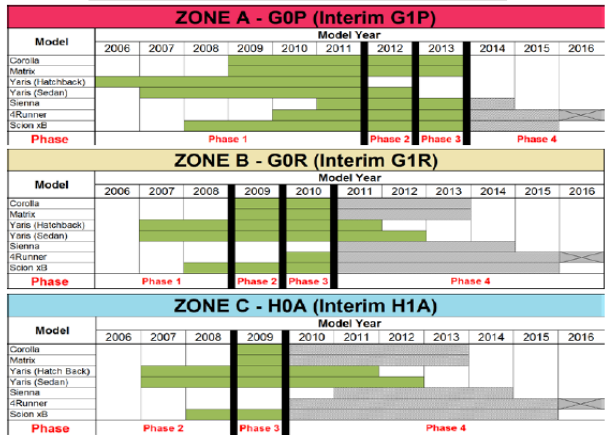
Remedy Availability

F0L	
Model	Model Year
RAV4	2004, 2005

DSF	
Model	Model Year
Corolla	2002, 2003, 2004, 2005, 2006, 2007, 2008
Matrix	
Tundra	
Sequoia	

E04	
Model	Model Year
Corolla	2002, 2003, 2004, 2005, 2006, 2007, 2008
Matrix	
Tundra	
Sequoia	

Projected for Future Phase – Full model year applicability 
 Involved in current Safety Recall – Remedy  Projected for Future Phase – Partial model year applicability 



Parts Availability

Campaign	Restriction
DSF	There are currently no part order limitations (DOS/MAC) no delivery delays for dealers.
E04	
F0L	
G0P	
G0R	
H0A	Currently on MAC: 4Runner: 04007-14335, 04007-58135, 62220-35030-B0 and 62220-35030-E0

Customer Vehicle Towing Availability

Toyota is offering towing services to customers that reside in areas where dealerships are not located within reasonable traveling distance. Towing can be claimed under the following Op. Codes as sublet type "TW" in the event the customer requested vehicle pick up. **If towing expenses are greater than \$250, the dealer's DSPM should provide authorization.**

Campaign	Remedy Op Codes	Towing Sublet Type
DSF	AGG48B, AGG48G, and AGG48W	"TW"
E04	AGGC7B, AGGC7G, and AGGC7W	
F0L	BGG22A	
G0P	BGG23J, AGGC7K, AGGC7D, AGGC7U and AGGC7V	
G0R	BAG23A, BGG23D, BGG23K and BGG23V	
H0A	BKG23J, BKG23D and BKG23K	

Rental Availability

DSF/E04/F0L	G0P/G0R/H0A																																																																														
<p>A loaner vehicle or alternative transportation may be offered to the customer through the Toyota Rent-A-CAR (TRAC). Rentals can be claimed for \$35 per day for a maximum of 4 days under sublet type "RT." Per day expense exceeding \$35 or loaners exceeding 4 days, requires DSPM authorization.</p> <table border="1"> <thead> <tr> <th>Campaign</th> <th>Rental Sublet Type</th> </tr> </thead> <tbody> <tr> <td>DSF</td> <td rowspan="3">"RT"</td> </tr> <tr> <td>E04</td> </tr> <tr> <td>F0L</td> </tr> </tbody> </table>	Campaign	Rental Sublet Type	DSF	"RT"	E04	F0L	<p>1. Claims for G1P and G0P rental must be filed under campaign designation GCP. 2. Claims for G1R, G0R, H1A and H0A rental must be filed under campaign designation GCR. 3. Dealers must continue to use the correct opcode in sequence based on the number of days the customer has been using the rental.</p> <ul style="list-style-type: none"> Example: Rental claim is covering days 91-120, dealer should use opcode AGGG0D for Campaign G1P. These opcodes must be used in the correct sequence or the claim will be rejected. <p>4. Refer to the table below to determine the correct opcode for the claim.</p> <table border="1"> <thead> <tr> <th>GCP Rental Op. Code</th> <th>GCR Rental Op. Code</th> <th>HCA Rental Op. Code</th> <th>Description</th> </tr> </thead> <tbody> <tr><td>AGGG0A</td><td>BGG26A</td><td></td><td>Vehicle Rental: 1-30 Days</td></tr> <tr><td>AGGG0B</td><td>BGG26B</td><td></td><td>Vehicle Rental: 31-60 Days</td></tr> <tr><td>AGGG0C</td><td>BGG26C</td><td></td><td>Vehicle Rental: 61-90 Days</td></tr> <tr><td>AGGG0D</td><td>BGG26D</td><td></td><td>Vehicle Rental: 91-120 Days</td></tr> <tr><td>AGGG0E</td><td>BGG26E</td><td></td><td>Vehicle Rental: 121-150 Days</td></tr> <tr><td>AGGG0F</td><td>BGG26F</td><td></td><td>Vehicle Rental: 151-180 Days</td></tr> <tr><td>AGGG0G</td><td>BGG26G</td><td></td><td>Vehicle Rental: 181-210 Days</td></tr> <tr><td>AGGG0H</td><td>BGG26H</td><td></td><td>Vehicle Rental: 211-240 Days</td></tr> <tr><td>AGGG0J</td><td>BGG26J</td><td></td><td>Vehicle Rental: 241-270 Days</td></tr> <tr><td>AGGG0K</td><td>BGG26K</td><td></td><td>Vehicle Rental: 271-300 Days</td></tr> <tr><td>AGGG0L</td><td>BGG26L</td><td></td><td>Vehicle Rental: 301-330 Days</td></tr> <tr><td>AGGG0M</td><td>BGG26M</td><td></td><td>Vehicle Rental: 331-360 Days</td></tr> <tr><td>AGGG0N</td><td>BGG26N</td><td></td><td>Vehicle Rental: 361-390 Days</td></tr> <tr><td>AGGG0P</td><td>BGG26P</td><td></td><td>Vehicle Rental: 391-420 Days</td></tr> <tr><td>AGGG0Q</td><td>BGG26Q</td><td></td><td>Vehicle Rental: 421-450 Days</td></tr> <tr><td>AGGG0R</td><td>BGG26R</td><td></td><td>Vehicle Rental: 451-480 Days</td></tr> <tr><td>AGGG0S</td><td>BGG26S</td><td></td><td>Vehicle Rental 481-500 Days</td></tr> </tbody> </table>	GCP Rental Op. Code	GCR Rental Op. Code	HCA Rental Op. Code	Description	AGGG0A	BGG26A		Vehicle Rental: 1-30 Days	AGGG0B	BGG26B		Vehicle Rental: 31-60 Days	AGGG0C	BGG26C		Vehicle Rental: 61-90 Days	AGGG0D	BGG26D		Vehicle Rental: 91-120 Days	AGGG0E	BGG26E		Vehicle Rental: 121-150 Days	AGGG0F	BGG26F		Vehicle Rental: 151-180 Days	AGGG0G	BGG26G		Vehicle Rental: 181-210 Days	AGGG0H	BGG26H		Vehicle Rental: 211-240 Days	AGGG0J	BGG26J		Vehicle Rental: 241-270 Days	AGGG0K	BGG26K		Vehicle Rental: 271-300 Days	AGGG0L	BGG26L		Vehicle Rental: 301-330 Days	AGGG0M	BGG26M		Vehicle Rental: 331-360 Days	AGGG0N	BGG26N		Vehicle Rental: 361-390 Days	AGGG0P	BGG26P		Vehicle Rental: 391-420 Days	AGGG0Q	BGG26Q		Vehicle Rental: 421-450 Days	AGGG0R	BGG26R		Vehicle Rental: 451-480 Days	AGGG0S	BGG26S		Vehicle Rental 481-500 Days
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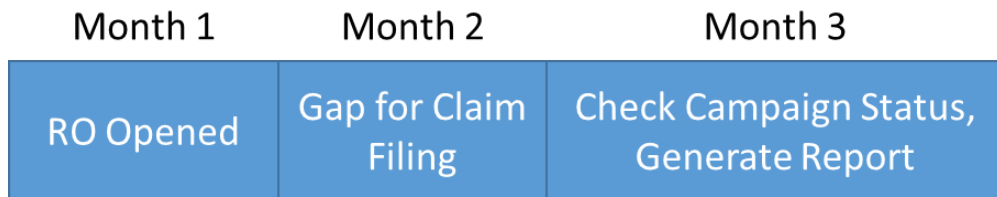
NOTE: Rental invoice MUST be attached to all rental claims. These claims may be subject to debit if rental invoice is not attached.

L. Missed Opportunity Report

Toyota has been developing a process to identify vehicles which have come to one of our franchised dealerships for service in the past two months but still have an open recall. We refer to this process as the “Missed Opportunity Report”. The purpose of the report is threefold:

1. To provide a coaching opportunity for dealers to help identify any process or training gaps which may exist at a given dealer;
2. To present specific opportunities for the dealer to follow up with customers who still have open recalls and for which the dealer likely has good contact information due to their recent service visit, and;
3. To identify any customers who may be hesitant or unwilling to schedule service to have their recalled vehicle repaired and develop joint strategies with the dealer to address the customer concerns.

The process involves gathering repair order history from all franchised dealers each month and comparing the VINs on each repair order to our open recall database. In an effort to ensure that this report contains actionable information for dealers, we wait a full month following the month for which the report is being generated to ensure that dealers have adequate time to file warranty claims. The diagram below outlines Toyota’s process for creating the Missed Opportunity Report.



For example, Toyota would begin the process in early June to check repair orders from the month of April, leaving the month of May as the gap to allow for dealer claims filing. This process repeats each month, so in July, we would check May repair orders. Toyota may refine various elements of this process over time as we receive feedback from dealers on this report. The report is sent to Toyota regional and district management at the beginning of each month, and the information is provided to each dealer individually. Toyota began providing this report to Lexus dealers as a trial in May. The response from dealers and Lexus region management was very positive; this process was implemented for Toyota dealers in June.

The following table summarizes the results from the Missed Opportunity Report in June for Toyota and Lexus dealers as it relates to the Takata recalls. The June report reflects vehicles that visited a Toyota or Lexus dealer in the month of April 2018 and have recalls remaining open in the month of June.

Franchise	PG1-3 vehicles	PG4-12 vehicles
Toyota	1,427	10,899
Lexus	30	956

The missed opportunities in PG1-3 represent about 13% percent of our current monthly repair rate for PG1-3, so we believe this report can have a positive impact on our repair rate if we are able to convert the majority of these missed opportunities into repairs. This will largely depend on what the dealer finds as they research each case, as some owners may be unwilling to participate. Toyota will continue to try to educate these owners on the urgency of this repair through the messaging we have already been providing about the recalls.

The number of missed opportunities are a relatively small percentage of the total repair orders. This indicates that, while there is certainly opportunity for improvement, dealers are generally following best practices of checking vehicles for open recalls that come in for service and repairing those vehicles during the time of service. As we continue to send this report and get feedback from dealers, we will provide updates in future quarterly supplements.

M. Repairing Lexus Vehicles at Toyota Dealers in Remote Areas

Toyota has identified certain areas of the United States where Toyota brand dealers are located but no Lexus dealers are available. Due to franchise laws and dealer agreements, Toyota dealers can service Lexus vehicles, but they cannot perform warranty and recall work on Lexus vehicles. Although traditionally these issues have prevented Toyota from performing recall repairs on Lexus vehicles at Toyota dealerships, we are developing processes to enable these dealers to perform Takata recall repairs and help increase Lexus vehicle completion rates in these areas. The areas of the country where we are investigating this solution include Montana, West Texas, North Dakota, South Dakota, Wyoming, and certain parts of Florida.

In summer 2018, Toyota plans to launch a pilot in the state of Montana where certain Toyota-brand dealers will be authorized to perform Takata recall repairs on Lexus vehicles. The state of Montana has no Lexus dealers. We have confirmed that repairs on Lexus models can be completed accurately and with quality by a Toyota-brand technician with “Expert” level technician certification. Toyota is currently making modifications to both our parts ordering and warranty claims processing systems to facilitate the repair of a Lexus vehicle at a Toyota dealership. As this pilot launches, we will provide updates in future quarterly supplements.

IX. Specialized Outreach

A. Social Influencer Approach

Toyota has engaged a vendor to supply unique social media outreach services related to Takata. This program is still in the exploratory and design phase and has yet to be piloted in the market. Our current plan is for the initial program to target PG1-4 Toyota and Lexus vehicles. This program would start with a media campaign on Facebook to engage the public and sign up “ambassadors” to help promote the message that recalled Takata airbag inflators need to be replaced. These ambassadors would be individuals who:

- are influential within their community and have a large social media footprint;
- care about the safety of themselves, their family, and their community; and
- see value in sharing messages that encourage individuals to have the Takata recalls completed on their vehicles.

To help ensure the media campaign is as effective as possible at recruiting the best ambassadors, the vendor has performed an initial survey with approximately 1,750 participants. Toyota and the vendor think that there are four key attributes ambassadors should have to be effective in this program: willingness to help others; have time to participate; are active and influential on social media; and can reach target vehicle owners. The survey was created with these attributes in mind and collected data on the participants, such as:

- Demographics
- Detailed social media usage, footprint, and activity
- Interests and hobbies
- Car ownership of friends/family
- Automotive recall awareness
- Attitude and reaction to recalls

- Interest in the program

These data will be used to create several ambassador profiles to target in the initial ambassador recruitment media campaign. Similar data will be used throughout the program to optimize our ambassador profiles and advertising of the program.

Once these ambassadors are identified and vetted, they would be given tools to build messages to share via their various social media platforms. The messages would be curated and disseminated by the ambassadors, but all messaging content options would still be controlled by Toyota and the vendor under the program. The messages would encourage individuals to check for open recalls on their vehicles. If a target vehicle is identified, the individual would also be encouraged to have the recall completed, and would be given tools to do so. The ambassadors would also be incentivized under the program in several ways. They would be rewarded each time a target vehicle is identified, and again each time one of the identified vehicles is repaired. This approach has proven to be successful in the medical industry in identifying and engaging patients to participate in clinical trials. Toyota believes that this is a method worth exploring that could appropriately leverage social media to achieve greater levels of recall completion. We also believe that this would be one method to help reach owners for whom we do not have accurate contact information.

We continue to develop this program and anticipate launching it in calendar year 2018. We will provide updates on our progress in future supplements.

B. Certified Mail

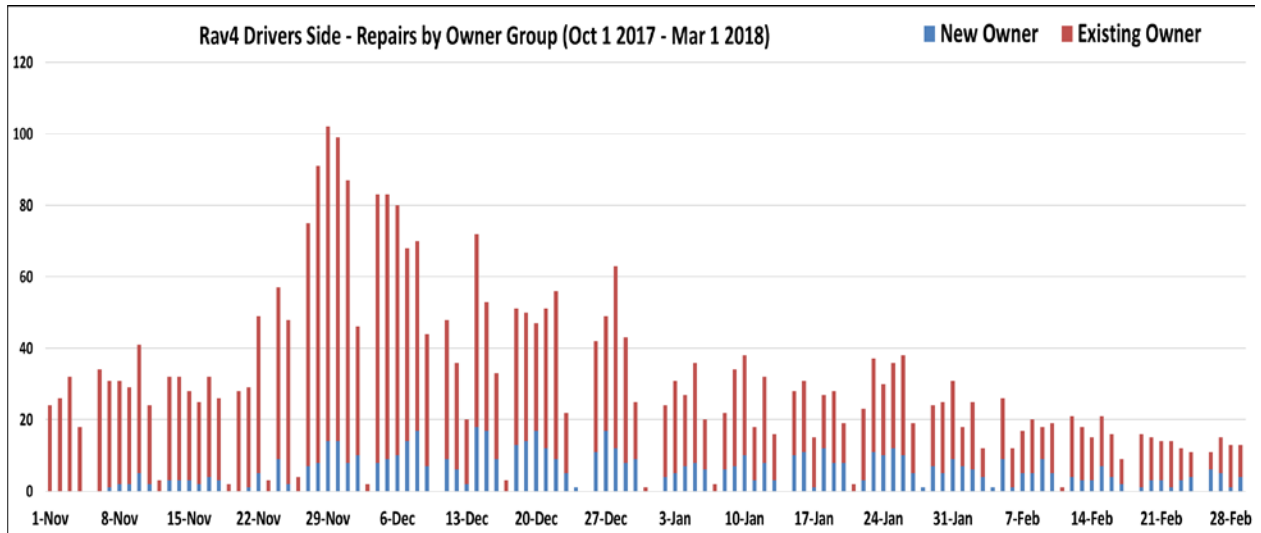
Toyota previously piloted and has now begun to expand the use of certified mail to notify vehicle owners. Certified mail requires the postal service to locate the recipient of the mail and obtain his/her signature before delivery. If the recipient cannot be found, the mail will not be delivered. The process also involves electronic tracking so the sender can identify whether a letter has been delivered. Toyota believes that this method of mail is a good way to identify potential inaccuracies in ownership information from our current sources. In addition, the sending of a letter as certified mail is a further way to impart a renewed sense of urgency and importance to the vehicle owner.

In our pilot activity, Toyota sent certified mail to individuals with open Takata recalls for driver airbag inflators in PGs 1-3. The mailing was conducted in mid-November 2017. The table below summarizes the results of the Certified Mail pilot:

Total VINs Mailed	27,926	
Delivered	17,561	63%
Undeliverable (Incorrect Owner Information)	3,214	11%
Customer Did Not Respond to Notice left at their door	7,151	26%
Repairs for VINs that had Certified Mail delivered	2,504	9%

Based on these data, we believe that 17,561 (63%) of the owners in this pilot received the certified mail and are likely to be receiving the other communications we have been sending, but have chosen not to respond. We also had 3,214 owners we could not reach with available data (11%). The remaining population of 7,151 (26%) are owners who were left a certified mail notice at their door but never retrieved the notice from the post office. This group consist of an unknown ratio of potentially inaccurate owner data and owners who chose not to pick-up the certified letter.

We do not know if the delivery of certified mail caused owners to respond to our outreach and present their vehicles for remedy. However, during the pilot, we saw a correlation between the increase in daily repair rate and our outreach through certified mail. Repair rate for the population of vehicles which were sent certified mail doubled after the launch of the certified mail activity, but then declined back to a level consistent with repair rates prior to the certified mail activity. We have evaluated the number of ownership changes which occurred before sending the certified mail and found 1,449 VINs (5% of population) had both an address and name change which likely indicates a new owner. These new owners represent 15% of the repair rate increase we saw during the months of November 2017 through January 2018. Thus, the identification of new owners is one factor out of a variety of potential factors that could contribute to this increase in in repair rates.



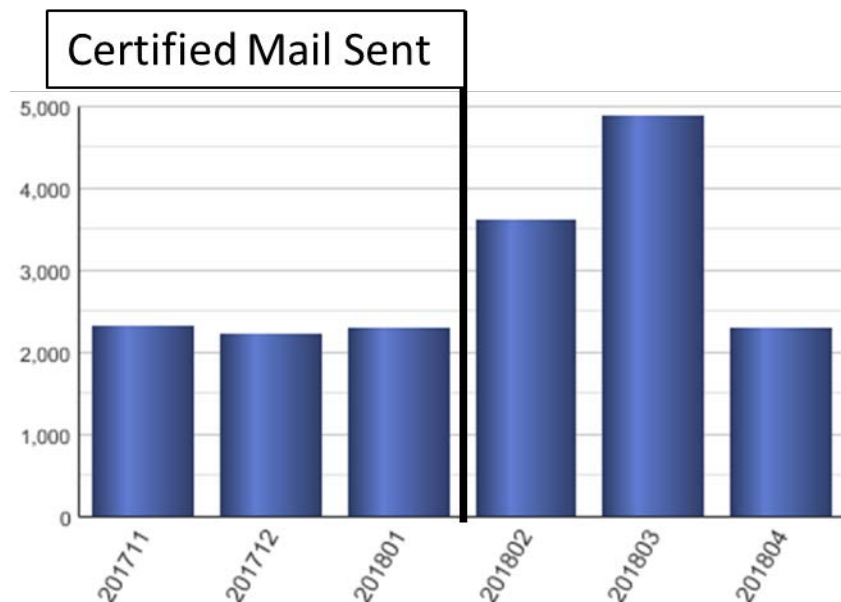
As a result of the above pilot, we decided to conduct another evaluation of certified mail involving a larger population of PG 1-3 vehicles. In mid-February 2018, we sent certified mail to 163,889 owners of 2003-2004 model year Corolla and Corolla Matrix vehicles. To further evaluate the effectiveness of certified mail, we sent two different versions, one group in which a specific person is required for signature (Restricted Certified) and another in which any member of a household can sign for the mail (Standard Certified). In addition, we sent some owners first class mail in a random sample to evaluate the different forms of mail against one another. The results as of June 5, 2018 are shown in the table below.

Type of Mail Sent	Restricted		Standard Certified		First Class	
Total VINs Mailed	5,000		127,945		30,944	
Delivered	2,641	53%	80,575	63%	28,784	93%
Undeliverable (Incorrect Owner Information)	728	15%	12,819	10%	2,160	7%
Customer Did Not Respond to Notice left at their door	939	19%	22,711	18%	N/A	N/A
In Return Process	692	14%	11,840	9%	N/A	N/A
Repairs for VINs that had Certified Mail delivered	570	11%	12,808	10%	2,093	7%

Through this second evaluation, we have learned a few new things regarding certified mail:

1. Based on comparing the certified mail groups against the First Class mail group, there does appear to be some different owner response to this form of mail—as there was a 30% higher repair rate for the certified mail groups.
2. The return mail rate for First Class is much lower than certified mail groups, indicating that, though we can deliver the First Class mail to a mailbox, some of it may not be reaching the actual owner of the vehicle.
3. The delivery rate was higher for the Standard Certified group than for the Restricted group, indicating that some owners may have difficulty receiving the mail within the restricted group due to the specific addressees not being home at the time of mail delivery.

In addition, we saw a similar repair rate spike during this round of certified mail that we saw during the pilot. This indicates that, although we cannot directly tie the certified mail to the repair, there does appear to be a correlation between this form of outreach and repair rates. The graph below shows the monthly repair rate for the population of vehicles involved in the latest certified mail evaluation.



We have also identified opportunities to combine this form of outreach with other methods. For future canvassing activities covered in a later section, the first step would be to send certified mail to validate the address data prior to sending a canvasser to speak to owners at their residences.

Based on the similarities in delivery results between the pilot and the second evaluation of certified mail, we suspect that this trend could reflect the quality of owner information available for the remainder of our un-remedied PG1-3 population. To validate this, Toyota plans to send additional certified mail to all remaining un-remedied PG1-3 owners in July. We will report the results of this activity in a future quarterly supplement.

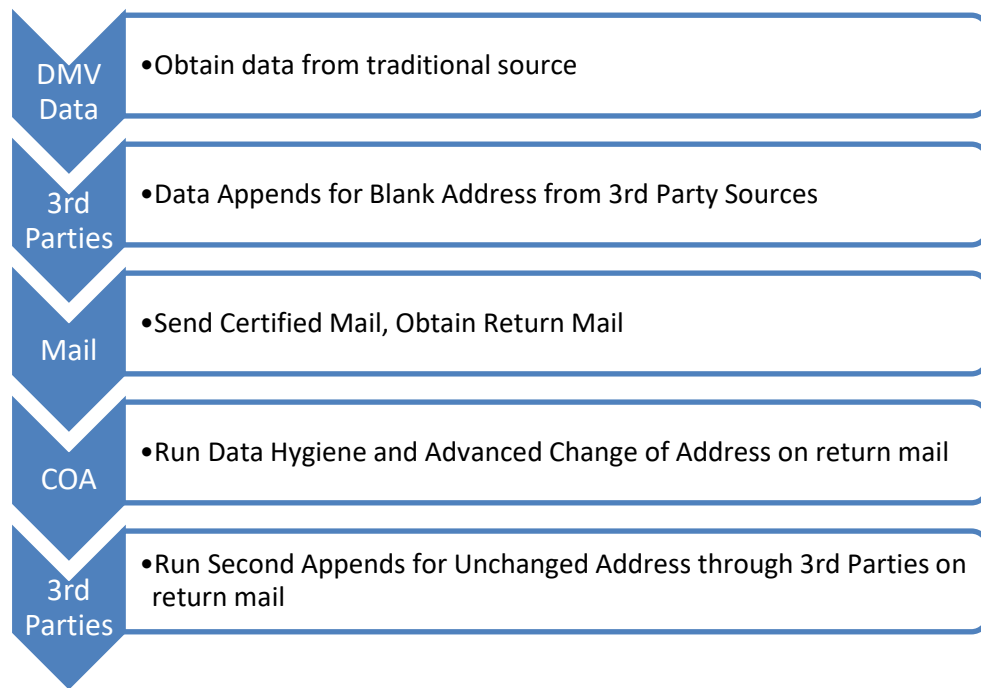
C. Evaluation of Other Data Sources

Certified mail, as described above, presents additional opportunity to identify owner data which may not be accurate. Addresses which are undeliverable or owners who cannot be reached through certified mail represent an opportunity to evaluate additional data sources beyond the traditional vehicle registration-based data. Toyota has identified some additional sources of owner data shown below. We are currently in the process of evaluating these sources to determine if the owner data provided is different, and potentially better than, the traditional vehicle registration data.

Source	Summary	Status
Vendor A	Proprietary database of secondary address information separate from the traditional DMV sources.	Data Received – Evaluating
Vendor B	Address Hygiene and Third Party Change of Address Sources that are non-USPS based (i.e. utility bill forwarding, etc.).	Data on Order
Vendor C	Gather available owner information from public facing websites for return mail addresses to attempt to find owners current residence.	Data on Order
Vendor D	Proprietary data source using DMV registration data and other proprietary sources.	Discussing with Vendor

In addition, through collaboration with the Takata Monitor and other OEMs, Toyota has identified some additional sources of data which we may evaluate in the future depending on the results of the sources listed above.

Toyota’s intention is to develop an enhanced data cleansing and appends process to further improve our ability to connect with affected owners. Based on the results of our evaluation of the above sources, Toyota intends to select the most promising providers and connect them in a logical way. A conceptual image of this process is shown below.

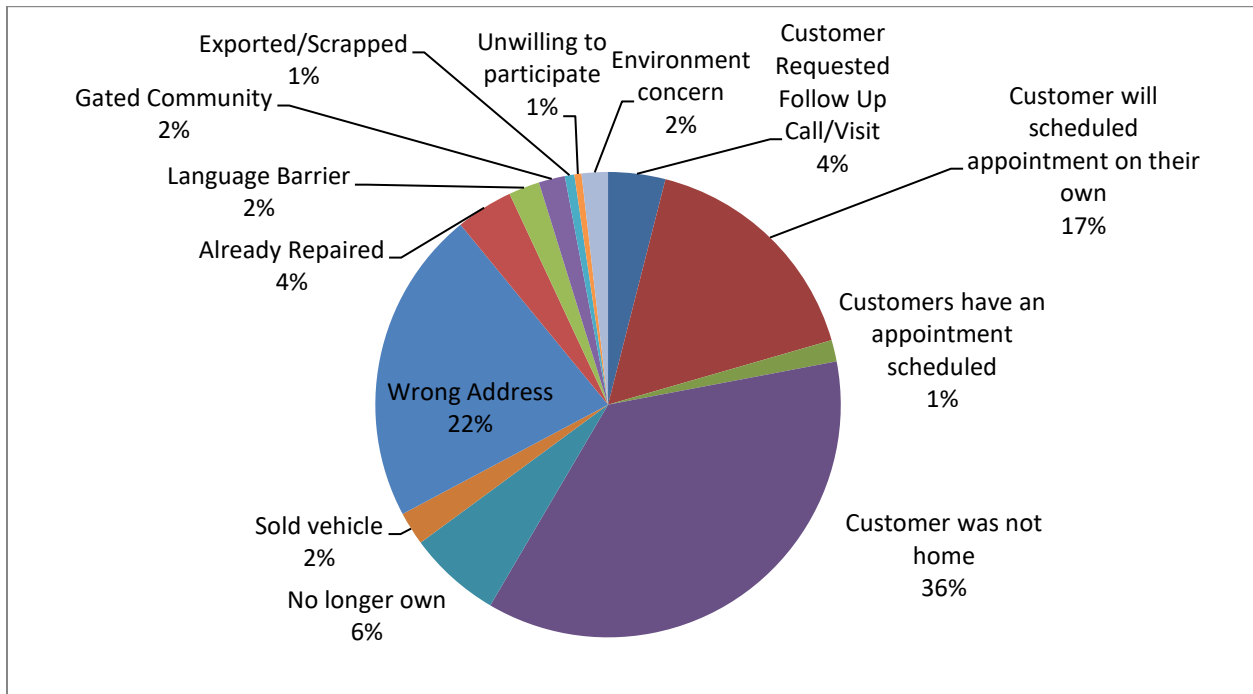


We are hopeful that this process can improve our ability to identify the correct owner of the vehicle and the correct contact information for that owner. We believe that improving this can have a positive impact on our completion rates. As this process develops, we will provide further information in a future quarterly supplement.

D. Vehicle Canvassing

Toyota has conducted a canvassing pilot in the Miami, Dallas and Los Angeles markets. This pilot involved 652 unrepaired 15V-284 (2004-2005 RAV4 driver air bag inflator) vehicles. This pilot was launched on November 17, 2017 in the Dallas market and was concluded January 28, 2018. Canvassing

was performed on 604 of 652 vehicles. Toyota used the date of March 1, 2018 as the repair cutoff for analysis in an attempt to better correlate the vehicle repair to the canvassing:



Based on the completed results, a number of observations can be made:

- Data reliability remains a concern. Of the 604 addresses, 160 were determined to be incorrect based on discussion with the resident at the address. The resident described the vehicle status as previously sold, scrapped, or wrong address.
- Even though zip code analysis suggested that bilingual support may be necessary, there were only 13 reports of a language barrier preventing the canvass pilot staff from communicating with the vehicle owner about the recall.
- Overall, canvassing agents were able to either engage owners or leave specific canvassing materials behind at 419 locations.
- As of March 1, 2018, there were 151 vehicles of the 419 that have been repaired. However, it is unclear whether the canvassing activity drove these completions.

Further analysis of the 151 repaired vehicles indicates that, although personal interaction was thought to be an important factor for canvassing effectiveness, many of these repairs occurred without any personal interaction. Of the 151 vehicles repaired, 79 were repaired prior to the canvassing attempt. Toyota

believes there is a possibility that this increase in repairs for this population might be due to the previously discussed nationwide certified mail pilot that was launched just prior to the canvassing pilot. Of the 151 vehicles that were repaired, there were also 51 that were repaired after the canvassing activity without any personal interaction with the vehicle owner (based on our review of the canvassing notes for these vehicles). Based on these results, it does not appear that personal interaction drove completions in this pilot project.

Toyota is currently preparing the Phase II canvassing activity that will launch later this summer and will target major metro areas in Florida and Puerto Rico. Metro areas of focus are Tampa, Orlando, Miami, and San Juan. Targeted vehicles and locations include:

Vehicle	Tampa	Orlando	Miami	San Juan	Total
04-05 Rav4	222	218	807	828	2,075
03-04 Corolla	1,405	1,573	5,971	6,608	15,557
03-04 Matrix	390	403	1,066	1,215	3,074
Total	2,017	2,194	7,844	8,651	20,706

Based on Toyota’s experience with the canvassing pilot earlier this year, we will utilize an approach that incorporates the use of certified mail to enhance address quality, followed by the unique mailers and door hang tag materials. Owner address quality will be analyzed throughout the program and adjustments will be made to increase the efficiency of the canvassing activity. During this Phase II activity, Toyota will compare two sets of data to further assess repair trends of owners that either have personal interaction with a canvassing agent or take action based on the door hang tag only with no personal interaction.

Upon completion of the activity, Toyota will analyze the results with the intention to refine and implement a canvassing strategy for vehicles in Texas and California. In addition, Toyota plans to join other OEMs and the Takata Monitor in a separate canvassing activity in Ft. Lauderdale, Florida scheduled in July.

X. Supporting Outreach Activities

A. Public Service Announcements

Public Service Announcements (PSAs) and special events are additional ways to create awareness and motivation for owners to have their vehicles remedied for open recalls. This outreach method has the added benefit of attempting to target and reach owners for whom Toyota does not have accurate contact information.

As previously noted, Toyota planned to expand PSAs and Repair-A-Thon type events to selected U.S. markets in key cities. Originally, we planned PSA activities in Puerto Rico, Houston, Miami and Los Angeles. However, due to the 2017 hurricane season, our PSA activities in Puerto Rico were delayed. Further, we had to replace one U.S. mainland market (Houston with Dallas). As radio stations that broadcast PSAs are not required to provide their broadcast metrics, it is difficult to fully determine the complete impact of this activity. Results through January 28, 2018 indicate that 6 stations in Los Angeles report broadcasting the PSA a total of 158 times. Broadcast audience impressions are not clearly defined at this time. We will continue to work to determine potential audience size for the PSAs that have been broadcast.

As of March 2018, PSAs have been made available nationwide. We are continuing to work with our public relations business partner to gain greater insight to understand PSA usage and determine if changes need to be made to the creative content.

B. Using Toyota's Website to Improve Recall Completions

To help owners keep apprised of the status of the recall remedy, Toyota has established a unique page on its recall look-up website devoted to Takata inflators. See <http://www.toyota.com/recall> (this is also the landing page for Lexus and Scion) and refer to the links near the top of the page regarding Takata-specific recall information (<http://www.toyota.com/recall/takata>). The Toyota recall website provides recall lookup, qualification, and remedy status for all campaigns, including those involving Takata. This site supports all Toyota-produced vehicles and is linked from sites supporting Sales and Marketing Divisions as well as Toyota de Puerto Rico. This site is accessible from the internet and is optimized for both desktop and mobile users. Spanish language content was added in August 2016. The site also links to Toyota consumer contact centers and owner communities to enable owners to self-update their profiles

and vehicle identification. This helps Toyota to attempt to locate owners with improved/current contact data.

We believe that the Toyota recall website has been very helpful in improving Toyota’s completion rates. Our data show that 3,399,780 Takata recall VINs were processed through the Toyota.com/recall website VIN look-up tool from July 15, 2016 to May 31, 2018. While there is insufficient data to conclude whether the website VIN look-up tool caused the vehicle owner to complete the recall, the number of vehicles repaired involved in these look-ups totaled 2,044,375. Thus, of the 3,399,780 VINs processed, 60% are now complete.

We have been refreshing and enhancing our recall website and Takata-specific website continuously over the past year, adding several new features to increase owner engagement with the site and promote website visits into repairs. The graphic below highlights several of these changes within the Takata-specific website which are discussed further in greater detail.

The image shows a screenshot of the Takata recall website with several callout boxes pointing to specific features:

- Red banner with direct line to Takata call center**: Points to a red banner with the text "To speak with an agent and schedule an appointment for your FREE repair, call 888-324-3502 now!".
- Added video content**: Points to a video player showing "THE ACTUAL AIRBAG INFLATOR" with a play button.
- Lookup by License Plate or VIN**: Points to a blue button labeled "USE LICENSE PLATE NUMBER / 17-DIGIT VIN".
- Lookup by Model, Year, State**: Points to a blue button labeled "SELECT MODEL YEAR".
- Also Available: FAQ's, Descriptions of the recall phases, zone maps**: Points to the bottom of the page.

Toyota recently added a large red banner at the top of the Takata-specific website, showing the direct line to our Takata call center supported by the SSA. Our intention is to drive as many Takata-affected owners

as possible to this inbound call center so that we can engage with them directly and help make a repair appointment for them.

In addition, Toyota recently added video content to further engage with owners visiting the site. A video was created to explain the relative simplicity and speed of the recall repair for many PG1-3 vehicles to help reassure owners who otherwise might think that the repair will take a long time or be very invasive to their vehicle. We are also developing additional video content for the Takata-specific website to further engage owners and address some potential misconceptions about the recall repair process. Additional video content is expected to be added to the website in July.

Recently, Toyota launched a license plate lookup feature for our Toyota.com/recall and Toyota.com/recall/Takata website. This has the potential to increase the number of owners who check the recall status of their vehicles when visiting the site. Historically, about 50% of site visits to Toyota.com/recall result in a VIN lookup. We believe that the necessity of the VIN to perform a lookup could be a barrier for some owners who might not know what a VIN is, where to find it on their vehicle, or who find doing so to be too inconvenient. Toyota completed the development and deployment of this new service on our website in February 2018. The service is available on both desktop browsers and is also optimized for mobile devices. To date we are seeing about 20% of lookups occurring by license plate, which is a promising gauge of its utility. In addition, we have seen a slight decline in the number of site visits in which the visitor does not check recall status. While encouraging, we continue to evaluate the results of this enhancement to determine ways to continue to improve owner convenience when using our website.

Further, Toyota's lookup tool on Toyota.com/recall can provide a means of determining remedy availability without a VIN or license plate. By entering the state in which the owner lives, and the make, model, and model year of his/her vehicle, an owner can identify whether the remedy is available for the vehicle. This tool also displays future phases of the Takata recall and estimates the timing when the vehicle will be recalled based on the Takata Part 573 filing schedule set forth in the Coordinated Remedy Order.

FAQs linked on Toyota.com/recall are also available and have been updated. This information is displayed in multiple ways to help owners clearly understand what they should do to obtain the free remedy.

We are also developing a new feature on our website to improve the connection with owners who lookup their vehicles for recalls. Currently, Toyota provides call center numbers and hours for owners to call with questions about recalls. However, depending on when owners visit our site, they may not have time or the opportunity to talk to an agent. In these cases, it is possible that the owner could forget to call back later. To reduce the chance of losing the opportunity to speak with each owner about an open recall, we are working on a project to add a “Request a Call” feature to our recall website. When an owner looks up a vehicle and the vehicle has an open recall, an option will appear to request a call back at a later time and date of the owner’s choosing. We hope this will further improve our engagement with owners who visit our recall website. This additional feature is scheduled to launch in July 2018.

Finally, we are working with our marketing and web development team to further enhance the design and key messaging of the Toyota.com/recall/Takata site. Our intention is to further educate site visitors on the urgency of the Takata recall and the services that are available to them to make it easier to have their free repair completed. We are planning to further emphasize the following key messages on Toyota.com/recall/Takata with both graphics and text:

- The recall repair is **FREE**.
- The situation is **URGENT** – serious injury or death could result from shrapnel sprayed into the cabin when the inflator explodes.
- Our site is available in Spanish and our agents can speak Spanish and, working with a third-party, almost any other language necessary to communicate with owners.
- The repair is quick and easy for most vehicles.
- Owners don’t need to wait at the dealership; shuttles, loaner vehicles, or other alternate transportation are available for those who need it.

We also intend to have a section of the website dedicated to community engagement, identifying how community members can get involved to help members of their community stay safe. We plan to make information brochures and handouts available for download on the site, as well as links to download the Airbag Recall App and links to Airbag Recall.com. We also plan to provide links to our Takata Newsroom where interested visitors can find more detail on Toyota’s efforts to contact affected owners and increase completion rates for the Takata recall.

C. “Toyota Active Recall”—A Web Service for Non-Dealer Entities

As described in our Recall Engagement Plan and prior updates, Toyota has developed an innovative strategy to help reach owners of older vehicles. Many vehicles, especially older models, are serviced by independent, aftermarket repair facilities (IRF's). Thus, Toyota constructed "Toyota Active Recall," a system-to-system interface that can be consumed by external applications to return safety recall applicability by VIN. This secure, licensed, web service is intended to provide a mechanism for systems or web sites used by independent aftermarket facilities to obtain awareness that a safety recall is applicable to a vehicle being serviced. The service also provides the opportunity to print instructions for owners to return the vehicle to a Toyota or Lexus dealer for the free remedy. With this service, a computer or mobile application used by an independent aftermarket facility can transmit a full vehicle VIN to Toyota in a secure and consistent manner. The VIN is checked by Toyota systems for non-remedied safety recalls and a result returned for display to the user through the sending application. The detail provided is similar to the response returned when a VIN is queried through the toyota.com/recall site or safecar.gov/vin.

i. Mitchell 1

In October 2016, Toyota released, with Mitchell 1, a pilot test of Toyota's Active Recall notification capability. Mitchell 1 is a leading provider of shop management systems to the automotive aftermarket. Integrating Toyota Active Recall into the Mitchell 1 Manager SE shop management system has yielded positive results thus far:

- There are approximately 30,000 automotive aftermarket locations using the Mitchell 1 system with "Toyota Active Recall."
- From the October 2016 launch, as of June 5, 2018, 2,740,077 Toyota VINs have been checked by the system. Of these Toyota vehicles, 148,168 had an open Takata recall.
- As of June 5, 2018, of the 148,168 VINs identified on the Mitchell 1 system, 69,630 have had the inflator replaced (due to multiple outreach activities occurring simultaneously at that time, it is not possible to conclude that the Toyota Active Recall system directly caused a vehicle owner to complete the recall).
- As of June 5, 2018, approximately 78% (40,140) of the 69,630 repaired vehicles identified through the Mitchell 1 system were 2002 – 2010 model year.

The chart below shows the breakdown of the repaired vehicles mentioned above by model/model year:

Model Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
------------	------	------	------	------	------	------	------	------	------	------	------	------	-------

4Runner									765	549	323	425	2062
Corolla		1181	1034	1471	1386	1347	1106	6956	6514	2118	1603	2260	26976
Corolla Matrix		929	754	752	608	505	236	1391	503	67	37	25	5807
ES 350						3633	2198	1257	1350	729	461		9628
GX 460									232	177	112	152	673
IS 250					783	1217	1136	745	470	303	275	151	5080
IS 250 C									252	75	43	24	394
IS 350					316	223	152	42	33	52	30	8	856
IS 350 C									110	35	18	11	174
IS F							67	10	11	7	4	7	106
RAV4			328	387									715
SC 430	156	75	84	53	34	24	23	2					451
Sequoia	153	317	322	309	247	202							1550
Sienna										2033	1011	1029	4073
Tundra		488	510	723	922								2643
xB							1180	760	368	237	279	124	2948
Yaris						1811	1416	929	811	275	252		5494
Grand Total	309	2990	3032	3695	4296	8962	7514	12092	11419	6657	4448	4216	69630

ii. Revecorp

In February 2018, Toyota expanded the Active Recall notification users to include Revecorp. Revecorp is a California-based engineering and data solutions firm specializing in vehicle inspection program technologies and vehicle information data systems. They have partnered with the State of Vermont and the District of Columbia to provide open recall information to be included in vehicle inspection reports.

This has resulted in the following preliminary data:

- From February 6, 2018 through June 5, 2018, 178,102 Toyota VINs have been checked by Revecorp. Of these Toyota vehicles, 23,481 had an open Takata recall.
- As of June 5, 2018, of the 23,481 VINs checked by Revecorp, 535 have had the inflator replaced (due to multiple outreach activities occurring simultaneously at that time, it is not possible to conclude that the Toyota Active Recall system directly caused a vehicle owner to complete the recall).
- As of June 5, 2018, approximately 81% (436) of the 535 repaired vehicles checked by Revecorp were 2002 – 2010 model year.

The chart below shows the breakdown of the repaired vehicles mentioned above by model/model year:

Model Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
4Runner									5	1		3	9

Corolla		16	5	8	7	5	5	97	40	5	6	38	232
Corolla Matrix		14	10	17	8	11	2	30	3			1	96
ES 350						13	2	5	4	2	1		27
GX 460									3			1	4
IS 250					1	1	3	1	4			4	14
IS 250 C										1	1		2
IS 350 C									1			1	2
IS F							1						1
RAV4				4									4
SC 430	1	3				1	1						6
Sequoia		6	4	4	1	2							17
Sienna										5		17	22
Tundra		5	2	2	5								14
xB							6	4	7			2	19
Yaris						13	2	15	26	9	1		66
Grand Total	1	44	21	35	22	46	22	152	93	23	9	67	535

iii. Cox Automotive

In April 2018, Toyota started providing Active Recall information to Cox Automotive. Cox Automotive is an Atlanta-based business unit of Cox Enterprises, formed in 2014 to consolidate all of Cox's global automotive businesses, including Kelley Blue Book, Xtime, Autotrader.com, and Manheim. Cox Automotive is divided into four U.S. businesses which include auto auctions and wholesale services, financial services, media, and software. They have partnered with the State of Maryland to provide open recall information to be included in vehicle registration notices. We can report the following preliminary data:

- From April 1, 2018 – June 5, 2018, 95,313 Toyota VINs have been checked by Cox Automotive. Of these Toyota vehicles, 12,563 had an open Takata recall.
- As of June 5, 2018, of the 12,563 VINs checked by Cox Automotive, 403 have had the inflator replaced (due to multiple outreach activities occurring simultaneously at that time, it is not possible to conclude that the Toyota Active Recall system directly caused a vehicle owner to complete the recall).
- As of June 5, 2018, approximately 95% (383) of the 403 repaired vehicles checked by Cox Automotive were 2002 – 2010 model year.

The chart below shows the breakdown of the repaired vehicles mentioned above by model/model year:

Model Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
4Runner									9				9
Corolla		2	8	4	10	4	1	66	106	1	6	4	212
Corolla Matrix		7	12	4	5	4	3	9	3				47
ES 350						13	1	13	35				62
GX 460									6				6
IS 250					1	1		1	7				10
IS 250 C									4				4
IS 350 C							1			1			2
IS F									2				2
RAV4											1		1
SC 430		2		1	1								4
Sequoia		2		2									4
Sienna												5	5
Tundra		1	1		1								3
xB							3	2	3				8
Yaris						2	9	1	10	1	1		24
Grand Total	0	14	21	11	18	24	18	92	185	3	8	9	403

We note that the information available from Cox Automotive at this point is preliminary. Toyota plans to further report on this project as appropriate.

iv. Future Opportunities

Future independent Repair Facility engagement opportunities include the following potential additional providers:

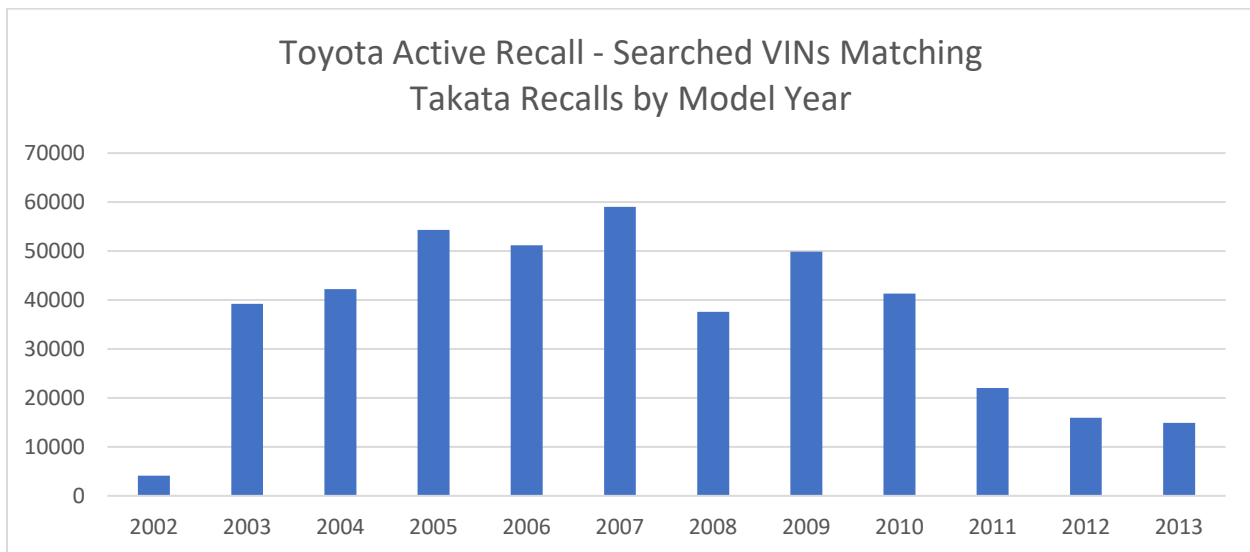
Provider	Services	Reach	Status
A	Service Information System	Less than 30K subscribers	Implementation in process
B	Service Information, Diagnostic and Estimating Systems	50K to 100K subscribers	Contract in negotiation
C	Service Information System	30K to 50K subscribers	Contract in negotiation

D	Collision Estimating System	30K to 50K subscribers	Contract in negotiation
E	Independent Repair Facility Chain	5M to 10M repairs per year	Supporting with Batch VIN setup
F	Independent Repair Facility Chain	100 to 200 shops nationwide	Supporting with Batch VIN setup

v. *Program Summary*

Through this program, these data suggest that the program is reaching vehicle owners of older vehicles that are no longer coming to authorized dealerships for service. Toyota plans to continue to find other ways to expand Toyota Active Recall’s user base.

The chart below shows the number of lookups by vehicle model year for the entire program as of June 5, 2018.



We again note that it is difficult to directly correlate VIN searches to recall completions, as there are multiple outreach activities now occurring simultaneously.

vi. *Licensing Opportunities for “Toyota Active Recall”*

As noted above, Toyota continues to study additional licensing opportunities for Toyota Active Recall. Toyota continues to be interested and willing to share the Toyota Active Recall notification service with other aftermarket repair service providers/retailers, including potential outlets such as large independent

repair facility chains, other service information systems, collision estimating systems, etc. We anticipate that additional awareness of non-completed safety recalls by the automotive aftermarket should help improve recall participation by “hard-to-reach” owners or drivers—especially for the older model vehicles that are not being serviced at authorized dealerships or whose owners are not identified as those registered for traditional recall mailings.

vii. Opportunities to Engage IRF’s through Dealer Wholesale Parts Accounts

Toyota is continuing to study additional opportunities to engage IRFs through our dealer network. Our current focus is to increase our dealer/IRF relationships through wholesale parts accounts by adding the Toyota Active Recall to the systems used in conjunction with the Toyota STAR Wholesale Parts Program, including our Electronic Parts Catalogs. The STAR program is already designed to integrate IRFs and dealers for wholesale parts transactions, and incorporating the Toyota Active Recall into these systems will allow users to confirm recall status of VINs when parts are searched and/or ordered. Incorporating the Toyota Active Recall into our Electronic Parts Catalogs will also allow further engagement of dealership personnel working with IRFs or “Do-It-Yourself” owners during part purchase transactions outside of the Toyota STAR Wholesale Parts Program.

Toyota is also working with a major collision estimating system provider to incorporate the Toyota Active Recall into the Toyota Recommended Repair Procedures Estimating tool. This tool was developed in conjunction with the Toyota Certified Collision department to support collision estimating by ensuring the correct OEM parts and repair procedures are identified in the estimate.

viii. Recall Information Provided in Conjunction with Printed Instructions to Owners

To assist in facilitating repairs of vehicles identified by Toyota Active Recall notification system, Toyota has included a unique 1-800 number that is hosted by the SSA in the messaging and in the printable content. This unique 1-800 number enables us to track calls specifically from the Toyota Active Recall notification system, which may help us track and measure the response to this form of outreach. Also, our hope is that this additional avenue for the owner to learn more about the recall and have a number to call will increase the number of owners who take action after they are notified through the Toyota Active Recall system. We plan to continue this as part of our outreach efforts.

ix. Takata Recall Communication Print Materials Supporting “Toyota Active Recall”

Toyota developed printed bilingual (English/Spanish) Takata safety recall communication materials for IRF’s. The materials developed are brochures, information cards, and posters. We believe that these materials can help improve recall completions—especially when combined with other outreach techniques. Our desire is that the combination of these techniques will help find hard-to-reach owners of older vehicles. We have distributed these materials to approximately 25,000 independent repair facilities that are using the Mitchell 1 SE Shop Management Systems linked to Toyota Active Recall. To further encourage independent shop participation, these materials included a cover letter from a Toyota executive thanking the independent repair facility for its participation and requesting its support in helping get the message to its customers. In this manner, a customer receiving a notification from their mechanic using a Mitchell 1 system will also have easy access to further information about the Takata recalls.

We hope these materials would support the independent repair facilities in communicating the urgency and importance of this free repair to owners by effectively leveraging the trust between the customer and his/her mechanic. We have also made these materials available to order by Toyota dealers.

D. Finding and Repairing Vehicles for Sale

Toyota understands that some owners cannot be located through traditional means and that some owners are not interested in having the recall remedy performed, despite our efforts to convince them otherwise. Therefore, locating and repairing vehicles while they are being offered for sale and before reaching a new owner presents a unique way of addressing this situation and increasing remedy rates. In addition, it is our understanding, through survey activity conducted by the Takata Monitor of NIADA members, that independent used car dealers may be interested in having recalls repaired on the vehicles they are offering for sale, if they can avoid the hassle and expense of bringing a vehicle to an authorized dealer for repair themselves. Most vehicles for sale today are being marketed through online vehicle marketing websites. This presents the opportunity for Toyota to identify affected Takata recall vehicles for sale online through these websites.

Toyota is working with a vendor to develop a process to identify Takata affected vehicles for sale on major online vehicle marketing websites, including Autotrader, Cars.com, Edmunds, Ebay Motors, Autobytel, Carmax.com, Carstory, and Craigslist. Once they have identified the affected vehicles for sale, the plan is for our vendor to identify the VIN for each one and confirm if any of the vehicles for sale have an open Takata recall. After identifying those with open Takata recalls, the vendor would send an email to the seller advising him/her that the vehicle has an open recall and encouraging that the vehicle be

repaired at an authorized dealer. In addition, the vendor would provide Toyota with detailed reports of every VIN identified with an open Takata recall for sale on these websites and the contact information for the seller. Toyota would then determine the closest dealer to the seller for each VIN and provide the VINs and seller contact information to each assigned Toyota dealer. Toyota would then request dealers to contact the sellers, retrieve the vehicles from the seller at Toyota's expense if the seller is willing, and repair the vehicles at the dealership. We are currently developing this process with the vendor and plan to launch a pilot activity for PG1-3 vehicles in August 2018. More detail on this program will be provided in future quarterly supplements.

E. Addressing Inconvenience

Toyota recognizes that the recall repair can be inconvenient. For some owners, this presents a major barrier to repair completion. Toyota has taken several steps to eliminate the inconvenience barrier, wherever possible, to maximize completion rates.

i. *Alternate Transportation*

Some owners are busy and cannot wait at the dealership while their vehicle is repaired. If an owner either cannot be without the vehicle or wait for the repair to be completed, Toyota and our dealers offer several alternative transportation options to reduce owner inconvenience, including:

- Shuttle services to nearby locations around the dealership
- Uber, Lyft, and taxi services where shuttles are not available
- Loaner vehicles (for eligible drivers)

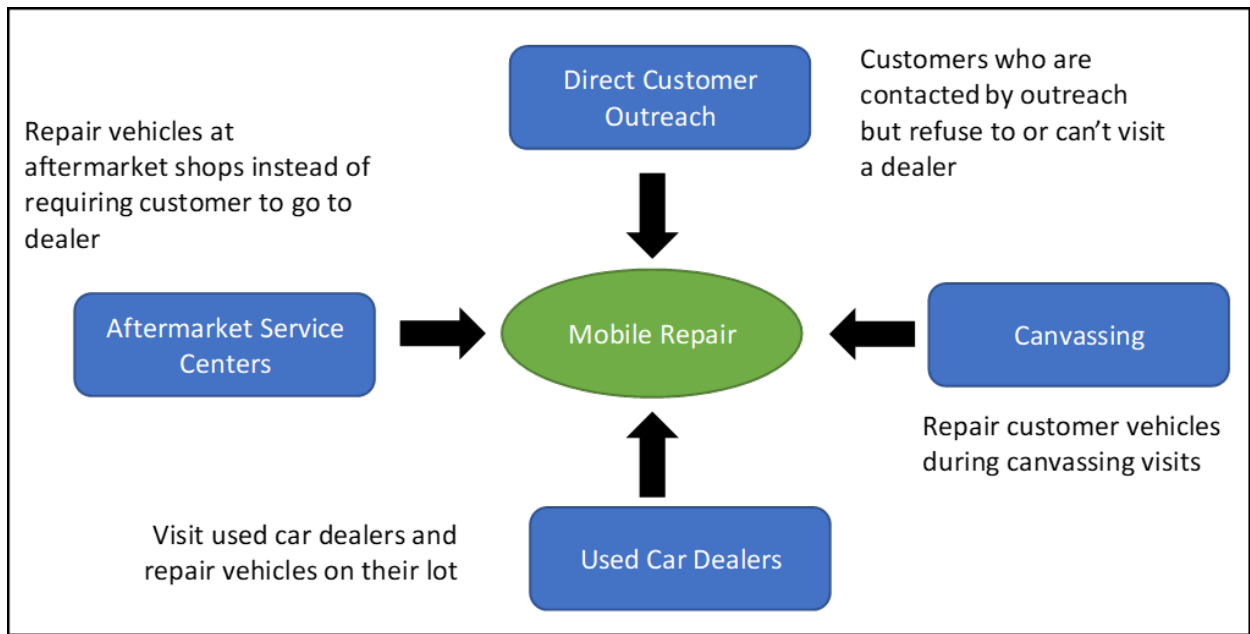
The availability of these services is mentioned wherever possible in owner communications through direct mail and email. In addition, we have trained our call center agents to offer alternative transportation for owners who are hesitant or unwilling to schedule an appointment to have the recall repair completed. Further, we have created an Assistant Service Manager Guide and a Business Development Center Best Practice Guide (both mentioned above) to communicate and remind dealership personnel that alternate transportation is available and they can offer those services to customers if needed. Toyota also offered loaner vehicles to concerned owners during periods in 2016 and 2017 when the recall remedy was not yet available.

ii. *Towing / Pickup and Delivery*

Some owners may be unable or unwilling to bring their vehicle to an authorized dealership for the recall repair. For owners who are unwilling, Toyota is offering dealers reimbursement to pick up, repair, and return these vehicles to owners' homes or places of business. For vehicles that are inoperable, Toyota offers towing up to 50 miles, and for longer distances with a case-by-case review. Both of these services are available to dealers to use as needed to promote vehicle repair.

iii. *Mobile Repair*

Mobile repair has the potential to improve our ability to repair Takata-affected vehicles in situations where bringing the vehicle to a dealership is impractical. In addition, mobile repair has the potential to be integrated with several of our outreach initiatives, from direct owner outreach to initiatives which engage the private sector. The diagram below describes how mobile repair could potentially integrate into a variety of outreach channels.



Toyota has developed a mobile repair platform through third-party vendor AER Manufacturing. We launched a pilot program in the Dallas-Fort Worth market in early May. Since the initial pilot program launch, there have been over 30 mobile repairs. The pilot program has expanded to the Miami metro area with four additional dealers, and the first repair occurred during the first week of June. Expansion to other locations within the HAH areas is under consideration based on the results in the initial pilot cities. AER is working to expand their operations into Arizona and California.

Below are pictures of an AER technician performing a mobile repair in the Dallas-Fort Worth market:



Toyota has also worked closely with our regional office in San Francisco to identify dealers for a pilot involving dealer-operated mobile repairs. Mobile repairs by four dealers in this area began in late-June 2018. After evaluating the pilot in San Francisco, Toyota will develop a plan to expand mobile repair, depending on its results.

iv. Repair-A-Thon

As noted in a previous quarterly supplement, a “Repair-a-Thon” event was held in Puerto Rico on August 17-20 (Thursday-Sunday), 2017 that included all 23 dealers in the Puerto Rico market. During this period 1,523 airbag repairs were completed. The four-day event resulted in a 127% increase month-over-month in airbag-related repairs and a 62% month-over-month increase in non-airbag related campaign repairs. Additionally, 750 repair appointments were made for airbag repairs, but unfortunately, Hurricane Irma occurred during this increased repair momentum. As a result, we believe that many repair appointments were disrupted.

Following the success of the first Repair-a-Thon event, a second event was held in Puerto Rico in June 2018. We are currently evaluating the results of this activity and will provide updates in a future quarterly supplement.

Toyota believes that holding these types of events can reduce inconvenience and convince owners to have their vehicles repaired. We also believe that this type of activity can raise awareness about the Takata recalls and help reach owners for whom we do not have accurate contact information. We are continuing to benchmark the Puerto Rico activity and determine how to adapt such an event to dealers nationwide.

F. Team Member Engagement

We are also expanding our outreach efforts by implementing a plan to engage Toyota Team Members. Team Members are being asked to help raise awareness of the Takata recall among their family and friends. Toyota has over 37,000 Team Members working in facilities across the nation in 32 states, 7 of which are in the HAH region. These Team Members are connected to thousands of people and often serve as ambassadors of our brand in their community. This gives Toyota another avenue to reach out to those hard to find owners and encourage them to have the recall remedy performed. To accomplish this goal, we are developing an internal video featuring our Chief Quality Officer explaining the importance of this recall and how Toyota Team Members can help. Team Members are asked to download the Airbag Recall App or go to AirbagRecall.com to check friend's and family's vehicles and find a dealership near them to schedule the free repair. We plan to deploy this video using our internal company intranet site, through direct emails to all Team Members, displayed on TV monitors throughout our major facilities, and through our Team Member communications app.

In addition to this executive video, we are building an internal microsite that will contain supplemental videos and web links to further educate our Team Members and explain why they should help identify if their vehicle or vehicles of their families and friends are affected. Three additional videos will be available on our microsite for Team Members to view:

- Airbag inflator repair video. Team Members will be able to view a brief video of the airbag inflator repair, illustrating how quick the repair can be.
- How to use the Airbag Recall App video. This video will demonstrate how to use the free Airbag Recall App to identify if a vehicle is affected. Once an affected vehicle is found, the video will further explain how to locate a local dealership that can complete the free repair.
- "What's wrong with your airbag?" video by NHTSA. This animated video is available on the NHTSA website and explains why this potentially life-threatening defect is occurring and how to check if a vehicle is affected.

We also plan to include in our microsite a document that briefly covers the following topics:

- What is the Takata Recall? This is a brief summary of the important points to know about the Takata recall.
- Why is this Important to You? This contains a description of what occurs when an inflator ruptures.

- Toyota Priority Group 1-3 Vehicles. This is a summarized list of affected vehicles and an explanation of priority group categories.
- What Can Toyota Team Members Do to Help? This contains a link to download the Airbag Recall App and steps a Team Member can take if an affected vehicle is discovered.

The document is planned to include references to several of the same videos and web links that are contained in the microsite itself. However, we are also designing a document (a “1-pager”) that can be easily printed and distributed at future outreach activities around Toyota facilities to further raise awareness among team members.

We also are in the planning stages of an additional effort to provide toolkits for each of our 14 regional offices, 35 Toyota Financial offices, 15 Parts distribution centers, and 10 manufacturing plants.

G. Community Engagement

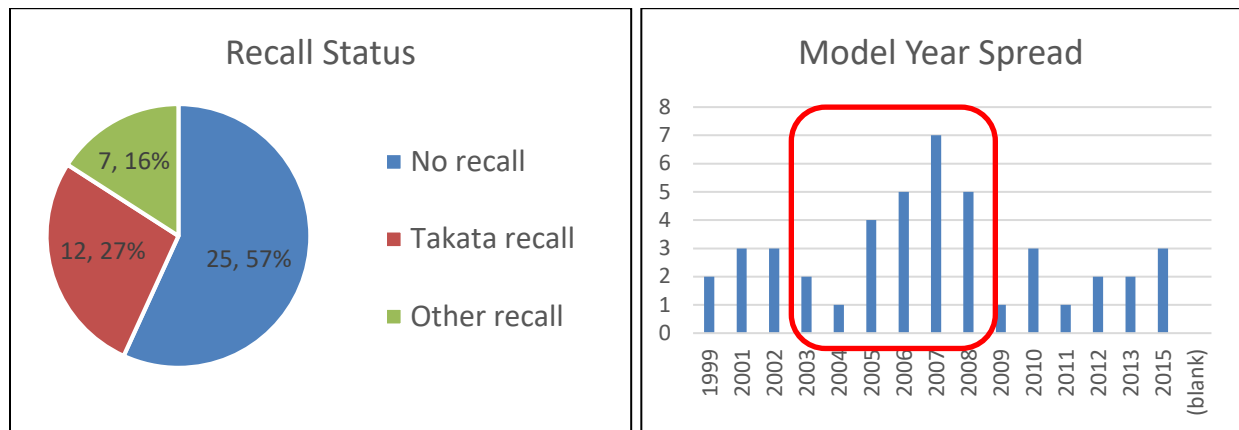
Toyota has begun to investigate how to utilize our existing relationships with philanthropic organizations to increase awareness about the Takata recalls. We have piloted some initial activities with one organization and are investigating potential expansion opportunities to other organizations. This method of outreach is another way to reach owners who do not respond to other forms of outreach and to explain to them the importance of repairing their vehicles subject to this recall.

i. Buckle Up for Life

Toyota has an existing partnership with the Children’s Health organization through a program called Buckle Up for Life. In this program, Toyota and the Children’s Health organization provide car seats and education about the importance of car seat usage for child safety. The Children’s Health organization and Toyota partner with other organizations in 14 cities around the country (five in recall Zone A) to engage community members about car seat safety.

For an initial pilot, Toyota engaged the Dallas chapter of Buckle Up for Life and attended a car seat check event at the Plano Literacy School. The Plano Literacy School specializes in education for the Hispanic population in the Plano, Texas area. During this event, members of Toyota, the Children’s Health organization, Plano Literacy School, and the North Texas Airbag Recall Coalition checked vehicles from any manufacturer for open recalls and engaged with owners about any open recalls on their

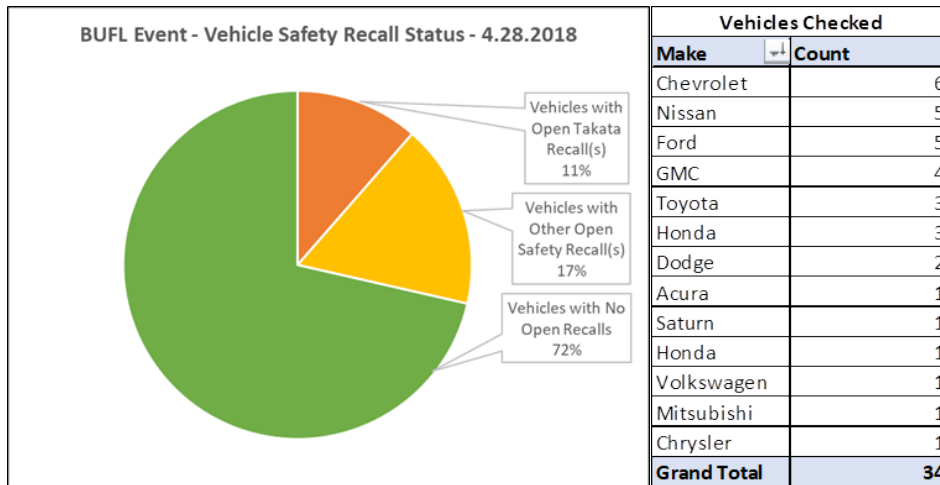
vehicles during a planned car seat inspection and installation activity. The findings from this event are shown below.



At this event, there were only three Toyota vehicles out of 44 total. While the current data sample is very small, we have several important initial observations as a result of this pilot. First, the percent of vehicles at the event which had an open Takata recall was fairly high (27%). The Buckle Up for Life team and the North Texas Airbag Recall Coalition were able to engage these owners about the open Takata recall on their vehicles. In addition, while the instance of Toyota vehicles was low, we found that the model years of vehicles attending this event were in line with Toyota’s PG1-3 population. Based on the results of this pilot, we believe that these types of events could be another way to reach owners, especially owners who have not responded to Toyota’s current outreach efforts, but may respond to a call to action from a trusted community organization.

To further expand this program, the Dallas chapter of Buckle Up for Life gave a presentation on their work with Toyota and the North Texas Airbag Coalition on Takata airbag recall outreach to the other Buckle Up for Life grantees around the country. In this presentation, they emphasized the importance and urgency of this recall, as well as the large number of participants at their event who had open Takata recalls. They also showcased the ease of which a Buckle Up for Life team member can check a vehicle for open recalls using the Airbag Recall App. They encouraged other Buckle Up for Life chapters to check for open recall during their car seat events.

In addition, Toyota partnered with our Toyota Organization for the Advancement of Latino’s (TODOS) group who participated in a Buckle Up for Life Event on April 28, 2018 and checked 34 vehicles for open safety recalls. Here are the results:

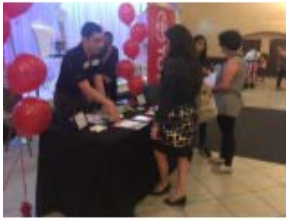


Toyota is also developing awareness materials and helpful guides for organizations like Buckle Up for Life so they can quickly and easily reach out to the communities they work with. We are developing short summaries of the Takata recall that they can share within their organizations, guides on how to effectively use the Airbag Recall App, and video assets to support their outreach efforts. We believe that community organizations like Buckle Up for Life can easily understand the importance of making people aware of open Takata recalls. However, they may not know where to start in organizing such outreach efforts. Making simple materials and guides available to point these organizations in the right direction will help them engage with the community more effectively.

ii. Hispanic Community Outreach

Based on demographic analysis of the unrepaired population, Toyota has been partnering with our TODOS group to host two events in the Dallas area targeting the Hispanic population of unrepaired vehicles to raise awareness about the Takata recall in the Hispanic community. Information brochures and give-a-ways were passed out at each event emphasizing the importance of the Takata recall, how owners can check if they are affected, and how to have a vehicle repaired. The two events were:

- “Dia de la Mujer” on March 24, 2018. This event was called Women’s day, an event for Hispanic women. Toyota spoke with about 100 attendees at this event. A sample of the handouts provided at this event are shown below.



WARNING!

Models: 4Runner, Corolla, Matrix, RAV4, Sequoia, Scion XB, Sienna, Tundra, Yaris Hatchback, Yaris Sedan

Affected Vehicles*
 *Not all models within any affected. Please go to www.toyota.com/recall to see if your model/year is included.

TOYOTA

TOYOTA

WARNING: AIRBAG RECALL

Your vehicle may contain either a passenger or driver airbag inflator that may need to be replaced. The inflator could rupture when the airbag deploys. This could injure or even kill an occupant.

Until this vehicle is repaired, you and your passengers may be at risk. Any authorized Toyota dealer will replace the airbag inflator for **FREE**.

Toyota strongly urges you to have this FREE safety recall repair performed immediately.

If you don't own this vehicle, but know who does, please give them this important recall information.

NECESSARY INFORMATION
 You will need to tell us your Vehicle Identification Number (VIN) to determine if your vehicle needs to be repaired. Find your VIN, a 17-digit code, on the bottom of your front door-side window.

Your VIN: _____ VIN Location: _____

Your local Toyota dealer will answer any of your questions and set up an appointment to perform the **FREE** repair. You can find additional information by going online and visiting www.toyota.com/recall.

If you require further assistance, you may contact the Toyota Customer Experience Center at:

1-888-270-9371
 Monday through Friday 5:00 am to 6:00 pm
 Saturday 7:00 am to 4:00 pm Pacific Time

URGENT SAFETY RECALL INFORMATION
 Información de Seguridad Urgente

NHTSA

¡ADVERTENCIA!

Models: 4Runner, Corolla, Matrix, RAV4, Sequoia, Scion XB, Sienna, Tundra, Yaris Hatchback, Yaris Sedan

Vehículos afectados*
 *No todos los modelos están afectados. Visite www.toyota.com/recall para comprobar si su modelo está afectado.

TOYOTA

TOYOTA

ADVERTENCIA: RETIRO DE BOLSA DE AIRE

Su vehículo puede contener un sistema de bolsa de aire para el pasajero o conductor que puede necesitar reemplazarse. El inflador de este sistema podría explotar al activarse la bolsa de aire. En caso de un accidente, esto podría aumentar el riesgo de lesiones o hasta provocar su muerte o la de un pasajero.

Usted y sus pasajeros están en riesgo hasta que se repare este vehículo. Cualquier concesionario autorizado Toyota reemplazará el conjunto del inflador de la bolsa de aire **GRATIS**.

Toyota le pide que realice esta reparación de seguridad GRATIS de inmediato.

Si usted no es dueño de este vehículo, pero conoce quién lo es, por favor avísele de esta notificación importante.

INFORMACIÓN NECESARIA
 Usted tendrá que compartir con nosotros el número de identificación del vehículo (VIN) para poder determinar si su vehículo debe ser reparado. El VIN, un código de 17 dígitos, está ubicado en la parte inferior del parabrisas, dentro del coche.

Su VIN: _____ Ubicación del VIN: _____

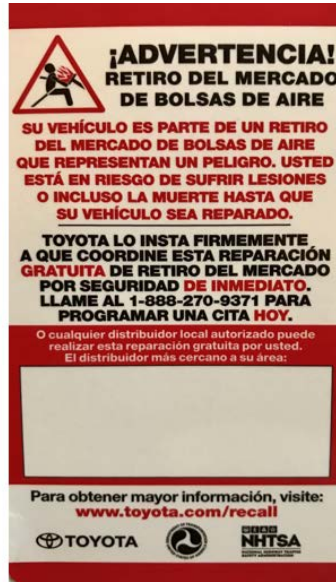
Su concesionario local de Toyota responderá todas sus preguntas y organizará una visita para llevar a cabo la reparación **GRATIS**. Puede encontrar información adicional en línea en www.toyota.com/recall.

Si requiere asistencia adicional, puede comunicarse con el Centro de Experiencia del Cliente de Toyota al:

1-888-270-9371
 Lunes a Viernes de 5:00 am a 6:00 pm
 Sábados de 7:00 am a 4:00 pm (hora del pascífico)

INFORMACIÓN DE SEGURIDAD URGENTE
 Información de Seguridad Urgente

NHTSA



- “AVANCE Street Festival” on April 29, 2018. This was a gathering of the Hispanic community in downtown Dallas. Toyota estimates that we engaged with about 5,000 attendees at this event. A sample of the handouts provided at this event are shown below.



Don't Risk It, Fix It!




Until your airbag is fixed, you're putting yourself, your spouse, your child, your best friend, or whoever's in your vehicle, in danger every time you drive. Because this isn't just a recall. **It's a public safety crisis.**

DID YOU KNOW?

Approximately **34 million vehicles** from 19 automakers have potentially dangerous airbag inflators that could rupture when the airbag deploys, spraying sharp metal fragments inside the cabin. This is the largest recall in automotive history. It's possible that you or someone you may know is driving an affected vehicle.

WHAT CAN YOU DO?

1. Go to the App Store or Google Play and download the Airbag Recall app. 
2. Use the app to scan a license plate or look up by Vehicle Identification Number (VIN) to see if a vehicle has a recall.
3. Don't just check yours. Check your friends and family.

LICENSE PLATE - PICTURE (RECOMMENDED)

Align the license plate in the red outline. The plate number and state will automatically be loaded on the next screen. Check to make sure it is correct and hit Continue.



LICENSE PLATE - MANUAL ENTRY

Hit the Enter Plate or VIN manually button on the home screen. Type the plate number and select the issuing state from the map. Hit Continue.



VIN - MANUAL ENTRY

Hit the Enter Plate or VIN manually button on the home screen. Type the VIN number. The VIN is a 17-digit alphanumeric code that can be found on a label in the driver's door jam or from outside of the vehicle at the bottom of the windshield on the driver's side.



!Más vale prevenir, que lamentar!



Hasta que su bolsa de aire sea reparada, está poniendo en riesgo la seguridad de cualquier ocupante del vehículo cada vez que es conducido.

¿Sabía qué?

Aproximadamente **34 millones de vehículos** entre 19 marcas automotrices tienen infladores de bolsas de aire posiblemente peligrosos, que podrían romperse cuando la bolsa de aire es activada durante un accidente, expulsando fragmentos filosos de metal dentro de la cabina. Este es el retiro de seguridad más grande de la historia automotriz. Es posible que usted o algún conocido esté conduciendo un vehículo incluido en este retiro de seguridad.

¿Qué puede hacer?



1. Vaya a la tienda de aplicaciones en su teléfono móvil (App Store o Google Play) y descargue la aplicación "Airbag Recall", ó visite la página web www.airbagrecall.com.
2. Use la aplicación para escanear las placas, o localice el vehículo utilizando el número de identificación vehicular (VIN), para ver si está incluido en algún retiro de seguridad.
3. No verifique sólo su vehículo. También confirme los de sus familiares y amigos.

Matrícula Vehicular - Foto (Recomendado)

Alinee sus placas dentro del marco rojo. El número de matrícula y el estado serán obtenidos automáticamente en la siguiente pantalla. Confirme que la información es correcta y presione "Continue".



Matrícula Vehicular - Ingreso Manual

Seleccione la opción "Enter Plate or VIN Manually" desde la pantalla inicial. Introduzca su número de placa y seleccione el estado en el mapa. Presione "Continue".



VIN - Ingreso Manual

Seleccione la opción "Enter Plate or VIN Manually" desde la pantalla inicial. Introduzca su VIN. Su VIN es el código de 17 dígitos alfanuméricos que está localizado en una etiqueta en el marco de la puerta del conductor o desde afuera del vehículo en la parte inferior del parabrisas por el lado del conductor.



Take Action and Schedule your **FREE** Repair Today

- It is important that you have this defect repaired immediately.
- App will provide a list of local dealers based on the vehicle's brand and the location of the device using the app.
- Ask the dealership about a free shuttle, complimentary loaner vehicle or other alternative transportation so you don't have to wait at the dealership during the repair.
- The recall repair is **FREE** and easy, and there are no hidden terms or obligations.

Please, do this for you and for the person riding beside you.

!Actúe ya y haga una cita hoy mismo para reparar su vehículo! Reparaciones por retiros de seguridad son **¡COMPLETAMENTE GRATIS!**

- Es extremadamente importante que lleve el vehículo a su concesionario autorizado preferido para reparar este defecto inmediatamente.
- Esta aplicación "Airbag Recall" provee una lista de concesionarios autorizados locales basada en la marca del vehículo y en la ubicación de su teléfono móvil.
- Pregúntele al concesionario sobre transporte gratuito, carro rentado complementario, o algún otro medio de transporte alternativo para que no tenga que esperar en el concesionario durante la reparación.
- La reparación por este retiro de seguridad es **GRATUITA** y muy sencilla, sin ningunos términos ni obligaciones ocultas.

Por favor, haga esto por su bien y el de cualquier pasajero viajando con usted.

During these events, Toyota engaged with attendees about the importance of the Takata recall and encouraged them to check their friends and family's vehicles for open airbag recalls using the Airbag Recall App or Airbagrecall.com. Our hope is that these events raise awareness about the Takata recall and that, through our contacts at these events, we can spread our message about the importance of this recall to the Hispanic community through the trusted sources of friends and family of vehicle owners.

In addition, Toyota is studying other opportunities for events serving the Hispanic community. Toyota's Social Innovation department has identified some candidate events for which Toyota is already a sponsor to spread awareness about the Takata recall. Further updates on future events will be provided in a future quarterly supplement.

iii. Other Public Events

For future outreach activities, we are considering public venues or other large gatherings to raise awareness among a large owner base and to urge repairs of un-remedied vehicles. Some ideas being considered to help attract our Toyota owners who attend large events include:

- Ticket Giveaways. For example, owners scheduling their repair on-site could be entered for drawings for free race ticket give-a-ways.
- Branded Parking Lots. For example, free or more convenient parking could be offered for Toyota vehicles with the understanding that our team can scan their license plates and leave notification of any open recalls on the vehicle.
- Onsite Booths at Racing events. For example, Toyota representatives could be available to meet owners to explain the recall and answer any questions about the repair. Awareness materials could be handed out so that race fans will remember to check their vehicles when they return home.

As we continue to explore this potential outreach method over the coming quarters, additional detail on these activities will be provided in future quarterly supplements.

iv. Dealer Initiated Public Events

Toyota is developing a strategy for dealers to also engage with their local communities. In this strategy, Toyota would provide dealerships with an event allowance to sponsor and activate at a local event of its choosing or host a Recall Awareness Pop-up booth at an existing dealer event (e.g. sales event, customer

appreciation event, or community event). Toyota would offer a toolkit of collateral, signage, and resources for dealers. Dealers would host a booth to drive awareness, downloads of the Airbag Recall app, and, ultimately, schedule repairs.

Toyota conducted a small pilot of this type of activity with a dealership in the Washington, D.C. area. This dealer has a monthly car seat inspection program with their local community, and they took this opportunity to also check vehicles for open recalls. The dealer found this to be very beneficial and an added benefit to the owners during the car seat check. Based on the dealer's feedback, we are continuing to develop this strategy and the toolkit for dealers.



v. Check to Protect

Toyota is also joining Check To Protect, the vehicle recall awareness campaign led by the National Safety Council (NSC). The philosophy behind Check To Protect is simple: they want drivers to check their vehicle's recall status in order to protect the loved ones who ride with them. The campaign aims to motivate the public to check for open recalls, to educate them on the risk of ignoring those recalls, and to overcome barriers to reducing the proportion of open recalls.

NSC has a proven track record, having worked on the Click It or Ticket campaign starting in 1996 to improve seat-belt use. Automakers helped to fund the campaign, which quickly became a household name because of that support.

The Check To Protect campaign has formed agreements with nearly a dozen state transportation departments that have promoted it through web links, posters, videos on monitors in driver facilities, and other means. Also, the National Automobile Dealers Association partnered with the campaign in March,

emphasizing the importance for all of its member dealers to promote Check To Protect, because it is pro-safety and pro-business.

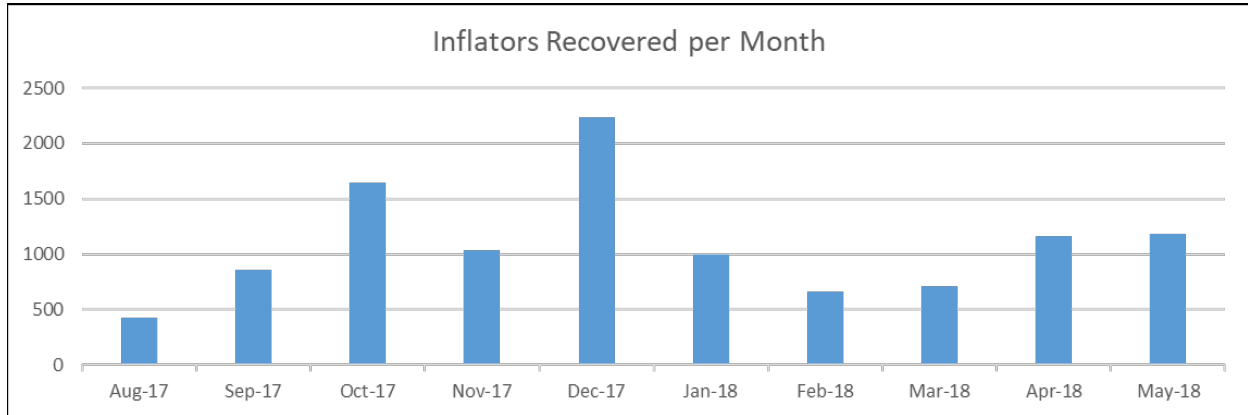
NSC will promote Toyota on Check To Protect campaign materials, press releases, and other resources. Toyota will have full access to campaign assets and will be included in all strategic meetings regarding the campaign. The Council will organize messaging and multiple live events to help Toyota address specific recall awareness needs, such as airbag-related efforts in areas where risk is highest.

Joining this campaign will supplement our current outreach efforts. Check To Protect aligns well with the direction of Toyota's initiatives, as we strive to inform, educate, and engage the public in the importance of repairing vehicles with open safety recalls.

H. Salvage Inflator Recovery

As we discussed in the Recall Engagement Plan, the recovery of inflators from salvage/scrap vehicles has a number of benefits. It prevents recalled inflators from re-entering commerce and provides the additional benefit of confirming scrap status (thus, offsetting these vehicles from the recall population requiring remedy). Toyota launched a salvage inflator recovery program with RAS (Rebuilder's Automotive Supply) on July 13, 2017. As of May 21, 2018, RAS has recovered 10,907 Takata inflators from Toyota vehicles and has located an additional 11,456 inflators to be recovered. (Note: While 10,907 salvage inflators have been recovered, some of these were from vehicles accounted for in the SSE population reported in section VI).

To continue the progress, RAS has hired additional team members to conduct outreach to salvage yards in an attempt to increase the number of located inflators that can actually be recovered. They are also studying additional ways to increase their network of salvage yards to identify additional inflators for potential recovery.



As we also discussed in our Recall Engagement Plan, Toyota worked with the Automotive Anti-Counterfeit Council and other automotive brands to inform and educate e-Bay, Amazon, and Alibaba on the dangers and liabilities of offering for sale counterfeit and subject-to-recall airbag and airbag-related components, including inflators. As a result, e-Bay agreed to filter and prevent sales of these components if a vehicle model/model year is under recall. Amazon agreed to completely stop sales of all airbag and related airbag components. Alibaba agreed to stop selling airbags, but not inflators. Toyota plans to continue its efforts with Alibaba and other internet sellers in this area.

Despite these efforts, Toyota continues to find recalled airbags for sale online. Thus, Toyota is exploring ways to identify and collect these airbags through our salvage recovery program with RAS. More information about this program will be provided in a future quarterly supplement.

XI. Additional Activities

In addition to the efforts outlined above, Toyota is evaluating and considering other measures to maximize remedy completion (including making adjustments/additions to existing outreach and working to further refine the owner outreach data). This section outlines these measures.

A. Text Messaging and Ringless Voicemail

Toyota has explored incorporating text messaging into its outreach programs. As we discussed in our previous quarterly supplements, Toyota conducted a pilot test sending a total of 7,102 text messages to all available cell numbers in the 15V-284 campaign. This effort drove a total of 211 inbound phone calls to our outreach provider from owners (~3%). Over 7% of the 7,102 owners stated they did not want to be contacted again via text message. The remaining ~90% did not respond directly to this method of outreach. We did not see a clear indication through this pilot activity that text messaging was an effective

outreach technique. In addition, there are concerns about text messaging related to the Telephone Consumer Protection Act (TCPA). We have raised this with the Takata Monitor team, and the trade associations have made similar comments on NHTSA’s proposed rulemaking to revise Part 577. Thus, given the risks of this activity and the initial indication of low effectiveness, we have not continued to pilot this outreach method at this time.

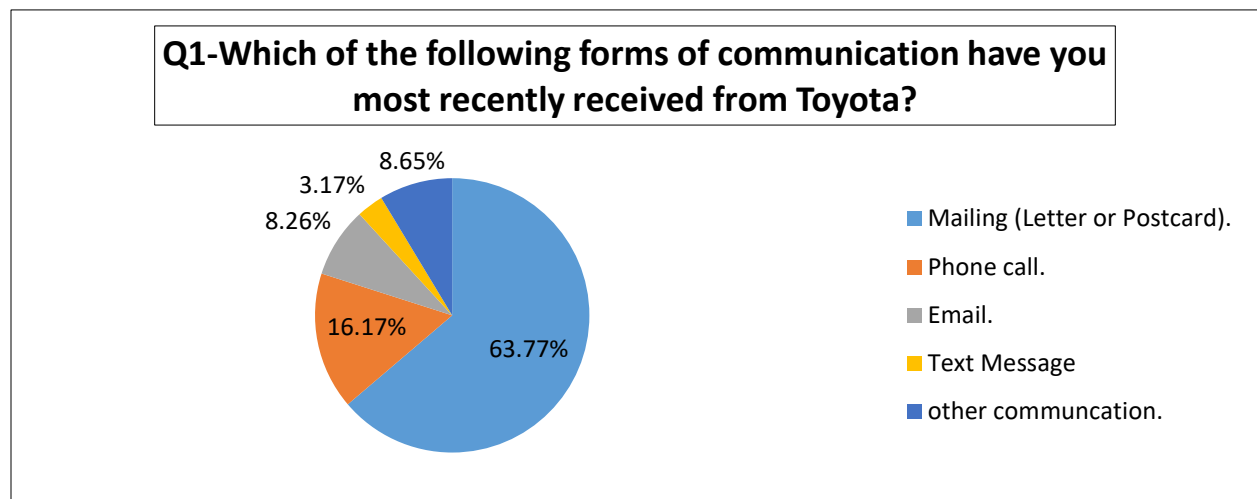
The SSA has a desire to incorporate text messaging into their outreach program, but has similar concerns regarding TCPA which they continue to evaluate. Ringless voicemail, similar to text messaging, is being studied for use, but also has the same challenges with TCPA.

B. Vehicles Identified as Owned by a Business or Government Entity

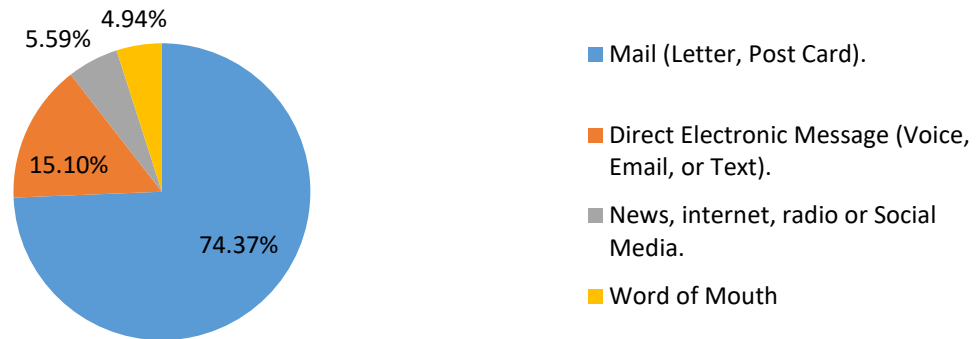
Toyota previously was reaching out to owners of multiple VINs, such as businesses or government entities, through our previous outreach program. The SSA program will incorporate a similar process to reach out to owners of multiple VINs. This program is currently being developed and is planned to be available later this summer. More detail will be provided in a future quarterly supplement.

C. Customer Survey to Determine the Most Effective Forms of Communication

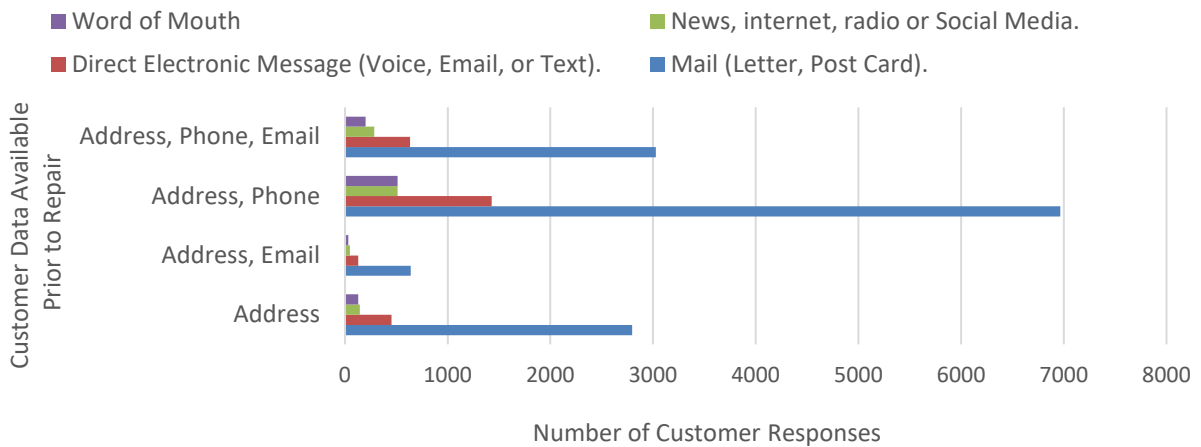
As reported in earlier quarterly supplements, Toyota completed a customer survey to obtain more data on the most effective communication techniques in engaging owners to have a recall remedy performed. A sample set of owners who had their vehicles repaired were asked a series of questions to determine what type of communication influenced them the most to have the recall performed. The high-level results of the 20,000+ owners surveyed who had their recall completed are as follows:



Q2-What form of communication most influenced your decision to have the recall completed?



Q2 - What form of communication most influenced your decision to have the recall completed?



The data from this survey indicate that “written communications” by letter or postcard was by far the most recognized and had the most influence on having the recall completed, even when other contact information, such as a phone number or email, was available and used for those owners. This result is consistent with our data that indicate that the required Part 577 mailing to owners has a significant impact on recall completions.

Toyota is currently developing a second survey which will be sent to owners who had a Takata recall completed between January 2018 and June 2018. We are planning to deploy this survey in early July. We anticipate asking the following three questions (each will have a list of items for the respondent to further select):

1. What made you take your vehicle to the dealership for the Takata airbag recall repair?
2. To better understand customer's preference for Toyota to send follow-up communications for future recalls, what methods do you feel would be most effective?
3. What barriers, if any, prevented you from scheduling your repair for the Takata airbag inflator recall sooner?

One of the key differences in this survey from the first one is that additional answer options will be offered based on additional outreach activities that have launched since the first survey. Another difference is that survey respondents will be able to select multiple answers regarding what caused them to have their vehicle repaired and how they want to be communicated with.

In addition, we are planning to incorporate these same three questions into our on-going vehicle service surveys. Vehicle service surveys are sent to customers who have had recent service at an authorized dealer. We are adding an option for the customer to indicate whether their recent service was recall-related, and, if so, they will be asked the three questions above. Through this process, we hope to be able to obtain a continuous stream of feedback from owners regarding what influenced them to complete the recall repair.

Identifying and measuring outreach success is difficult when many outreach activities are occurring at the same time. Toyota believes that surveying owners after a recall remedy is completed could be a way to overcome this challenge.

D. Using Other Recalls to Evaluate Outreach Methods

Through the efforts Toyota is making in the Takata airbag recalls, Toyota has developed new techniques for reaching owners in recall campaigns. However, evaluating the effectiveness of the various methods is extremely difficult when multiple outreach is being done on the same group of vehicles at the same time.

In order to compare outreach methods more effectively and in a more statistically robust fashion, Toyota is developing a controlled experiment for owner re-notification. We plan to apply various outreach channels to equally and randomly distributed populations of unrepaired VINs selected from six different recall campaigns which have been in the remedy phase for some time. Two different vendors will be used for this program. None of these six campaigns has any other on-going activity of the type being

undertaken in the Takata campaigns. The vehicles involved are older and of similar age to Takata recall affected vehicles. The outreach channels to be tested currently include:

- Standard First Class Mail Letter (1 time notification)
- Post Card Only (1 time notification)
- Post Card Once every Two Months
- Email / Post Card Blend (1 time notification)
- Email / Post Card Blend (3 times notification)
- Live Agent Calls
- Multichannel Outreach from Vendor A (phone, email, print mail)
- Multichannel Outreach from Vendor B (email, print mail, Social Media)

Live agent calls and Vendor A outreach began April 2018 and will run for six months. The other channels along with Vendor B outreach will begin June 2018 and also run for six months. We hope to be able to obtain data on the relative effectiveness of various combinations of outreach efforts to enable us to further refine and improve our efforts in the Takata recalls. We will share results of this activity in future supplements as data become available.

XII. Opportunities for Collaboration

Toyota has been collaborating with NHTSA, the Takata Monitor, and other OEMs on several activities. To date we have participated in the NHTSA Bus Tour in 2016, OEM Summits in 2017 and 2018, FCA Best Practice Summits in 2016 and 2017, and community events in 2018. We see several future opportunities for collaboration among the agency, the Monitor, and other OEMs, including the Monitor's grassroots pilot in the Los Angeles area, Multi-OEM canvassing efforts in South Florida, joint OEM approaches to state DMV's, joint OEM letters to leaders of Tribal Nations, the Monitor working groups efforts to engage the Insurance industry, conducting mobile repairs at auctions, and further grassroots community event partnerships with other OEMs. These activities are a good opportunity to band together to identify and repair un-remedied vehicles, and also provide ways to share new approaches to outreach to continuously enhance our programs. Further, collaboration with NHTSA, the Takata Monitor, and other OEMs in this area helps to further raise awareness of this important recall among affected vehicle owners and possibly reach owners for whom we do not have accurate contact information.

XIII. Executive Awareness and Commitment

Executives from Toyota Motor North America (TMNA) and Toyota Motor Corporation (TMC) in Japan are committed to maximizing recall completion rates for this urgent safety recall. To that end, our team in North America reports out frequently to executives both in North America and Japan on the completion status of the recalls, the outreach efforts we are undertaking, and the effectiveness of those activities. Reports are sent and meetings are held bi-weekly, monthly, and quarterly with various TMNA and TMC executives. We receive regular feedback, support, and advice from our executives on how to enhance our outreach activities and increase the speed of implementation of our activities.

XIV. Monitor Recommendations

As indicated in the detailed discussion above, the various actions undertaken by Toyota are consistent with the Monitor’s recommendations. We will continue to coordinate with the Monitor as we review our completion progress. The table below summarizes our engagement with the Monitor recommendations to date and the attached Excel spreadsheet provides additional information.

<i>Group</i>	<i>Total Recommendations</i>	<i>Implemented</i>	<i>Planned Activity</i>	<i>Future Consideration</i>
Consumer Outreach and Communication	9	7	2	N/A
Dealer Relations	21	13	6	2
Private Sector Engagement	5	2	3	N/A
Salvage Parts Recovery	1	1	0	N/A

XV. Summary of Outreach Challenges

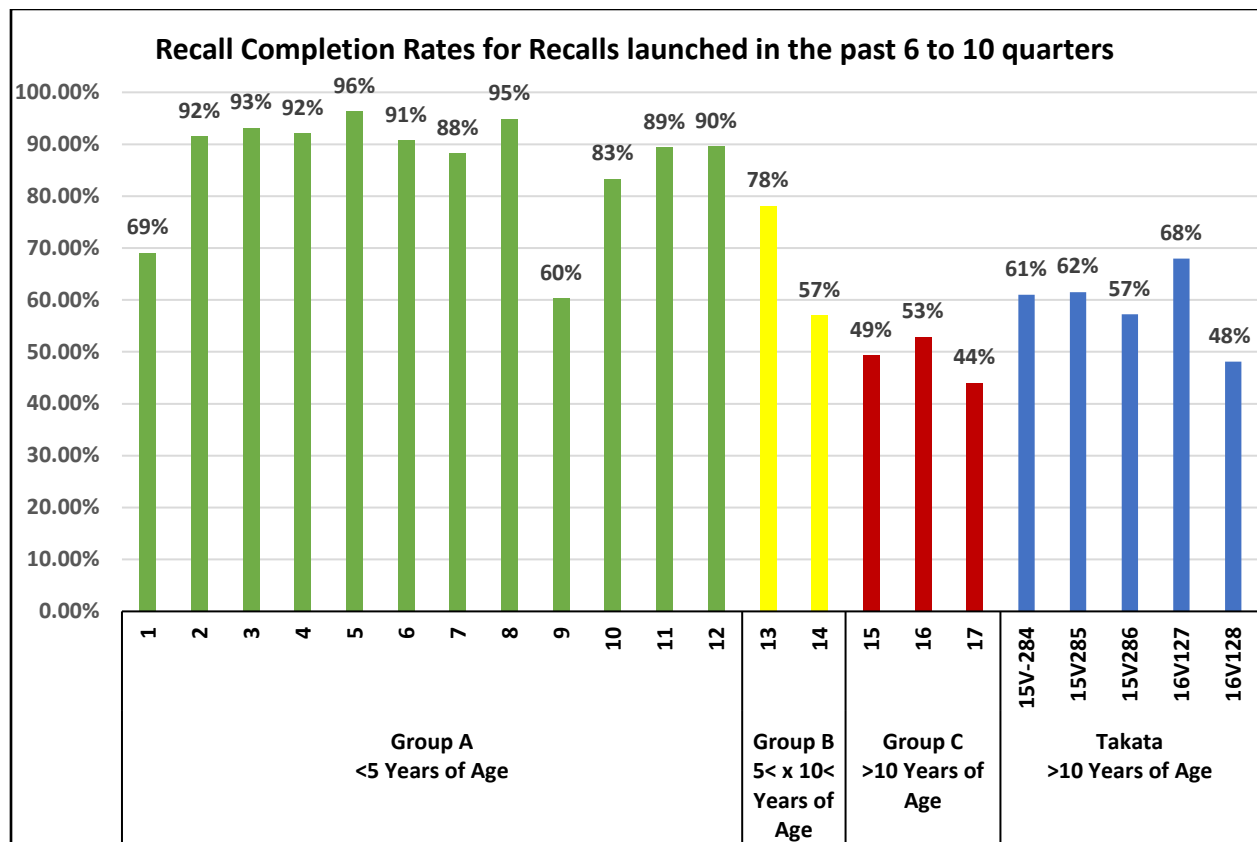
Toyota has previously summarized challenges it has observed in finding and motivating some owners to participate in and complete the Takata recall remedy. These challenges remain relevant, and we repeat them here with updated information, as appropriate.

A. Vehicle Age is Highly Correlated with Completion Rates

It is well-recognized that completion rates are lower when recall campaigns involve older vehicles. Older vehicles tend to change hands more often, and owners are less interested in visiting a dealer (or less likely

to have an existing relationship with a dealer) to have their vehicles repaired. In addition, used vehicles, whether sold by used car dealers or private parties, are more likely to be sold without being remedied.

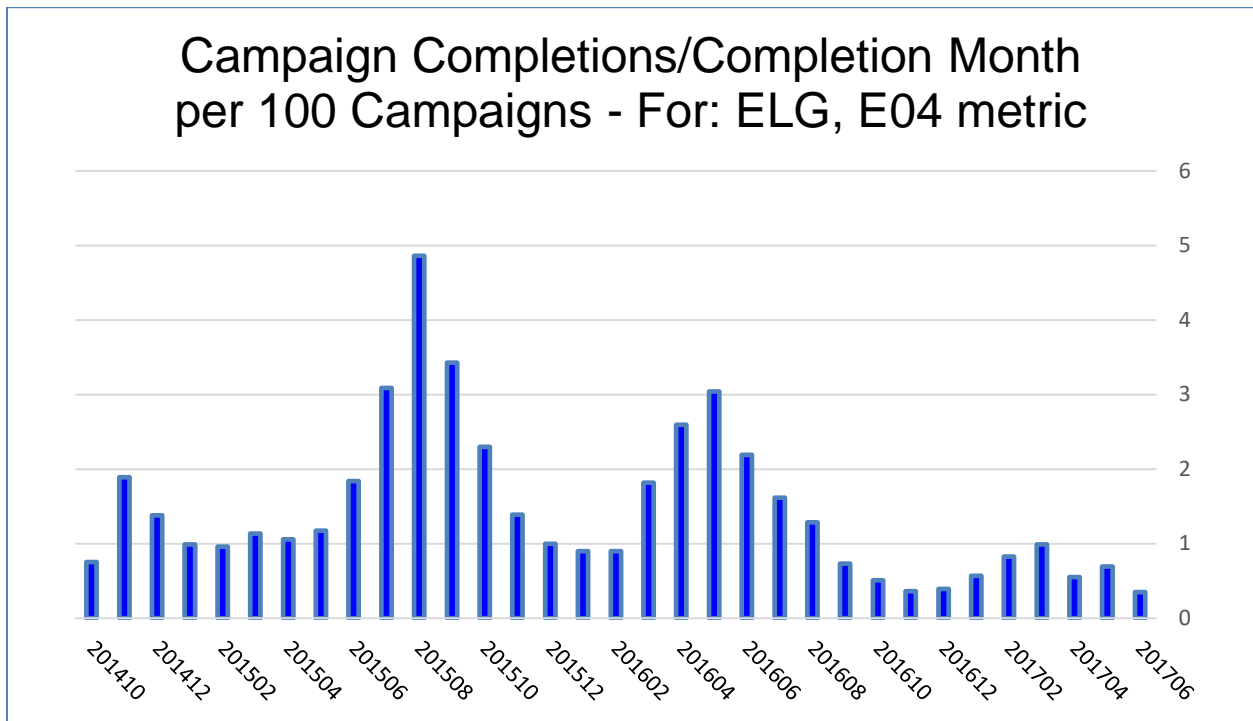
For reference, the below chart shows the average completion rate as of December 2017 on Toyota recalls launched between two and three years ago, which can be considered “mature” campaigns. The green bars represent recalls with affected vehicles that are five years old or newer at the time of launch. The yellow bars represent recalls in the 5 to 10-year-old range and the red bars represent vehicles older than 10 years at time of launch. The blue bars represent the various Takata recalls which Toyota is administering for comparison. Note that, for appropriate comparison, the counts of vehicles out of transit have been removed from the Takata recalls in this chart.



As is evident from the data, vehicle age has a strong correlation with recall completion. Through our various outreach efforts, we are seeing stronger than normal completion rates on Takata recalls compared to other recalls of vehicles of similar age. However, despite comprehensive outreach efforts described above, we are unable so far to achieve the same level of completion as recalls involving newer vehicles whose owners are much more engaged with Toyota and our dealerships.

B. Remaining Populations Contain Increasing Proportions of Owners Not Responding to Outreach

The data are clear that, after initial launch of a recall, owners are more likely to respond to outreach. However, as a recall matures (i.e., the recall reaches higher percentages of completion rates), the remaining owners are not as likely to respond to outreach. Toyota's current outreach program has an average of three contacts per month per owner through various channels. As completion rates increase, fewer and fewer owners are receiving notifications about the importance of getting the recall remedy for the first time. Thus, a higher and higher proportion of the remaining population of any launched campaign will consist of owners who have not responded to previous outreach attempts. For example, in the campaign below, as of June 2017, Toyota used three six-month cycles of the nationwide core outreach program to reach these owners over an approximately two-year period. The data clearly indicate that the repair rate increase after each subsequent cycle is smaller than the previous increase.



In addition, some owners resist completing this recall despite the company's best efforts to explain its importance. For example, one owner in a more remote area refused our offer to tow his vehicle more than 200 miles to one of several dealerships. Thus, this owner refused the remedy despite our best efforts to explain the seriousness of this recall. We have also heard other reports from owners who refuse to have any dealer repair their vehicle, either because they do not have a relationship with a dealer or because they prefer for work on their vehicle to be done by themselves or their local independent repair facility.

In our experience, there are owners who comprehend the nature of this recall and understand the severity of the risk, but still choose not to participate. As of June 15, 2018, our outreach partner's call center has been contacted by 6,231 customers who have taken the additional step to inform Toyota that they either do not want to have the recall remedy performed or do not want to receive further communications about the recall. As these are individuals who took time out of their day to tell us they were not interested, we suspect there are many additional owners who similarly do not intend to participate in the recall and simply ignore our outreach efforts.

To learn more about which owners were receiving our outreach attempts but choosing to ignore them, Toyota sent certified mail to owners with open Takata recalls for driver inflators in PGs 1-3. These mailers used the NHTSA owner's letter containing the specified language required by the Part 577 regulation (both in English and Spanish) which had been previously provided to the agency for review prior to mailing. As described in our section on the Certified Mail Pilot, above, over 60% of owners received and signed for the certified mail.

But even Certified Mail creates challenges. During the second evaluation, some owners were displeased by this form of outreach and contacted our Customer Experience Center to file a complaint. These owners complained that they had to go to the post office to pick up a certified letter, only to find out it was a notice for a recall in which they had no interest.

Based on this information, we believe these owners are likely receiving the other multiple additional communications we are sending, which include clear and urgent language recommended by the Monitor as being effective and understandable based on their research, but have chosen not to respond. We suspect that this trend may also occur with the remainder of our un-remedied PG 1-3 population.

C. Lacking Up-to-date Vehicle Owner Data Continues to be a Challenge

Toyota has recognized throughout its Takata recall outreach efforts that accurate vehicle owner data is necessary in order to maximize the effectiveness of our outreach program. Thus, in conjunction with our outreach cycles, Toyota has developed the practice of refreshing owner data. However, as demonstrated through our Certified Mail Pilot, having accurate and up-to-date vehicle owner data continues to be a challenge. While the pilot indicated that a large majority of the population is being reached through our outreach efforts, the preliminary data also indicated that a substantial portion (around 40%) of the vehicle

owner information could be incorrect. Toyota could not reach these owners despite our efforts to obtain the best available owner data and regularly incorporate data refreshes into our outreach cycles.

D. Natural Disasters Negatively Impacted Outreach Efforts in Key Communities in 2017

While progress has been made, natural disasters slowed down our outreach efforts last year. The various hurricanes affecting Florida, Texas, and Puerto Rico substantially affected Toyota's planned outreach in 2017 in these key geographic areas (e.g., canvassing pilots, Repair-A-Thon activities, etc.). Florida, Texas, and Puerto Rico are HAH areas and contain many of the communities that NHTSA, the Takata Monitor, and the industry collectively consider to be important communities to reach in this recall. However, in some of these hurricane-affected communities, despite the seriousness of this recall, their priority simply could not be inflator repairs in instances where, for example, owners and dealerships lack basic necessities such as electricity. In addition, internet connectivity in some locations was severely diminished. In Puerto Rico, some of our Toyota facilities and our dealers ran on generators for a significant portion of the past year. We estimate that there were over 120,000 VINs in PGs 1-3 that were in hurricane-affected zip codes as of December 2017. This amount represented approximately 15% of the remaining vehicle population in PGs 1-3 where Toyota's outreach efforts were negatively impacted by the 2017 hurricane season. While many areas have returned to relative normalcy, Puerto Rico has only recently reached a point where planned initiatives can be launched.

E. Toyota Continues to Improve its Outreach Program in Order to Meet These Challenges

To meet some of challenges of motivating these owners, Toyota has worked with NHTSA and the Takata Monitor team to find ways to persuade these owners to participate in the recall. In doing so, Toyota has pioneered a number of new ways of reaching owners and informing them of the free remedy available to address the safety risks stemming from this defect. As our outreach program developed, we have moved beyond simply calling, emailing, and sending mailers to the affected owners. As described above, many of our new outreach efforts are designed specifically to help reach owners in new ways to (1) help convince those who ignored previous outreach attempts, (2) reach owners of older vehicles, and (3) reach owners for whom Toyota does not have up-to-date information. To summarize a few of these activities mentioned above, we are planning locally-targeted PSAs and Repair-A-Thon events, using social media to specifically target potential owners that have yet to respond to prior outreach, offering more convenient dealer services (e.g., alternative transportation), engaging with dealers to increase their own outreach efforts, targeting owners who do not frequent dealers by developing the "Toyota Active Recall" system for independent repair facilities to identify unrepaired VINs, and piloting canvassing and other in person

activities (e.g., mobile repair). These efforts are aimed at further motivating owner participation in this recall, and are designed to work together to help address the challenges described above.

Further, in the interests of having the best available owner data to support our outreach efforts, we are continually looking for new sources to validate and expand vehicle owner data. Our outreach partners have been looking to identify new companies to partner with that have access to vehicle owner data that are beyond the traditional sources (see Section IX, above). In addition, as part of the SSA outreach program, Toyota has gained additional access to demographic information about the remaining population of owners which can be used to further enhance our targeted outreach activities and customize our messaging to the remaining consumers. As described above, we are also seeking ways to target and communicate with affected vehicle owners through nontraditional outreach methods that may be accomplished with different or less vehicle owner data (e.g., hypertargeting through social media, providing recall information through independent repair facilities, reaching owners through locally-targeted PSAs, and identifying social media influencers that can raise awareness with hard to reach vehicle populations).

Where possible, Toyota has also conducted research in hopes of identifying which outreach efforts are more effective. Toyota undertook a demographics analysis of the top states, cities, and zip codes with unrepaired vehicles. In addition, Toyota also conducted a survey of owners who had their vehicles repaired. As discussed above, the results of these studies indicate that owners who have not presented their vehicles for remedy are widely dispersed among a variety of different regions and primarily speak either English or Spanish. Further, those that have had their vehicles repaired seemed to respond best to mailed materials (in which we have emphasized providing information in both English and in Spanish). These data are a preliminary indication that the existing comprehensive strategy Toyota employs is contributing to higher completion rates than recalls involving similar vehicle populations.

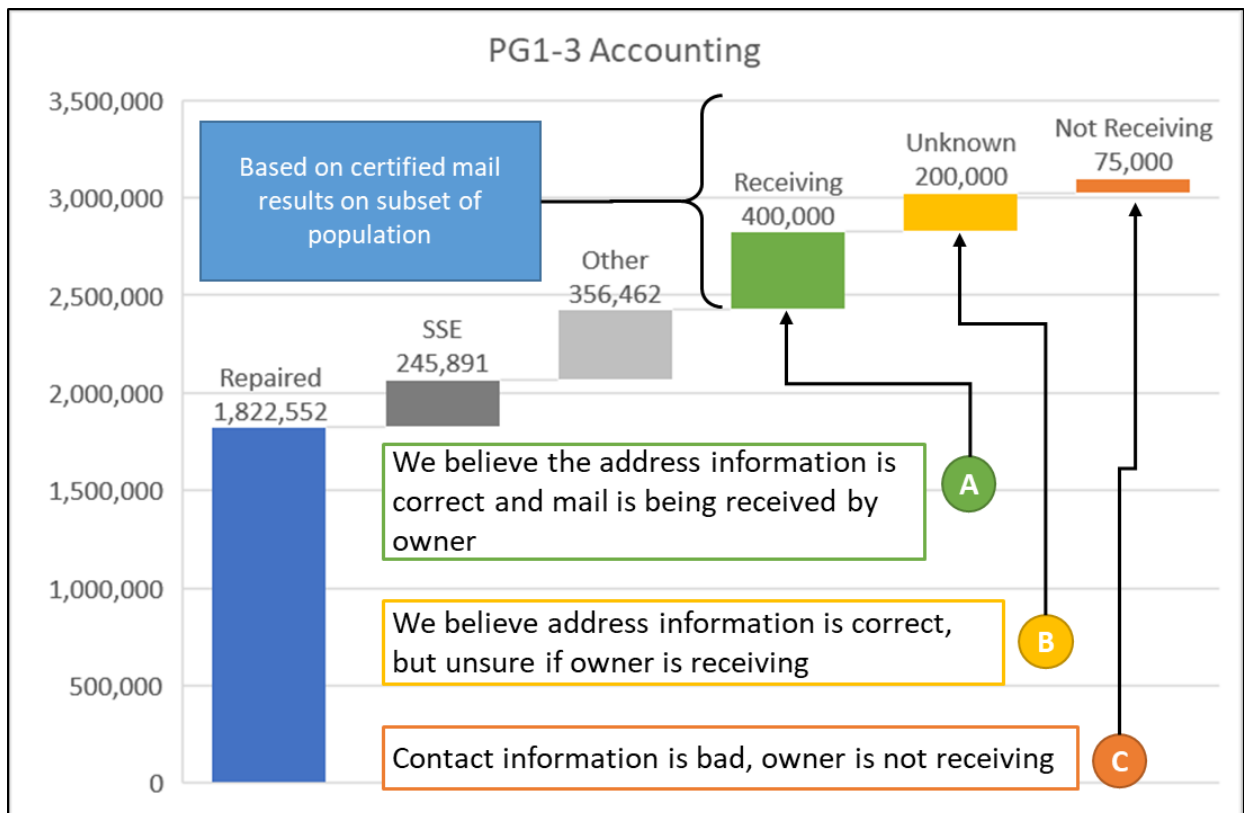
Ultimately, the available information indicates that there is no single or simple solution that will ensure that all owners present their vehicles for remedy. The data also indicate that, despite best efforts, all outreach methods will suffer from diminishing effectiveness over time. As recalls continue to mature, the remaining owners who have not presented their vehicles for remedy will increasingly be those for whom we do not have accurate contact information or who have chosen not to respond to previous outreach attempts. In general, we may not be able to find these owners; and when found, they may be less likely to be responsive to further outreach attempts despite efforts on the part of Toyota, other affected vehicle manufacturers, NHTSA, and the Takata Monitor to convey the seriousness of this recall. However,

Toyota will continue to work with NHTSA through the coordinated remedy program to identify ways to achieve the highest levels of completion possible for this recall. Toyota will continue to make these efforts beyond the legal requirements to work towards maximizing this recall's completion rates.

XVI. Efforts to Address PG1-3

Based on learnings since 2014 in conducting enhanced outreach to customers on the Takata-recall, Toyota has developed a comprehensive strategy for addressing the remaining unrepaired population of Priority Groups 1-3 under Stage 5 of the Outreach Strategic Plan discussed in the sections above. Further, our strategy is based on the latest data that we have for the remaining population. This data show that, for a significant portion of the remaining vehicle owners in PG1-3, Toyota likely has accurate owner information and additional outreach methods are needed to encourage those owners to present their vehicle for the recall remedy. However, for another significant portion of the remaining vehicle population, Toyota needs additional data in order to find accurate contact information to communicate with these owners.

Based on data available as of May 25, 2018, Toyota provides the following accounting summary for Priority Groups 1-3.



Group A, representing about 60% of the remaining population of vehicles, are owners for which we believe available contact information is good and the owner is receiving communications sent by Toyota regarding the Takata recall.

Group B, representing about 30% of the remaining population of vehicles, are owners for whom the available contact information appears to be a valid address but Toyota is unsure if the owner is receiving our communications. This could be a result of ownership changes or inaccurate contact information available from the state DMVs.

Group C, representing about 10% of the remaining population of vehicles, are owners for whom the available contact information is likely not accurate, and the owner is not likely receiving Toyota's communications.

The groupings above are based on the results of certified mail activities to date on a subset of about 30% of the unrepaired PG1-3 population. Toyota intends to validate these estimates by conducting certified mailings for all remaining PG1-3 unrepaired vehicles as mentioned in the section above.

It should be noted that the owners within group A for whom we believe are receiving our communications have likely received an average of over 30 contact attempts through phone, email, and direct mail. In addition, Toyota has refreshed our owner contact data four times in the last two years in an attempt to locate the owners in group B and C. Nevertheless, we are committed to continuing to address all three of these groups with the strategies outlined in the sections above, as well as continuing to research new ways to locate and motivate these owners to have their vehicles repaired.

Thus, based on this analysis and our experience thus far in conducting Takata recall outreach, we have designed an outreach plan, specifically for PG1-3, that emphasizes the elements below. For those owners in group A for whom we believe available contact information is strong, the plan includes:

- Continuing to increase the convenience and trust between non-responding owners and Toyota and its authorized dealers by continuing to communicate the availability of alternate transportation, piloting mobile repair, developing Repair-a-thon activities, and providing resources to dealers so that they can reach out directly to affected owners.
- Continuing to stress the urgency of this safety recall by increasing the urgency of messaging and intensity of outreach activities for owners who are continuing to not respond to outreach. The plan is to do this through continued clear and urgent messaging in OEM-branded materials and

further increasing the urgency with heightened messaging and imagery in non-branded materials. We also plan to further employ aggressive specialized outreach tactics for certain vehicle populations, such as certified mail, social influencers, and door-to-door canvassing.

- Incorporating more communication to non-responding owners through a variety of communication channels and from as many voices as possible. These different voices could include Toyota, our authorized dealers, the SSA, the Monitor, NHTSA, community leaders, news media, and the owner's own friends and family.

For those owners in groups B and C for which available contact information may not be accurate, our plans include:

- Identifying better contact information for these owners by identifying additional third-party data sources, evaluating their data, and incorporating them where appropriate into our outreach efforts.
- Locating difficult to find vehicles by engaging with the automotive aftermarket and independent used car dealers whose customers include vehicles of harder to reach populations (e.g., older vehicles).
- Increasing awareness of the urgency of this recall with all owners through community events, public service announcements, and other mass marketing (not targeted) outreach techniques that do not require specific owner information.
- Continuing to plan pilots to support new innovative ways of reaching out to owners for whom we do not have good contact information, such as through the social influencer project or through community canvassing activities using license plate lookup technology.

We believe that, through these efforts, we can continue to make progress toward maximizing recall completions in this urgent safety recall. Our plan contemplates constant revision and, as always, we seek to collaborate with NHTSA, the Takata Monitor, and other OEMs towards this shared goal. We continue to seek new ways to effectively locate and reach unknown owners and to enhance methods to encourage known owners to complete repairs for their vehicles. As we have since the program's inception in 2014, we continue seek to ways improve this outreach program as a part of our commitment to customer safety.

XVII. Attachments

- A. Excel spreadsheet with additional information on our efforts to implement the Monitor Recommendations.
- B. Outreach Creative assets

- C. BDC Best Practice Guide
- D. ASM Quick Reference Guide
- E. PSA Recordings
- F. Videos
- G. Team Member Activation Assets
- H. Community Engagement Assets
- I. Creative Assets used at community events