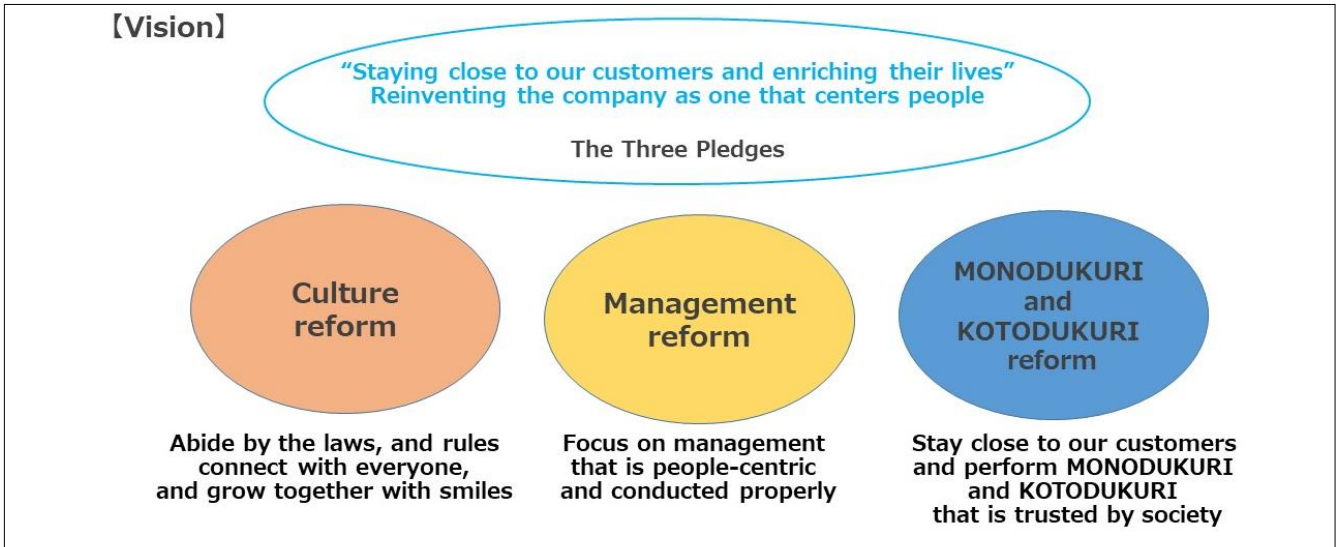


## <Reference ①> Summary of Measures to Prevent Recurrence

Three Pledges	Classification	Measures to Prevent Recurrence
Management Reform	(1) Reconstruction of the company-wide business operation system	<ul style="list-style-type: none"> <li>◆ Ensuring a thorough understanding of legal certification work among executives, and clarifying responsibilities for the operation of related tasks               <ul style="list-style-type: none"> <li>① Ensuring continuous messaging concerning reflections and resolutions from executives</li> <li>② Enriching the understanding of legal certification work and other areas via executives education <b>[Regularly implementing executives education by external experts, such as lawyers]</b></li> <li>③ Encouraging executives to grasp the actual on-site situation and creating mechanisms for each executive and employee to take personal responsibility for compliance with laws, regulations, and rules <b>[Establishing the Fresh Start Day (December 20), a learning center, etc.]</b></li> <li>④ Formulating appropriate business plans based on management resources</li> <li>⑤ Promoting mutual understanding through personnel exchanges and continued frank communication between the top executives of Toyota and Daihatsu</li> <li>⑥ Reinforcing internal audit systems</li> <li>⑦ Clarifying responsibilities and authority in development tasks and legal certification work</li> <li>⑧ Establishing a special organization for formulating and auditing measures to prevent recurrence <b>&lt;See Reference ④&gt;</b></li> <li>⑨ Ensuring commitment of the Board of Directors to recurrence prevention</li> </ul> </li> </ul>
Culture Reform		<ul style="list-style-type: none"> <li>◆ Eradicating the organizational culture that suppresses the voicing of opinions to superiors</li> <li>◆ Restoring the functionality of vertical reporting lines and establishing mechanisms to eliminate departmental sectionalism               <ul style="list-style-type: none"> <li>① Creating the mechanism for connecting people and departments <b>[Including the active rotations between departments]</b></li> <li>② Achieving human resources and workplaces that contribute to Daihatsu's revival <b>[Redefining ideal human resources, reviewing personnel evaluation factors, etc.]</b></li> <li>③ Learning and practicing considerate interactions</li> <li>④ Allocating the people/time for implementing action items</li> <li>⑤ Regularly monitoring and reinforcing the status of the initiatives specified in the above items <b>[Conducting engagement surveys (at workplace) and 360-degree diagnostics (for individuals), etc.]</b></li> <li>⑥ Improving the internal reporting system to increase the credibility of whistleblowers</li> </ul> </li> </ul>

Three Pledges	Classification	Measures to Prevent Recurrence
MONOD UKURI and KOTODU KURI Reform	(2) Improvement of operation management methods throughout vehicle development	<ul style="list-style-type: none"> <li>◆ Reviewing the development schedule fundamentally, taking into account resources such as personnel and test vehicles               <ul style="list-style-type: none"> <li>① Securing the time required through revision of short-term schedules <b>[Extending the standard development schedule to approximately 1.4 times the length of traditional schedules]</b></li> </ul> </li> <li>◆ Ensuring rigorous operation management to avoid undue strain on certification work               <ul style="list-style-type: none"> <li>① Separating development and certification schedules <b>[Transitioning to the approval application process for certified prototype vehicle manufacturing and so on after completing development]</b></li> <li>② Defining the role, responsibility, and authority of milestone meetings</li> <li>③ Creating a mechanism for properly sharing the status of operations</li> </ul> </li> <li>◆ Preparing and creating internal regulations related to development- and certification-related tasks, and clarifying responsibilities               <ul style="list-style-type: none"> <li>① Preparing internal regulations and clarifying responsibilities for certification-related work</li> <li>② Revising certification processes to prevent task discrepancies</li> <li>③ Establishing guidelines for accurate testing and documentation <b>[Making the required skills and acquisition conditions clearly apparent]</b></li> <li>④ Establishing rules for securing appropriate test vehicles</li> <li>⑤ Establishing a system for accurate measurements</li> <li>⑥ Establishing initiatives and rules for accurately recording test results</li> <li>⑦ Implementing initiatives to prevent irregular alteration to documents</li> <li>⑧ Clarifying response to legal revisions</li> </ul> </li> </ul>
	(3) Establishment of an implementation system for regulation- and certification-related tasks that prevents procedural irregularities	<ul style="list-style-type: none"> <li>◆ Ensuring sufficient personnel and other resources for regulation- and certification-related tasks               <ul style="list-style-type: none"> <li>① Shifting resources to the Regulation &amp; Certification Department <b>[Increasing the Test Group personnel seven times by as early as June 2024 (compared to January 2023)]</b></li> <li>② Shifting resources to the safety performance evaluation and development departments <b>[The evaluation personnel increased 1.5 times and the personnel with expertise in the Safety PerformanceDevelopment Dept. doubled in January 2024 (compared to January 2023).]</b></li> <li>③ Establishing guidelines for calculating the necessary resources</li> <li>④ Assigning managers who understand on-site operations</li> <li>⑤ Passing on specialized skills related to performance development work</li> <li>⑥ Securing testing equipment</li> </ul> </li> <li>◆ Implementing educational systems for regulations and certification, compliance, and engineer ethics               <ul style="list-style-type: none"> <li>① Ensuring continuous learning on certification</li> <li>② Holding verification meetings and proficiency training for proper certification tests</li> <li>③ Implementing compliance and engineer ethics training</li> <li>④ Establishing a training follow-up system</li> </ul> </li> <li>◆ Establishing a system of checks within the approval application process and introducing in-depth audits on regulations and certification               <ul style="list-style-type: none"> <li>① Ensuring appropriate coordination and monitoring after separation of development, evaluation, and certification work</li> <li>② Establishing an audit system for the certification process <b>&lt;See Reference ③&gt;</b></li> <li>③ Developing human resources capable of conducting audits</li> </ul> </li> </ul>

**<Reference②> “Three Pledges” for Preventing Procedural Irregularities**



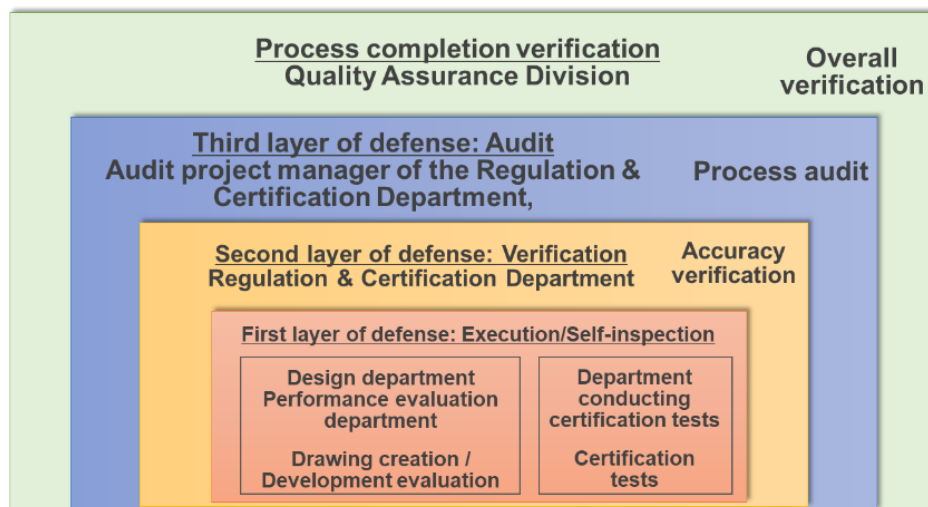
**<Reference③> Audit System for the Certification Process**

In all projects, audits of the certification process will be conducted in the following three layers, after which the Quality Assurance Division will verify the completion of the process.

First layer of defense: The responsible department will implement each process and inspect the outputs based on the concept of taking responsibility for the completion of one’s own processes

Second layer of defense: The Regulation & Certification Department will verify the validity of the outputs from the first layer and prevent any improper modification

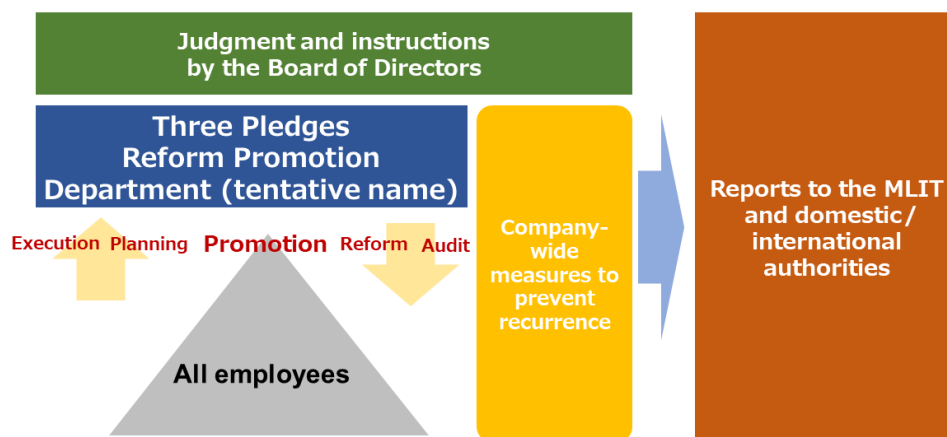
Third layer of defense: A third-party the audit project manager will confirm that the first and second layer processes were properly implemented



**<Reference④> Positioning and Role of the Three Pledges Reform Promotion Division (Tentative Name)**

- Purpose: Strong support for planning and executing measures to prevent recurrence and monitoring their progress
- Structure: Directly under the president
- General manager: Chief officer of the Quality Management Group
- Members: Young representatives connected to each department, and external members such as lawyers
- Launch date: March 2024 (planned)

Directly under the president  
General manager: Chief officer of the Quality Management Group  
Group Members: **Young representatives connected to each department, and external members such as lawyers**



\* The Board of Directors judges the details planned and implemented by the Three Pledges Reform Promotion Division and each group from a management perspective and provides instructions as necessary.