



**Koji Kobayashi**  
*Operating Officer*  
*Toyota Motor Corporation*

Koji Kobayashi was born on October 23, 1948. He graduated from Shiga University with a bachelor's degree in economics in March 1972, and joined Toyota Motor Corporation (TMC) in April of the same year.

In January 1997, Mr. Kobayashi was appointed general manager of the third sales department. He was made project general manager of the Finance Division in January 2000. He was seconded to Toyota Financial Services Corporation in July 2000, and also to DENSO Corporation in July 2003. He was named one of DENSO's executive directors in June 2004. In June 2007, he was promoted to senior executive director and appointed vice president in June 2010. Mr. Kobayashi took office as vice chairman of DENSO Corporation in June 2015.

He became an advisor of TMC in February 2016, and was named senior advisor as of April 2017. Mr. Kobayashi was appointed executive vice president, chief financial officer, and chief risk officer in January 2018. In June 2019, the Sustainability Management Department was added to his areas of responsibility. In April 2020, he became "Banto" and member of the board of directors, while concurrently serving as operating officer. In June 2022, he was made "Banto" and operating officer.

**Key non-TMC post**

Director, AISIN CORPORATION (June 2021-)