

April 25, 2007

## FINANCIAL SUMMARY

FY 2007  
(April 1, 2006 through March 31, 2007)

DAIHATSU MOTOR CO., LTD.

## HIGHLIGHTS OF CONSOLIDATED RESULTS

### 1. Consolidated Results

(Millions of Yen)

|  | FY2007<br>(From April 1, 2006 to<br>March 31, 2007) | FY2006<br>(From April 1, 2005 to<br>March 31, 2006) | Increase<br>(Decrease) |
|--|---|---|------------------------|
| Net sales  | 1,637,124   | 1,347,972   | 21.5%                  |
| Operating income   | 54,373  | 48,638  | 11.8%                  |
| Income before extraordinary items and<br>income taxes and minority interests | 60,207  | 50,360  | 19.6%                  |
| Net income   | 34,730  | 33,523  | 3.6%                   |
| Net income per share in the period (yen)                                     | 81.35   | 78.14   | 4.1%                   |

### 2. Consolidated Number of Products Sold

(Units)

|                                      | FY2007<br>(From April 1, 2006 to<br>March 31, 2007) | FY2006<br>(From April 1, 2005 to<br>March 31, 2006) | Increase<br>(Decrease) |
|--------------------------------------|---|---|------------------------|
| Japan                                |   |   |                        |
| Mini Vehicles                        | 567,301   | 550,738   | 3.0%                   |
| Compact Vehicles                     | 18,939  | 13,039  | 45.2%                  |
| Subtotal                             | 586,240   | 563,777   | 4.0%                   |
| Overseas                             | 342,423   | 286,708   | 19.4%                  |
| Total Daihatsu Vehicles              | 928,663   | 850,485   | 9.2%                   |
| Toyota Vehicles                      |   |   |                        |
| Consigned Vehicles (Japan)           | 262,512   | 187,372   | 40.1%                  |
| Consigned Vehicles                   | 97,090  | 95,452  | 1.7%                   |
| OEM Vehicles                         | 27,801  | 9,184   | 202.7%                 |
| Subtotal                             | 387,403   | 292,008   | 32.7%                  |
| Total                                | 1,316,066   | 1,142,493   | 15.2%                  |
| Parts for Overseas Production (sets) | 5,890   | 8,220   | (28.3%)                |
| Consigned Engines                    | 385,026   | 368,616   | 4.5%                   |

### 3. Consolidated Sales

(Millions of Yen)

|          | FY2007<br>(From April 1, 2006 to<br>March 31, 2007) | FY2006<br>(From April 1, 2005 to<br>March 31, 2006) | Increase<br>(Decrease) |
|----------|---|---|------------------------|
| Daihatsu |   |   |                        |
| Japan    | 773,055   | 729,039   | 6.0%                   |
| Overseas | 359,918   | 259,508   | 38.7%                  |
| Subtotal | 1,132,973   | 988,547   | 14.6%                  |
| Toyota   | 504,151   | 359,424   | 40.3%                  |
| Total    | 1,637,124   | 1,347,972   | 21.5%                  |

**CONSOLIDATED STATEMENTS OF INCOME**

(Millions of Yen)

|  | FY2007<br>(From April 1, 2006<br>to March 31, 2007) |        | FY2006<br>(From April 1, 2005<br>to March 31, 2006) |        | Increment<br>(Decrement) |
|--|---|--------|---|--------|--------------------------|
| <b>Net Sales</b>   | 1,637,124   | 100.0% | 1,347,972   | 100.0% | 289,152                  |
| <b>Cost of Sales</b>   | 1,351,571   | 82.6%  | 1,092,159   | 81.0%  | 259,411                  |
| Total gross profit before adjustment of profit on<br>installment sales       | 285,553   | 17.4%  | 255,813   | 19.0%  | 29,740                   |
| <b>Net change in deferred profit on installment sales</b>                    | (532)   |        | (416)   |        | (116)                    |
| Gross profit   | 285,021   | 17.4%  | 255,396   | 18.9%  | 29,624                   |
| <b>Selling, general and administrative expenses</b>                          | 230,647   | 14.1%  | 206,758   | 15.3%  | 23,889                   |
| Operating income   | 54,373  | 3.3%   | 48,638  | 3.6%   | 5,734                    |
| <b>Other income</b>  | 10,812  |        | 8,196   |        | 2,616                    |
| <b>Other expenses</b>  | 4,977   |        | 6,474   |        | (1,496)                  |
| Income before extraordinary items and income<br>taxes and minority interests | 60,207  | 3.7%   | 50,360  | 3.7%   | 9,847                    |
| <b>Extraordinary gain</b>  | 2,722   |        | 8,267   |        | (5,545)                  |
| <b>Extraordinary loss</b>  | 118   |        | 9   |        | 108                      |
| <b>Income before income taxes and minority interests</b>                     | 62,811  | 3.8%   | 58,618  | 4.3%   | 4,193                    |
| <b>Income taxes (Current)</b>  | 22,525  |        | 15,556  |        | 6,968                    |
| <b>Income taxes (Deferred)</b>   | (1,637)   |        | 4,160   |        | (5,797)                  |
| <b>Minority interests in net income of consolidated<br/>subsidiaries</b>     | (7,193)   |        | (5,377)   |        | (1,815)                  |
| <b>Net income</b>  | 34,730  | 2.1%   | 33,523  | 2.5%   | 1,207                    |

**CONSOLIDATED BALANCE SHEETS**

(Millions of Yen)

| <b>ASSETS</b>                        | FY2007<br>(Year ended<br>March 31, 2007) | FY2006<br>(Year ended<br>March 31, 2006) | Increment<br>(Decrement) |
|--------------------------------------|--|--|--------------------------|
| <b>Current assets</b>                |  |  |                          |
| Cash on hand and in banks            | 30,792                                   | 17,478                                   | 13,313                   |
| Deposits                             | 61,570                                   | 51,046                                   | 10,523                   |
| Trade notes and accounts receivable  | 284,620                                  | 251,184                                  | 33,435                   |
| Inventories                          | 94,138                                   | 69,464                                   | 24,674                   |
| Deffered tax assets                  | 28,688                                   | 23,601                                   | 5,087                    |
| Other current assets                 | 50,399                                   | 46,479                                   | 3,919                    |
| Less allowance for doubtful accounts | (2,420)                                  | (2,037)                                  | (383)                    |
| Total current assets                 | 547,789                                  | 457,219                                  | 90,570                   |
| <b>Fixed assets</b>                  |  |  |                          |
| Tangible fixed assets                |  |  |                          |
| Buildings and structures             | 119,411                                  | 109,964                                  | 9,447                    |
| Macinery, equipment and vehicles     | 174,576                                  | 169,688                                  | 4,888                    |
| Land                                 | 113,511                                  | 109,107                                  | 4,403                    |
| Construction in progress             | 15,584                                   | 15,757                                   | (172)                    |
| Other                                | 30,213                                   | 31,720                                   | (1,507)                  |
| Intangible fixed assets              | 1,263                                    | 1,290                                    | (26)                     |
| Investments and other assets         |  |  |                          |
| Investments in securities            | 111,975                                  | 124,619                                  | (12,644)                 |
| Long-term loans receivable           | 2,755                                    | 2,277                                    | 477                      |
| Deffered tax assets                  | 3,737                                    | 1,886                                    | 1,850                    |
| Other                                | 4,378                                    | 4,060                                    | 317                      |
| Less allowance for doubtful accounts | (434)                                    | (364)                                    | (69)                     |
| Total fixed assets                   | 576,972                                  | 570,008                                  | 6,963                    |
| <b>Total assets</b>                  | <b>1,124,762</b>                         | <b>1,027,228</b>                         | <b>97,534</b>            |

(Millions of Yen)

| <b>LIABILITIES, MINORITY INTERESTS AND<br/>SHAREHOLDERS' EQUITY</b> | FY2007<br>(Year ended<br>March 31, 2007) | FY2006<br>(Year ended<br>March 31, 2006) | Increment<br>(Decrement) |
|---|--|--|--------------------------|
| <b>Current liabilities</b>  |  |  |                          |
| Trade notes and accounts payable                                    | 331,920                                  | 282,126                                  | 49,793                   |
| Short-term bank loans and current portion of long<br>-term debt     | 105,319                                  | 132,121                                  | (26,802)                 |
| Accrued income taxes  | 17,952                                   | 7,773                                    | 10,178                   |
| Other current liabilities   | 168,485                                  | 166,465                                  | 2,018                    |
| Total current liabilities   | 623,677                                  | 588,487                                  | 35,189                   |
| <b>Long-term liabilities</b>  |  |  |                          |
| Long-term debt  | 52,982                                   | 17,584                                   | 35,397                   |
| Accrued retirement benefits for employees                           | 59,179                                   | 53,714                                   | 5,465                    |
| Other long-term liabilities   | 19,324                                   | 23,341                                   | (4,017)                  |
| Total long-term liabilities   | 131,485                                  | 94,640                                   | 36,844                   |
| Total liabilities   | 755,163                                  | 683,128                                  | 72,034                   |
| <b>Minority interests in consolidated subsidiaries</b>              | -  | 40,792                                   | -                        |
| <b>Shareholders' equity</b>   |  |  |                          |
| Common stock  | -  | 28,404                                   | -                        |
| Additional paid-in capital  | -  | 10,837                                   | -                        |
| Retained earnings   | -  | 212,479                                  | -                        |
| Net unrealized holding gain on securities                           | -  | 54,284                                   | -                        |
| Foreign currency translation adjustments                            | -  | (2,584)                                  | -                        |
| Treasury stock, at cost   | -  | (114)                                    | -                        |
| Total shareholders' equity  | -  | 303,306                                  | -                        |
| <b>Net Assets</b>   |  |  |                          |
| Shareholders' equity  |  |  |                          |
| Common stock  | 28,404                                   | -  | -                        |
| Additional paid-in capital  | 10,837                                   | -  | -                        |
| Retained earnings   | 241,431                                  | -  | -                        |
| Treasury stock, at cost   | (141)                                    | -  | -                        |
| Valuation, translation adjustments and others                       |  |  |                          |
| Net unrealized holding gain on securities                           | 40,791                                   | -  | -                        |
| Foreign currency translation adjustments                            | (1,287)                                  | -  | -                        |
| Minority interests in consolidated subsidiaries                     | 49,563                                   | -  | -                        |
| Total net assets  | 369,599                                  | -  | -                        |
| <b>Total liabilities and net assets</b>                             | <b>1,124,762</b>                         | <b>1,027,228</b>                         | <b>97,534</b>            |

## SEGMENT INFORMATION

### 1. Information by Business Location

FY2007 (April 2006 through March 2007)

(Millions of yen)

|                                      | Japan     | Asia    | Europe and others | Total     | Intersegment Elimination | Consolidated |
|--------------------------------------|-----------|---------|-------------------|-----------|--------------------------|--------------|
| Net sales:                           |           |         |                   |           |                          |              |
| (1) Sales to external customers      | 1,307,790 | 297,542 | 31,612            | 1,637,124 | -                        | 1,637,124    |
| (2) Intersegment sales and transfers | 88,674    | 1,011   | -                 | 89,686    | (89,686)                 | -            |
| Total                                | 1,396,644 | 298,554 | 31,612            | 1,726,811 | (89,686)                 | 1,637,124    |
| Operating expenses                   | 1,354,249 | 286,828 | 31,360            | 1,672,437 | (89,686)                 | 1,582,751    |
| Operating income (loss)              | 42,395    | 11,726  | 251               | 54,373    | -                        | 54,373       |
| Assets                               | 997,323   | 120,396 | 22,158            | 1,139,877 | (15,115)                 | 1,124,762    |

### 2. Overseas Sales

FY2007 (April 2006 through March 2007)

(Millions of yen)

|  | Asia    | Europe | Others | Total     |
|--|---------|--------|--------|-----------|
| Overseas net sales   | 332,835 | 85,445 | 49,136 | 467,417   |
| Consolidated net sales                                       |         |        |        | 1,637,124 |
| Overseas net sales as a percentage of consolidated net sales | 20.4%   | 5.2%   | 3.0%   | 28.6%     |