

II. Review of Operations

Production volume (by fiscal year)

(1) Production information

(Unit: Vehicles)

			FY 2022		FY 2021		FY 2020		FY 2019		FY 2018	
			No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year
Daihatsu-brand vehicles	Domestic	Mimi vehicles										
		Passenger	387,458	114.2%	339,219	84.3%	402,368	91.1%	441,475	94.6%	466,626	98.5%
		Cargo	194,411	121.4	160,099	114.2	140,226	92.3	151,854	103.4	146,884	98.1
		Total	581,869	116.5	499,318	92.0	542,594	91.4	593,329	96.7	613,510	98.4
	Registered vehicles	Passenger	37,156	102.1	36,379	79.3	45,880	86.6	52,962	125.3	42,279	132.9
		Cargo	—	—	—	—	—	—	—	—	—	—
		Total	37,156	102.1	36,379	79.3	45,880	86.6	52,962	125.3	42,279	132.9
		Total	619,025	115.6	535,697	91.0	588,474	91.1	646,291	98.6	655,789	100.1
		Overseas total (ADM+Perodua)	508,830	135.3	375,981	121.8	308,565	76.1	405,421	95.3	425,423	108.3
		Global total	1,127,855	123.7	911,678	101.6	897,039	85.3	1,051,712	97.3	1,081,212	103.1
Consigned/OEM vehicles	Domestic	OEM vehicles	252,793	82.1	307,915	93.6	329,084	102.6	320,693	116.5	275,228	100.9
		Consigned production vehicles	57,192	117.4	48,718	95.9	50,780	93.8	54,144	103.2	52,460	101.8
		Total	309,985	86.9	356,633	93.9	379,864	101.3	374,837	114.4	327,688	101.0
	Overseas	OEM vehicles	350,151	116.3	301,019	178.2	168,943	50.0	338,222	97.4	347,402	194.9
		Consigned production vehicles	—	—	—	—	—	—	—	—	—	—
		Total	350,151	116.3	301,019	178.2	168,943	50.0	338,222	97.4	347,402	114.3
		Global total	660,136	100.4	657,652	119.8	548,807	77.0	713,059	105.6	675,090	107.4
	Total domestic production	929,010	104.1	892,330	92.2	968,338	94.8	1,021,128	103.8	983,477	100.4	
	Total overseas production	858,981	126.9	677,000	141.8	477,508	64.2	743,643	96.2	772,825	110.9	
	Total global production	1,787,991	113.9	1,569,330	108.5	1,445,846	81.9	1,764,771	100.5	1,756,302	104.7	
	Excluding Perodua-brand vehicles	1,477,462	107.6	1,372,999	113.1	1,213,775	79.3	1,530,954	99.9	1,531,895	104.2	

(Note) The number of domestically produced Daihatsu-brand vehicles (registered vehicles) includes exported vehicles (CBU + CKD).

(Note) The number of Daihatsu-brand vehicles produced overseas includes Perodua-brand vehicles.

(2) Domestically produced Daihatsu-brand vehicles

(Unit: Vehicles)

	FY 2022		FY 2021		FY 2020		FY 2019		FY 2018	
	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year
Mira	62,170	96.6%	64,375	91.8%	70,121	82.4%	85,102	74.9%	113,648	103.1%
Move	111,222	134.2	82,876	83.3	99,547	84.6	117,622	87.4	134,591	90.6
Tanto	127,580	132.9	95,984	75.2	127,611	72.6	175,729	122.7	143,216	104.4
Atrai Wagon	0	0.0	2,575	57.0	4,519	96.6	4,677	91.4	5,115	80.1
Copen	5,221	130.6	3,998	137.7	2,904	79.5	3,653	109.2	3,346	115.3
Wake	4,726	34.8	13,584	82.9	16,388	81.7	20,066	78.8	25,457	86.9
Cast	16,630	110.7	15,024	87.2	17,230	49.8	34,626	83.9	41,253	96.2
Taft	59,909	98.5	60,803	94.9	64,048	—	—	—	—	—
Atrai	36,621	584.8	6,262	—	—	—	—	—	—	—
Hijet	157,790	102.6	153,837	109.7	140,226	92.3	151,854	103.4	146,884	100.6
Boon	2,415	81.7	2,957	91.1	3,245	43.0	7,549	67.5	11,181	159.1
Thor	11,972	94.2	12,704	76.8	16,552	67.3	24,592	79.1	31,098	125.5
Rocky	22,769	109.9	20,718	79.4	26,083	125.3	20,821	—	—	—
Total	619,025	115.6	535,697	91.0	588,474	91.1	646,291	98.6	655,789	100.1

(Note) Including exported vehicles (CBU + CKD). The above totals include discontinued models.

(Note) In the case of vehicles with a common name (Mira, Move, Tanto, Hijet), the numbers of vehicles with the same vehicle name are indicated.

(3) Overseas production

(Unit: Vehicles)

		FY 2022		FY 2021		FY 2020		FY 2019		FY 2018	
		No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year
Daihatsu-brand vehicles	Indonesia	206,411	113.4%	182,100	229.9%	79,210	45.5%	174,078	86.3%	201,776	107.9%
	Malaysia (Perodua-brand)	302,419	156.0	193,881	84.5	229,355	99.1	231,343	103.4	223,647	108.6
	Total	508,830	135.3	375,981	121.8	308,565	76.1	405,421	95.3	425,423	108.3
OEM vehicles	Excluding Perodua-brand	206,411	113.4	182,100	229.9	79,210	45.5	174,078	86.3	201,776	107.9
	Indonesia	342,041	114.6	298,569	179.6	166,227	49.5	335,748	96.9	346,642	194.5
	Malaysia (Perodua-brand)	8,110	331.0	2,450	90.2	2,716	109.8	2,474	325.5	760	—
Total		350,151	116.3	301,019	178.2	168,943	50.0	338,222	97.4	347,402	194.5
Total overseas production		858,981	126.9	677,000	141.8	477,508	64.2	743,643	96.2	772,825	110.9
Excluding Perodua-brand		548,452	114.1	480,669	195.8	245,437	48.1	509,826	93.0	548,418	111.7

(Note) Overseas consigned production/OEM vehicles are for Toyota.

< Reference information > Recent achievements

		Record	Date of attainment
All models	(including consigned production vehicles)	Cumulative production reaching 40 million vehicles	July 2021
	(excluding consigned production vehicles)	Cumulative production reaching 30 million vehicles	August 2018
	Only Daihatsu Brand(excluding three-wheel vehicles)	Cumulative production reaching 30 million vehicles	September 2020
Mini vehicles (excluding mini three-wheel vehicles)		Cumulative production reaching 25 million vehicles	March 2023
Overseas production		Cumulative production in Indonesia reaching 8 million vehicles	May 2023

Review of Operations

Sales record (by fiscal year)

(1) Sales information

(Unit: Vehicles)

		FY 2022		FY 2021		FY 2020		FY 2019		FY 2018		
		No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	
Domestic	Registered Mini vehicles	Passenger	377,469	108.4%	348,154	86.1%	404,446	91.9%	440,117	95.1%	462,593	99.6%
		Cargo	188,245	118.9	158,282	109.2	144,963	97.8	148,245	100.4	147,631	100.6
		Total	565,714	111.7	506,436	92.2	549,409	93.4	588,362	96.4	610,224	99.9
	Registered cars	passenger cars	37,192	99.8	37,280	78.3	47,587	92.6	51,372	124.5	41,268	128.1
		Cargo cars	332	110.3	301	182.4	165	—	—	—	—	—
		Total	37,524	99.8	37,581	78.7	47,752	93.0	51,372	124.5	41,268	128.1
Total		603,238	110.9	544,017	91.1	597,161	93.3	639,734	98.2	651,492	101.3	
Overseas total		499,332	137.5	363,216	111.5	325,784	82.4	395,372	91.3	432,899	108.1	
Global total		1,102,570	121.5	907,233	98.3	922,945	89.2	1,035,106	95.5	1,084,391	103.9	

(Note) The data of domestic sales is based on the number of vehicles registered or notified in Japan. For overseas, the data is based on retail sales volume.

(2) Domestic sales (by main models)

(Unit: Vehicles)

	FY 2022		FY 2021		FY 2020		FY 2019		FY 2018	
	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year
Mira	63,038	98.2%	64,214	89.5%	71,757	84.1%	85,293	76.1%	112,040	103.6%
Move	106,313	124.1	85,636	84.6	101,183	85.3	118,675	89.7	132,320	90.9
Tanto	123,198	121.8	101,112	78.9	128,218	74.3	172,679	121.1	142,550	105.9
Taft	58,208	95.1	61,200	100.5	60,918	—	—	—	—	—
Copen	5,124	130.4	3,928	133.6	2,940	81.6	3,603	108.8	3,311	116.5
Wake	5,497	40.1	13,707	82.2	16,677	82.6	20,189	77.5	26,051	91.7
Cast	16,088	104.1	15,452	84.6	18,270	52.2	35,010	85.1	41,141	96.7
Atrai Wagon	3	0.1	2,905	64.8	4,483	95.9	4,673	85.5	5,463	92.3
Hijet	150,392	98.9	152,121	104.9	144,963	97.8	148,240	100.6	147,347	103.2
Atrai	37,853	614.5	6,160	—	—	—	—	—	—	—
Boon	2,341	80.1	2,924	81.2	3,601	46.4	7,754	72.0	10,768	149.2
Thor	12,017	93.2	12,891	74.4	17,327	72.1	24,033	79.5	30,227	122.5
Rocky	22,022	105.0	20,983	79.4	26,425	136.3	19,383	—	—	—
Total	603,238	110.9	544,017	91.1	597,161	93.3	639,734	98.2	651,492	101.3

(Note) The data is based on the number of vehicles registered or notified. The above totals include models that are not listed on the table.

(Note) In the case of vehicles with a common name (Mira, Move, Tanto, Hijet), the number of vehicles with the same name is indicated.

(3) Domestic sales share

(Unit: Vehicles)

	FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
Mini vehicle market	1,692,689	1,554,971	1,757,748	1,855,967	1,922,999
Daihatsu sales	565,714	506,436	549,409	588,362	610,224
Daihatsu share	33.4%*	32.6%*	31.3%*	31.7%*	31.7%*
Entire market (including mini vehicle market)	4,388,300	4,218,555	4,658,699	5,040,673	5,261,503
Daihatsu sales	603,238	544,017	597,161	639,734	651,492
Daihatsu share	13.7%	12.9%	12.8%	12.7%	12.4%

* Top share

Source: Daihatsu's survey based on the data available from Japan Mini Vehicles Association, Inc.

Cumulative domestic sales of main models

	Release date	Cumulative sales
Mira	June 1980	6,592,485
Move	August 1995	4,270,749
Tanto	December 2003	2,755,572

Sales of welfare vehicles

(Unit: Vehicles)

		Release date	Number of vehicles sold in FY2022 (comparison with previous year)	Cumulative sales (as of March 2023)
Wheelchair accessible vehicles	Hijet/Atrai Sloper	September 2001	1,213(142%)	23,303
	Tanto Sloper	August 2006	2,948(83%)	51,113
Vehicles with lifting seat	Move Front Seat Lift	September 1997	321(126%)	11,714
	Tanto Welcome Seat	September 2008	929(89%)	14,486
	Thor Seat Lift	June 2021	83(—)	—
Vehicles with turn seat	Tanto Welcome Turn Seat	July 2019	339(77%)	1,601
Total		—	5,833(93%)	124,013

* The above totals include discontinued models.

Domestic sales network 58 Sales companies (Including 35 consolidated subsidiaries and 3 affiliated companies accounted for by the equity method) Direct new car sales 722 shops (As of the end of April 2023)

(4) Overseas sales (main country)

(Unit: Vehicles)

	FY 2022		FY 2021		FY 2020		FY 2019		FY 2018	
	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year
Indonesia	199,281	118.8	167,743	184.0	91,150	53.8	169,284	84.9	199,348	105.2
Malaysia	299,986	153.5	195,438	83.3	234,544	103.8	226,042	96.8	233,501	110.7
Total	499,332	137.5	363,216	111.5	325,784	82.4	395,372	91.3	432,899	108.1

(5) FY2022 overseas sales (by region/main country/model)

(Unit: Vehicles)

	Xenia	Telios	Gran Max	Luxio	Ayla	Sigra	Sirion	Rocky	Total
Indonesia(ADM)	24,759	24,103	62,347	2,628	24,475	51,963	738	8,268	199,281
	Myvi	Alza	Axia	Bezza	Aruz	Ativa	Total		
Malaysia(Perodua)	74,418	30,499	60,969	78,856	18,557	35,660	298,959		

Export record (by fiscal year)

(1) Export (by region, excluding Parts for Overseas Production)

(Unit: Vehicles)

	FY 2022		FY 2021		FY 2020		FY 2019		FY 2018	
	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year	No. of vehicles	Year-on-year
Asia	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Total	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0

List of main models

Main domestic production models

	First-generation model release date	Current model release date	Number of vehicles produced in FY2022 (vehicles)	Cumulative production (as of March 2023) (vehicles)	Drive			Transmission			Engine			Smart Assist	Maximum number of occupants (persons)	Seat type	
					FF	FR	4WD	M/T	CVT	660cc			1000cc				1200cc
										KF	1KR	WA					
Passenger cars	Mira e:S	11.09	17.05	54,576	978,835	●		●	●	●	●			●	4	2-row seats	
	Mira Tocot	18.06	18.06	7,594	67,890	●		●		●	●			●			
	[Mira Series]	—	—	62,170	¹ 7,025,297												
	Move	95.08	17.08	42,169	3,424,852	●		●		●	●			●			
	Move Canbus	16.09	22.07	69,053	449,287	●		●		●	●			●			
	[Move Series]	—	—	111,222	¹ 4,306,664												
	Tanto	03.11	22.10	127,580	2,639,706	●		●		●	●			●			
	[Tanto Series]	—	—	127,580	¹ 2,742,865												
	Cast	15.09	15.09	16,630	222,774	●		●		●	●			●			
	Copen	02.06	14.06	5,221	108,664	●			●	●	●						2
Taft	20.06	20.06	59,909	184,760	●		●		●	●			●	4	2-row seats		
Boon	04.06	18.10	2,415	272,902	●		●		●	●			●	5			
Thor	16.11	20.09	11,972	126,383	●		●		●	●			●				
Rocky	19.11	21.11	22,769	90,391	●		●		●	●	●		●				
Atrai	99.06	21.12	36,621	42,883		●	●		●	●			●			4	
Commercial vehicles	Hijet (Truck)	64.03	21.12	92,715	4,680,061		● ²	●	●	●	●			●	2	Single-row seats	
	Hijet (Cargo)	65.10	21.12	65,075	3,103,762		● ³	●	●	●	●			●	2/4	Single-row/2-row seats	
	[Hijet Series] ³	—	—	157,790	¹ 7,790,548												

(Note) The number of produced units includes vehicles for export. *1: Including discontinued models *2: MR

*3: The first-generation Hijet (bonnet truck) was launched in November 1960.

(Note) Current model release date: Release date of completely redesigned model or minor change model (excluding partially improved models)

Main overseas production vehicles

	First-generation model release period	Current model release period	Number of vehicles produced in FY2022 (vehicles)	Cumulative production (as of March 2023) (vehicles)	Drive			Transmission			Engine						Maximum number of occupants (persons)	Seat type		
					FF	FR	4WD	M/T	A/T	CVT	1000cc		1200cc		1300cc				1500cc	
											1KR	WA	3NR	K3	1NR	3SZ			2NR	
Indonesia	Xenia	04.01	21.11	20,664	764,307	●		●	●					●	●	7	3-row seats			
	Terios	07.01	23.06	22,854	346,008		●		●	●					●					
	Luxio	09.02	14.02	2,844	77,641	● ¹		●	●					●		8				
	Ayla	13.09	23.03	26,182	239,084	●		●	●	●	●					5	2-row seats			
	Sigra	16.08	19.09	57,899	311,676	●		●	●	●	●					7	3-row seats			
	Gran Max (Van)	07.11	07.11	67,834	927,990		● ¹	● ²	●	● ²			●		● ²	2/8/9	Single-row/forward-facing 3-row/face-to-face 3-row seats			
	Gran Max (Pickup)	07.12	07.12				● ¹	● ²	●	● ²			●		● ²					
Rocky	21.04	21.06	8,134	20,744	●		●	●	●	●										
Malaysia	Myvi	05.05	21.11	75,499	1,483,903	●			●				●	●	5	2-row seats				
	Axia	14.09	23.02	62,284	660,129	●		●	●	●										
	Bezza	16.07	20.01	79,104	379,172	●		●	●	●			●							
	Alza	09.11	22.07	30,948	483,583	●			●					●	7	3-row seats				
	Aruz	19.01	19.01	19,078	92,842		●		●					●						
Ativa	21.03	21.03	35,506	70,563	●			●	●					5	2-row seats					

(Note) The number of produced units includes vehicles for export. *1: MR *2: For domestic

(Note) Current model release date: Release date of completely redesigned model or minor change model (excluding partially improved models)

Review of Operations

Consigned production/OEM business

As a consolidated subsidiary of Toyota Motor Corporation (hereinafter "Toyota"), Daihatsu collaborates with Toyota in various areas, mainly focusing on small cars, as its specialized field. In 2008, Daihatsu, Toyota and SUBARU Corporation., which has a business tie-up with Toyota, established a solid cooperative system for development and production. From 2020, Daihatsu supplies to Mazda on an OEM basis. Daihatsu will further strengthen the cooperative relationships with those companies through the development of competitive vehicles that offer fuel efficiency, affordable pricing and conservation of resources.

(1) Consigned production/OEM business arrangement

Consigned production Production of vehicles or engines developed by another company and sold under that company's brand at Daihatsu's plant

OEM Supply of vehicles developed and produced by Daihatsu and sold under another company's brand

(2) History of business tie-up with Toyota

November 1967 Business alliance with Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd.

September 1998 Toyota Motor Corporation obtained the majority of the shares of Daihatsu.

August 2016 Daihatsu Motor Corporation, a wholly owned subsidiary by the Corporation stock exchange by Toyota Motor Corporation.

(3) Domestic production

Commencement period	Brand	Daihatsu-brand vehicle name (Number of vehicles produced in FY2022) *1	Another company's vehicle name (Number of vehicles produced in FY2022) *1	Arrangement	Developed by	Produced by
From June 2002	Toyota	—	Probox (57,192)	Consigned production	Toyota	Daihatsu
From May 2004		Boon (2,415)	Passo*2 (33,769)			
From April 2011	SUBARU	Move (42,169)	Stella (3,742)	OEM	Daihatsu	
From December 2011	Toyota	Hijet Cargo (65,075)	Pixis Van (9,442)			
		Hijet Truck (92,715)	Pixis Truck (5,039)			
From April 2012	SUBARU	Mira e:S (54,576)	Pixis Epoch (6,511)			
		Hijet Cargo (65,075)	Sambar Van (4,763)			
From December 2012	SUBARU	Hijet Truck (92,715)	Sambar Truck (4,108)			
		Mira e:S (54,576)	Pleo Plus (2,645)			
From July 2015	Toyota	Wake (4,726)	Pixis Mega (4,232)			
From August 2016		Cast (16,630)	Pixis Joy (3,435)			
From November 2016		SUBARU	Thor (11,972)			
	Justy (1,226)					
From December 2016	Toyota	Tanto (127,580)	Chiffon (4,293)			
From October 2019		Copen GR SPORT (5,221)*Series Total	Copen GR SPORT (1,882)			
From November 2019		Rocky (22,769)	Raize (69,397)			
From November 2022	SUBARU		Rex (845)			

*1: Daihatsu-produced vehicles only

*2: Passo: May 2004 - March 2016: Consigned Production, April 2016 - : OEM

Review of Operations

(4) Indonesia production

Commencement period	Another company's brand name	Daihatsu-brand vehicle name (Number of vehicles produced in FY2022)	Another company's vehicle name (Number of vehicles produced in FY2022)	Arrangement	Produced by
From December 2003	Toyota	Xenia (20,664)	Avanza (65,447)	OEM	Astra Daihatsu Motor
From December 2006		Terios (22,854)	Rush (103,577)		
From January 2008		Gran Max (67,834)	Townace/Lite ace (28,381)		
From September 2013		Ayla (26,182)	Agya (21,481)		
From January 2014			Wigo (26,438)		
From August 2016		Sigra (57,899)	Calya (14,791)		
From July 2020	Mazda	Gran Max (67,834)	Bongo (2,100)		
From April 2021	Toyota	Rocky (8,134)	Raize (79,826)		

(5) Malaysia (Perodua) Production

Commencement period	Another company's brand name	Daihatsu-brand vehicle name (Number of vehicles produced in FY2022)	Another company's vehicle name (Number of vehicles produced in FY2022)	Arrangement	Produced by
From January 2019	Toyota	Aruz (19,078)	Rush (2,300)	OEM	Perodua Manufacturing
From January 2023		Alza (30,948)	Veloz (5,810)		

(6) Consigned engine production

Engine type	Displacement	Number of units produced in FY2022 (units)	Representative models equipped with the engine	
KR	1000cc gasoline	27,858	Toyota	Yaris