

Daihatsu Announces Organizational Changes

Daihatsu Motor Co., Ltd. announced it has reviewed its systems for officers and executives, and will be carrying out organizational changes and reform with effect from January 1, 2021.

I. Overview of Organizational Changes*1

<Main Points of Changes>

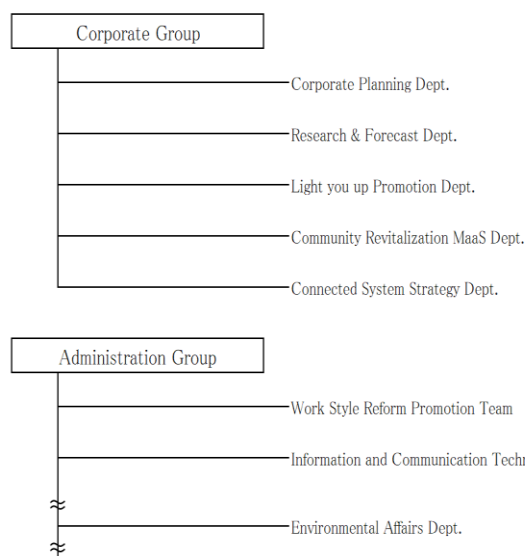
- Consolidation of units, groups, divisions, departments, and sections into bigger scopes so as to further strengthen competitiveness
- Strengthening of overseas business
- Strengthening of system to respond to new technologies and businesses

(1) Corporate Management Unit

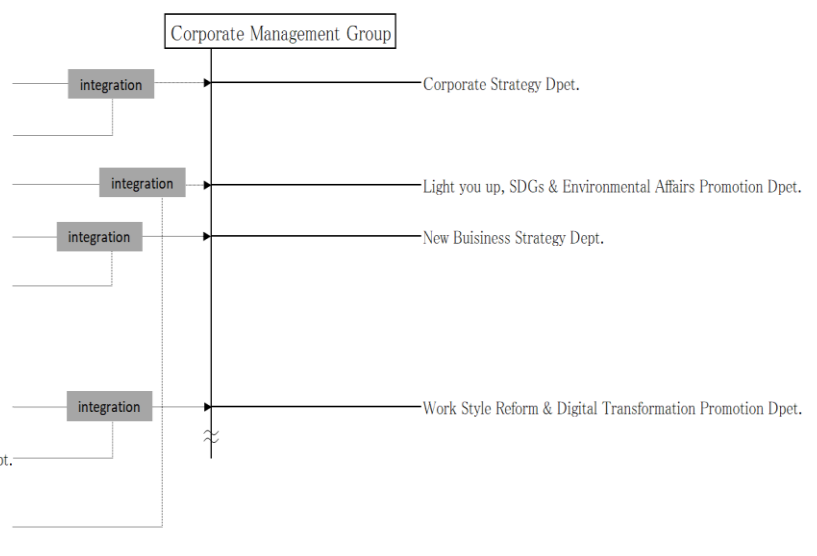
◆ Corporate Management Group

- To utilize management resources effectively and execute management strategy, the Corporate Group under the Corporate Business Unit and the Administration Group under the Administration Unit will be merged to form the Corporate Administration Group under the Corporate Administration Unit. At the same time, departments will be reorganized.

<Before Changes>



<After Changes>



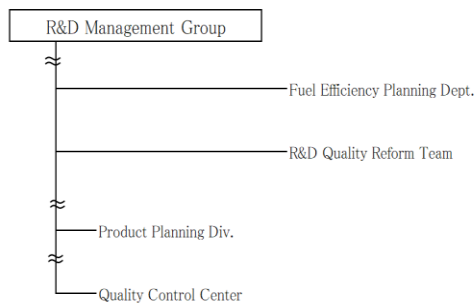
*1: Only changes to groups, divisions, and those departments, teams, etc. directly under groups are shown in the organizational charts.

(2) DNGA Business Unit

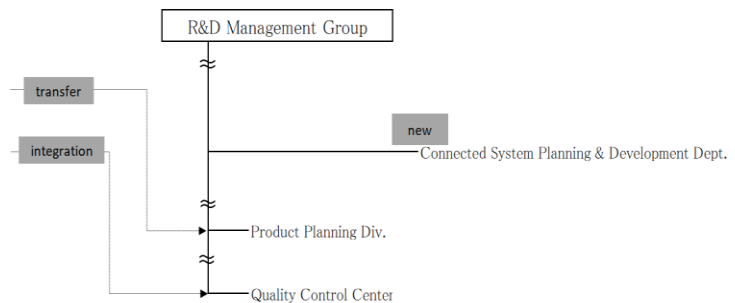
◆ R&D Management Group

- To build new technologies for the future and respond quickly to CASE, MaaS, and other trends, departments as well as those teams directly under the R&D Management Group will be reorganized. At the same time, a new Connected System Planning & Development Dept. will be established.

<Before Changes>



<After Changes>



◆ Vehicle R&D Group

- Departments will be reorganized to accelerate digital development, consolidate ASV-related human resources, strengthen the passing down of skills, and seek further optimization of operations and improvement of productivity.

◆ Powertrain R&D Group

- Departments related to engine and drivetrain development will be reorganized to accelerate model-based development (MBD), streamline development through virtual design and evaluation, and improve development efficiency.

(3) Production, Engineering, Purchasing Unit

◆ Purchasing Group

- Departments related to administration and planning will be merged to seek speedy decision making through organizational merger.

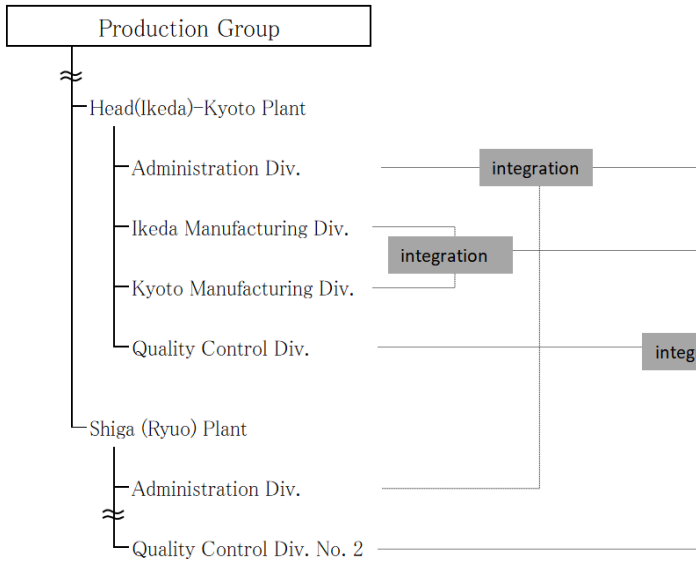
◆ Production Control & Engineering Group

- To promote initiatives for electrification and work style reform, and consolidate, transfer, make efficient, and accelerate operations within the Production Control & Engineering Group, operations related to power trains and vehicles will be consolidated respectively and the departments will be reorganized.

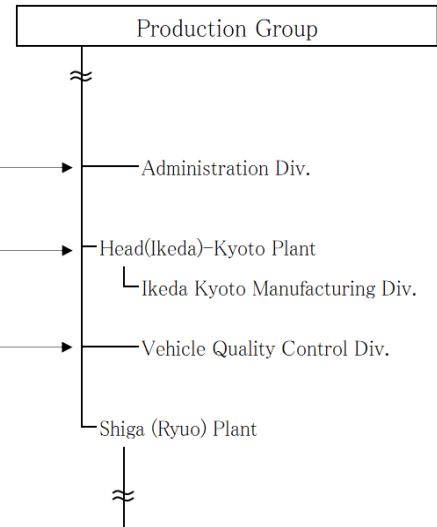
◆ Production Group

- The administration divisions of each plant as well as vehicle quality control , and other functions will be reorganized to promote optimization that includes work style reform through centralized management within the Group and at the same time share strategies through the centralized management of the three plants.

<Before Changes>



<After Changes>

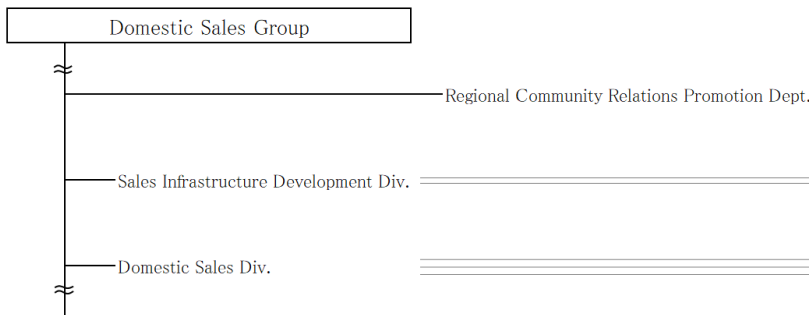


(4) Brand Business Unit

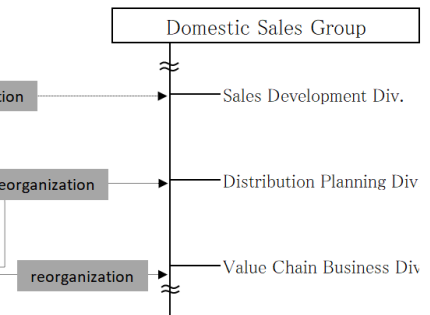
◆ Domestic Sales Group

- Sales, distribution, and value chain functions will be reorganized and strengthened toward developing a new format of sales unique to Daihatsu.

<Before Changes>



<After Changes>



◆ Overseas Business Group

- The Overseas Business Group will be merged with the Emerging-market Compact Car Company Group and reorganized.

◆ Customer Service Group

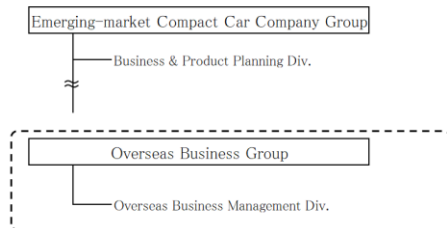
- Departments will be reorganized to build an organization aimed at strengthening value chain business and integrating management of quality information.

(5) Emerging-market Compact Car Company

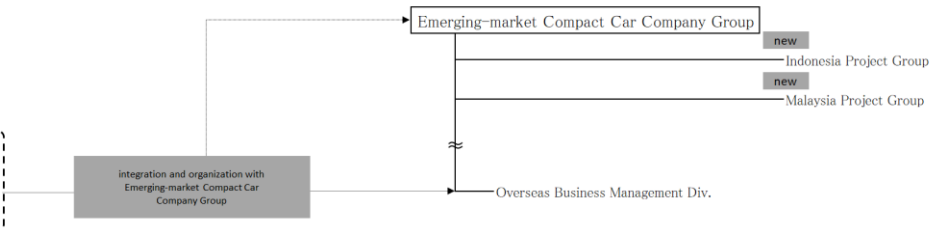
◆ Emerging-market Compact Car Company Group

- The Emerging-market Compact Car Company Group will be merged with the Overseas Business Group to conduct the entire range from overseas business planning to daily operations. Project groups will be newly established to respond promptly to management issues of the businesses in Indonesia and Malaysia.

<Before Changes>



<After Changes>

**(6) Research Institute of Car and Life-style**

- Departments will be reorganized to shift toward advanced development (innovation themes) and at the same time streamline the organization.

II. Changes of Directors as of January 1, 2021**1. Director**

<1> Retiring Director※As of December 31, 2020

Name	Current Title
Noriyoshi Matsushita	- Director(Operating Officer)

<Reference> Structure of directors, corporate auditors, and executive officers as of January 1, 2021

(1) Directors

Name	New Title
Sunao Matsubayashi	- Chairman
Soichiro Okudaira	- President
Hiromasa Hoshika	- Executive Vice President
Yoshifumi Kishimoto	- Director(Operating Officer)
Yusuke Takeda	- Director(Operating Officer)
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

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

III. Directors' and Executive Officers' Areas of Responsibility

1. Director (changes underlined)

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

2. Executive Officer (changes underlined)

Name	New Areas of Responsibility	Current Areas of Responsibility
Katsumi Marutani	- Operating Officer - Chief Officer, R&D Management Group	- Operating Officer - Chief Officer, R&D Management Group
Masanori Takahashi	- Operating Officer - Perodua Auto Corporation Sdn.Bhd.	- Operating Officer - Perodua Auto Corporation Sdn.Bhd.
Tatsuro Takami	- Operating Officer <u>- Chief Officer ,Corporate Management Group</u>	- Operating Officer - Chief Officer, Customer Service Group
Miki Ibaraki	- Operating Officer - Chief Officer, Powertrain R&D Group	- Operating Officer - Chief Officer, Powertrain R&D Group
Toshinori Edamoto	- Operating Officer - P. T. Astra Daihatsu Motor	- Operating Officer - P. T. Astra Daihatsu Motor

IV. Executives' Main Areas of Responsibility*2

1. Chief Officer (changes underlined)

Name	New Areas of Responsibility	Current Areas of Responsibility
Hiroataka Yanagi	- <u>Corporate Management Group</u>	- Chief Officer, Corporate Group
Osamu Naruse	- Branch Manager, Tokyo Office	- Chief Officer, Administration Group - Branch Manager, Tokyo Office
Eiji Mishima	- Chief Officer, Vehicle R&D Group	- Chief Officer, Vehicle 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	- Chief Officer, Purchasing Group	- Chief Officer, Purchasing Group
Hajime Nakayama	- Chief Officer, Production Control & Engineering Group	- Chief Officer, Production Control & Engineering Group
Hiroki Uehara	- Chief Officer, Production Group	- Chief Officer, Production Group
Kunihiro Morimoto	- <u>Chief Officer, Customer Service Group</u>	- Chief Officer, Overseas Business Group
Yasutoshi Sugimoto	- Chief Officer, Emerging-market Compact Car Company Group	- Chief Officer, Emerging-market Compact Car Company Group
Hideyuki Kou	- Head, Research Institute of Car and Life-style	- Head, Research Institute of Car and Life-style - Deputy Chief Officer, Powertrain R&D Group

*2: Only Chief Officers, Deputy Chief Officers, and Office Head are stated.

2. Deputy Chief Officer (changes underlined)

Name	New Areas of Responsibility	Current Areas of Responsibility
Atsuhiko Tanimoto	- <u>Deputy Chief Officer, Corporate Management Group</u>	- Deputy Chief Officer, Corporate Group
Kenji Toyoda	- <u>Deputy Chief Officer, Corporate Management Group</u>	- Deputy Chief Officer, Administration Group
Shinya Takeda	- <u>Deputy Chief Officer, Corporate Management Group</u>	- Deputy Chief Officer, Administration Group
Hideyuki Ashitani	- <u>Deputy Chief Officer, Corporate Management Group</u>	- Project Manager, Customer Service Group
Nobuhiko Oono	- Deputy Chief Officer, R&D Management Group	- Deputy Chief Officer, R&D Management Group
Kouji Ishikura	- Deputy Chief Officer, Vehicle R&D Group	- Deputy Chief Officer, Vehicle R&D Group
Tetsuo Kuma	- Deputy Chief Officer, Vehicle R&D Group	- Deputy Chief Officer, Vehicle R&D Group
Eiichi Komatsu	- <u>Deputy Chief Officer, Powertrain R&D Group</u>	- General Manager, Powertrain R&D Group Engine Development Div.
Yukihiro Hosoya	- 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	- Deputy Chief Officer, Production Group - Group- Branch Manager, Head(Ikeda)-Kyoto Plant	- Deputy Chief Officer, Production Group - Group- Branch Manager, Head(Ikeda)-Kyoto Plant
Yukihiko Kobayashi	- <u>Deputy Chief Officer, Domestic Sales Group</u>	- General Manager, Domestic Sales Group Sales Infrastructure Development Div.
Kazuhiro Matsumoto	- Deputy Chief Officer, Customer Service Group	- Deputy Chief Officer, Customer Service Group
Takashi Shirai	- <u>Deputy Chief Officer, Emerging-market Compact Car Company Group</u>	- Deputy Chief Officer, Overseas Business Group
Yasushi Kyouda	- P. T. Astra Daihatsu Motor	- P. T. Astra Daihatsu Motor
Masaki Ogita	- P. T. Astra Daihatsu Motor	- P. T. Astra Daihatsu Motor