

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, 2022.

I . Main Points of Changes

- Elimination of the business unit system and further consolidation of groups to enable rapid decision-making and execution by management and executives (11 groups restructured into 5 groups)
- Strengthening of systems to respond to the SDGs and carbon neutrality
- Changing of the Position of Deputy Chief Officer to either Executive Manager or Deputy Executive Manager to further accelerate business execution

II . Overview of Organizational Changes

(1) Corporate Management Group

- Divisions and departments will be restructured from the perspectives of strengthening response to the SDGs, and achieving both human resource development and improved efficiency.
- The New Top Support Dept. will be established to promote early development of younger managers.

(2) Mobility Development Group

- The R&D Management Group, Vehicle R&D Group, Powertrain R&D Group, and Research Institute of Car and Life-style will be merged and reorganized to efficiently drive the business and with a sense of unity. This will deliver consistency from advanced technology development through to product development for the purpose of developing strategic products in response to future environmental change.

(3) Production Control & Purchasing Group

- The Purchasing Group, Production Control & Engineering Group, and Production Group will be merged to enhance the driving force toward early achievement of carbon neutrality in production, and to respond to the issues of parts supply and business continuity planning (BCP).

(4) Sales & Customer Service Group

- The Domestic Sales Group and Customer Service Group will be merged to accelerate evolution into a state-of-the-art sales and customer service team to support the Daihatsu brand.
- The Domestic Product Marketing Dept., which will increase in importance as the company responds to carbon neutrality, will be changed into a division.

(5) Emerging-market Compact Car Company Group

- Divisions, departments, and project groups will be merged and reorganized to further strengthen collaboration everywhere from planning to implementation, and to drive business with a sense of unity, in order to expand the compact car business in emerging markets.

III. Changes of Executive Officers as of January 1, 2022

(1) New appointments (1 person)

| Name | New Title | Current Title |
|----------------|-------------------|--------------------------------|
| Hideki Teramae | Operating Officer | Kanbishi Co., Ltd President |

(2) Retirements (2 people) – Retired on December 31, 2021

| Name | Current Title |
|------------------|-------------------|
| Katsumi Marutani | Operating Officer |
| Tatsuro Takami | Operating Officer |

IV. Main Areas of Responsibility

1. Director (changes underlined)

| Name | New Areas of Responsibility |
|------------------------|--|
| Sunao Matubayashi | -Chairman <u>-Supervisor, Mobility Development Group</u> -President, Chief Technical Officer, Emerging-market Compact Car Company |
| Soichirou Okudaira | -President |
| Hiomasa Hoshika | -Executive Vice President -Assistant president <u>-Supervisor, Corporate Management Group</u> <u>-Chief Officer, Corporate Management Group</u> |
| Yoshifumi Kishimoto | -Director (Operating Officer) <u>-Supervisor, Production Control & Purchasing Group</u> |
| Yusuke Takeda | -Director (Operating Officer) <u>-Supervisor, Sales & Customer Service Group</u> <u>-Chief Officer, Sales & Customer Service Group</u> |
| Koji Sato | -Director |

2. Executive Officer (changes underlined)

| Name | New Areas of Responsibility |
|-----------------------|--|
| Masanori Takahashi | -Operating Officer -Perodua Auto Corporation Sdn. Bhd. |
| Miki Ibaraki | -Operating Officer <u>-Executive Manager, Mobility Development Group (Mobility Development)</u> |
| Toshinori Edamoto | -Operating Officer -PT Astra Daihatsu Motor |
| Hideki Teramae | <u>-Operating Officer</u> <u>-Chief Officer, Mobility Development Group</u> |

3. Executives *Only Chief Officers, Executive Managers/Deputy Executive Managers, and Office Head are stated.

(1) Chief Officer

| Name | New Title |
|--------------------|---|
| Tadao Nasu | -Chief Officer, Production Control & Purchasing Group |
| Yasutoshi Sugimoto | -Chief Officer, Emerging-market Compact Car Company Group -Executive Manager, Emerging-market Compact Car Company Group (Emerging-market Compact Car Management) |

(2) Executive Manager/Deputy Executive Manager

| Name | New Title |
|-------------------|---|
| Hideyuki Ashitani | -Executive Manager, Corporate Management Group (Corporate Strategy) |
| Atsuhiko Tanimoto | -Deputy Executive Manager, Corporate Management Group (Corporate Strategy) |
| Shinya Takeda | -Executive Manager, Corporate Management Group (Digital Transformation Promotion, Accounting & Legal) |
| Kenji Toyoda | -Executive Manager, Corporate Management Group (SDGs Promotion, General Affairs & Human Resources, Safety & Health Care) |
| Keita Ide | -Executive Manager, Corporate Management Group (Light you up, Brand Promotion, Public Relations) -Branch Manager, Tokyo Office |
| Yasushi Yamada | -Executive Manager, Mobility Development Group (Technology Strategy) |
| Kouji Ishikura | -Deputy Executive Manager, Mobility Development Group (Mobility Development) |
| Tetsuo Kuma | -Deputy Executive Manager, Mobility Development Group (Mobility Development) |
| Hideyuki Kou | -Executive Manager, Mobility Development Group (Car and Life-style R&D) |
| Shogo Harada | -Executive Manager, Production Control & Purchasing Group (Production Control, Logistics) |
| Hajime Nakayama | -Executive Manager, Production Control & Purchasing Group (Production Engineering) |
| Hiroki Uehara | -Executive Manager, Production Control & Purchasing Group (Manufacturing (Plant)) |
| Yukihiro Hosoya | -Executive Manager, Production Control & Purchasing Group (Purchasing) |
| Yu Ishizuki | -Executive Manager, Sales & Customer Service Group (Domestic Distribution) |
| Emi Yoshino | -Executive Manager, Sales & Customer Service Group (Domestic Sales Planning) |
| Kunihiro Morimoto | -Executive Manager, Sales & Customer Service Group (Customer Service) |
| Takashi Shirai | -Deputy Executive Manager, Emerging-market Compact Car Company Group (Emerging-market Compact Car Management) |
| Yuko Mochida | -Deputy Executive Manager, Emerging-market Compact Car Company Group (Emerging-market Compact Car Management) |
| Eiji Fujibayashi | -Executive Manager, Emerging-market Compact Car Company Group (Emerging-market Compact Car Company Product Planning) |