[Reference Translation]

November 5, 2026

To Whom It May Concern:


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| Company Name: | TOYOTA MOTOR CORPORATION |
| Name and Title of Representative: | Kenta Kon, President |
| (Code Number: | 7203 Prime of Tokyo Stock Exchange and Premier of Nagoya Stock Exchange) |
| Name and Title of Contact Person | Yoshihide Moriyama, General Manager, Capital Strategy & Affiliated Companies Finance Div. |
| (Telephone Number: | +81-565-28-2121) |


# Changes to Organizational Structure and Executive and Senior Professional/Senior Management Employee Positions

Toyota Motor Corporation today announced the following organizational and executive and senior professional/senior management employee changes, effective January 1, 2027.

Please refer to the attached press release for details on this matter.

-End

November 5, 2026

# TMC Announces Changes to Organizational Structure and Executive and Senior Professional/Senior Management Employee Positions

Toyota City, Japan, November 5, 2026—Toyota Motor Corporation (TMC) today announced the following organizational and executive and senior professional/senior management employee changes, effective January 1, 2027.

## 1. Organizational changes

### (1) Developing people and strengthening the management foundation

- **Toyota Philosophy and Education Group (newly established)**

  - Returning to the fundamental principle that "*monozukuri* (manufacturing) is about developing people," we will establish a new Toyota Philosophy and Education Group, recognizing people development as a key management priority that will shape Toyota's future.
  - Akio Toyoda, Chairman of the Board of Directors, will spearhead this initiative as head of the group, personally engaging in education to pass on to the next generation—through hands-on, practical experience—the lessons learned amid numerous challenges, as well as the Toyota philosophy, skills, and conduct inherited from our predecessors.
  - We will transform real-world work into a learning environment, harnessing each individual's unique qualities to foster talent capable of thinking independently, grappling with challenges, taking on new endeavors, and acting "for the sake of others."

- **Kanri Group (newly established)**
- **General Administration & Human Resources Group (abolished)**
- **Accounting Group (abolished)**

- Toyota will integrate and reorganize the functions of the General Administration & Human Resources Group and the Accounting Group to establish the Kanri Group.
  The name "Kanri" reflects a shift away from the traditional concept of management. The Japanese character "kan" (看), meaning "to watch over," combines the elements for "hand" and "eye," reflecting the philosophy of closely observing, standing alongside, supporting, and at times leading colleagues at the *genba*.
- Rather than simply managing people, resources, and finances in the traditional sense, the Kanri Group aims to make greater use of expertise in general administration, human resources, and accounting at the *genba*. As a service-oriented organization supporting the company, the *genba*, and its people, the group aims to be a cheering squad that helps colleagues find fulfillment in their work and supports them in taking on new challenges.

- **External & Public Affairs Group (reorganized)**

- To enhance corporate value, some public relations and IR functions will be integrated to centralize information provided to the media and investors, thereby strengthening corporate communications capabilities.
- Some of the public relations functions of Toyota, Lexus International Company, and GAZOO Racing Company will be integrated to consolidate and optimize product and technology communications shared across the brands.
- External affairs and research functions will be integrated to strengthen corporate intelligence capabilities to address an increasingly uncertain global environment.

### (2) Strengthening Execution Capabilities in Engineering and Business Development

- **Toyota Robotics (newly established)**

- Building on the engineering expertise and *genba* capabilities developed through its automotive business, Toyota will position robotics as a key pillar of its future business, enabling it to continue creating what people need in each era. Toyota aims to introduce robots into society not as machines that take away people's jobs, but as partners that stand alongside them and expand their potential.

- To accelerate these efforts, Toyota will establish Toyota Robotics as a company-wide organization under direct corporate oversight.
- Takefumi Shiga, Operating Officer and Chief Production Officer, will also head Toyota Robotics, bringing together robotics-related expertise, personnel, and functions spread across the company. Working closely with development departments and drawing on the challenges and needs of the manufacturing *genba*, the organization will accelerate the practical application, commercialization, and deployment of robots on the front lines, while creating new value toward a society in which people and robots coexist.

- **Carbon Neutral Engineering Development Center (abolished)**
- The Carbon Neutral Engineering Development Center will be abolished, and its functions will be integrated into the Powertrain Company. The technical expertise, activities, and human resources developed by the center will be integrated into powertrain planning, advanced development, and mass production development, with a focus on hybrid systems.
- This reorganization will accelerate efforts to achieve carbon neutrality by taking an integrated approach from technology exploration and development through to implementation in products and regions, helping Toyota provide customers with a diverse range of options.

- **Frontier Research Center (abolished)**
- The Frontier Research Center will be abolished, and its functions will be integrated into the Advanced R&D and Engineering Company and the Software Development Center. This will more closely connect the center's research and exploration of future technologies with the organizations responsible for technology development and implementation in society.
- By pursuing these research and exploration activities in conjunction with related technologies and businesses, rather than within a separate organization, Toyota will accelerate efforts to translate research outcomes into new forms of mobility and social value.

**(3) Further Advancing Regional Management**
- Guided by the philosophy of “management based on products and regions,” leaders who know their regions best will further advance regional management by putting customers and the *genba* first, thinking independently, making swift decisions, and taking action.
- Toyota will appoint new CEOs for the North America, China, and Asia regions, as well as a new Business Planning & Operation President.
  The next generation of leaders will lead Toyota's transformation into a mobility company in each region, while the Business Planning & Operation functions will bring together expertise and strengths across regions to support regional initiatives. This approach aims to achieve the best outcomes for each region while strengthening Toyota's overall competitiveness.

- **India & Middle East Region (newly established)**
- **East Asia & Oceania Region (newly established)**
- **India-Middle East-East Asia & Oceania Region (abolished)**
- The India, Middle East, East Asia & Oceania Region will be divided into two new regions: the India & Middle East Region and the East Asia & Oceania Region. This will replace the existing structure covering a broad geographic area with one that allows each region to engage more closely with its local operations, taking into account differences in market conditions, stages of growth, and business challenges. The new structure will enable swift decision-making at the *genba* and accelerate efforts to become the best-in-town.
- The India & Middle East Region will strengthen its business foundation for future growth through initiatives such as launching a new plant in India and coordinating businesses and functions within the region.
- The East Asia & Oceania Region will work closely with customers and the sales and production *genba* in each country and region, promoting products, services, and business operations tailored to each market.

**2. Executive and Senior Professional/Senior Management Employee Changes**

| **Name** | Current | **New** |
|---|---|---|
| Akio Toyoda | Chairman of the Board of Directors | Chairman of the Board of Directors<br>Toyota Philosophy and Education Group (Chief Officer) |

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|---|---|---|
| Takefumi Shiga | Operating Officer<br>Chief Production Officer<br>Production Engineering Group<br>(Chief Officer) | Operating Officer<br>Chief Production Officer<br>Production Engineering Group<br>(Chief Officer)<br>In charge of Toyota Robotics |
| Takahiro Imura | Operating Officer<br>Production Group (Chief Officer) | Senior Fellow |
| Tetsuo Ogawa | Operating Officer<br>North America Region<br>(Chief Executive Officer)<br>Toyota Motor North America, Inc. | Senior Fellow |
| Tatsuro Ueda | Operating Officer<br>China Region (Chief Executive Officer)<br>Toyota Motor (China) Investment Co., Ltd. | Senior Fellow |
| Masahiko Maeda | Asia Region (Chief Executive Officer)<br>Toyota Motor Asia | Senior Fellow |
| Nobuhiko Koga | Frontier Research Center (President)<br>Toyota Central R&D Labs., Inc. | Toyota Central R&D Labs., Inc. |
| Chika Kako | Advanced R&D and Engineering Company<br>(Executive Vice President)<br>Higashi-Fuji Technical Center<br>(General Manager) | Advanced R&D and Engineering Company<br>(Fellow) |
| Isao Nakanishi | Business Development Group<br>(Chief Officer) | Business Development Group<br>(Chief Officer)<br>Advanced R&D and Engineering Company<br>(Fellow)<br>Higashi-Fuji Technical Center<br>(General Manager) |
| Motonobu Kawamura | Business Planning Div.<br>(General Manager) | Business Planning & Operation<br>(President) |
| Mark Templin | Toyota Motor North America, Inc. | North America Region<br>(Chief Executive Officer)<br>Toyota Motor North America, Inc. |
| Hiroshi Nanbu | Business Planning & Operation<br>(President) | Toyota Motor North America, Inc. |
| Keiji Kaita | Carbon Neutral Engineering Development Center (President) | Toyota Motor Europe NV/SA |
| Sukenaga Ota | Lexus Sales and Engagement Promotion Div. (General Manager) | China Region (Chief Executive Officer)<br>Toyota Motor (China) Investment Co., Ltd. |
| Masando Hashimoto | Toyota Motor Philippines Corporation | Asia Region (Chief Executive Officer)<br>Toyota Motor Asia |
| Hao Tien | Asia Region<br>(Deputy Chief Executive Officer)<br>Sales Financial Business Group<br>(Deputy Chief Officer)<br>Toyota Motor Asia | Toyota Motor Asia |

| | | |
|---|---|---|
| Masakazu Yoshimura | India, Middle East, East Asia & Oceania Region (Chief Executive Officer) | India & Middle East Region (Chief Executive Officer) |
| Takanori Azuma | Accounting Group (Chief Officer)<br>India, Middle East, East Asia & Oceania Region<br>In charge of Taiwan<br>(Senior General Manager)<br>In charge of Engineering Management Div. | East Asia & Oceania Region<br>(Chief Executive Officer)<br>In charge of Engineering Management Div.<br>Toyota Philosophy and Education Group* |
| Hideki Fujii | General Administration & Human Resources Group (Fellow) | Toyota Philosophy and Education Group (Fellow) |
| Yoshinori Ohno | Chief Risk Officer<br>Chief Compliance Officer<br>General Administration & Human Resources Group (Chief Officer) | Chief Risk Officer<br>Chief Compliance Officer<br>Kanri Group (Chief Officer)<br>Toyota Philosophy and Education Group* |
| Toshihiko Ubukata | Toyota Motor East Japan, Inc. | Kanri Group (Fellow) |
| Kazuaki Shingo | Advisor | Chief Quality Officer<br>Customer First Promotion Group<br>(Chief Officer) |
| Shinji Miyamoto | Chief Quality Officer<br>Customer First Promotion Group<br>(Chief Officer) | Customer First Promotion Group (Fellow) |
| Keiko Yanagi | Customer First Promotion Group<br>(Deputy Chief Officer) | Customer First Promotion Group<br>(Fellow) |
| Yoshio Nakamura | Production Group (Deputy Chief Officer) | Production Group (Chief Officer) |

* Serves as acting Chief Officer as necessary

**3. Organizational Structures as of January 1, 2027**

* Denotes change to responsibility (does not include organizational name changes)

**Vice Chairman**

| Name | Responsibility |
|---|---|
| Koji Sato | Vice Chairman<br>Chief Industry Officer |

**Operating Officers**

| Name | Responsibility |
|---|---|
| Kenta Kon | President<br>Chief Executive Officer<br>In charge of Mobility 3.0 Office |
| Hiroki Nakajima | Executive Vice President<br>Chief Technology Officer |
| Yoichi Miyazaki | Executive Vice President<br>Chief Financial Officer |
| Simon Humphries | Operating Officer<br>Chief Branding Officer<br>In charge of Brand Creation Office |
| * Takefumi Shiga | Operating Officer<br>Chief Production Officer<br>Production Engineering Group (Chief Officer)<br>In charge of Toyota Robotics |

**Executive Fellows / Senior Fellows**

| Name | Responsibility |
|---|---|
| Koji Kobayashi | Executive Fellow (Banto) |
| Shigeki Tomoyama | Executive Fellow<br>Japan Business Group (Chief Executive Officer) |
| Gill A. Pratt | Chief Scientist and Executive Fellow for Research<br>Toyota Research Institute, Inc. |
| * Takahiro Imura | Senior Fellow |
| Masashi Asakura | Senior Fellow |
| * Tetsuo Ogawa | Senior Fellow |
| * Tatsuro Ueda | Senior Fellow |
| * Masahiko Maeda | Senior Fellow |

**CxOs**

| CxO | Name |
|---|---|
| Chief Industry Officer | Koji Sato |
| Chief Executive Officer | Kenta Kon |
| Chief Technology Officer | Hiroki Nakajima |
| Chief Financial Officer | Yoichi Miyazaki |
| Chief Branding Officer | Simon Humphries |
| Chief Production Officer | Takefumi Shiga |
| Chief Risk Officer | Yoshinori Ohno |
| Deputy Chief Risk Officer | Christopher Yang |
| Chief Compliance Officer | Yoshinori Ohno |
| Deputy Chief Compliance Officer | Christopher Yang |
| Chief Quality Officer | *Kazuaki Shingo |

**In-house Companies**

| Company | President | Executive Vice President | Fellow |
|---|---|---|---|
| Advanced R&D and Engineering Company | Hirofumi Inoue | — | *Chika Kako<br>*Isao Nakanishi |
| Software Development Center | Akihiro Sarada | Toshihiro Izumi<br>(Yoshifumi Kato / DENSO Corporation) | Koichi Shirozu<br>Kenichi Murata |
| Vehicle Development Center | Takahiro Ishijima | — | Kiyoto Morimoto<br>Satoshi Mikutsu |
| Toyota Compact Car Company | Tsukasa Takahashi | — | — |
| Mid-size Vehicle Company | Yasushi Ueda | — | — |
| CV Company | Takanori Kimata | — | — |
| Lexus International Co. | Takashi Watanabe | — | — |
| Powertrain Company | Takashi Uehara | — | — |
| GAZOO Racing Company | Tomoya Takahashi | — | — |

**Regions**

| Region | Chief Executive Officer / Chief Officer | Deputy Chief Executive Officer / Deputy Chief Officer |
|---|---|---|
| Business Planning & Operation | *Motonobu Kawamura (President) | — |
| North America Region | *Mark Templin | — |
| Europe Region | Yoshihiro Nakata | — |
| Japan Business Group | Shigeki Tomoyama | Kenichi Kitaaki<br>Yasuhiro Arima |
| China Region | *Sukenaga Ota | — |
| Asia Region | *Masando Hashimoto | — |
| *India & Middle East Region | *Masakazu Yoshimura | — |
| *East Asia & Oceania Region | *Takanori Azuma | — |
| Latin America & Caribbean | Rafael Chang | — |

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|---|---|---|
| Region | | |

**Business Groups**

| Business Group | Chief Officer | Deputy Chief Officer | Fellow |
|---|---|---|---|
| Hydrogen Factory | Mitsumasa Yamagata (President) | — | — |
| TPS Group | Ryuji Aiba | — | — |
| Business Development Group | Isao Nakanishi | — | — |
| External & Public Affairs Group | Hiroyuki Ueda | Yoji Matsuyama | Yutaka Shimazaki |
| *Toyota Philosophy and Education Group | *Akio Toyoda | — | *Hideki Fujii |
| *Kanri Group | *Yoshinori Ohno | — | *Toshihiko Ubukata |
| Digital Information and Communication Group | Keiji Yamamoto | Toshiyuki Hibi<br>Hideharu Matsuoka | — |
| Sales Financial Business Group | Hiroyoshi Korosue | — | — |
| Purchasing Group | Kazunari Kumakura | Arata Ito | — |
| Customer First Promotion Group | *Kazuaki Shingo | Koichi Ito | *Shinji Miyamoto<br>*Keiko Yanagi |
| Production Engineering Group | Takefumi Shiga | Motoki Watanabe | — |
| Production Group | Yoshio Nakamura | — | — |
| Head Office | — | — | Yoshiyuki Yamashita<br>Shigehisa Kitazawa |