

Daihatsu Announces Organizational Changes

Daihatsu Motor Co., Ltd. announced it has review its systems for officers and executives, and will be carrying out organizational changes and reform with effect from January 1, 2020.

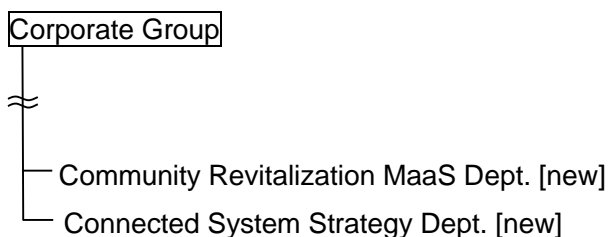
I. Main Points of Change/Reform

- Daihatsu formulated the D-Challenge 2025 in March 2017, undertaking company-wide activities for MONODUKURI (establishing DNGA), KOTODUKURI (increasing points of contact with customers and local communities) to strengthen its management foundation.
- In July 2019, the new Tanto was launched as part one of DNGA, and the Rocky was launched in November as part two. In addition, Daihatsu also started supplying the Raize on an OEM basis, the first DNGA model under the Toyota brand. This was the starting line of new growth for the Daihatsu Group as well as value maximization for the Toyota Group.
- The organizational reform this time is a structure further based on DNGA that can deepen collaboration with Toyota as well as strongly promote overseas expansion and responses to advanced technologies.

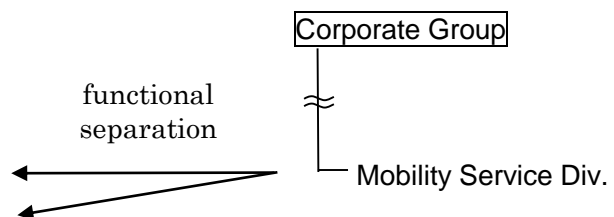
II. Details of Organizational Reform

1) Corporate Business Unit

<New Organization>

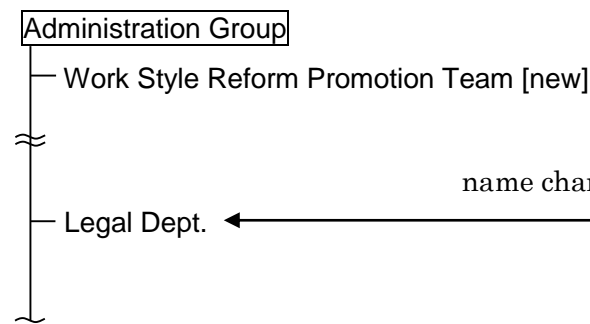


<Current Organization>

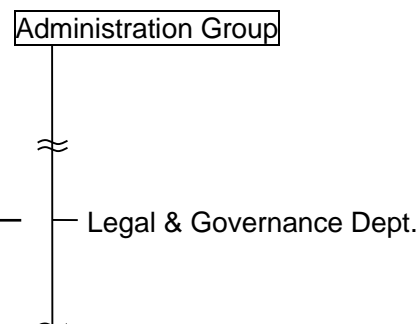


2) Administration Unit

<New Organization>



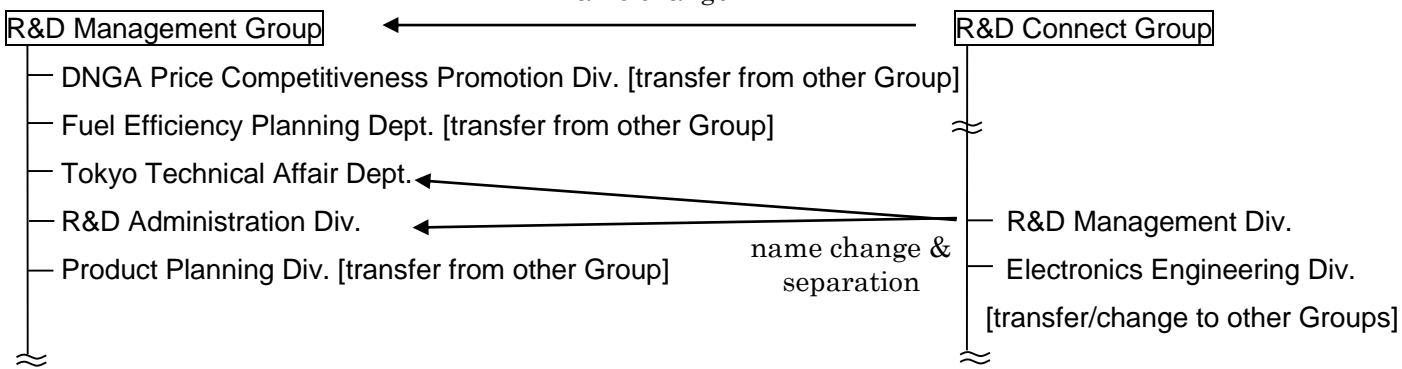
<Current Organization>



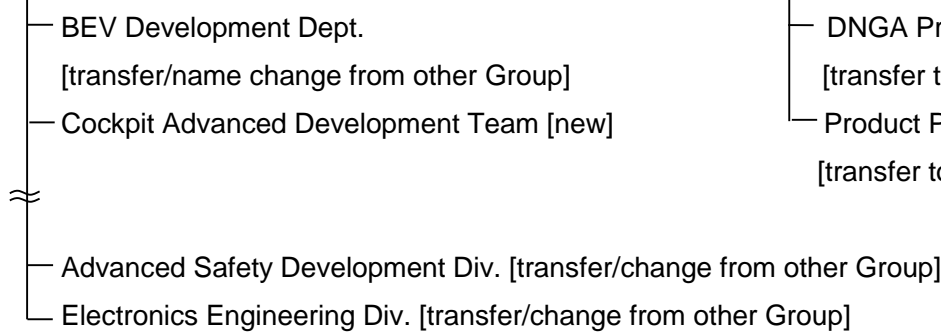
3) DNGA Business Unit

<New Organization>

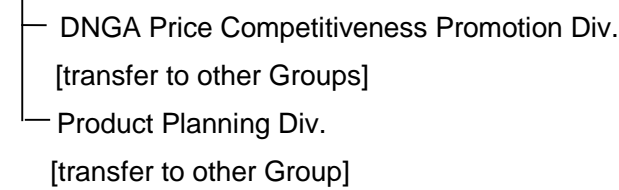
<Current Organization>



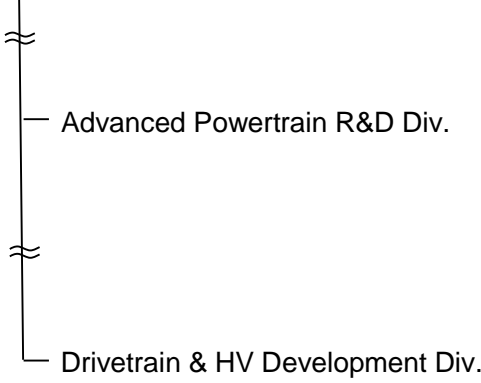
Vehicle R&D Group



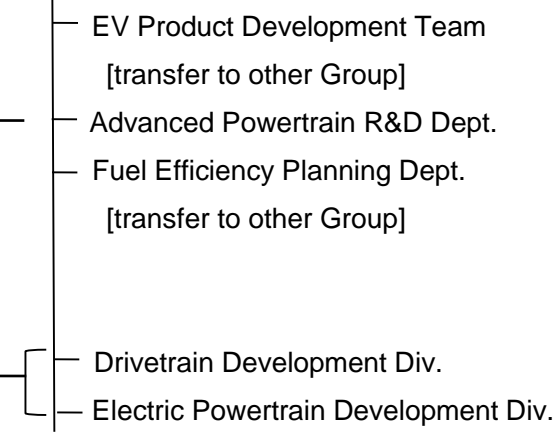
Vehicle R&D Group



Powertrain R&D Group



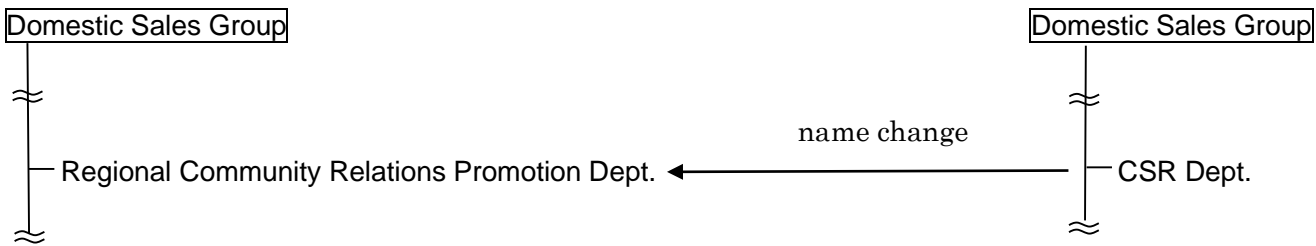
Powertrain R&D Group



4) Brand Business Unit

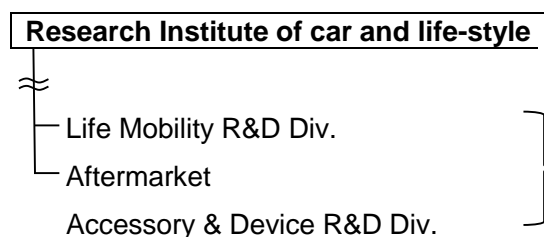
<New Organization>

<Current Organization>

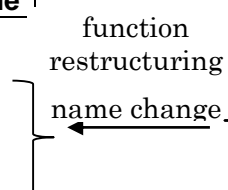
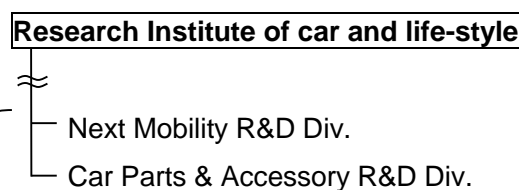


5) Research Institute of car and life-style

<New Organization>



<Current Organization>



III. Changes of Directors and Executive Officers as of January 1, 2020

1. Director

The appointments of new directors will become official following their approval at the extraordinary general meeting of shareholders.

The change of representative directors and directors with titles will be formally decided at a meeting of the Board of Directors held after the extraordinary general meeting of shareholders.

<1> Change in representation right and title

| Name | New Title | Current Title |
|--------------------|------------|-------------------------------|
| Sunao Matsubayashi | - Chairman | - Director(Operating Officer) |

<2> Candidate for Director

| Name | New Title | Current Title |
|---------------|-------------------------------|---------------------|
| Yusuke Takeda | - Director(Operating Officer) | - Executive Officer |

<3> Retiring Director※As of December 31, 2019

| Name | Current Title |
|-----------------|---------------|
| Masanori Mitsui | - Chairman |

2. Executive Officer

<1> New Executive Officer

| Name | New Title | Current Title |
|-------------------|---------------------|---------------------|
| Toshinori Edamoto | - Operating Officer | - Executive Officer |

<2> Retiring Executive Officer ※As of December 31, 2019

| Name | Current Title |
|-----------------|---------------------|
| Shigeharu Toda | - Operating Officer |
| Katsuhiro Ikoma | - Operating Officer |

<Reference> Structure of directors, corporate auditors, and executive officers as of January 1, 2020

<1> Directors

< ○Promotion, ◎New appointment >

| | Name | New Title |
|---|----------------------|-------------------------------|
| ○ | Sunao Matsubayashi | - Chairman |
| | Soichiro Okudaira | - President |
| | Hiromasa Hoshika | - Executive Vice President |
| | Noriyoshi Matsushita | - Director(Operating Officer) |
| | Yoshifumi Kishimoto | - Director(Operating Officer) |
| ◎ | Yusuke Takeda | - Director(Operating Officer) |
| | Koji Kobayashi * | - Director |
| | Moritaka Yoshida * | - Director |

* ... Non-resident

<2> Audit & Supervisory Board Member

| Name | New Title |
|----------------------|--|
| Norihide Bessho | - Full-time Audit & Supervisory Board Member |
| Masaki Nakatsugawa * | - Audit & Supervisory Board Member |
| Masanao Tomozoe * | - Audit & Supervisory Board Member |

* ...Outside corporate auditor under Japan's Companies Act

<3> Executive Officers

< ◎New appointment >

| Name | New Title |
|---------------------|---------------------|
| Katsumi Marutani | - Operating Officer |
| Masanori Takahashi | - Operating Officer |
| Tatsuro Takami | - Operating Officer |
| Miki Ibaraki | - Operating Officer |
| ◎ Toshinori Edamoto | - Operating Officer |

IV. Directors' and Executive Officers' Main Areas of Responsibility

1. Directors (changes underlined)

< ◦Promotion, ◎New appointment >

| Name | New Areas of Responsibility | Current Areas of Responsibility |
|----------------------|--|--|
| ○ Sunao Matsubayashi | - <u>Chairman</u> - DNGA Business Unit Supervisor - <u>President</u> , Chief Technical Officer, Emerging-market Compact Car Company | - Director(Operating Officer) - DNGA Business Unit Supervisor - Chief Technical Officer, Emerging-market Compact Car Company |
| Soichiro Okudaira | - President | - President |
| Hiromasa Hoshika | - Executive Vice President - Assistant president - Corporate Business Unit Supervisor - Brand Business Unit Supervisor | - Executive Vice President - Assistant president - Corporate Business Unit Supervisor - Brand Business Unit Supervisor |
| Noriyoshi Matsushita | - Director(Operating Officer) - Administration Unit Supervisor | - Director(Operating Officer) - Administration Unit Supervisor |
| Yoshifumi Kishimoto | - Director(Operating Officer) - Production, Engineering, Purchasing Unit Supervisor | - Director(Operating Officer) - Production, Engineering, Purchasing Unit Supervisor |
| ◎ Yusuke Takeda | - <u>Director(Operating Officer)</u> - <u>Brand Business Unit Deputy Supervisor (Domestic)</u> - Chief Officer, Domestic Sales Group | - Chief Officer, Domestic Sales Group, |
| Koji Kobayashi | - Director | - Director |
| Moritaka Yoshida | - Director - <u>Chairman, Emerging-market Compact Car Company</u> | - Director |

2. Executive Officer (changes underlined)

< ©New appointment >

| Name | New Areas of Responsibility | Current Areas of Responsibility |
|---------------------|---|--|
| Katsumi Marutani | - Operating Officer - <u>Chief Officer, R&D Management Group</u> | - Operating Officer - Chief Officer, R&D Connect Group |
| Miki Ibaraki | - Operating Officer - Chief Officer, Powertrain R&D Group | - Operating Officer - Chief Officer, Powertrain R&D Group |
| Masanori Takahashi | - Operating Officer - Perodua Auto Corporation Sdn.Bhd. | - Operating Officer - Perodua Auto Corporation Sdn.Bhd. |
| Tatsuro Takami | - Operating Officer - Chief Officer, Customer Service Group | - Operating Officer - Chief Officer, Customer Service Group |
| © Toshinori Edamoto | - <u>Operating Officer</u> - <u>Overseas Business Group</u> | - Chief Officer, Purchasing Group |

V. Executives' Main Areas of Responsibility**1. Chief Officer** (changes underlined)

| Name | New Areas of Responsibility | Current Areas of Responsibility |
|-------------------|---|---|
| Hiroataka Yanagi | - Chief Officer, Corporate Group | - Chief Officer, Corporate Group |
| Osamu Naruse | - Chief Officer, Administration Group - Branch Manager, Tokyo Office | - Chief Officer, Administration Group - Branch Manager, Tokyo Office |
| Eiji Mishima | <u>Chief Officer, Vehicle R&D Group</u> | - Deputy Chief Officer, Powertrain R&D Group |
| Tadao Nasu | - Production, Engineering, Purchasing Unit - Toyota Daihatsu Engineering & Manufacturing Co., Ltd. | - Production, Engineering, Purchasing Unit - Toyota Daihatsu Engineering & Manufacturing Co., Ltd. |
| Kenji Hashimoto | - <u>Chief Officer, Purchasing Group</u> | - P D Kawamura Kako Manufacturing Sdn. Bhd. |
| Hajime Nakayama | - Chief Officer, Production Control & Engineering Group | - Chief Officer, Production Control & Engineering Group |
| Hiroki Uehara | - <u>Chief Officer, Production Group</u> | - Deputy Chief Officer, Production Group - Branch Manager, Head(Ikeda)-Kyoto Plant |
| Kunihiro Morimoto | - Chief Officer, Overseas Business Group | - Chief Officer, Overseas Business Group - Deputy Chief Officer, Customer Service Group |
| Akira Shimonishi | - <u>Head, Research Institute of car and life-style</u> | - Deputy Chief Officer, R&D Connect Group |
| Katsuhiro Hino | <u>Daihatsu Motor Kyushu Co., Ltd.</u> | - Chief Officer, Production Group |
| Tetsuo Miura | - P. T. Astra Daihatsu Motor | - P. T. Astra Daihatsu Motor |

2. Deputy Chief Officer (changes underlined)

| Name | New Areas of Responsibility | Current Areas of Responsibility |
|-------------------|---|--|
| Atsuhiko Tanimoto | - Deputy Chief Officer, Corporate Group | - Deputy Chief Officer, Corporate Group |
| Kenji Toyoda | - Deputy Chief Officer, Administration Group | - Deputy Chief Officer, Administration Group Chief Officer |
| Shinya Takeda | - <u>Deputy Chief Officer, Administration Group</u> | - General Manager, Finance, Accounting & Cost Management Dept. |
| Nobuhiko Oono | - <u>Deputy Chief Officer, R&D Management Group</u> | - General Manager, Product Planning Div. - General Manager, Emerging-market Compact Car Product Planning Div. |
| Kouji Ishikura | - Deputy Chief Officer, Vehicle R&D Group | - Deputy Chief Officer, Vehicle R&D Group |
| Tetsuo Kuma | - <u>Deputy Chief Officer, Vehicle R&D Group</u> | - General Manager, Electronics Engineering Div. |
| Hideyuki Kou | - <u>Deputy Chief Officer, Powertrain R&D Group</u> | - General Manager, Powertrain R&D Management Dept. |
| Hitoshi Nakagawa | - Deputy Chief Officer, Purchasing Group | - Deputy Chief Officer, Purchasing Group |
| Shogo Harada | - Deputy Chief Officer, Production Control & Engineering Group | - Deputy Chief Officer, Production Control & Engineering Group |
| Seiji Oue | - Deputy Chief Officer, Production Group - Branch Manager, Shiga(Ryuo)Plant | - Deputy Chief Officer, Production Group - Branch Manager, Shiga(Ryuo)Plant |
| Hiroshi Fukushima | - <u>Deputy Chief Officer, Production Group- Branch Manager, Head(Ikeda)- Kyoto Plant</u> | - General Manager, Kyoto Manufacturing Div., Head (Ikeda) - Kyoto Plant |
| Takashi Shirai | - <u>Deputy Chief Officer, Overseas Business Group</u> | - Daihatsu Perodua Engine Manufacturing Sdn. Bhd. |
| Yasushi Kyoda | - <u>Overseas Business Group</u> | - Deputy Chief Officer, Administration Group |
| Hideyuki Ashitani | - <u>Deputy Chief Officer, Customer Service Group</u> | - Chief Officer, Aftersales Service Div. |
| Masaki Ogita | -P. T. Astra Daihatsu Motor | - P. T. Astra Daihatsu Motor |