Toyota Quarterly Supplement
For
Takata Recall Remedy Completion


March 31, 2020
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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 and Quarterly Supplements, which were 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, 18V-025, 18V-883, 19V-005, and 19V-741 for certain Toyota, Lexus, and Scion vehicles. This updated plan outlines Toyota’s actions for the covered recalls during the last quarter, remedy completion status, and the on-going and planned efforts to promote and maximize remedy completion. Please refer to the June 30, 2018 Quarterly Supplement (“June 2018 Quarterly Supplement”) for a more comprehensive description of the history of our outreach program and the actions and strategies employed.

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 recalls. 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 vehicle pickup, if necessary, to help affected owners have their vehicles repaired.

The updated activities from the past quarter discussed in this supplement include:

- Summary of an early pull-ahead of the remaining “like for like” vehicles to be recalled by December 31st under the ACRO
- Updates to our Core Outreach activities, including updates on the MDL Settlement Special Administrator (SSA) program
- Updates on our case management call center effort focused on certain PG1-3 vehicles with missed opportunities (vehicles at dealers for recent service but recall repair not completed)
- New dealer engagement activities and results from previously implemented programs
- An incentive program for Lexus dealers to reduce Takata-related missed opportunities
- Results to date from our social influencer program called “Carma Project”
- Certified mail activities for PG6-9
- Overview of Toyota’s canvassing activities in Puerto Rico, Florida, Texas, and California
- Initial results from a canvassing effort built around license plate look-up technology

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.

**Note concerning COVID-19 National Emergency**

This Quarterly Supplement was largely drafted before the National Emergency Declaration relating to the COVID-19 virus. The uncertainty about the scope and duration of the emergency will likely affect various on-going activities outlined in this report. For example, community engagement activities and dealer events to promote awareness of the Takata recalls will likely not occur until larger gatherings of people can resume. Canvassing activities are on-going where permitted, but could be curtailed or suspended in the interest of safety for vehicle owners and canvassers. Certain “Carma Project” activities will likely be affected, especially in areas where government actions will permit only essential business to continue.

Given the current situation and its fluid nature, the Settlement Special Administrator has decided to significantly reduce outreach activities and modify the strategy to conserve resources. Although there has not been a large reduction in responses over the past several weeks, it is anticipated that owners may not continue to respond to the messaging at the same rate. In addition, the ability to repair vehicles may also become more limited. Some dealers have closed in response to government orders/guidance.

Toyota will continue to monitor the situation and make adjustments where feasible. We remain committed to serving owners and completing recall repairs.
II. 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, 18V-025, 18V-883, 19V-005, and 19V-741 involving Takata airbag inflators in the U.S. and federalized territories.

In October, Toyota announced an early pull-ahead of the remaining “like for like” vehicles scheduled to be recalled by December 31, 2019 under the ACRO. This announcement completed Toyota’s remaining schedule for recalls under the ACRO. All Toyota vehicles scheduled to be recalled under the ACRO have now been recalled.

The current recalls, involved vehicles, vehicle populations, and completion performance as of March 6, 2020, are outlined below by Priority Group.

<table>
<thead>
<tr>
<th>PG</th>
<th>Inflators Affected</th>
<th>Total Out of Transit**</th>
<th>Inflators Repaired</th>
<th>Completion Percentage ***</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>819,484</td>
<td>194,799</td>
<td>506,159</td>
<td>81.03%</td>
</tr>
<tr>
<td>2</td>
<td>1,864,432</td>
<td>378,724</td>
<td>1,238,071</td>
<td>83.33%</td>
</tr>
<tr>
<td>3</td>
<td>429,522</td>
<td>52,208</td>
<td>316,339</td>
<td>83.84%</td>
</tr>
<tr>
<td>4</td>
<td>763,580</td>
<td>127,541</td>
<td>500,292</td>
<td>78.66%</td>
</tr>
<tr>
<td>5</td>
<td>620,790</td>
<td>99,342</td>
<td>422,386</td>
<td>81.00%</td>
</tr>
<tr>
<td>6</td>
<td>348,740</td>
<td>45,002</td>
<td>250,968</td>
<td>82.63%</td>
</tr>
<tr>
<td>7</td>
<td>288,558</td>
<td>32,981</td>
<td>210,737</td>
<td>82.46%</td>
</tr>
<tr>
<td>8</td>
<td>264,522</td>
<td>47,627</td>
<td>173,766</td>
<td>80.12%</td>
</tr>
<tr>
<td>9</td>
<td>606,620</td>
<td>74,669</td>
<td>424,649</td>
<td>79.83%</td>
</tr>
<tr>
<td>10</td>
<td>1,314,033</td>
<td>97,598</td>
<td>945,000</td>
<td>77.69%</td>
</tr>
<tr>
<td>11</td>
<td>478,316</td>
<td>11,726</td>
<td>137,314</td>
<td>29.43%</td>
</tr>
<tr>
<td>12</td>
<td>612,761</td>
<td>6,278</td>
<td>178,508</td>
<td>29.43%</td>
</tr>
</tbody>
</table>
III. 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.

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 the Takata 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 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 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. The 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 unrepai
The table below describes the current stage of our outreach strategy into which each priority group currently falls.

<table>
<thead>
<tr>
<th>Priority Group</th>
<th>Current Stage</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3</td>
<td>Stage 5</td>
<td>Various outreach activities have been on-going since 2014.</td>
</tr>
<tr>
<td>4-9</td>
<td>Stage 4</td>
<td>PG4: Certified Mail deployed in November 2018, and Social Influencer incentives were deployed in December 2018 with the launch of “Carma Project”. PG5: Certified mail deployed in August 2019. PG6-8: Certified mail was deployed between September and December 2019.</td>
</tr>
<tr>
<td>10-12</td>
<td>Stage 3</td>
<td>VINs and customer contact information for vehicles in NHTSA recall 18V-024, 18V-025, 18V-883, and 19V-005 were deployed to dealers for outreach in June 2019 and December 2019.</td>
</tr>
<tr>
<td>11-12</td>
<td>Stage 1</td>
<td>Recently added vehicles to PG11-12 under NHTSA recall 19V-741 are currently in Stage 1 of our outreach strategy.</td>
</tr>
</tbody>
</table>

As discussed in the following sections, while our core nationwide outreach program continues, we have continued to pilot and adopt new initiatives 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.

IV. Core Outreach Updates

Toyota began owner outreach in December 2014 for certain PG1-3 vehicles. Over the past five years, we have learned 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 since that time, and this core outreach has become the backbone of our overall outreach activities. All vehicles in all priority groups which are not repaired, not out of transit, and for which contact information is available, are included in our core outreach program.

After SSE/“other” adjustments, as of February 24, 2020, we are conducting our core outreach activity on 1,513,471 VINs in PG1-12. The table below breaks down this population of VINs currently in outreach.
by priority group and shows the number of total attempts we have made to reach owners within each priority group through our core outreach program.

<table>
<thead>
<tr>
<th>Priority Group</th>
<th>Total Outreach Attempts</th>
<th>VINs Currently in Core Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>31,432,427</td>
<td>146,006</td>
</tr>
<tr>
<td>2</td>
<td>55,590,913</td>
<td>297,061</td>
</tr>
<tr>
<td>3</td>
<td>11,109,021</td>
<td>70,324</td>
</tr>
<tr>
<td>4</td>
<td>21,275,867</td>
<td>145,512</td>
</tr>
<tr>
<td>5</td>
<td>16,661,352</td>
<td>108,134</td>
</tr>
<tr>
<td>6</td>
<td>8,806,275</td>
<td>58,401</td>
</tr>
<tr>
<td>7</td>
<td>7,441,760</td>
<td>51,484</td>
</tr>
<tr>
<td>8</td>
<td>7,580,286</td>
<td>51,203</td>
</tr>
<tr>
<td>9</td>
<td>15,472,704</td>
<td>118,984</td>
</tr>
<tr>
<td>10</td>
<td>4,966,128</td>
<td>411,462</td>
</tr>
<tr>
<td>11</td>
<td>1,761,921</td>
<td>38,381</td>
</tr>
<tr>
<td>12</td>
<td>712,746</td>
<td>16,519</td>
</tr>
<tr>
<td>All</td>
<td>182,811,400</td>
<td>1,513,471</td>
</tr>
</tbody>
</table>

A. Contact Information Availability and Phone Outreach

The percentage of VINs with availability of mailing addresses, email addresses, and phone numbers for unrepaired, in-transit vehicles, as of March 16, 2020, are shown in the table below. We continue to explore additional data sources for email and phone to increase the availability of that information. In addition, although we have an address for nearly all of the affected owners, as discussed in section VI below, nearly half of these addresses may be inaccurate based on certified mail results.
We are employing several tactics and data sources to improve the deliverability to the correct owner of mail-based outreach.

<table>
<thead>
<tr>
<th>PG</th>
<th>Mail</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>98.00%</td>
<td>34.70%</td>
<td>54.40%</td>
</tr>
<tr>
<td>2</td>
<td>99.50%</td>
<td>39.40%</td>
<td>62.80%</td>
</tr>
<tr>
<td>3</td>
<td>99.70%</td>
<td>41.80%</td>
<td>67.20%</td>
</tr>
<tr>
<td>4</td>
<td>97.70%</td>
<td>34.70%</td>
<td>54.30%</td>
</tr>
<tr>
<td>5</td>
<td>98.70%</td>
<td>37.20%</td>
<td>58.10%</td>
</tr>
<tr>
<td>6</td>
<td>98.10%</td>
<td>36.30%</td>
<td>57.30%</td>
</tr>
<tr>
<td>7</td>
<td>98.80%</td>
<td>36.70%</td>
<td>58.00%</td>
</tr>
<tr>
<td>8</td>
<td>99.90%</td>
<td>39.10%</td>
<td>62.30%</td>
</tr>
<tr>
<td>9</td>
<td>99.60%</td>
<td>39.40%</td>
<td>62.10%</td>
</tr>
<tr>
<td>10</td>
<td>99.60%</td>
<td>40.60%</td>
<td>68.80%</td>
</tr>
<tr>
<td>11</td>
<td>99.60%</td>
<td>39.50%</td>
<td>59.80%</td>
</tr>
<tr>
<td>12</td>
<td>100.00%</td>
<td>41.30%</td>
<td>63.40%</td>
</tr>
</tbody>
</table>

From September 1, 2019 – January 31, 2020, we have made a total of 2,654,727 outbound phone calls. The following table breaks down the results of these outbound phone calls. Although we have seen higher rates of repair for phone outreach compared to other forms of outreach among those owners who we have reached, the percentage of owners with whom we are able to make contact remains very low.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sep-19</th>
<th>Oct-19</th>
<th>Nov-19</th>
<th>Dec-19</th>
<th>Jan-20</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABANDONED CALL</td>
<td>347</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>357</td>
</tr>
<tr>
<td>ALREADY COMPLETED SERVICE</td>
<td>362</td>
<td>1,813</td>
<td>2,546</td>
<td>1,722</td>
<td>1,167</td>
<td>7,610</td>
</tr>
<tr>
<td>APPT: AGENT SCHEDULED</td>
<td>423</td>
<td>1,429</td>
<td>966</td>
<td>979</td>
<td>998</td>
<td>4,795</td>
</tr>
<tr>
<td>APPT: DEALER TO SCHEDULE</td>
<td>984</td>
<td>2,914</td>
<td>1,844</td>
<td>1,236</td>
<td>1,365</td>
<td>8,343</td>
</tr>
<tr>
<td>APPT: TRANSFER TO DEALER</td>
<td>1,170</td>
<td>3,197</td>
<td>2,333</td>
<td>1,954</td>
<td>2,348</td>
<td>11,002</td>
</tr>
<tr>
<td>BRAND FOLLOW-UP</td>
<td>173</td>
<td>376</td>
<td>385</td>
<td>220</td>
<td>338</td>
<td>1,492</td>
</tr>
<tr>
<td>CALL BACK</td>
<td>5,241</td>
<td>20,937</td>
<td>15,471</td>
<td>14,790</td>
<td>13,653</td>
<td>70,092</td>
</tr>
<tr>
<td>CUSTOMER TO SCHEDULE ON OWN</td>
<td>1,470</td>
<td>5,372</td>
<td>4,258</td>
<td>3,792</td>
<td>4,325</td>
<td>19,217</td>
</tr>
<tr>
<td>DO NOT CONTACT</td>
<td>235</td>
<td>1,098</td>
<td>754</td>
<td>784</td>
<td>872</td>
<td>3,743</td>
</tr>
<tr>
<td>FACSIMILE</td>
<td>664</td>
<td>2,819</td>
<td>3,616</td>
<td>726</td>
<td>1,248</td>
<td>9,073</td>
</tr>
<tr>
<td>INCORRECT NUMBER</td>
<td>5,832</td>
<td>19,961</td>
<td>17,235</td>
<td>17,187</td>
<td>18,406</td>
<td>78,621</td>
</tr>
<tr>
<td>LEFT VOICEMAIL</td>
<td>327</td>
<td>12,680</td>
<td>332</td>
<td>9,722</td>
<td>27,616</td>
<td>50,677</td>
</tr>
<tr>
<td>LNG BARRIER CALL: OTHER</td>
<td>179</td>
<td>842</td>
<td>501</td>
<td>372</td>
<td>597</td>
<td>2,491</td>
</tr>
</tbody>
</table>
B. Settlement Special Administrator Program Updates

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. Toyota continues to work closely with the SSA team to help ensure that the core outreach activities are implemented in a way to optimize our overall strategy. For more details about this transition, please refer to the June 2018 Quarterly Supplement.

Over the past quarter, the SSA has been adjusting the management structure of the outreach program and sourcing new vendors to support the outreach program. The goal of these changes is to become nimbler and adjust the outreach activity more rapidly to changes in owner response and to increase efficiency and the volume of outreach which can be done under the program. Outreach under the new management structure began in September 2019. We are seeing some initial benefits from these changes, including an increase in outbound call volume compared to the prior quarter, as well as an increase in direct mail sent under the program (see the chart below). In turn, inbound call volume from vehicle owners is increasing, and we are able to schedule more repair appointments. We continue to monitor these changes with the SSA on a regular basis and will share updates in future Quarterly Supplements.

<table>
<thead>
<tr>
<th>LNG BARRIER CALL: SPANISH</th>
<th>134</th>
<th>525</th>
<th>431</th>
<th>554</th>
<th>1,065</th>
<th>2,709</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEVER OWNED VEHICLE</td>
<td>248</td>
<td>1,287</td>
<td>805</td>
<td>783</td>
<td>749</td>
<td>3,872</td>
</tr>
<tr>
<td>NO ANSWER</td>
<td>193,918</td>
<td>800,680</td>
<td>488,873</td>
<td>308,663</td>
<td>388,565</td>
<td>2,180,699</td>
</tr>
<tr>
<td>NO OPEN RECALLS</td>
<td>72</td>
<td>185</td>
<td>296</td>
<td>204</td>
<td>97</td>
<td>854</td>
</tr>
<tr>
<td>NOT IN POSSESSION</td>
<td>978</td>
<td>4,826</td>
<td>4,019</td>
<td>2,961</td>
<td>2,848</td>
<td>15,632</td>
</tr>
<tr>
<td>OPERATOR INTERCEPT</td>
<td>10,850</td>
<td>50,783</td>
<td>74,183</td>
<td>14,982</td>
<td>29,438</td>
<td>180,236</td>
</tr>
<tr>
<td>REMEDY REFUSAL</td>
<td>216</td>
<td>1,097</td>
<td>727</td>
<td>505</td>
<td>592</td>
<td>3,137</td>
</tr>
<tr>
<td>WARM TRANSFER TO BRAND</td>
<td>6</td>
<td>23</td>
<td>13</td>
<td>15</td>
<td>18</td>
<td>75</td>
</tr>
<tr>
<td>Total</td>
<td>223,829</td>
<td>932,847</td>
<td>619,588</td>
<td>382,153</td>
<td>496,310</td>
<td>2,654,727</td>
</tr>
</tbody>
</table>
### National Spokesperson and Paid Media Plan

The SSA team launched a paid media plan featuring Academy Award Winning actor Morgan Freeman. Mr. Freeman has one of the most recognizable faces and voices in the film industry and has been voted as “Most Trusted Celebrity” in several media publications. We hoped to leverage that innate trust that Mr. Freeman inspires in viewers to convince vehicle owners of the urgency of the recall and the legitimacy of the direct outreach that is being sent to vehicle owners.

Deployment of TV, radio, and digital advertising featuring Mr. Freeman began in August 2019 and finished in November of last year. This creative encouraged vehicle owners to check their vehicles for the Takata airbag recall and, if they are affected, have the free repair completed. A message from Mr. Freeman was also posted on the SSA’s website (www.safeairbags.com) and YouTube. Please see the following link: https://www.youtube.com/watch?time_continue=1&v=akyWT6oz3Fc.

The chart below summarizes the inbound web traffic to SafeAirbags.com after the paid media activity began. The amount of traffic greatly increased immediately following the launch of this media activity.
With more recognition through highly visible communications and a familiar, trustworthy voice, we hope that vehicle owners receiving direct outreach pieces will be quicker to act and that we may be able to locate and incite action in some vehicle owners who are not receiving communications due to ownership data inaccuracies. In addition, the SSA is planning to relaunch the paid media effort again in 2020.

**ii. Call Center Improvements and Expansions**

To improve the owner experience when calling into the central call center, the SSA has made several changes to scripts and protocols within the call center including:

- Adding a call back request feature to the inbound call prompts. This was added to reduce the chance that an owner will abandon the call if the call cannot immediately be taken.
- Conducting follow up outbound calls following a warm transfer to a dealer to confirm the appointment was set by the dealer.
- Conducting additional training of agents on rebuttals and escalations to improve the conversion rate of calls.
- Conducting focus groups of call center agents to determine additional improvements to scripts.

In addition, two new call center programs will be launched in March 2020 covering commercial and business-owned vehicle outreach and a new concierge service focused on the most difficult-to-reach vehicle owners.

- The commercial vehicle program will have three dedicated agents who will have their own accounts to manage and their own direct phone lines and emails. Their focus will be on using existing data sources and internet sourced data to find the vehicle owners and to break through any barriers from initial contact with the business. The agents will also support the scheduling of multiple vehicles at once with a dealer to minimize interruption to the vehicle owner’s business operations.
- The concierge service program will have several agents operating in a team to help ensure that, when a vehicle owner calls, they can speak to someone on the team. For the initial deployment, 2,000 VINs will be targeted. These agents will also have their own direct phone line and email to make the experience more personal to the caller. The team will work on their VINs until the vehicles are remedied or otherwise accounted for.

We will provide more updates on these programs in a future Quarterly Supplement.
C. **Toyota and SSA Collaboration**

Toyota and the SSA have a collaborative working relationship where both parties discuss the planned and ongoing outreach activities on a regular basis. In addition, we have continued to partner on several initiatives in the last quarter, including:

1. **Canvassing coordination** – The SSA is supporting inbound call center communications.
2. **State DMV and municipality branded letters** – The SSA has supported the printing and distribution of these letters to affected owners, along with resulting inbound calls and appointment scheduling.
3. **Call center support for our social influencer program described in section VI and LPR Canvassing activity described in section VII.**

Toyota will continue to work with the SSA team in a collaborative partnership to drive further improvement in our recall completion rates.

D. **Future SSA Activities**

The SSA team is also actively working on or considering several additional projects, including:

- Developing a common platform for mobile repair scheduling, tentatively available in June 2020.
- Developing web interfaces for owners to update their vehicle ownership status.
- Launching, in late February, an owner nurturing program designed for owners who engaged through outreach communications but have not yet had their vehicles repaired.
- Identifying ways to incorporate social influencers into the outreach activity.
- Identifying ways to incorporate testimonials into outreach activity. For example, the SSA is considering the use of Stephanie Ertman imagery and a testimonial in an outreach program.

Our hope is that these additional efforts will continue to increase awareness by affected owners and encourage them to have their vehicles repaired. We also hope to continue to learn more about what influences owners to respond to outreach and what they view as barriers to having their vehicles repaired. Through these learnings, we can continue to improve our outreach efforts and tailor them to owner needs.

Toyota continues to believe that these 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 other activities that we are exploring as described in the sections below, can continue to support our recall momentum and completion rates.
E. Case Management Call Center Activity

Toyota engaged in a case management-focused call center effort for certain PG1-3 owners who have received a large amount of outreach, and whose address information has been verified via certified mail, yet their vehicles remain unrepaired. These owners may have had some barrier to repair or misconception about the recall which is preventing them from obtaining the remedy. This call center effort was focused on converting long unresponsive owners into repairs or otherwise accounting for their vehicles. To do this, our call center agents were focused on call quality, not call volume. They were equipped with a variety of convenience services which they could offer but were also be encouraged to find out what it is that an owner needs to overcome his or her personal barrier. In essence, they were asked to treat each case uniquely and manage each owner’s expectations individually.

This effort was a two-stage approach. As we know that these owners likely received our other outreach communications and did not respond, they may be hesitant to answer our outbound phone calls. Therefore, if contact information was available, we sent them a new email creative first to make them aware that we would like to speak with them about their situation and help them with whatever prevented them from having their vehicle repaired. There were three email creatives with increasing urgency in each. We believe that owners who call from emails are more receptive to a conversation about the recall than owners who are cold called. We deployed the first touch email in mid-June 2019 and completed all the touches in August 2019.

Results of the outreach email activity prior to making outreach phone calls are as follows:

<table>
<thead>
<tr>
<th>Emails Sent</th>
<th>Emails Delivered</th>
<th>Completions for Emails That Were Delivered</th>
<th>Completion %</th>
<th>Open Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>19,754</td>
<td>17,676</td>
<td>270</td>
<td>1.53%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>
Owners were also given the opportunity to take a survey. A majority of survey engagement (56%) was answered with, “I no longer own or use my vehicle.”

Outbound phone calls following the emails began in early-October, 2019. These phone calls were made by agents specially trained to expect significant barriers or resistance from these owners, and they were provided tools and techniques to overcome those barriers. Call center scripts were developed, but agents were provided a variety of convenience options which they used in any situation, depending on the
individual owner need. We offered loaner vehicles, towing, vehicle pickup, mobile repair in certain areas, and incentives as needed. In all cases, the agent was responsible for guiding the owner through the entire process of scheduling the repair, and they were available if there were any problems with the owner keeping the appointment. In addition, agents were assigned to owners in geographic groups so that they tended to work with the same dealers on a consistent basis to schedule owners for repair. This established a relationship between the agent and dealer, and we believe that this further facilitated a smooth experience for the owner.

We began the activity with a target population of about 20,000 VINs, focused on certain PG1-3 vehicles located in higher risk Zone A states. Final results from the outbound phone activity are shown below. We will continue to work with our data vendor to attempt to decrease the amount of incorrect contact information before reaching out to owners.

<table>
<thead>
<tr>
<th>Result of Call</th>
<th>No. of Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hang up</td>
<td>109</td>
</tr>
<tr>
<td>Incorrect Contact Info</td>
<td>16,008</td>
</tr>
<tr>
<td>Left Message</td>
<td>1,636</td>
</tr>
<tr>
<td>Made Appointment</td>
<td>145</td>
</tr>
<tr>
<td>Need Rental Car</td>
<td>1</td>
</tr>
<tr>
<td>Refused Repair</td>
<td>33</td>
</tr>
<tr>
<td>Tow Coordination</td>
<td>2</td>
</tr>
<tr>
<td>Vehicle Repaired</td>
<td>899</td>
</tr>
<tr>
<td>Total VINs</td>
<td>18,833</td>
</tr>
</tbody>
</table>

In 2020, the outreach will be expanded to all models and model years for PG 1-3 (approximately 188,000 VINs). Updates to the email creative used in the pilot will be made. Subject lines will also be developed for testing. The emails will be deployed in three waves over eight weeks once this second outreach begins. The start date is still undetermined at this time. This outreach activity will be discussed in future Quarterly Supplements.
F. Dealer Engagement Activities

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

i. Providing Open Recall Owner Information to Dealers

Toyota continues 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 their primary market areas will assist in reaching those affected owners and coordinating the repair of their vehicles. Outreach templates and tools have been developed to help promote consistent messaging when dealers reach out to owners.

By December 10, 2019, we provided dealers with all Priority Group VIN information. Since June 7, 2019, 98% of Toyota dealers and 99% of Lexus dealers accessed these lists.

ii. Dealer Outreach Activities

As the Takata recall has expanded, so does the need for effective ways of reaching and persuading owners of affected vehicles to schedule their free repair. Our dealers have long been at the forefront for sharing safety messages, because no one knows their local communities better. We have empowered our dealers with more choices for how to best message in their markets. We provided four multi-channel campaigns that dealers can access and distribute free of charge. This includes the support of dealer outreach efforts by funding additional direct mail and email.

We concluded enrollment for our dealer-branded direct mail outreach campaign with 99% dealership participation which mailed on the following schedule:

- Drop one: January 10, 2020 (PG 1-6)
- Drop two: February 18, 2020 (PG 1-7)
- Drop three: March 30, 2020 (PG 1-8)
Based on 1,220 dealers using three of the twelve mailer options (three mailers provided in each of four campaigns, including Car Talk, Gamble, Replace It and Warning Signs):

- Car Talk was used by 493 dealers
- Warning Signs was used by 336 dealers
- Gamble was used by 261 dealers
- Replace It was used by 130 dealers

**Car Talk: 40%**

CT2=21%  
CT1=10%  
CT3=9%

**Warning Signs: 28%**

W1=13%  
W3=7%  
W2=7%

**It’s A Gamble: 21%**

G3=9%  
G1=6%  
G2=6%
You’d Replace It: 11%

These efforts were fully funded by Toyota, and we encouraged dealers to use the messages that have shown the higher remedy rates. Dealers also had the option to include an offer (funded by the dealership), and 56% of the dealers included an offer.

<table>
<thead>
<tr>
<th>Offer</th>
<th># of Dealers by Offer</th>
<th>% of Dealers by Offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complimentary Car Wash</td>
<td>487</td>
<td>40%</td>
</tr>
<tr>
<td>Complimentary Wiper Replacement</td>
<td>105</td>
<td>9%</td>
</tr>
<tr>
<td>Complimentary Oil Change</td>
<td>74</td>
<td>6%</td>
</tr>
<tr>
<td>$25 Prepaid Card for Service at Dealership</td>
<td>30</td>
<td>2%</td>
</tr>
<tr>
<td>No Offer</td>
<td>539</td>
<td>44%</td>
</tr>
</tbody>
</table>

We are beginning to roll out these same campaigns to our Puerto Rico dealers. We translated each of the existing deliverable into Spanish and consulted with a Hispanic creative director to ensure the messaging was culturally appropriate. These are slated to be launched in Q2 of 2020.
Going forward in 2020, we are building out three entirely new integrated, multi-channel campaigns to offer to dealers later in the year. Each of the campaigns will include new visuals and accompanying messaging. Dealers will be encouraged to communicate via direct mail and email as before and will have video assets available to promote on their social channels.

Based on our survey results, we know time is the greatest barrier for not completing the repair, so we are directly addressing this concern in conjunction with our existing safety messaging. We are increasing the prevalence of the loaner, concierge, and other convenience services available to customers to promote awareness of these additional options.

iii. Dealer Repair Events

With help from Toyota, Toyota and Lexus dealers have been hosting cost-effective, easily executed Takata Recall Events. Events at the dealership and in the community are targeted to engage owners of unrepaired vehicles. Local events are prime opportunities to drive recall awareness, with a major emphasis on brand recognition and trust. Dealers engage owners in a conversation about the recall and Toyota’s goal to repair every affected airbag.

Toyota created an “Event Playbook” for dealerships to use to host a dealership repair event or local community awareness events and offers tiered financial support based on the number of unrepaired vehicles in each dealer’s assigned market.

As of February 4, 2020, more than 200 dealers have hosted 315+ Takata Recall Safety Events at their dealerships or in their local communities. Approximately 5160 appointments were scheduled and 4600 repairs were completed during these events.

We are also getting positive feedback from dealers about these initiatives:

- “It was an opportunity to reintroduce customers to outstanding service and create new customers that maybe the second or third owners that purchased the vehicle from a private party.” - Lindsay Lexus; Alexandria, VA
- “By hosting an event, we managed to get 35 people scheduled in for their recall – after many calls and email attempts over the years.” - Maita Toyota of Sacramento; Sacramento, CA
• “We will continue to support the Takata Recall Event in our area to make sure our guests are safe.” - Capitol Toyota; San Jose, CA

• “To drive awareness we posted on Facebook and sent out emails. The district FTS came and assisted us with engaging with customers to raise awareness.” - Rivertown Toyota; Columbus, GA

• “Being able to provide accurate, factual information to our customers versus the mass public opinion was the biggest accomplishment. Having handouts and flyers available to provide was a huge asset as well so the customer could have the information to take home and process later if they’d like.” - Anderson-Weber Toyota; Dubuque, IA

• “It brought awareness to the cause, people that had vehicles that were not affected by it asked questions regarding the event and stated they would let friends and family members know about it so that they can call in and have us check their VIN number.” - Toyota of Huntington Beach; Huntington Beach, CA

We continue to update event results and share best practices monthly with regional offices in our Dealer Event Success Stories sheet:
Photographs and results of some of these dealer events can be seen below.

**Bredemann Toyota, Park Ridge, IL**  
**Date:** December 9 - 14, 2019  
**Appointments Made** = 20  
**Repairs Performed** = 8  
**Dealer Comment:** “Working off the SOAR lists these people know they have recalls that need to perform but still put off the repairs.”

**Claremont Toyota, Foothill Ranch, CA**  
**Date:** November 30, 2019  
**Attendees Engaged** = 60  
**Appointments Made** = 10  
**Dealer Comment:** “Some people do not see the urgency of completing recalls.”
Danville Toyota, Tilton, IL
Date: December 13, 2019
Guests Engaged = 655
Appointments Scheduled = 3
Dealer Comment: “It was a great branding event. We created the Grinch's Lair and one of our guys dressed as the Grinch. Attendees were able to take pictures with the Grinch and we handed out candy canes along with airbag info from the check your bags marketing items. We made this a December marketing event instead of just one day. I think it was a huge success. I attended the village board meeting and they were very appreciative. We also sent out an email for the event and we made 3-4 appointments through the email.”

Bob Smith Toyota, Crescenta, CA
Date: November 24, 2019
Attendees Engaged = 50
Appointments Made = 3
Dealer Comment: “Very well received by the people we spoke to. They appreciated the fact that Bob Smith Toyota and Toyota were making an effort to get the word out to the local community that Takata is just not an issue for Toyota owners but other brands as well. We've been asked by the Farmers Market organizers to return in January, which we plan on doing.”
Over the course of these events, we have identified opportunities for improvement and are incorporating these enhancements in an updated Takata Safety Event playbook. Updates include adding new photos of recent events, providing new promotional items, enhancing the event toolkit offerings, and improving the request and recap submission user experience.

**iv. National Automobile Dealer Association Conference**

The Quality Compliance group activated a booth inside of the Toyota dealer display and lounge area for Toyota and Lexus dealers at the National Automobile Dealer Association Conference on February 14-17, 2020. Dealers were asked to share their dealer code to win a prize. We utilized their given dealer code to look up and consult with them on their Takata recall performance and engagement on their performance dashboard.

The Takata recall campaign performance dashboard is a summary of a dealership’s participation and performance on the recall. It provides a recap of whether a dealer is participating in a dealer event and mobile repair and accessing Takata owner lists. The dashboard also includes performance measurements for completion rate percentages for PG 1-3, total completion rate percentages, remaining unrepaired VINS, missed opportunities, and percentage of VINS that had a recall search inquiry while in the service drive. Engagement at the Takata booth was extremely positive, and dealership commitment was very strong.
Below is an example of the Takata Dealership Performance Dashboard Screen:

G. Missed Opportunity Report

As discussed in the June 2018 Quarterly Supplement, Toyota has developed 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”. We began sending this report to our field teams across the country in June 2018. We use this in place of mystery shopping to gain insight into opportunities at the dealership level, because it presents a more robust set of data regarding a dealer’s operation with regards to the Takata recalls.
The following graphs summarize the results from the Missed Opportunity Report for vehicles visiting Toyota and Lexus dealerships in the months of January 2019-March 9, 2020 as it relates to the Takata recalls.

Although consistent progress was made month over month in reducing the missed opportunities across both Toyota brands, the announcement of Phase 4 in January 2019 caused a large spike in missed opportunities, and a smaller increase occurred following the announcement of the remaining Phase 5 vehicles in October. Our field teams are engaging with dealership management each month to educate them on the importance of completing all open recalls at the time of service.
In addition, we have developed a best practices guide which was distributed to all field teams in September 2019. The guide explains how to use the data in the Missed Opportunity Report to reach out to those owners and to take action to reduce missed opportunities within the dealership.

To better understand the reason for missed opportunities on PG1-3 vehicles, Toyota launched a new phone-based outreach process specifically for missed opportunity PG1-3 vehicles in May 2019. As described in an earlier section above, the goal is to call the owner back within three months of the last service to determine why the recall was not completed and to help arrange another appointment. Agents are trained to offer convenience services and to ease any owner concern should an owner find out about the recall for the first time. In addition, agents are trained to increase the urgency with any owners who may be refusing the recall remedy for various reasons. Toyota and its dealers 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. Ultimately, if we are unable to convince an owner to repair through escalating urgency and offers of convenience services, we plan to collect their affirmative refusal and account for their vehicle as “Refused Service” as indicated in section XI.

This program, launched in a pilot phase in May 2019, focused on missed opportunities at dealers in the southeastern United States. We have attempted to contact the owners of 4,782 VINs using contact
information obtained during the owner’s recent service visit. These 4,782 VINs received three phone attempts and then a written communication if the owner could not be reached after the phone attempts. Of the 4,782 VINs, we have been able to reach and speak with 916 owners. As of March 13, 2020, the repair status for the 4,782 VINs we attempted to contact, grouped by our success at reaching them or not, is shown in the table below.

<table>
<thead>
<tr>
<th>Group</th>
<th>Total VINs</th>
<th>Repaired VINs</th>
<th>Repair %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer was reached</td>
<td>916</td>
<td>316</td>
<td>35%</td>
</tr>
<tr>
<td>Customer could not be reached</td>
<td>3,866</td>
<td>377</td>
<td>10%</td>
</tr>
<tr>
<td>Total of Both Groups</td>
<td>4,782</td>
<td>693</td>
<td>15%</td>
</tr>
</tbody>
</table>

We also asked vehicle owners and the dealer which they visited the reason that they did not have the repair performed during their visit. The response categories and the percentage of the 4,782 owners who fell into each category are shown below.

<table>
<thead>
<tr>
<th>Reason for Missed Opportunity</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reason was not provided by customer or dealer</td>
<td>31.9%</td>
</tr>
<tr>
<td>Customer declined recall remedy</td>
<td>5.9%</td>
</tr>
<tr>
<td>Customer did not have time to wait for recall repair during visit</td>
<td>3.4%</td>
</tr>
<tr>
<td>Dealer was unable to perform repair during same visit due to scheduling</td>
<td>20.28%</td>
</tr>
<tr>
<td>Dealer did not inform customer about recall (dealer thought there were no parts available)</td>
<td>13.28%</td>
</tr>
<tr>
<td>Dealer did not inform customer about open recall</td>
<td>25.2%</td>
</tr>
</tbody>
</table>

We hope to continue to convert as many of these missed opportunities as possible into repairs through further emphasis of the importance of this recall with dealers and customers. To that end, we promoted the importance of missed opportunities at our National Dealer Meeting held in September 2019 and are developing additional analytics tools for field teams to use in identifying areas of improvement for missed opportunities at dealers. In efforts to support our dealers, we send a breakdown for each region monthly for which dealers have missed opportunities, along with the reason why the opportunities were missed. As we learn more, we will share those results in a future Quarterly Supplement.
The number of missed opportunities is 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.

H. Engagement with Field Teams

We have a multi-tiered communication strategy with our regional field offices as follows:

- Monthly conference calls with our Takata Dealership Task Force (minimum of one representative from each region) to review updated completion numbers, missed opportunities, new outreach efforts, and regional best practices sharing of new or improved ideas for Takata outreach efforts.
- Bi-weekly completion rate reports and other updates are sent to National and Regional management showing completion rate increases by Region, District, and Dealership.
- Bi-weekly updates on the Dealership Event Schedule shared with Takata Dealership Task Force.
- Monthly Missed Opportunity Reporting is provided to regions to identify process gaps and provide solutions.
- Monthly Parts & Service scorecard sent out to National Vice Presidents and Regional management highlighting regional completion rates.

I. Lexus Field and Guest Incentives

Lexus has developed dealer and field incentives to bring focus to Takata remedy completions:

- Area staff have funding to work with dealers on dealer, district, or metro events that raise awareness and seek remedy completions. Examples include:
  - Crown Jewel: Dealers earn bonus points for a national parts and service incentive program for holding/conducting two Takata guest outreach/events (January – March 2020). In January, 46 dealers sent 28,657 print or email notices asking guests to come in for the free recall repair.
  - Complementary Oil Change Offer: Over 25 dealers in the Lexus Southern Area (Zone A) are conducting, or will be conducting through April 2020, complementary oil change/Takata offers. Dealers have found the oil change offer to be a successful tool in moving a guest to remedy completion.
For example, a Lexus field traveler noted on the results for dealers in his district: “I am happy to report that after our Takata/Oil Change campaign at Northside, 44 vehicles took advantage of the promotion (attached). We extended the campaign through the 6th of January to help achieve this number. Among the four Houston area stores, there are 119 confirmed appointments. Amazingly, Northside has 50 of those. It appears that doing the event a second time for them has been equally as effective as the first time.”
• Lexus sent an offer to shop the Lexus Collection to owners of unrepaired PG1-3 vehicles in early November. 767 PG1-3 vehicles have been remedied as of February 24, 2020. Remedies are approximately 2.3% higher than the comparable time frame last year, and owners of vehicles at some distance (over 50 miles from a Lexus dealer) have responded to this offer when other outreach has not spurred action.

• Lexus sent an offer for a charitable contribution to one of four national charities to owners of unrepaired PG10 vehicles in March 2020. See sample of owner communication below.

• Amazing Race to 100—This is a Southern Area dealer competition to reach 100% remedy by year end.

All 68 Lexus Southern Area dealers, placed in 13 groups, are competing for cash prizes and more. The goal is to complete 100% of available Takata Recalls.
V. Specialized Outreach

A. Social Influencer Approach

Toyota has partnered with a vendor to supply unique social media outreach services related to the Takata recall under the name “Carma Project.” For details, please refer to previous Quarterly Supplements. To view Carma Project, visit www.carmaproject.com.

Throughout the first quarter of 2020 Carma has launched several initiatives and site enhancements to continue to improve the effectiveness of the program. Below is a high-level timeline of the major activities associated with Carma Project over the last quarter.

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan '20</td>
<td>Animated Image (GIF) Test</td>
</tr>
<tr>
<td></td>
<td>Missions</td>
</tr>
<tr>
<td></td>
<td>Missions</td>
</tr>
<tr>
<td></td>
<td>CarmaProject</td>
</tr>
<tr>
<td></td>
<td>Curated Partners</td>
</tr>
<tr>
<td></td>
<td>Activity in each of these efforts are either driven by Carma directly or by Carma Ambassadors. An explanation of each category is provided below.</td>
</tr>
</tbody>
</table>
**Animated Image (GIF) Test**

This is a GIF message posted to social media by Carma directly or by Carma Ambassadors via a Carma mission. See example below:

![GIF Image](image)

**Missions**

Missions are messages approved by Carma and posted by Carma ambassador online. These missions earn rewards for the ambassador based on the traffic and results that are driven by each individual ambassador. Ambassadors engage with missions in several ways:

- By visiting the Carma Project website and selecting a mission to share.
- By acting on a mission activation email sent to the ambassador from Carma. In these emails, the ambassador is requested to post a message to their social media via a convenient hyperlink in the mission activation email. These have proved to be an effective way to drive ambassador activity, with an email open rate of 18%.
- Below is an example of a Valentine's Day-themed mission.
Curated Partners

Carma has entered into partnerships with specially selected online influencers who have larger online presences and who have personas and messaging that align with the goals of Carma. Through partnering with these influencers, customized video and messaging is created and then shared by the influencer and by Carma. Below are the results and insights of some of the curated influencer campaigns that have been conducted between November 2019 and early March 2020.

![Curated Partners - Toyota Find Rate](chart.png)

We have the following initial insights from Curated Partners:

- 1 in 70 Toyota vehicles checked through curated partners is equipped with an affected Takata airbag (1 in 20 has an affected Takata airbag across all OEMs).
- Spanish dominant focused partners continue to drive the highest Toyota Takata find rates.
- YouTube is emerging as a promising platform to drive finds with 1 out of every 25 vehicles searched having an affected Takata airbag.

Here are links to two examples of curated Partner messages; https://deadlyairbag.com/andy, http://deadlyairbag.com/yazmin
Drip Rewards

Through our learnings, we discovered that, because ambassadors are only incentivized once a remedy is logged in Toyota systems, there is usually a 30-60 day delay between the time the ambassador originally shared a message to the time they received their incentive. To make rewards more instantaneous, ambassadors will be incentivized a nominal amount (approximately $0.25) for each Toyota/Lexus/Scion vehicle look-up that their share message generates. This strategy will draw a stronger and more instantaneous connection between the ambassador share activity and the ambassador incentive. This drip reward should provide a stronger incentive for the ambassador to stay engaged and share messages more regularly.

A small test of this reward mechanism occurred in Q3 2019. This small test showed positive results, so additional tests will be conducted to further refine this strategy and determine if more widespread deployment is desirable. Below are results from some of the initial tests conducted in Q3 and Q4 2019.

<table>
<thead>
<tr>
<th></th>
<th>Vehicles Checked</th>
<th>Takata Finds (All OEMs)</th>
<th>Takata Find Rate (All OEMs)</th>
<th>Takata Finds (TMNA)</th>
<th>Takata Find Rate (TMNA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drip Rewards</td>
<td>412</td>
<td>55</td>
<td>13.3%</td>
<td>16</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

Based on these results, there is promise that drip rewards have the potential to drive even more ambassador participation, which will lead to more affected vehicles being found and fixed.

Those are just a few of the updates that are ongoing on carmaproject.com. Results of these and other enhancements will be shared in future Quarterly Supplements.

Through ambassador recruitment advertising and news stories, Carma has over 24,200 ambassadors as of March 19, 2020.

Toyota monitors the performance of Carma Project on a weekly basis and works with the Carma team to continuously optimize the site and user experience.
Below are some figures highlighting the performance of Carma Project as of March 19, 2020.
We continue to see the remedy rates increase each quarter. Q4 2019 remedy rate increased 75% compared to Q3 2019. As of March 5, 2020, Q1 2020 remedy rate is trending 65% better compared to Q4 2019.

Across all manufacturers, over 19,406 vehicles with active Takata airbag recalls have been searched on Carma. Below are some statistics to show the impact that Carma is having for Toyota, as well as for other OEMs. Note that, because Toyota is the founding sponsor of Carma, the statistics for Toyota tend to be stronger than that of other manufacturers.
Over the last quarter, Toyota has seen a steady increase in the percentage of searches that result in finding a Toyota/Lexus/Scion with an active Takata recall (Q2 2019 8.0%, Q3 2019 11.6%, Q4 2019 22.4%).

### Active Takata Recalls Found on CarmaProject.com

<table>
<thead>
<tr>
<th>OEM</th>
<th>Total Searches</th>
<th># of Active Takatas Found</th>
<th>% of Searches w/ Active Takata</th>
</tr>
</thead>
<tbody>
<tr>
<td>OEM A</td>
<td>262</td>
<td>68</td>
<td>26.0%</td>
</tr>
<tr>
<td>Toyota Motor North America*</td>
<td>19,701</td>
<td>4,413</td>
<td>22.4%</td>
</tr>
<tr>
<td>OEM E</td>
<td>2,285</td>
<td>195</td>
<td>8.5%</td>
</tr>
<tr>
<td>OEM B</td>
<td>393</td>
<td>32</td>
<td>8.1%</td>
</tr>
<tr>
<td>OEM C</td>
<td>676</td>
<td>44</td>
<td>6.5%</td>
</tr>
<tr>
<td>OEM G</td>
<td>2,681</td>
<td>165</td>
<td>6.2%</td>
</tr>
<tr>
<td>OEM D</td>
<td>2,194</td>
<td>125</td>
<td>5.7%</td>
</tr>
<tr>
<td>OEM F</td>
<td>2,280</td>
<td>69</td>
<td>3.0%</td>
</tr>
<tr>
<td>OEM J</td>
<td>722</td>
<td>21</td>
<td>2.9%</td>
</tr>
<tr>
<td>OEM I</td>
<td>1,603</td>
<td>42</td>
<td>2.6%</td>
</tr>
<tr>
<td>OEM H</td>
<td>585</td>
<td>12</td>
<td>2.1%</td>
</tr>
<tr>
<td>OEM K</td>
<td>396</td>
<td>8</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

Data based on recall searches conducted from 12/1/19 - 2/29/2020.

*TMNA is a founding sponsor of CarmaProject.com. As a result, TMNA has a disproportionate number of searches than those of other OEMs.

### Remedy Rate After Recall Check On CarmaProject.com

Data based on recall searches conducted from 12/1/19 - 2/29/2020.

Remedy rates based on the total number of Takata affected vehicles repaired, divided by the total number of Takata affected vehicles found, by OEM.

*TMNA is a founding sponsor of CarmaProject.com. As a result, remedy rate for TMNA is disproportionate to those of other OEMs.

**Carma drove record number of lookups during this time period, causing Remedy Rate to decrease.

Remedy Rate: 22%**
This indicates that Toyota-specific targeted messaging continues to improve the results for Toyota compared to that of other OEM vehicles that are searched on carmaproject.com.

B. Certified Mail

Toyota previously piloted and has now expanded 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 confirm owner receipt of outreach materials and 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 November and December 2019, Toyota sent certified mail to certain remaining owners of unrepaired vehicles in PG7 and PG8. Toyota used enhancements that had been made to previous certified letters in this notification, including personalization of the letter, emphasizing convenience services like loaner vehicles and vehicle pickup, making the letter available in ten languages through online resources, and including a reply card for owners to update contact information and vehicle status.

As of February 19, 2020 the results of this mailing are shown in the table below.

<table>
<thead>
<tr>
<th></th>
<th>PG-7</th>
<th>PG-7 Results</th>
<th>PG-8</th>
<th>PG-8 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Quantity</strong></td>
<td>55,922</td>
<td>53,244</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivered</td>
<td>27,048</td>
<td>48.37%</td>
<td>28,827</td>
<td>54.14%</td>
</tr>
<tr>
<td>Undeliverable</td>
<td>6,440</td>
<td>11.52%</td>
<td>7,246</td>
<td>13.61%</td>
</tr>
<tr>
<td>In Transit/Waiting for Owner to Respond</td>
<td>22,434</td>
<td>40.12%</td>
<td>17,171</td>
<td>32.25%</td>
</tr>
<tr>
<td>Repairs for VINs that had Certified Mail Delivered</td>
<td>8,429</td>
<td>15.07%</td>
<td>6,470</td>
<td>12.15%</td>
</tr>
</tbody>
</table>
The repair rate for PG7 has increased over 778% since the certified letters began in November. The repair rate for PG8 has increased over 168% since the certified letters began in December.

Toyota will continue to employ the use of certified mail as part of Stages 4 and 5 of our Outreach Strategy.
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 continue to evaluate these sources to determine if the owner data provided are different, and potentially better than, the traditional vehicle registration data.

<table>
<thead>
<tr>
<th>Source</th>
<th>Summary</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor A</td>
<td>Proprietary database of secondary address information different from the traditional DMV sources.</td>
<td>Complete. Limited additional information, decided not to use.</td>
</tr>
<tr>
<td>Vendor B</td>
<td>Address Hygiene and Third-Party Change of Address Sources that are non-USPS based (i.e., utility bill forwarding, etc.).</td>
<td>Complete – currently in use</td>
</tr>
<tr>
<td>Vendor C</td>
<td>Gather available owner information from public facing websites for return mail addresses to attempt to find owners current residence.</td>
<td>Complete. Limited additional information, decided not to use.</td>
</tr>
<tr>
<td>Vendor D</td>
<td>Proprietary data source using DMV registration data and other proprietary sources.</td>
<td>Complete. Some additional information, awaiting the results of Vendor E trial before proceeding further.</td>
</tr>
<tr>
<td>Vendor E</td>
<td>Proprietary data source based on insurance industry data.</td>
<td>Mailing trial underway</td>
</tr>
</tbody>
</table>

In addition, based on the positive results from Vendor B, Toyota is conducting data hygiene activities in advance of the certified letters, as we believe this to be more efficient. PG5 certified mail activities were the first to have data hygiene treatment from Vendor B applied in advance of the mailing, and we will continue this practice for future certified mail activities.

Toyota has been conducting an evaluation of data provided by Vendor E. We obtained information for approximately 16,000 owners and conducted a certified mailing to evaluate the effectiveness of Vendor E’s data. VINs for which owner name or address were different from our standard owner data source
were sent certified mail, and the delivery results were compared to prior certified mailing delivery results. A comparison of the owner information for Vendor E compared to our standard source is shown below.

<table>
<thead>
<tr>
<th>Vendor E Owner Information compared to Standard Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name Comparison</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Same</td>
</tr>
<tr>
<td>Different</td>
</tr>
</tbody>
</table>

The table above shows that the owner data is different between Vendor E and our standard data source for a significant portion of the population. Of particular note is the number of VINs which had both owner name and address different between the two sources. This indicates that the two data sources have different owners for the VINs in this group. To determine if the owners identified by Vendor E are more accurate than our standard source, a mailing trial was conducted using Vendor E’s data for any VIN for which the owner address or both owner name and address were different between the two sources. The result of this mailing is shown below.
As the graphs show, delivery results were higher using Vendor E’s data, particularly for those VINs for which Vendor E had a different owner name and address. We are encouraged by the results of this trial and plan to conduct an additional trial to evaluate Vendor E’s data against Vendor B’s to determine how to best use the available data from these vendors in our data hygiene processes.

D. **Vehicle Canvassing**

Toyota recently concluded our Phase III canvassing program. Phase III was launched in late May 2019, as an expanded outreach from Phase II. Additional vehicle models and model years were targeted, as well as expansion in the previously targeted Florida and Puerto Rico areas and the launch of canvassing in new metro areas in certain parts of Texas and Southern California. This phase resulted in over 101,521 canvassing attempts on 45,206 VINs. Canvassing agents were able to set repair appointments for 20.1% of all outreached VINs. 7.6% of the outreached owners had the repair performed after a canvassing visit without having an appointment set by a canvassing agent, and 4.5% were repaired following a pre-canvassing mail notification sent approximately 30 days prior to scheduling a canvassing visit. In total, 32.2% of the targeted population had repairs performed which were either directly or likely influenced by a component of the canvasing program.
The table below summarizes the canvassing appointment results from Phase III.

<table>
<thead>
<tr>
<th>Metro</th>
<th>Canvassing Performed</th>
<th>Repair Summary</th>
<th>Repair Percentage of Canvassed VINs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VNs: Canvassed</td>
<td>Canvassing Attempts</td>
<td>App't Set by Canvassing, Repair Unconfirmed</td>
</tr>
<tr>
<td>CA</td>
<td>10403</td>
<td>22170</td>
<td>507</td>
</tr>
<tr>
<td>INLAND EMPIRE</td>
<td>2184</td>
<td>5710</td>
<td>139</td>
</tr>
<tr>
<td>LOS ANGELES</td>
<td>7756</td>
<td>15474</td>
<td>361</td>
</tr>
<tr>
<td>SAN DIEGO</td>
<td>463</td>
<td>986</td>
<td>7</td>
</tr>
<tr>
<td>FL</td>
<td>18905</td>
<td>42724</td>
<td>605</td>
</tr>
<tr>
<td>MIAMI</td>
<td>12199</td>
<td>28253</td>
<td>419</td>
</tr>
<tr>
<td>ORLANDO</td>
<td>3802</td>
<td>8946</td>
<td>108</td>
</tr>
<tr>
<td>TAMPA</td>
<td>2904</td>
<td>5525</td>
<td>78</td>
</tr>
<tr>
<td>PR</td>
<td>6927</td>
<td>17481</td>
<td>333</td>
</tr>
<tr>
<td>PUERTO RICO</td>
<td>6927</td>
<td>17481</td>
<td>333</td>
</tr>
<tr>
<td>TX</td>
<td>8650</td>
<td>18444</td>
<td>307</td>
</tr>
<tr>
<td>AUSTIN</td>
<td>1257</td>
<td>2280</td>
<td>20</td>
</tr>
<tr>
<td>DALLAS</td>
<td>2652</td>
<td>5234</td>
<td>133</td>
</tr>
<tr>
<td>HOUSTON</td>
<td>3460</td>
<td>8440</td>
<td>95</td>
</tr>
<tr>
<td>SAN ANTONIO</td>
<td>1281</td>
<td>2490</td>
<td>59</td>
</tr>
<tr>
<td>OTHERS</td>
<td>321</td>
<td>702</td>
<td>3</td>
</tr>
<tr>
<td>OUTSIDE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TARGET</td>
<td>321</td>
<td>702</td>
<td>3</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>45,206</strong></td>
<td><strong>101,521</strong></td>
<td><strong>1,755</strong></td>
</tr>
</tbody>
</table>

*Repair Unconfirmed describe appointments which would have been recently completed or are scheduled to be performed on a future date.

Toyota deployed Phase IV canvassing in January and will be conducting this phase throughout 2020, with deployment duration dependent on the unrepaired population in a targeted market. This canvassing program is being conducted by the same vendor as Phase III and focuses on Priority Group 1 to 3 vehicles in areas of Zone A states in which canvassing is a practical and scalable method of outreach. Toyota is planning to conduct outreach on approximately 108,000 VINs for this phase and continues to focus
primarily on the areas of high unrepaired vehicle density, such as Los Angeles, Atlanta, and metro areas in Texas.

Phase IV includes metros in which prior Toyota canvassing has not yet been attempted, such as New Orleans, Louisiana and Thousand Oaks/Santa Clarita, California. With the end of Phase III, multiple canvassing attempts have been performed on the majority of the PG 1 to 3 vehicles in the previously targeted Florida metros and Puerto Rico, so canvassing deployment in these areas will not be included in Phase IV.

Some of the new areas with less population will be deployed in shorter engagements that do not last the entire duration of Phase IV, and include Jacksonville, Florida, Baton Rouge, Louisiana, and Mobile, Alabama. Some less populous metros will have canvassing only conducted during highly focused, short-term blitz activities. These blitz activities would last about a week and involve close collaboration with the local dealerships. Each blitz would be staffed by canvassing agents from nearby metros where longer term canvassing is being deployed.

VI. Supporting Outreach Activities

A. Using Toyota’s Website to Improve Recall Completions

As reported in our past Quarterly Supplements, 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). We have been enhancing this site over the past year with several new features designed to inform owners about the recall, quickly and easily allow owners to check if their vehicle is affected by the recall and make an appointment to have the remedy performed. The site contains other information and resources for Community engagement activities.

We believe that the Toyota recall website has been very helpful in improving Toyota’s completion rates. Our data show that 7,428,206 Takata recall VINs were processed through the Toyota.com/recall website VIN look-up tool from July 15, 2016 to February 29, 2020. 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 4,861,252. Thus, of the 7,428,206 VINs processed, 65% are now complete.
B. Efforts to Engage Independent Repair Facilities (IRF’s)

As described in our Recall Engagement Plan and prior Quarterly Supplements, 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.

i. Current Results for Toyota Active Recall

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. There are approximately 30,000 automotive aftermarket locations using the Mitchell 1 system with “Toyota Active Recall.” 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. Since this program was launched with these companies, we have seen the following results as of February 29, 2020:

<table>
<thead>
<tr>
<th>Active Recall Consumer</th>
<th># of VINs Checked</th>
<th># of VINs Found with Open Takata Recalls</th>
<th># of Found VINs with open Takata Recalls that were Repaired After Look-up Occurred*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitchell 1</td>
<td>4,691,820</td>
<td>771,987</td>
<td>181,624</td>
</tr>
<tr>
<td>Revecorp</td>
<td>712,022</td>
<td>106,386</td>
<td>13,361</td>
</tr>
</tbody>
</table>

*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.

The chart below shows the number of look-ups for which the vehicle was repaired after the look-up by vehicle model year for the entire program as of February 29, 2020.
The chart shows that the Active Recall system continues to support identification of the older model year vehicles involved in the recall, some of which are no longer visiting Toyota dealerships for routine service.

![chart showing vehicles for which repair occurred after lookup by model year]

### ii. Future Opportunities

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

<table>
<thead>
<tr>
<th>Provider</th>
<th>Services</th>
<th>Reach</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Service Information System</td>
<td>Less than 30K subscribers</td>
<td>Onboarding</td>
</tr>
<tr>
<td>B</td>
<td>Service Information System</td>
<td>30K to 50K subscribers</td>
<td>Contract in negotiation</td>
</tr>
<tr>
<td>C</td>
<td>Collision Estimating System</td>
<td>30K to 50K subscribers</td>
<td>Contract in negotiation</td>
</tr>
<tr>
<td>D</td>
<td>Service Information System and Vehicle Marketing Software</td>
<td>30K to 50K of dealer subscribers, millions of consumers</td>
<td>Contract in negotiation</td>
</tr>
<tr>
<td>E</td>
<td>Electronic Parts Information System</td>
<td>90% Toyota Dealers/95% Lexus</td>
<td>Contract in negotiation</td>
</tr>
</tbody>
</table>
C. Finding and Repairing Vehicles for Sale

As detailed in our June 2018 Quarterly Supplement, Toyota has been engaging with a vendor to identify vehicles for sale online, and we have developed a process with our mobile repair vendor and our dealers to repair these vehicles. The vendor’s process identifies vehicles for sale on Autotrader, Cars.com, Edmunds, and Carstory. Vehicles with all open recalls are reported to Toyota, and an automated email message is sent to the sellers, notifying them of the open recall on the vehicles they are selling.

The image below describes how dealers and our mobile repair vendor are brought into the process to follow up with the sellers to promote vehicle repair.

In November 2019, we expanded this project to include all affected Takata vehicles. As of January 29, 2020, we have found 9,797 unique VINs through this program, and 2,025 of them are now repaired.
The graph below shows the trend of the number of VINs found through this program since adding additional affected models in November 2019 and the rate of completion for these found VINs within 60 days of their detection.

The graph below shows the number of emails sent to sellers notifying them of the open airbag recalls on the vehicles they are selling. At the beginning of this program, we could communicate with about one third of the sellers by email on average based on the available contact information provided in online listings. However, our vendor has made some process improvements and now leverages contact information found across multiple listings for the same seller to increase the availability of email addresses which we can use to contact a seller.
We continue to stress the importance of this information to our dealers and encourage them to follow up on these unrepaird vehicles for sale near them. We are hopeful that, with continued focus on these identified vehicles by dealers and our mobile repair vendor, we can increase the rate of completion month over month.

D. **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 minimize the inconvenience barrier, wherever possible, to maximize completion rates, including offering alternate transportation, pickup and delivery, and mobile repair where available. Although owner communication content varies depending on the outreach activity and channel, we strive to include offers of free loaner vehicles and free pickup and delivery in every form of outreach. All mailed communications to owners offer these two free services, and some offer additional services such as mobile repair, depending on the location where the mail is being sent.

i. **Mobile Repair Update**

Toyota has developed a mobile repair platform through two different third-party vendors, AER Manufacturing and Martin Technologies. The program with AER was initially launched in the Dallas-Fort Worth market in early May 2018. Next, AER expanded to the Miami, Tampa Bay, and Orlando metros to support canvassing efforts in Florida. The program was also expanded to Houston, San Antonio, and Austin metros.

There have been 75 dealers in Florida and Texas that have signed agreements to participate in the third-party mobile repair program with AER. Expansions to other metros has been reviewed with AER, but capacity constraints imposed by AER and the complexities to administer the program with the facing dealerships are limiting factors. Currently, AER designates one day a week for Toyota mobile repairs, and for most metros, the capacity is filled weeks in advance. Nearly all of this repair demand is generated by the canvassing activities. In late November 2019, AER ceased support of Toyota mobile repairs in Houston. In December 2019, Toyota discontinued the canvassing efforts in the Florida markets supported by AER. As a result, AER total repair volume has decreased. As of March 4, 2020, AER has performed a total of 1,045 repairs from all locations.
Martin Technologies has begun providing mobile repair service in Southern California and has been staffing to support the generated repair demand in the Los Angeles, Inland Empire, and San Diego areas. Martin Technologies has not imposed scheduling restrictions and has staffed an inbound phone line for appointment scheduling. Toyota has established this company as a Toyota vendor, and will be utilizing their mobile repair support in the ongoing canvassing efforts in California. Initially, mail notifications specifically offering mobile repair were sent to owners in the areas serviced by Martin. Since that time, canvassing has expanded in Southern California, which has proven to be a more effective method of generating repair appointments, and the focused efforts of the canvassing outreach have made repair appointment scheduling more efficient. There are currently 43 dealers that have signed agreements to participate in the Martin Technologies repair program.

Toyota has also developed a mobile repair program for dealers, which was launched nationwide in July 2019. As of March 4, 2019, 134 dealers have enrolled in the program. Overall, dealer participation is still low, and the majority of the mobile repairs are completed by just a few dealers. Feedback from dealers indicates that they view mobile repair as something that would disrupt their normal service operations and make them less efficient. Similar to the third-party performed mobile repairs, most of the dealer mobile repair demand is generated from local canvassing. The dealers who have been regularly performing mobile repairs have maintained close collaboration with the canvassing team to ensure efficient appointment setting processes that align with their normal operations. Toyota will continue to monitor and adjust the mobile repair programs to help ensure they are viable recall repair options in select area.

E. Check to Protect

Toyota continues its partnership with 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.

Check to Protect aligns well with the direction of Toyota’s initiatives, as we strive to inform, educate, and engage the public about the importance of repairing vehicles with open safety recalls. The coalition has recently grown, with Ford joining the campaign.
The following events have occurred or are scheduled for the first quarter of 2020:

- March 2-6, 2020--Vehicles Safety Recall Week in Maryland
  - Partnership with Maryland Department of Transportation Motor Vehicle Administration

- March 2-6, 2020--Vehicle Safety Recall Week
  - Distribution of law enforcement toolkit in target states (Florida, Louisiana, Maine, New Jersey, and Washington)

- CellARide Pilot Program
  - Offers an easy option for users to check for recalls via texting a photo of their license plate

- Carma Pilot Program
  - Committed to an initial set of five events this year, two of which are in Q1 of 2020
    - Middle Tennessee State University in Murfreesboro, TN (March 24)
    - Telemundo Health & Fitness Expo in Anaheim, CA (March 29)

F. **NHTSA Vehicle Recalls Safety Week**

Toyota posted an all associate email message to alert team members about NHTSA’s Ahead of Daylight-Saving Time and Vehicle Safety Recalls Week (March 2-6). NHTSA was urging consumers to check for recalls, and we shared this message with our internal staffs and Toyota customers.
In conjunction with time springing forward, we encouraged our employees and consumers to take a simple safety step and check for recalls with the messages included below:

Internal: All Team Member Email

Toyota Once Again Named a ‘Best Place to Work for LGBTQ Equality’
The Human Rights Campaign (HRC) has named Toyota a best place to work for lesbian, gay, bisexual, transgender and queer (LGBTQ) for the 13th consecutive year. Toyota scored a perfect 100 in HRC’s Corporate Equality Index, which evaluates corporate policies and practices that support an inclusive culture and corporate social responsibility.

Vehicle Safety Recalls Week: Check for Open Recalls
March 2-6 is Vehicle Safety Recalls Week and it’s a good reminder for team members to encourage their families and friends to take a simple safety step and check their vehicles for open recalls. Air bags aren’t the only piece of equipment that can be under recall. Tires, car seats and other equipment in a vehicle also can be under a recall. Use this site to check for recalls and receive alerts about new recalls.

External: Twitter Post

F. CarmaGo

Toyota has partnered with a vendor to develop a specialized Video License Plate Recognition (VLPR) system focused on building the technology necessary for capturing groups of license plates via VLPR, translating those license plates to VINs, and subsequently looking up open recalls in real-time. Customized hardware and software have been developed to combine all elements of this technology into a user-friendly, seamless, and real-time-response package that can be used in a variety of settings. Privacy considerations are also being incorporated to support the safety intent of the technology. For additional details and past projects using this technology, refer to previous Quarterly Supplements.
Currently, Toyota is deploying this VLPR technology in a strategy called CarmaGo. Under the CarmaGo strategy, the partner that has developed the VLPR technology will be conducting the scanning and tagging of vehicles. That same partner will also work to gain permission to conduct the scanning and tagging in the chosen locations, focusing on locations where large numbers of vehicles congregate, such as mall parking lots.

- **Pilot 1**

Pilot 1 launched in late August and completed in October. This activity was focused in Orange County, California. The scope of the pilot was to identify and tag 1,000 Toyota/Lexus/Scion vehicles with an open Takata recall. Below are the results of this pilot.

<table>
<thead>
<tr>
<th><strong>Active scanning hours</strong></th>
<th>~160</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vehicles scanned (all OEMs)</strong></td>
<td>~61,000</td>
</tr>
<tr>
<td><strong>Toyota, Lexus, Scion vehicles scanned</strong></td>
<td>~18,500</td>
</tr>
<tr>
<td><strong>Toyota, Lexus, Scion vehicles with unrepaired Takata recall – vehicles tagged</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Toyota, Lexus, Scion Takata completions (within 90 days of tag)</strong></td>
<td>250</td>
</tr>
</tbody>
</table>

Below is a breakdown by Priority Group of the 1,000 vehicles tagged.

![Breakdown by PG](image-url)
Below is a breakdown by Priority Group of the completions.

At the time of CarmaGo pilot 1, Toyota had conducted certified mail for PGs 1-8. Of the 181 PG 1-8 VINs repaired under CarmaGo pilot 1:

- Approximately 8% of those VINs were returned by the USPS as undeliverable.
- Approximately 13% of those VINs have been in an ‘in-transit’ status for over four months. Toyota expects that the majority of these will also not be delivered.

These data indicate that CarmaGo can be an effective method to locate vehicles on the road and tag the vehicle directly, even for vehicles with difficult-to-notify owners.

Different versions of leave-behind materials were tested during the pilot. Below are some examples. There are several unique features of these leave-behind materials:

- A preapproved handwritten note was included in multiple versions.
- A print on demand sticker with vehicle information was included in all versions.
- A rubber bracelet was included in multiple versions.
- Different envelope types (yellow paper, black paper, clear plastic) were used.
• One version of the leave-behind directed the vehicle owner to a canvasser that Toyota is using in the Orange County area.

• Different size/shape of the leave-behind materials were used.

![Leave Behind Examples](image-url)
Below are the results of the different leave behind materials. The percentages shown are the remedy rates for each of the leave behind materials, with the highest percentage indicated in the green boxes.

**Most Creatives Had a 20%+ Conversion Rate**

- **A:** 24%
  - Square
  - Yellow
  - Note
  - Bracelet

- **B:** 29%
  - Square
  - Clear
  - Note
  - Bracelet

- **C:** 25%
  - Square
  - Clear
  - Markers
  - Note
  - Bracelet

- **D:** 24%
  - Rectangular
  - Tall
  - Black
  - Note
  - Bracelet

- **E:** 18%
  - Rectangular
  - Tall
  - Yellow
  - Note
  - Bracelet

- **F:** 28%
  - Postcard only (no packaging)

- **G:** 22%
  - Rectangular
  - Short
  - Yellow
  - Note
  - Bracelet

- **H:** 20%
  - Rectangular
  - Short
  - Yellow
  - Note
  - Bracelet
  - Toyota Loyalty

**Pilot 2**

Based on the results from Pilot 1, Toyota has started a second CarmaGo pilot. Pilot 2 launched in early February and completed in late February. This activity was focused in several Southern California counties; see map below.
The scope of the pilot was to identify and tag 5,000 Toyota/Lexus/Scion vehicles with an open Takata recall. Below are the results of this pilot as of March 19, 2020:

<table>
<thead>
<tr>
<th></th>
<th>~520</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active scanning hours</td>
<td></td>
</tr>
<tr>
<td>Vehicules scanned (all OEMs)</td>
<td>~257,800</td>
</tr>
<tr>
<td>Toyota, Lexus, Scion vehicles scanned</td>
<td>~75,100</td>
</tr>
<tr>
<td>Toyota, Lexus, Scion vehicles with unrepaird Takata recall – vehicles tagged</td>
<td>5,000</td>
</tr>
<tr>
<td>Toyota, Lexus, Scion Takata completions (within 90 days of tag)</td>
<td>849</td>
</tr>
</tbody>
</table>

Below is a breakdown by Priority Group of the 5,000 vehicles tagged.

Below is a breakdown by Priority Group of the completions as of March 19, 2020.
Based on learnings from Pilot 1, different versions of leave-behind materials were tested during Pilot 2. The best performing leave behind from Pilot 1 was used, along with two new versions of leave behind. Below are examples. There are several unique features of these leave-behind materials:

- When a vehicle is identified, a mobile sticker printer will print that vehicle’s Year/Make/Model, License Plate, and VIN. This print on demand sticker with vehicle information was included in all versions of the leave behind.
- Two versions of the leave behind have a tear-away that includes information in multiple languages.

### Leave Behind Example 1 (carry over from Pilot 1)

![Image of leave behind example 1]

### Leave Behind Example 2

![Image of leave behind example 2]
Your vehicle has a DEADLY AIRBAG safety recall!

Important Safety Recall Notice:
Your vehicle is affected by a deadly Takata airbag recall. A metal part inside can explode and kill you. Schedule your FREE recall repair by visiting ANY authorized dealer. FREE alternative transportation is available during the FREE recall repair. Learn more at www.toyota.com/recall/takata

Aviso importante de retiro de seguridad:
Su vehículo se ve afectado por el mortal retiro de las bolsas de aire Takata. Una parte metálica adentro puede explotar y matarle. Programa su reparación de retiro GRATUITO visitando CUALQUIER dealer autorizado. Hay transporte alternativo GRATUITO disponible durante la reparación GRATUITA del retiro. Obtenga más información en www.toyota.com/recall/takata

Thông báo Quan trọng về Thử hối vi An toàn:

Important: Your vehicle has a defective airbag. A metal part inside can EXPLODE and kill you.

FREE recall repair! (even if you purchased vehicle as used)

Visit any local authorized dealer
You can also CALL or TEXT 844-426-5459 to schedule a FREE recall repair. FREE alternative transportation is available during the FREE recall repair. Hablamos Español

www.toyota.com/recall/takata

Makulay Mga Airbag Recall para sa Kaligtasan:
Ang iyong sasakyan ay apéstado ng nakamamatyag na Takata airbag. Ang isang metal na bahagi sa loob ay maaaring sumabog at kuminit ng iyong buhay. Mag-keledyad na maging LIBRENG pagbawi, upang nakuha niyo ang gawang pagbawi. Mag-keledyad na maging LIBRENG alternatibong transportasyon habang binawal ito upang kumpitikan lang LIGITE. Alamin ang ligitas na sa www.toyota.com/recall/takata

Leave Behind Example 2
Your vehicle has a DEADLY AIRBAG safety recall

Important Safety Recall Notice:
Your vehicle is affected by the deadly Takata airbag recall. A metal part inside can explode and kill you. Schedule your FREE recall repair by visiting ANY authorized dealer. FREE alternative transportation is available during the FREE recall repair. Learn more at www.toyota.com/recall/raTakata

Aviso importante de retiro de seguridad:

Thông báo Quan trọng về Thư hồi An toàn:
Xe của quý vị có bị ảnh hưởng bởi Takata gây chết người. Một phần kim loại bên trong có thể phát nổ và làm cho quý vị chết. Quý vị có thể hồi hoen sửa chữa theo nhu cầu MIỄN PHÍ bằng cách ghe thêm SAT KÝ để ký vào đơn (hoặc quẹt, hãy treo MiỄN Phí ghi phép tại điều độ để tơi trong quá trình sửa chữa theo nhu cầu MIỄN Phí. Tìm hiểu thêm tại www.toyota.com/recall/raTakata

 중요한 안전 회고 내용:
타카타 회고는 산업에서 안전성을 지키는 차량의 방어 재료로 사용되는 경고기의 일부로, 폭발할 수 있습니다. 휴가 대화 대화는 안전한 교통 팟을 사용하는 차량에 대해 살짝 알립니다. 안전하게 운전을 위해, 이와 같은 안전 회고 내용을 확인해 주시기 바랍니다. www.toyota.com/recall/raTakata

Mahalagang Abiko ng Pagbabaw (Recall) para sa Kalataposan:
Ang impang kapalit ay apektadong nakakamatay na bagong Takata airbag. Ang ibang metal na bahagi sa loob ay makasarap o amabot at kunot ng impang buntot. Magpa-periksa ng impang LIBRENG pagbawi upang matumpakan ito sa pamamagitan ng pagpinta sa AALUMANS swatistaanong napunong May paggamit ang LIBRENG alternatibong transportasyon bahagi iba hindi ito upang kumapit ng LIBRE. Alamin ang higit pa sa www.toyota.com/recall/raTakata

URGENT
Your vehicle has a defective airbag. A metal part inside can EXPLODE and kill you.

FREE recall repair
(even if you purchased vehicle as used)

 VISIT any local authorized dealer

You can also CALL or TEXT 844-657-8778 to schedule a FREE recall repair. FREE alternative transportation is available during the FREE recall repair. Hablamos Español

This program is sponsored by Toyota Motor North America and is powered by Carma Project. Learn more at CarmaProtects.com.
Below are the early results of the different leave behind materials. The percentages shown are the remedy rates for each of the leave behind materials as of March 19, 2020. The remedy rates are expected to increase over the next several months as this pilot wraps up.

<table>
<thead>
<tr>
<th>Leave Behind Version</th>
<th>Remedy Rate as of 3/19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Version 1</td>
<td>18.8%</td>
</tr>
<tr>
<td>Version 2</td>
<td>15.9%</td>
</tr>
<tr>
<td>Version 3</td>
<td>13.0%</td>
</tr>
</tbody>
</table>
Below are the early results comparing the remedy rate for the Toyota, Lexus, and Scion vehicles that were tagged to other OEM vehicles that were identified, and not tagged, as having an open Takata recall during the activity as of March 19, 2020. The remedy rates for other OEM vehicles was determined by using the CARFAX batch VIN look-up tool.

G. Salvage Inflator Recovery

As we discussed in the Recall Engagement Plan, the recovery of inflators from salvage/scrap vehicles has several 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 March 2, 2020, RAS has recovered 29,550 Takata inflators from Toyota and Lexus vehicles and has located an additional 16,543 inflators to be recovered. (Note: While 29,550
salvage inflators have been recovered, some of these were from vehicles accounted for in the SSE population reported in Section II.)

![Inflators Recovered Per Month](image)

Toyota and RAS have found that, for some of the identified VINs, recovery of the inflator is not possible, because the airbags have deployed, or they are missing. Toyota has developed and launched a process with RAS to identify deployed and missing airbags in salvage yards, collect photo documentation of the condition of the vehicle, and account for these vehicles. This process was launched November 25, 2019. Since the launch, we have identified 236 deployed airbags and 66 missing airbags. As additional results come in from this expansion of the program, we will provide updates in future Quarterly Supplements.

**VII. 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).

**A. Customer Survey to Determine the Most Effective Forms of Communication**

Toyota continues to conduct customer surveys that ask the following three questions (each question had a list of items for the respondent to further select to help ensure clarity):

1. What made you take your vehicle to the dealership for the Takata airbag recall repair?
2. To better understand your 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?

Our latest feedback from the December 2019 surveys show the following results:

*Survey Results (based on 2,494 customers who responded to the survey):*

1. What made you take your vehicle to the dealership for the Takata airbag recall repair?
   - A significant portion of respondents (87.45%) still indicate that “Mail from Toyota” was the primary driver to prompt their action, with the second largest percentage (11.05%) attributed to receiving email from Toyota.
2. To better understand your preference for Toyota to send follow-up communications for future recalls, what methods do you feel would be most effective?

- Much like what prompted owners to obtain the remedy, mail and email from Toyota are the most desired methods of follow-up communication. Following this, phone calls from dealerships and Toyota ranked higher than the other prompts.

![Follow-up Methods n =2,494]

3. What barriers, if any, prevented you from scheduling your repair for the Takata airbag inflator recall sooner?

- In this survey period, 27.5% stated none of the listed options fit their reasoning, 25.41% of customers said the barrier to scheduling the recall was that they did not have time to bring vehicle to dealership, and 24.97% did not have knowledge of recall.

![Barriers to Scheduling Recall n=2,494]
Toyota continues to work diligently to remove barriers that prevent owners from taking action.

B. Engagement with State DMVs and Municipal Agencies

Toyota has been partnering with other OEMs and the Takata Monitor in engaging State DMVs and municipal agencies to support the Takata recall outreach effort. The industry is providing DMVs and municipal agencies with print and digital assets to educate vehicle owners about the Takata recall and its severity. Some government agencies have displayed this messaging in their offices and on their websites. In addition, some DMVs and municipal agencies are partnering with OEMs to send letters to registered owners in their states on DMV or municipal agency letterhead to create a new and unique look to the Takata recall messaging. Providing messaging about the importance of the Takata recall through the DMV and municipal agencies may impart a renewed sense of urgency for some owners.

Toyota has partnered with many DMVs to date for a DMV-branded Takata recall letter which was sent to the registered owners with open Takata recalls in their states. States that have been previously participated are New York (two mailings), Louisiana, Michigan, Mississippi, Alabama, Wisconsin, Virginia, Kentucky, North Carolina, Pennsylvania, Arkansas, Florida and Minnesota. Since the previous Quarterly Supplement, Vermont, South Carolina, Georgia, Ohio, Connecticut, Massachusetts, the California Bureau of Automotive Repair, and the City of La Puente, California, have mailed letters. Here is an overview by state:
Based on results of the DMV letters from these states, Toyota will continue to support the DMV Engagement working group and engage with state DMVs wherever possible. The latest states where discussions have started are Texas and New Hampshire. As part of the DMV Working Group, we continue to make progress with California, Florida, and other states. In addition, we are encouraging the SSA team to identify additional opportunities for state DMV engagement.

C. Efforts to Increase Completions in Puerto Rico

Toyota launched several initiatives specific to the Puerto Rico market. The Dealer Event Playbook has been translated to Spanish and furnished to dealers in October 2019. Further, we developed a process for assigning open recall VINs to dealers. Service data has been gathered, and appropriate assignments have been made. In October we also began providing assigned VIN and owner information, including available phone, email, and mailing address, so that dealers can reach out to affected vehicle owners. We will also begin tracking completion rates for the Puerto Rico dealerships so we can assess the effectiveness of individual dealer strategies and performance in completing recall repairs.

There have also been various events at which Takata recall information was made available and recall repairs made. For example, Toyota de Puerto Rico (TdPR) partnered with ERA Corporation to be part of an event called Pabellon del Tiempo to create awareness about earthquakes using a simulator and video. The event took place in two major shopping centers. Takata information and videos were part of the earthquake simulator where a Takata video was included at the end of the simulation. Additional information was handed out at the exit and orientation was provided to attendees. This was a two-week event (October 7-13 and 21-27, 2019 with a total attendance of 26,660.

As part of the event, there were also two live interviews on WAPA TV, a local TV station, and on the morning news program called Noticentro al Amancer, to inform customers of the Takata recall.
Fifteen dealers also completed blitz events to drive Takata owners to dealers for repair. Event announcements were made on radio and Facebook. Events included setting appointments after-hours, setting up informational tables, and providing handouts, giveaways, and refreshments for customers who were waiting for recall completion. The goal was to repair Takata involved vehicles and to encourage customers to share the recall information with others.

There have also been paid media initiatives. “Toyota Always ON” began in December 2019 and will run through March 2020. The goal is to keep Takata repair at the top of mind of owners by having constant announcements in media, digital, and radio. There were 70 newspaper ads running in alternate weeks in all local and regional newspapers. There were 792 radio spots with coverage during prime hours in the top three talk shows. The digital media included 34 billboards, gas pumps ads, and a prime media wall in one of the highest traffic areas on the island. All media was island wide, not only in metro areas. Below is creative for the Toyota Always ON program.

![Creative for Toyota Always ON program](image)

Other initiatives in Puerto Rico included a Takata orientation provided to all students (technicians) at the career school Liceo de Arte y Tecnología. The orientation included the recall condition, repair, and the usage of the Airbag Recall App. TdPR management also met with the Puerto Rico Traffic Safety Commission to discuss possible future Takata outreach activities. TdPR is also currently working with GUIA (the Automotive Industry Organization in Puerto Rico) to promote and plan a repair event for all automotive manufacturers to participate at a centralized location. The proposed date for this event is September 2020.
VIII. Monitor Recommendations

As indicated in the detailed discussion above and the previous Quarterly Supplements, 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.

<table>
<thead>
<tr>
<th>Group</th>
<th>Total Recommendations</th>
<th>Implemented</th>
<th>Planned Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Outreach and</td>
<td>9</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dealer Relations</td>
<td>20</td>
<td>18</td>
<td>2</td>
</tr>
<tr>
<td>Private Sector Engagement</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Salvage Parts Recovery</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

IX. Summary of Outreach Challenges

In our prior Quarterly Supplements Toyota has explained 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 summarize them here with updated information, as appropriate.

- **Vehicle age is highly correlated with completion rates.** Due to the age of vehicles involved in the Takata recall, we are seeing lower completion rates than other recalls of newer vehicles. As vehicles age, they tend to change hands more often, and the subsequent owners are less interested or less likely to visit one of our dealers.

- **Remaining Populations Contain Increasing Proportions of Owners Not Responding to Outreach.** As completion rates increase, the remaining population becomes more concentrated with owners who have not responded to past outreach. Thus, as completion rates grow, repairing the remaining vehicles becomes increasingly difficult. As of March 15, 2020, our outreach partner’s call center has been contacted by 19,610 currently registered owners 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. For example, in the PG 1-3 population alone, based on our certified mailing process as described earlier, there are 356,955 owners believed to be receiving our communications in multiple and escalating outreach efforts, but who continue to ignore these communications.

- **Lacking Up-to-date Vehicle Owner Data Continues to be a Challenge.** Through our certified mail activities described in an earlier section, we believe that a substantial portion (57,271) of the vehicle owner information for the remaining owners in PG1-3 could be incorrect.

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 variety 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 and in the previous Quarterly Supplements, 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 promoting community and dealer repair 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 unrepai red VINs, conducting 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 continue to look 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 VI, 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 owners. 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 community events, 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 unrepaid vehicles. In addition, Toyota also conducted surveys of owners who had their vehicles repaired. As discussed above and in previous Quarterly Supplements, 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 Spanish). These data are an 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; 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.

X. Efforts to Address PG1-3

Based on learnings since 2014 in conducting enhanced outreach to owners 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 and in the June 2018 Quarterly Supplement. Further, our strategy is based on the latest data that we have for the
remaining population. These 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 to find accurate contact information to communicate with these owners.

Based on data available as of March 13, 2020, Toyota provides the following accounting summary for Priority Groups 1-3:

In the chart above, “Salvage” means inflators that have been recovered from salvage yards and for which we do not already account for the vehicle from which it came in our SSE counts. “Opt Out” tabulates the unique VINs for which the owner has requested not to be contacted any further through one or more communication channels about this recall. “Refused Service” tabulates the unique VINs for which owners have affirmatively stated that they are not interested in having the free recall remedy performed.

Group A, representing about 70% 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 23% 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 7% 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.

It should be noted that the owners within group A, for whom we believe are receiving our communications, have likely received over 50 contact attempts through phone, email, and direct mail. In addition, Toyota now refreshes its owner contact data monthly and employs a comprehensive data hygiene process as described earlier in this report in an attempt to locate owners in groups B and C. Nevertheless, we are committed to continuing to address all three of these groups with the strategies we are employing, 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, expanding mobile repair, developing Repair-a-thon and community 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 as owners continue to be unresponsive. 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 wholesale auctions, 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 look-up 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 to seek to ways improve this outreach program as a part of our commitment to customer safety.

XI. Attachments

A. Excel spreadsheet with additional information on our efforts to implement the Monitor Recommendations.