

Whistle-blowing System and Harassment Consultation Desk

Whistle-blowing System

Building the Whistle-blowing System

Daihatsu operates the Employees' Voice Helpline as the whistle-blowing system to allow anyone working in the company to make use of it. By maintaining and enhancing compliance awareness, we discover risks of impropriety early on and prevent them from manifesting, with the aim of mitigating the risks faced by the company and contributing to creating a better company and better workplaces. In addition, the following improvements are being made to lower the barriers to whistle-blowing in 2024 and beyond.

We have introduced whistle-blowing systems at subsidiaries in Japan, as well as the Daihatsu Group Helpline (primarily for production subsidiaries) which enables their employees to report directly to our Employees' Voice Helpline, and the Daihatsu Sales

Company Helpline (primarily for sales companies), with lawyers as the points of contact. The All-Toyota Speak Up Line has also been introduced at all subsidiaries to give whistle-blowers multiple options. For suppliers that do business with Daihatsu, we have established the Daihatsu Supplier Helpline, and we draw on law offices for support with receiving whistle-blower reports as we work to build an environment in which whistle-blowers are comfortable reaching out.

For overseas subsidiaries, we have introduced the Toyota Group Global Speak Up Line in our efforts to collect feedback from Japan in response to feedback from overseas.

Thanks to these efforts and better compliance awareness among employees, the total number of whistle-blower reports in 2024 reached 400, roughly triple the total in 2022.

We will continue the whistle-blowing system in the future to foster a corporate culture that values a higher sense of ethics and thorough compliance.

Compliance Education

Daihatsu is working to provide comprehensive training for all operating officers and employees.

We also incorporate a variety of methods, such as training when joining the company and after getting promoted, and e-learning for the whole company. As part of our awareness-spreading activities, we have implemented a Daily Compliance Quiz that is displayed when PCs are started up each day. Furthermore, we have added training using materials shared with Toyota.

The fiscal 2025 training for personnel receiving promotions was taken by 240 people.

(Overview of Initiatives)

- Raising awareness of the whistle-blowing system:**
We regularly report on the status of whistle-blowing activity to all employees (e.g. the number of whistle-blower reports, overview and breakdown of types, examples of good improvements made due to whistle-blowing). We also bolstered awareness-raising efforts to ensure that employees feel more comfortable with the whistle-blowing system, such as distributing cards to employees that contain the whistle-blowing system contact information.
- Achieving a fair incident investigation system:**
Although incident investigations were previously left up to the departments at which the incidents occurred, such investigations are now led by the Audit Division in order to ensure objectivity and improve trust in the whistle-blowing system. To that end, we have secured the necessary resources and set up a system that can properly respond to whistle-blower reports.
- Ensuring confidentiality and protection against unfair treatment:**
We have restructured our regulations to be consistent with the Whistleblower Protection Act. In company-wide regulations, we clearly mandate the protection of whistle-blowers (keeping their identity confidential, etc.), thorough management of information, avoidance of conflicts of interest within the investigation process, and disclosure of results to employees to ensure transparency and prevent unfair treatment against whistle-blowers.
- Accepting anonymous whistle-blower reports:**
Previously, we did not provide feedback to anonymous reports. With these systemic reforms, however, we now do provide such feedback, assuming there is some means of communication with the anonymous party.
- Utilization of external whistle-blowing system:**
In order to create an environment in which it is easier for whistle-blowers to make reports due to having more choices, we have added a law office as a potential option for the Employees' Voice Helpline, whistle-blower point of contact, in addition to the Consolidated Toyota Group Helpline and the All-Toyota Speak Up Line.

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