

From: Michiteru Kato/=HINPO/TMC0.

Sent:3/23/2007 8:16 AM.

To: [-] Chris Santucci/=WDC/Toyota_NY@TOYOTA_NY@TOYOTA@TMCE;Christopher Tinto/=WDC/Toyota_NY@TOYOTA_NY.

Cc: [-] Kevin Ro/=WDC/Toyota_NY@TOYOTA_NY;Hisaaki Kato/=WDC/Toyota_NY@Toyota_NY@TOYOTA@TMCE;Shinichiro Ogata/=HINPO/TMC0@TMC0;Takezo Oba/=HINPO/TMC0@TMC0;George Morino/=TMS/Toyota@TOYOTA.

Bcc: [-]

Subject: Re: URGENT*****ES350 ISSUE*****.

Tinto-san and Suntucci-san,

We are thinking of taking a field action for the issue concerning the sudden acceleration on the 2007MY ES350 vehicles which may caused by improper installation of the all weather mats in order to eliminate the possibility of the occurrence in the field any more, and also to avoid the defect investigation on this issue which would be released on NHTSA's website and media may write up which could lead to the bad reputation of Toyota..

What we are thinking about is;

send a letter to all 2007MY ES350 owners reminding them not to install all weather mats on the top of existing mats. (the contents in the letter should be discussed later with TMS, TMA and TMC)

in addition to the above letter, enclose a caution label advising not to install all weather mats on the top of existing mats and ask owners to affix it on the flat space in the backside of the mat.

if the owner want to have the dealer affix the label to the mat, they can bring their vehicles to the dealer to ask them free of charge.

However, we strongly do not want to do such action as a "recall" campaign as NHTSA desires. We think that this campaign is a kind of a enlightenment activity to the owners. There is no design or manufacturing defect on not only the mat but also the vehicle. The problem is the improper installation of the mats by the owner or the dealer, but we do not think that the dealer did that(but unfortunately we do not have any evidence).

Based on the our current opinion mentioned the above, we would like you to negotiate with NHTSA before next Tuesday.

If NHTSA does not accept our offer, we have to discuss it again.

Thank you for your cooperation and support.

Best regards,

Mitch