

Response to Instructions from the Consumer Affairs Agency

Daihatsu Motor Co., Ltd. would like to again convey its sincerest apologies to its customers and all other stakeholders for the great inconvenience it has caused by the procedural irregularities in certification processes.

On January 19, 2024, we received instructions from the Consumer Affairs Agency based on the Whistleblower Protection Act to take measures regarding our internal whistleblower system. Today, we reported the results of implementing measures and the status of operations to the Agency as follows.

[Instruction Items and Response Status]

	Instruction Items	Implementation Items	Implementation Timeline
1	Establish an internal reporting investigation system • Establish a system free from conflicts of interest • Secure human resources	• Revised the traditional system, under which the departments where irregularities occurred primarily conducted investigation operations in principle, to one under which the Audit Division takes the lead and investigates the case in a team structure free from conflicts of interest with the departments where irregularities occurred • Increased the number of personnel needed to respond to internal reporting in the Audit Division (Increased by 8 as of April 1, 2024)	Apr. 2024
2	Respond to anonymous reporters • Clarify the policy for responding to anonymous reporters • Notify response results to anonymous reporters	• Documented regulations stipulating the notification of response results to anonymous reporters	From Apr. 2024
		• Started notifying anonymous reporters about response results via e-mail	From May 2023
3	Revise regulations related to items 1 and 2 above and disseminate them internally (workers, etc. / operating officers / retirees (within 1 year))	• Established the Regulations on Internal Reporting System Operation and documented the following main items: (1) Establishment of a system to investigate cases in a team structure free from conflicts of interest with the departments where irregularities occurred (2) Notification of response results to anonymous reporters (3) Prohibition of any disadvantageous treatment of and searches for reporters	Apr. 2024

		<ul style="list-style-type: none"> • Held briefing sessions for operating officers and organizational heads, and posted materials on intranet • Displayed summary of operation changes automatically during start-up of company PCs (notified retirees via mail) 	Apr. to Jun. 2024
--	--	--	----------------------

Going forward, we will continue to ensure the creation of an open working environment where everyone working at our company can speak out and work together with peace of mind.