

FY2008 Third Quarter  
(April 1, 2007 through December 31, 2007)  
Financial Results Presentation



January 30, 2008  
DAIHATSU MOTOR CO., LTD.

## ○ Please Bear in Mind ...

- The financial forecasts detailed in this presentation for Daihatsu, its subsidiaries and affiliates are based on information at hand and as interpreted by Daihatsu. Actual results may differ significantly from the forecasts due to the realization of various risks and uncertain factors such as changing economic trends, market demand, exchange rates, taxation systems and other relevant factors.
- We ask that investors make their final decisions on investment after taking into consideration the above point. Please do not make investment decisions based solely on the information presented herein.

## ○ Consolidated Financial Statement Highlights for the FY2008 Third Quarter (April 2007 through December 2007)

1. Maintained the upward trend with regard to both revenue and income
  - ➡ Fourth consecutive year; favorable start of sales of the new Tanto
2. Achieved leading mini vehicle market share for the first time in a calendar year
  - ➡ Both sales volumes and market share reach new heights in Japan
3. Operations stepped-up in Indonesia
  - ➡ -Installation of the second production line enhances annual production capacity to the 200,000 range
  - Improved quality and cost competitiveness = start of exports to Japan (OEM supply to Toyota)
4. Oita Plant No. 2 begins operations
  - ➡ Established a business model for mini vehicle production through innovative cost reduction measures

# Overview

## ① Consolidated Unit Sales

(Unit: Thousand units)

		Q3 FY2008 (Apr. 1 - Dec. 31, 2007)	Q3 FY2007 (Apr. 1 - Dec. 31, 2006)	Increase/Decrease (%)
	Japan	396	408	-2.9
	(mini vehicles)	(390)	(393)	(-0.9)
	Overseas	279	260	7.3
Total Daihatsu vehicles		676	668	1.1
	Production outsourced to Daihatsu (Japan)	177	195	-9.1
	Production outsourced to Daihatsu (overseas)	82	72	13.9
	OEM Vehicles	24	19	26.8
Total outsourced and OEM vehicles		282	285	-0.9
Total		958	954	0.5
Engine production outsourced to Daihatsu		301	278	8.6

# Overview

## ② Net Sales and Income (Consolidated)

(Unit: billion yen)

	Q3 FY2008 (Apr. 1 – Dec. 31, 2007)	Q3 FY2007 (Apr. 1 – Dec. 31, 2006)	Increase/ Decrease (%)
Net sales	1220.6	1163.0	4.9
Operating income	39.0	30.4	28.5
Income before extraordinary items, income taxes and minority interests	42.1	33.3	26.5
Net income	20.5	16.7	22.3

# Overview

## ③ Factors Contributing to Changes in Consolidated Operating Income

(Unit: billion yen)

Factors		Increase/decrease in Q3 FY2008 (Apr. 1 – Dec. 31, 2007)
Factors contributing to an increase	Changes in sales volumes and in the model mix	+ 10.6
	Cost reduction efforts	+ 8.2
	Effects of changes in exchange rates	+ 5.3
	Subtotal	+ 24.1
Factors contributing to a decrease	Increases in miscellaneous expenses, etc.	- 15.5
	Market changes in raw material costs	- 8.5
	Subtotal	- 15.5
Total		+ 8.6

# Overview

## ④ Financial Results of Consolidated Subsidiaries

(Billion yen; ( ) year-on-year difference)

	Net sales	Operating income	Operating income (before tax reform effects)
Daihatsu (unconsolidated)	907.0 <sup>(-0.2)</sup>	23.2 <sup>(+4.1)</sup>	25.2
Production in Japan	223.6 <sup>(+37.6)</sup>	1.8 <sup>(+0.7)</sup>	2.5
Sales in Japan	377.5 <sup>(+9.1)</sup>	-0.5 <sup>(-2.0)</sup>	-1.3
Overseas operations	294.7 <sup>(+48.9)</sup>	13.4 <sup>(+4.5)</sup>	13.4
Financing and other	61.1 <sup>(+9.1)</sup>	2.3 <sup>(-0.3)</sup>	2.8

# Overview

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## Financial Results of P.T.Astra Daihatsu Motor (ADM) and Perodua Manufacturing Sdn. Bhd. (Perodua)

### ADM

(Units: 1,000 vehicles; billion yen)

	Q3 FY2008 (Apr. 1 – Dec. 31, 2007)	Q3 FY2007 (Apr. 1 – Dec. 31, 2006)
Unit sales	14.0	9.2
Net sales	118.7	72.7
Operating income	6.0	1.4
Income before extraordinary items, income taxes and minority interests	5.7	1.2

### Perodua

	Q3 FY2008 (Jan. 1 – Sep. 30, 2007)	Q3 FY2007 (Jan. 1 – Sep. 30, 2006)
Unit sales	14.3	15.0
Net sales	152.9	150.5
Operating income	9.2	7.5
Income before extraordinary items, income taxes and minority interests	10.1	7.8

# Overview

## ⑥ Forecast of Consolidated Financial Results for FY2008

(Unit: billion yen)

	Forecast for FY2008	FY2007 results	Increase/decrease (%)
Net sales	1700.0	1637.1	+3.8
Operating income	60.0	54.3	+10.3
Income before extraordinary items, income taxes and minority interests	63.0	60.2	+4.6
Net income	35.0	34.7	+0.8

# 1. Sales in Japan

## ① Overall Mini Vehicle Market and Daihatsu Market Share (January – December 2007)

Jan – Dec. '07 results  
Sales of Daihatsu mini vehicles

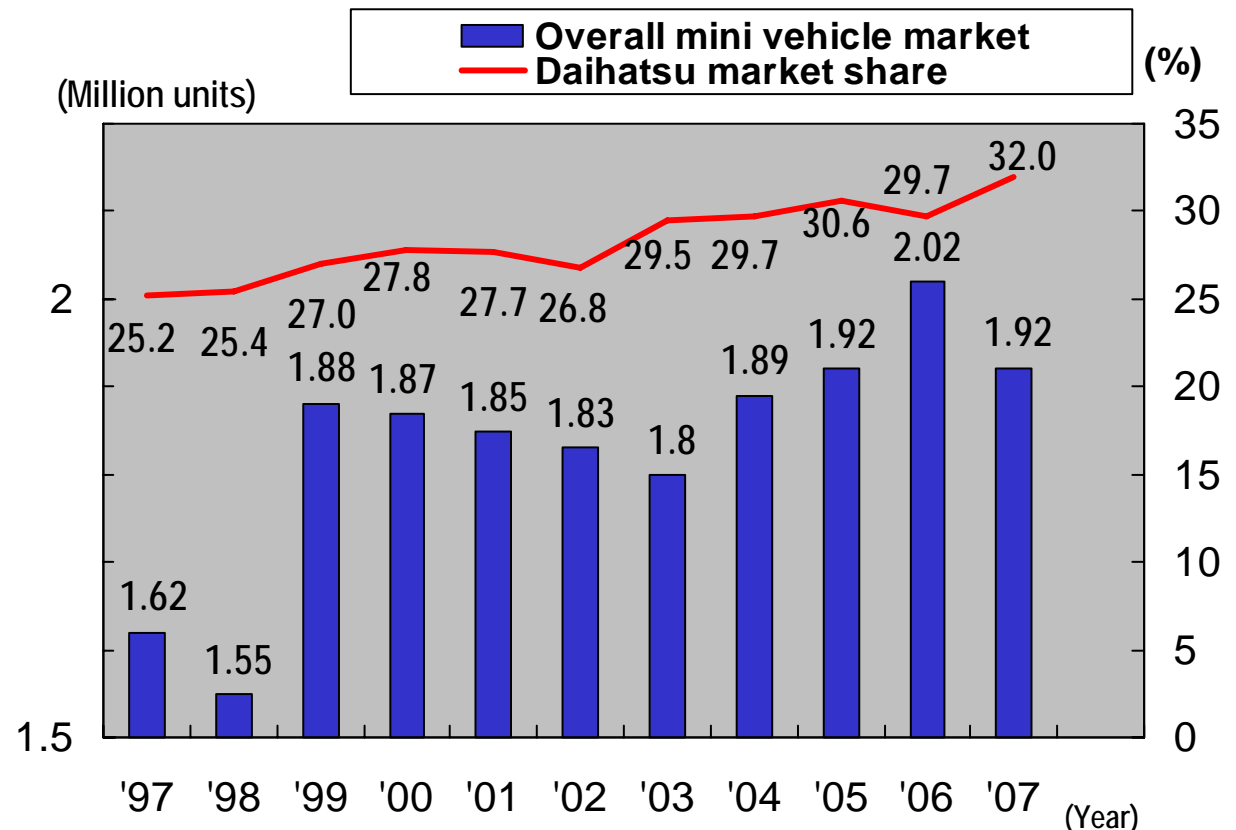
**615,160 units**

(An increase of 2.3% compared with 2006)

Overall mini vehicle market

**1,919,819 units**

(A decrease of 5.1% compared with 2006)



Achieved record high sales of Daihatsu vehicles, and the leading market share for the first time in a calendar year.

Only automaker to surpass previous year's sales performance (in the market including mini vehicles); first 4th place overall

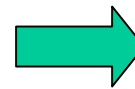
# 1. Sales in Japan

## 2 Product Launch

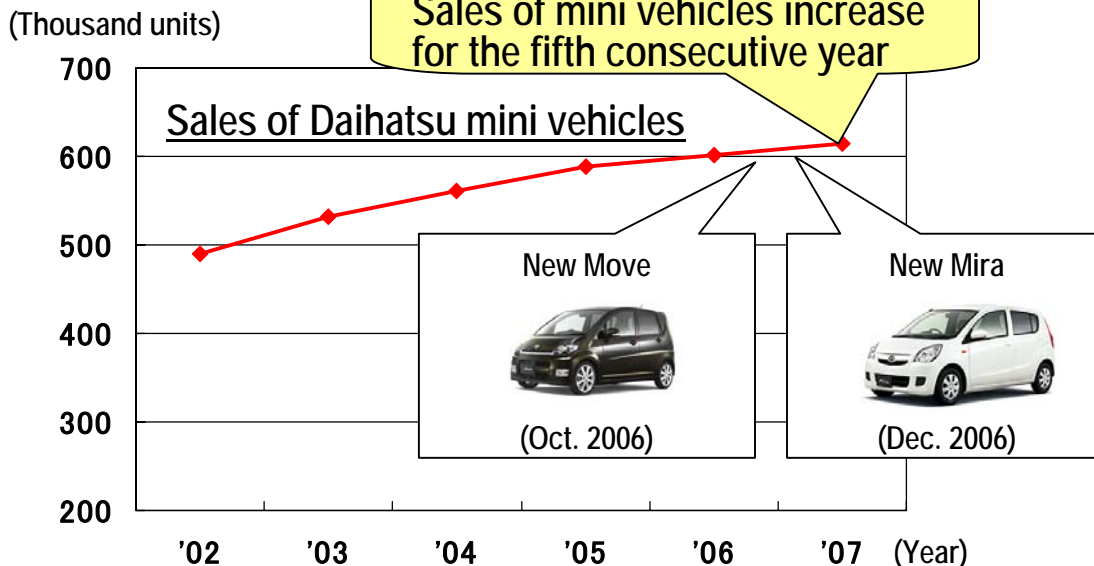


Completely redesigned Tanto

**New Tanto**  
 Launch date: Dec 17, 2007  
 Price range: Approx. 1.1 – 1.7 million yen  
 Sales target: 8,000 units/month



Orders received in about a month since the launch  
 Approx. 24,000 units  
 (three times the monthly target)  
 Sales ratio:  
 Tanto: approx. 40%  
 Tanto Custom: approx. 60%  
 Vehicles fitted with CVT: approx. 65%



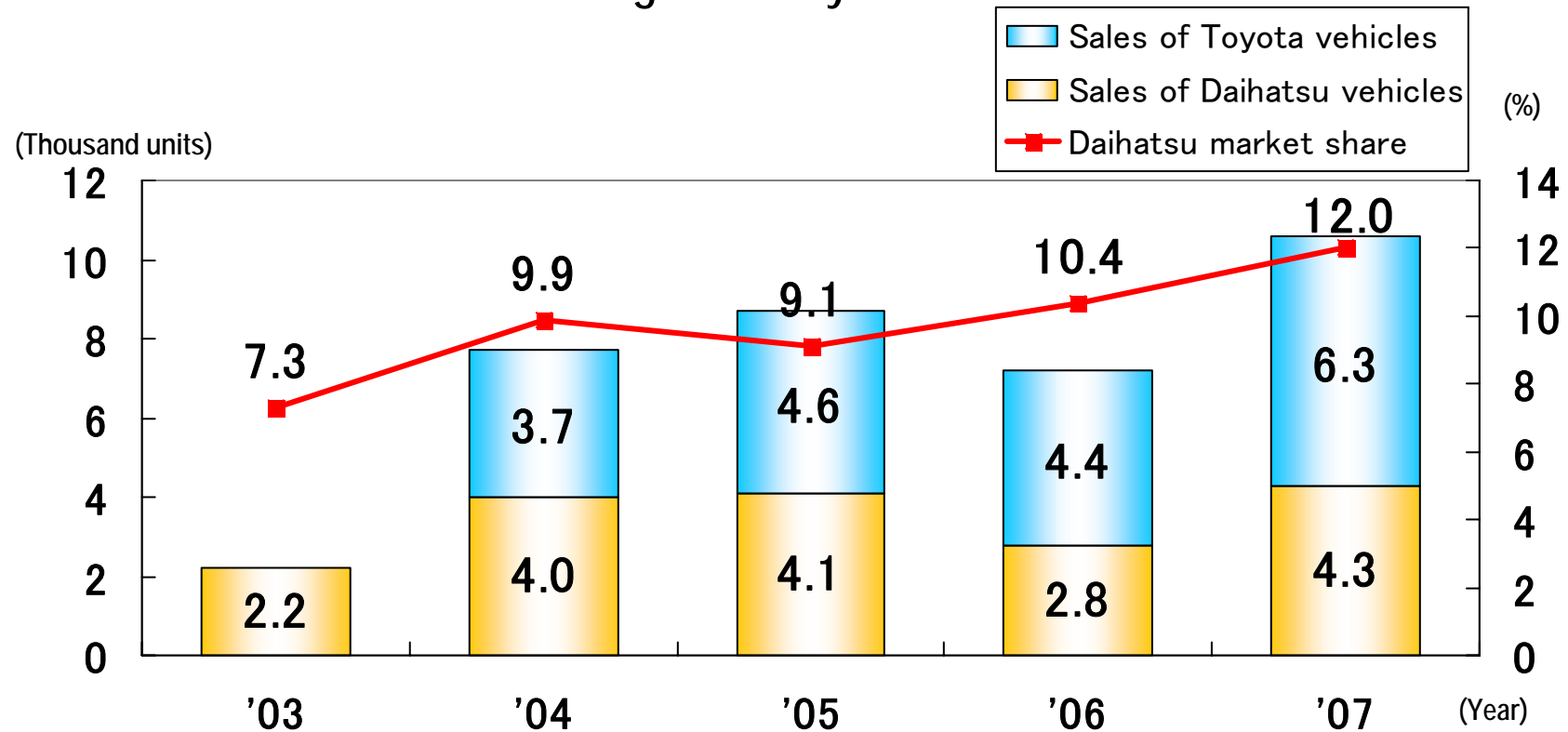
Cumulative number of vehicles registered between Jan and Dec 2007  
 Move: 210,425 units  
 (An increase of 13.8% compared with 2006)  
 Mira: 109,890 units  
 (An increase of 35% compared with 2006)

Favorable start of sales of the new Tanto;  
 CVT-equipped Mira and Move also maintain strong sales.

## 2. Overseas Operations

### ① Indonesia

#### ADM market share and average monthly sales



\*Market share calculated from Association of Indonesian Automotive Industries (Gaikindo) data

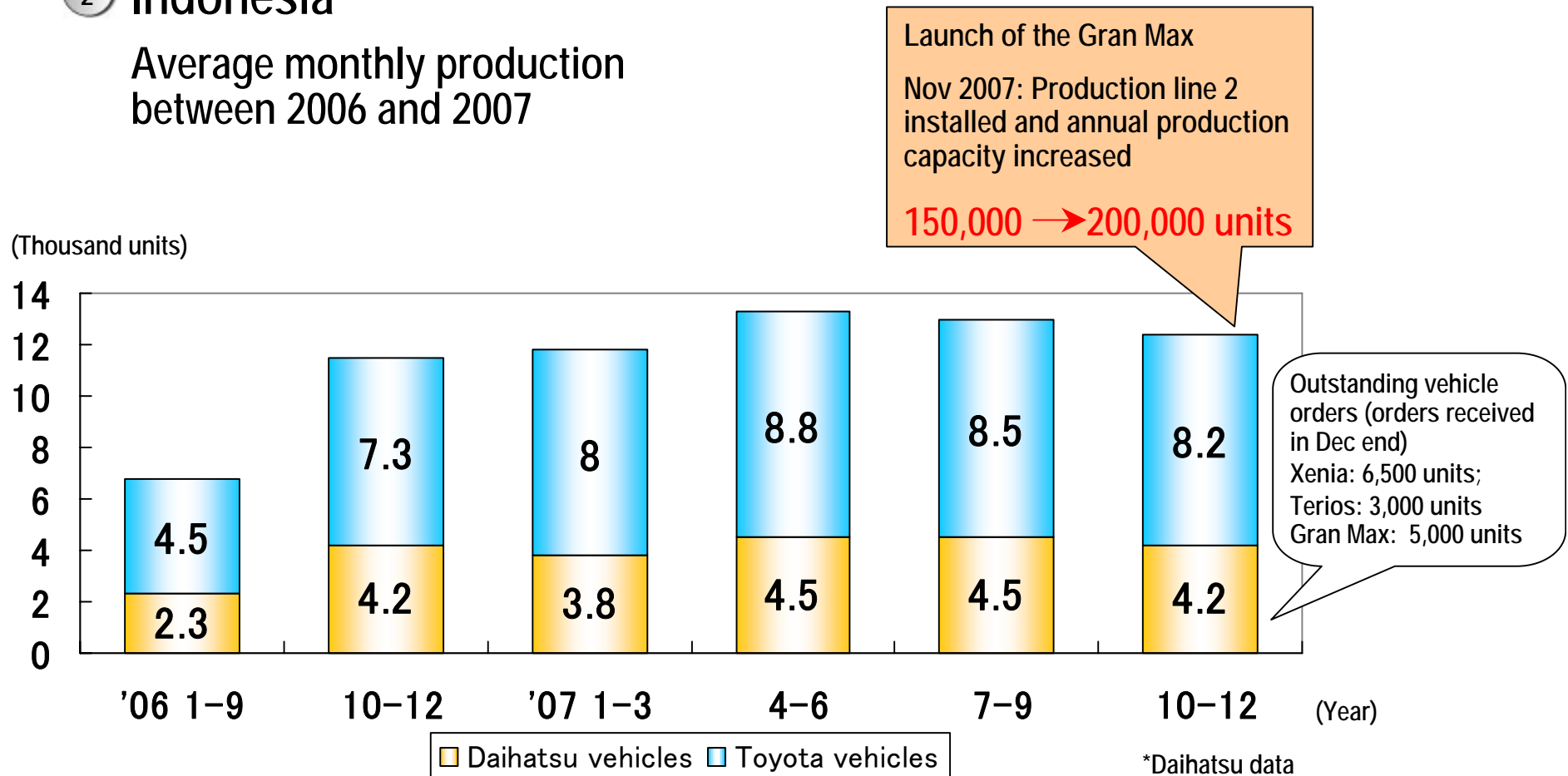
\*Daihatsu data

Market share of all vehicle series produced by ADM (including Toyota vehicles) reaches approximately 30%.

## 2. Overseas Operations

### 2 Indonesia

Average monthly production between 2006 and 2007



Production capacity significantly increased to cope with launch of new vehicles and reduction of outstanding vehicle orders.

## 2. Overseas Operations

### 3 Indonesia

I. In response to increasing demand for light commercial vehicles, Daihatsu launched the new Gran Max in Indonesia.



Pickup truck



Van

Launch date: Nov. 6, 2007

Engine displacement: 1.3-liter and 1.5-liter

Price range: 800,000 to 1.2 million yen

Sales targets: 2,300 units/month

II. In addition to resuming exports of the Avanza from Indonesia, Daihatsu also commenced exports of the Terios to the Middle East, South Africa and other African nations, South America, and other countries.



Terios (launched in Jan. 2007)

Export scale: Approx. 1,500 units/month

Commencement of exports: Sep. 2007

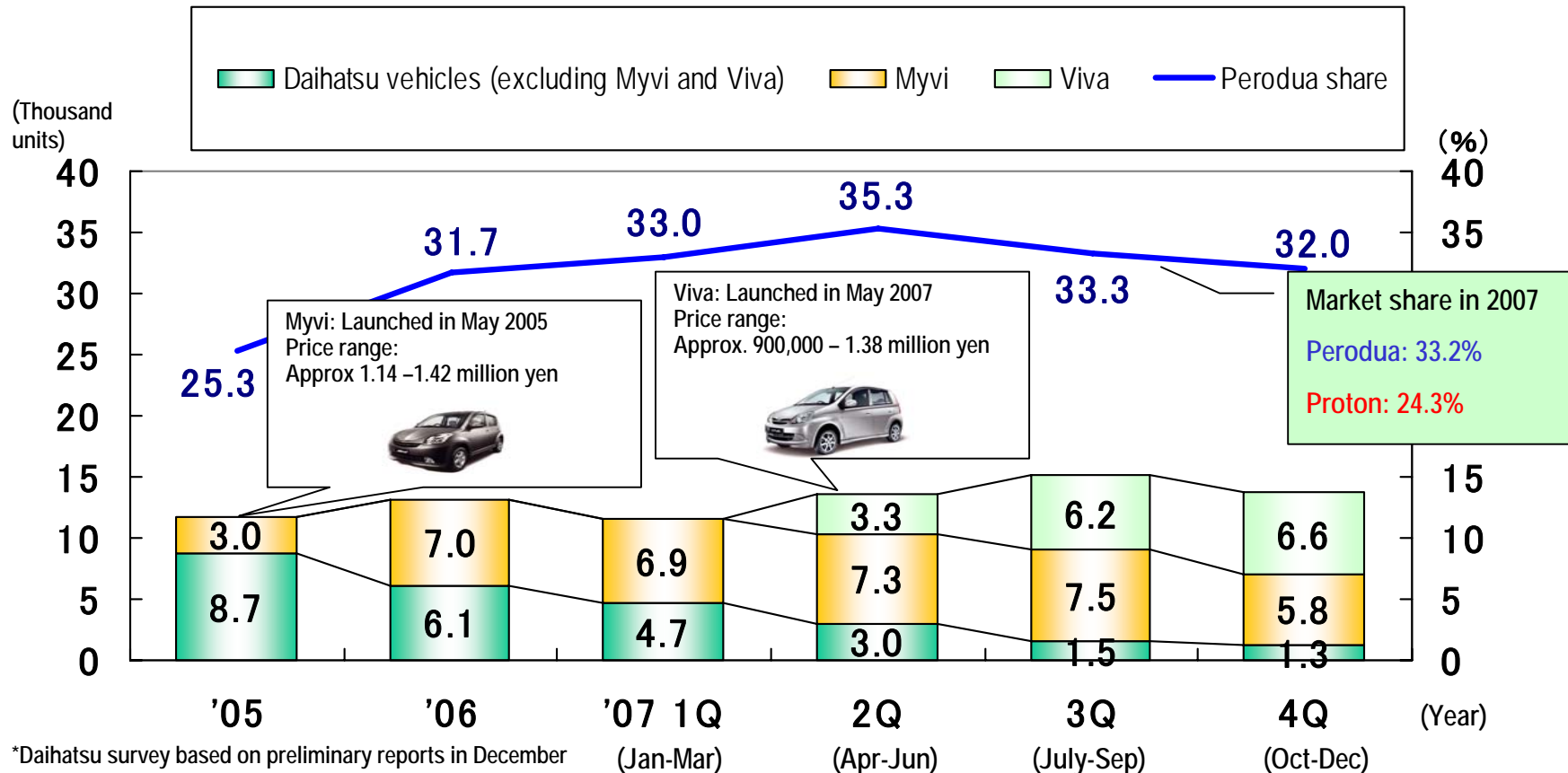
- Undelivered units of the Gran Max (as of the end of Dec. 2007): approx. 5,000 units
- Aim to expand sales channels for both the Daihatsu and Toyota brands, and make Indonesia an export base

Expanding customer base and steady launch of new vehicles

## 2. Overseas Operations

### 4 Malaysia

#### Perodua market share and average monthly sales



\*Daihatsu survey based on preliminary reports in December

Sales of the Myvi continue to be favorable even after the launch of the Viva, securing the leading market share for the second consecutive year.  
 The Myvi has maintained its high market share even after the launch of a new vehicle by Proton.

# 3. Technology Development and Production

## ○ Operations Commence at Oita (Nakatsu) Plant No. 2

### Production scale/Plans

Operations begun: Dec. 3, 2007

Production capacity: Approx. 230,000 units/year  
(two-shift operation; regular working hours)

→5,000 units/month (one shift) until April 2008

10,000 units/month (two shifts) from May 2008

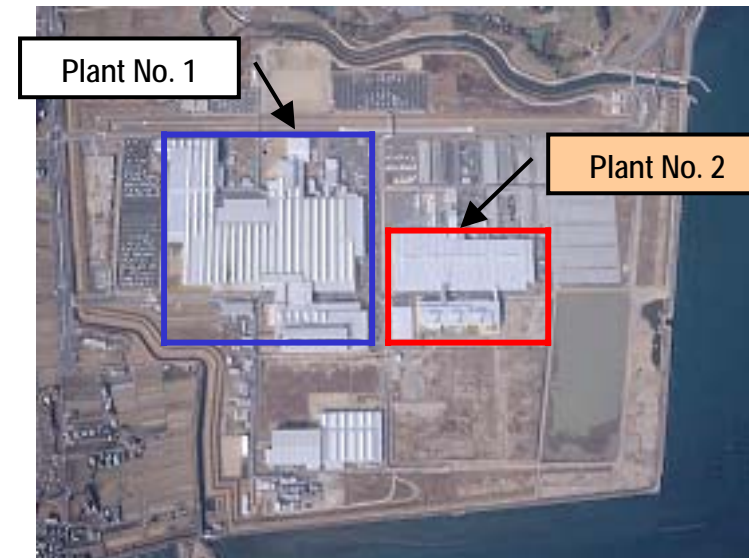
The plant will reach full production capacity  
after approximately 2 years.

Production vehicle series: Mira

Daihatsu Motor Kyushu Co., Ltd. engine plant  
(Kurume, Fukuoka)

Operations begun: Aug. 2008

Production capacity: Approx. 200,000 units/year  
(two-shift operation; regular working hours)



### Comparison with Plant No. 1

Plant and equipment investment:

Approx. 23,500 million yen (59%)

Floor space: Approx. 50,000 m<sup>2</sup> (45%)

Number of employees: 1,500 (71% , planned)

Daihatsu has established a business model for mini vehicle production through innovative cost reduction measures.

## 4. Joint Operations with Toyota

### ① List of Operations in Japan

Sales area	Production type	Daihatsu name	Toyota name	Development	Production	Remarks
Japan	OEM	Be-go	Rush	D	D	- OEM supply to Toyota
Japan	Joint development	Boon	Passo	D&T	D	- Exported as the Sirion - Produced in Malaysia as the Myvi - Exported from Malaysia to Indonesia as the Sirion
		Coo	bB			- Newly developed: Daihatsu design and fittings, but major areas the same as the bB - Exported as the Matera
Japan	Production outsourced to Daihatsu	-	Probox/ Succeed	T	D	
		-	Porte/ Sienta			
Europe	OEM	Sirion (Boon)	Subaru Justy	D	D	- OEM supply of the Sirion to Fuji Heavy Industries

\* Includes operations with Fuji Heavy Industries, which has a tie-up with Toyota

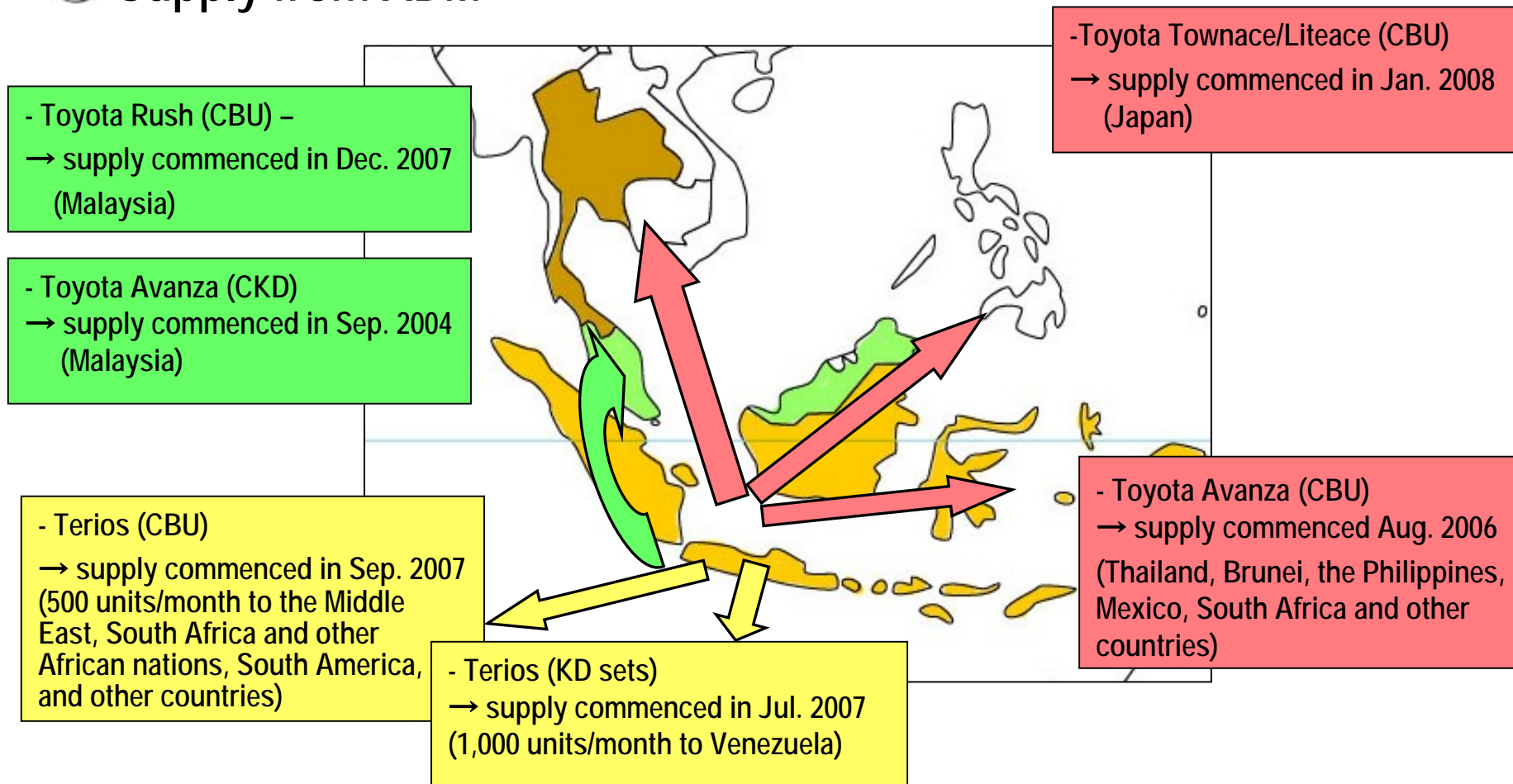
## 4. Joint Operations with Toyota

### 2 List of Overseas Operations

Country of manufacture	Production type	Daihatsu name	Toyota name	Development	Production	Remarks
Indonesia	OEM	Terios	Rush	D	D	- OEM supply to Toyota in Indonesia and Malaysia
		Gran Max	Townace/ Liteace	D	D	- Exported to Japan, OEM supply to Toyota
Indonesia	Joint development	Xenia	Avanza	D & T	D	- Exported to Thailand, Brunei, the Philippines, Mexico, South Africa and other countries
Malaysia	Production outsourced to Daihatsu	-	Avanza	D & T	D	- CKD exports from Indonesia
Pakistan	Joint operations	Cuore	-	D	T	- Sold as a Daihatsu brand vehicle at Toyota sales channels
Venezuela		Terios	-	D	T	
Colombia		Delta	-	D	T	

## 4. Joint Operations with Toyota

### 3 Supply from ADM



Growing presence as a production base of the Toyota Group

## 4. Joint Operations with Toyota

### ④ Vehicles Manufactured in Indonesia

OEM supply was begun as a Toyota brand vehicle for sale in Japan



Townace/Liteace

(OEM supply of the Gran Max)

#### Overview

Launch: February 2008

Production plant: ADM

Supply scale: Approx. 18,000 units/year

Sales region: Japan

Parts localization rate: 75%

- Meets new long-term exhaust regulations and boasts good loading capacity and improved collision safety performance
- Can be used as a commercial vehicle; group dynamics allows efficient production

Achieved through extraordinary improvements in quality and cost competitiveness



# Innovation for Tomorrow

