

Financial Results Presentation

(April 1, 2008 through December 31, 2008)



February 2, 2009
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.



○ Highlights of the Consolidated Financial Statement for the Period between April 1, 2008 and December 31, 2008

1. The first decline in profits since Daihatsu started disclosing financial results on a quarterly basis; downward revision of annual projection

➔ Shrinking of the market in Japan and overseas due to drastic changes in the business environment

2. Sales of mini vehicles in Japan surpass the previous year

➔ Sales of the Tanto and Move Conte are favorable; Daihatsu retains the leading market share

3. Sharp decline in CBU shipments; sales in Indonesia and Malaysia drop too

➔ Effects of tightening of sales financing measures in Indonesia
Slight shrinking of the market in Malaysia; Daihatsu maintains leading market share

4. New business alliances formed with Toyota and Fuji Heavy Industries

➔ Enhanced cooperation through tie-ups in the minivan market and for compact vehicle supply

Overview

1 Consolidated Unit Sales (April 1, 2008 through December 31, 2008)

(Unit: 1,000 units)

	Apr. 1 - Dec. 31, 2008	Apr. 1 - Dec. 31, 2007	Increase/Decrease (%)
Japan	426	396	+7.4
(mini vehicles)	(421)	(390)	(+8.0)
Overseas	285	279	+2.2
Total Daihatsu vehicles	711	676	+5.2
Production outsourced to Daihatsu (Japan)	174	177	-1.5
Production outsourced to Daihatsu (overseas)	102	82	+25.4
OEM vehicles (Japan)	27	12	+121.1
OEM vehicles (overseas)	16	11	+40.0
Total outsourced and OEM vehicles	320	282	+13.4
Total	1,031	958	+7.6
Engine production outsourced to Daihatsu	354	301	+17.5

Overview

2 Consolidated Net Sales and Income (April 1, 2008 through December 31, 2008)

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

	Apr. 1 - Dec. 31, 2008	Apr. 1 - Dec. 31, 2007	Increase/Decrease (%)
Net sales	(+26.5) 1,247.1	1,220.6	+2.2
Operating income	(-6.9) 32.1	39.0	-17.8
Income before extraordinary items, income taxes and minority interests	(-8.6) 33.4	42.1	-20.6
Net income	(-2.2) 18.3	20.5	-10.7

Overview

3 Factors Contributing to Changes in Consolidated Operating Income (April 1, 2008 through December 31, 2008)

(Unit: billion yen)

Factors		Increase/decrease (Apr. 1 - Dec. 31, 2008)
Factors contributing to an increase	Changes in sales volumes and in the model mix	+27.3
	Cost reduction efforts	+7.7
	Subtotal	+35.0
Factors contributing to a decrease	Effects of changes in exchange rates	-2.9
	Increases in miscellaneous expenses, etc.	-39.0
	Subtotal	-41.9
Total		-6.9

Overview

4 Consolidated Net Sales and Income (October 2008 through December 2008)

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

	Oct. 1 – Dec. 31, 2008	Oct. 1 – Dec. 31, 2007	Increase/Decrease (%)
Net sales	(-35.6) 366.3	401.9	-8.9
Operating income	(-9.8) 4.2	14.0	-70.0
Income before extraordinary items, income taxes and minority interests	(-13.6) 2.3	15.9	-85.4
Net income	(-6.6) 1.1	7.8	-84.8

Overview

5 Factors Contributing to Changes in Consolidated Operating Income (October 2008 through December 2008)

(Unit: billion yen)

Factors		Oct. 1 – Dec. 31, 2008
Factors contributing to an increase	Changes in sales volumes and in the model mix	+4.0
	Cost reduction efforts	+2.5
	Subtotal	+6.5
Factors contributing to a decrease	Effects of changes in exchange rates	-2.4
	Increases in miscellaneous expenses, etc	-13.9
	Subtotal	-16.3
Total		-9.8

Overview

6 Forecast of Consolidated Financial Results for FY2009

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

	FY2009 forecast	FY2008 results	Increase/decrease compared to FY2008 results (%)	First half of FY2009
Net sales	(-72.6) 1,630.0	1,702.6	-4.3	1,780.0
Operating income	(-25.2) 40.0	65.2	-38.7	56.0
Income before extraordinary items, income taxes and minority interests	(-27.5) 39.0	66.5	-41.4	59.0
Net income	(-13.9) 21.0	34.9	-39.9	32.0

Overview

7 Forecast for Factors Contributing to Changes in Consolidated Operating Income in FY2009 (compared to FY2008 results)

(Unit: billion yen)

Factors		FY2009
Factors contributing to an increase	Changes in sales volumes and in the model mix	+12.5
	Cost reduction efforts	+13.0
	Subtotal	+25.5
Factors contributing to a decrease	Effects of changes in exchange rates	-7.0
	Increases in miscellaneous expenses, etc.	-43.7
	Subtotal	-50.7
Total		-25.2

Overview

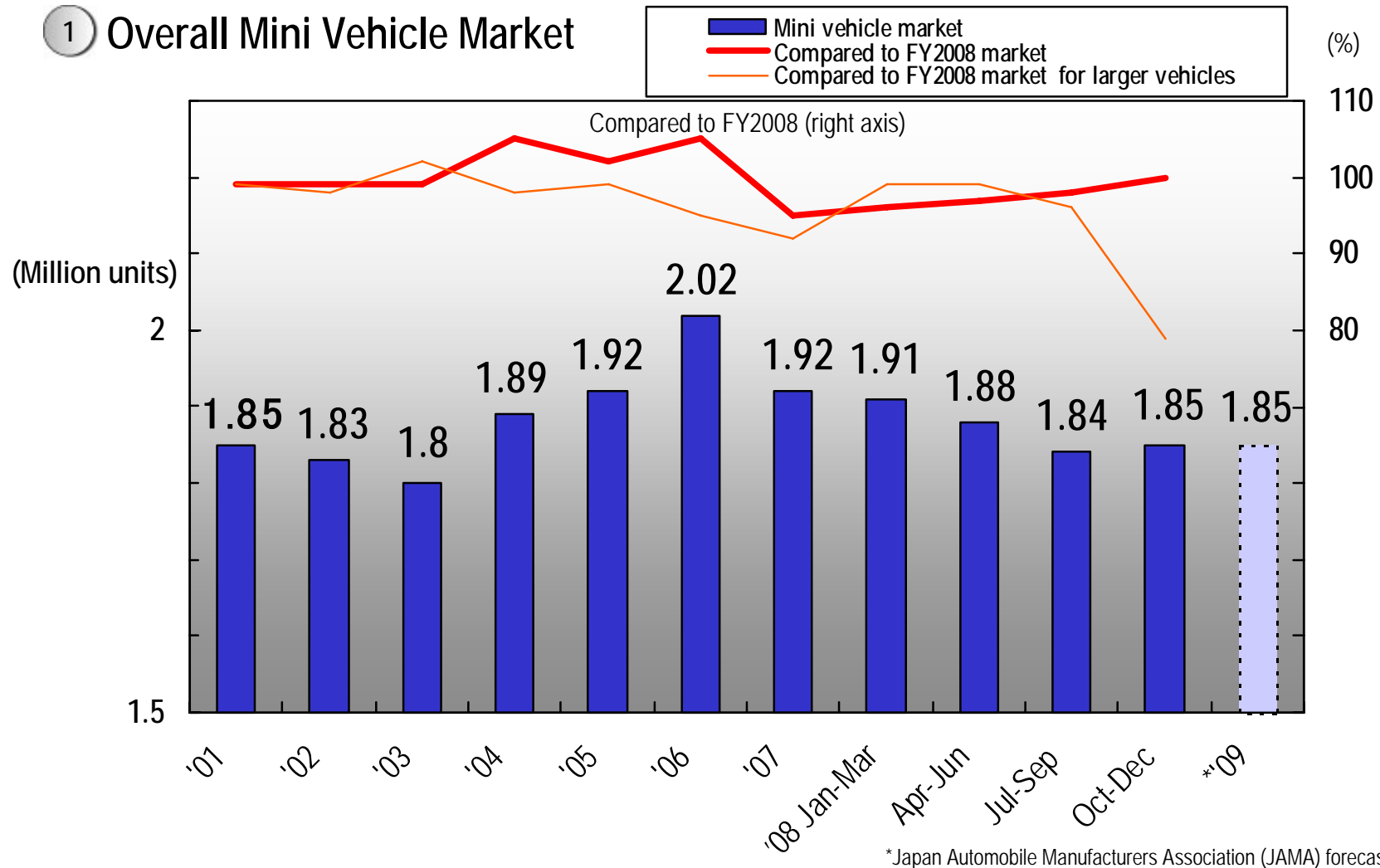
8 Forecast for Factors Contributing to Changes in Consolidated Operating Income in FY2009 (compared to the forecast made in the first half of FY2009)

(Unit: billion yen)

Factors		FY2009
Factors contributing to an increase	Cost reduction efforts	+0.5
	Increases in miscellaneous expenses, etc	+3.0
	Subtotal	+3.5
Factors contributing to a decrease	Changes in sales volumes and in the model mix	-17.5
	Effects of changes in exchange rates	-2.0
	Subtotal	-19.5
Total		-16.0

1. Sales in Japan

① Overall Mini Vehicle Market

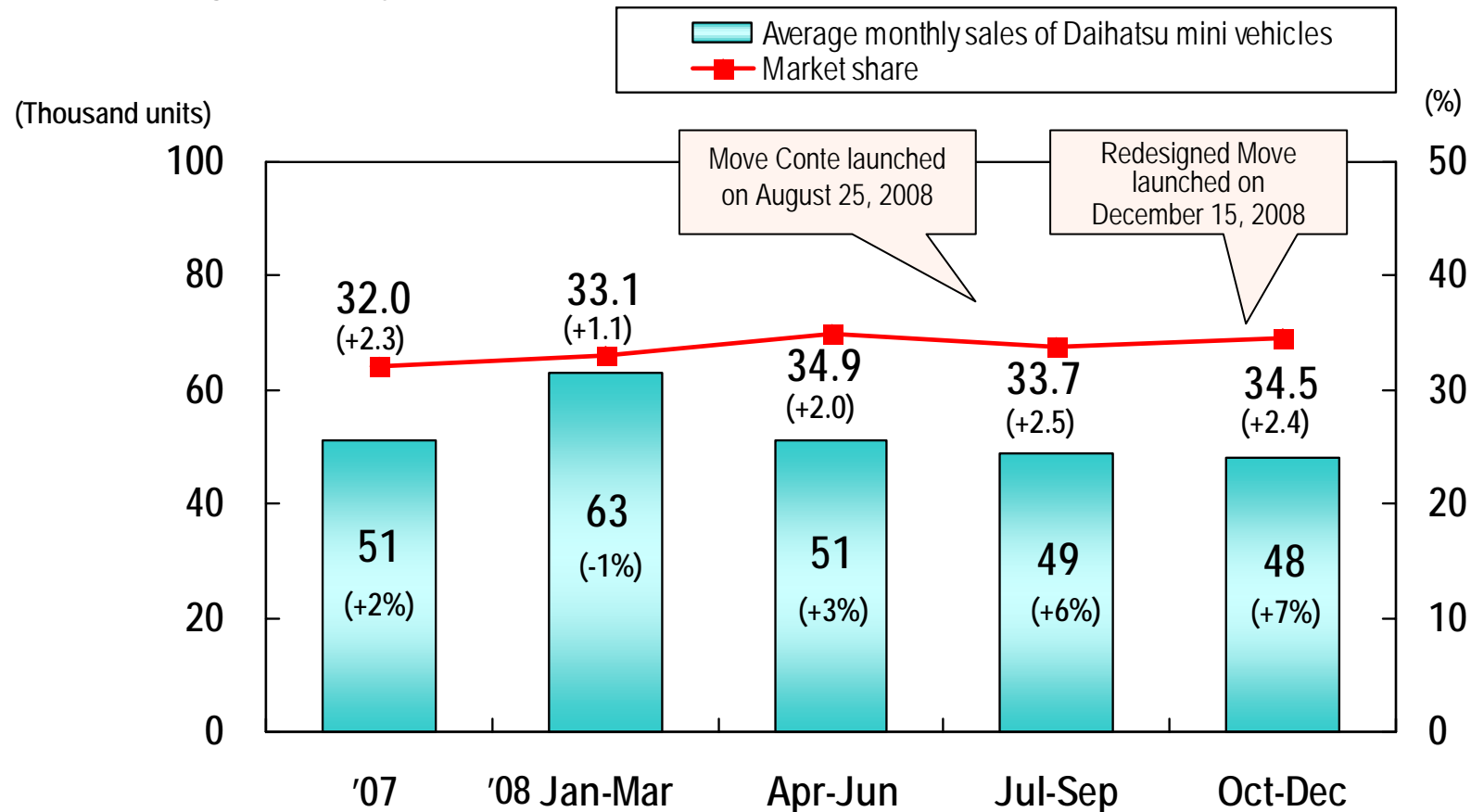


Although the mini vehicle market is decreasing, sales continue to be favorable compared to the market for larger vehicles

1. Sales in Japan

2 Daihatsu Sales

Average monthly sales of Daihatsu mini vehicles and market share



() indicates year-on-year difference; Japan Mini Vehicles Association data

Achieved the leading market share for mini vehicles for twelve consecutive months in 2008, for an average market share of 34% through the year.

1. Sales in Japan

3 Daihatsu Sales in January 2009 (Preliminary figures)

Daihatsu data

Vehicle name	No. of units sold	Increase/decrease (%) (compared to January 2008)
Move series	15,791	+15%
Mira series	5,573	-8%
Tanto	11,022	-6%
Hijet	6,833	-16%
Other	5,444	-9%
Mini vehicles total	44,663	-2%
Larger vehicles total	835	+59%
Total	45,498	-2%

Favorable sales of the Tanto and Move Conte
Monthly sales target achieved

Tanto



Sales target: 8,000 units/month
Sales in January: **11,022 units**

Move Conte



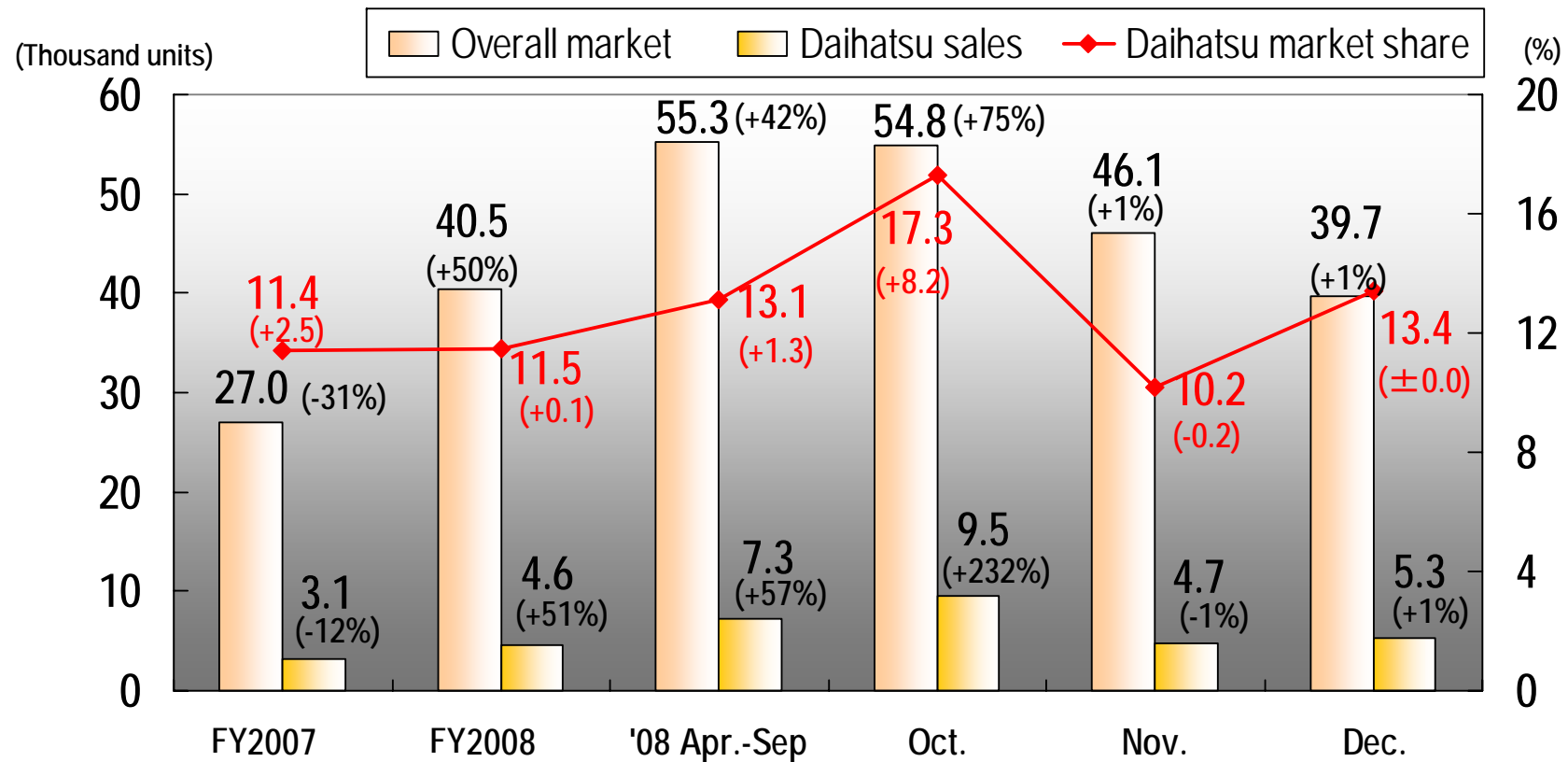
Sales target: 4,000 units/month
Sales in January: **5,274 units**

Favorable sales of the Tanto and Move Conte; overall sales in the first weekend of the new year were on par with that of the previous year.

2. Overseas Operations

① Indonesia

Overall market (monthly average) and sales and market share of Daihatsu vehicles



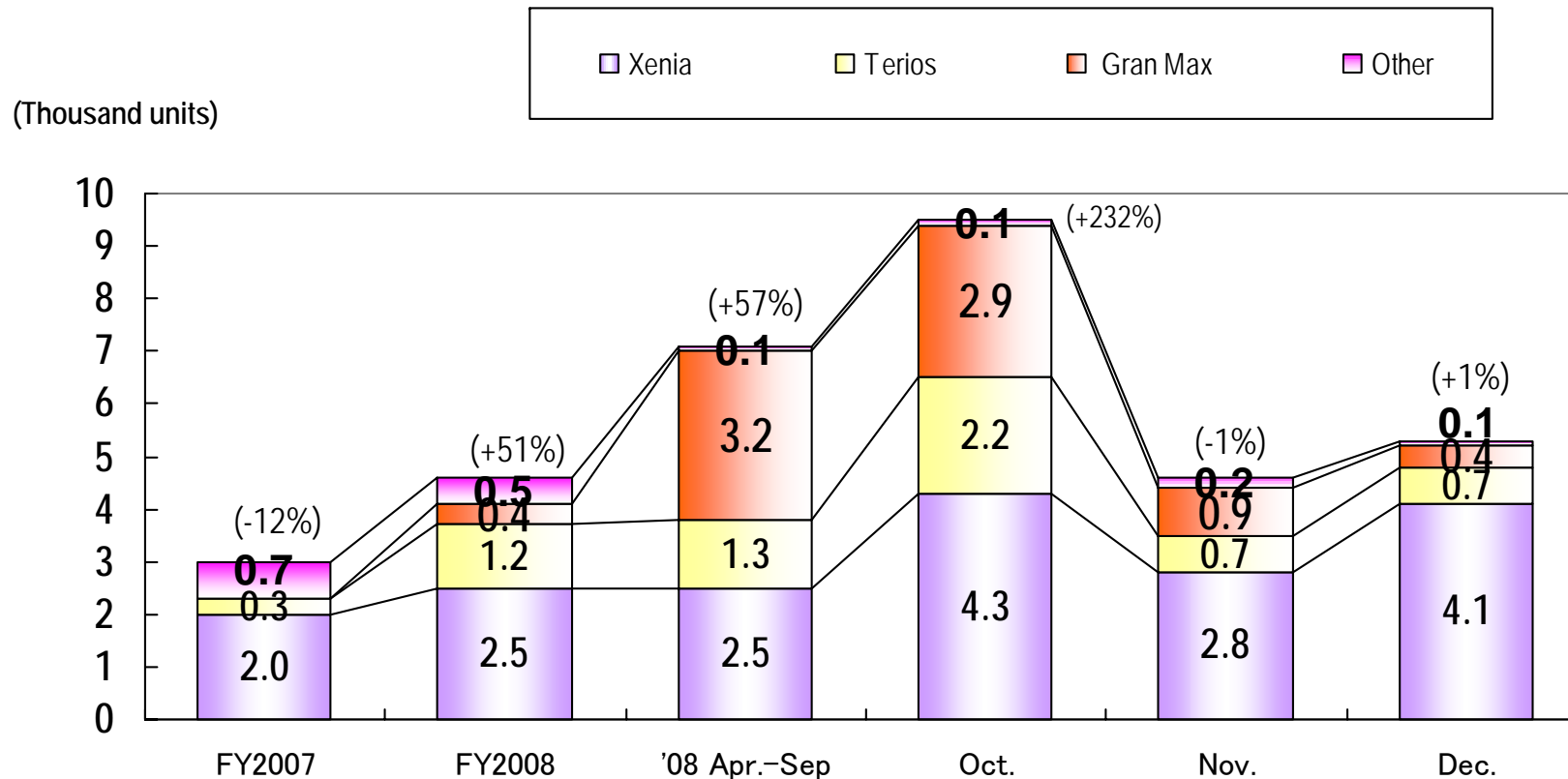
Source: Association of Indonesian Automotive Industries (Gaikindo) data (wholesale); () indicates YOY difference; figures for December are preliminary

The credit crunch has led to drastic contraction of the market for automobiles.

2. Overseas Operations

2 Indonesia

Average monthly sales of Daihatsu vehicles



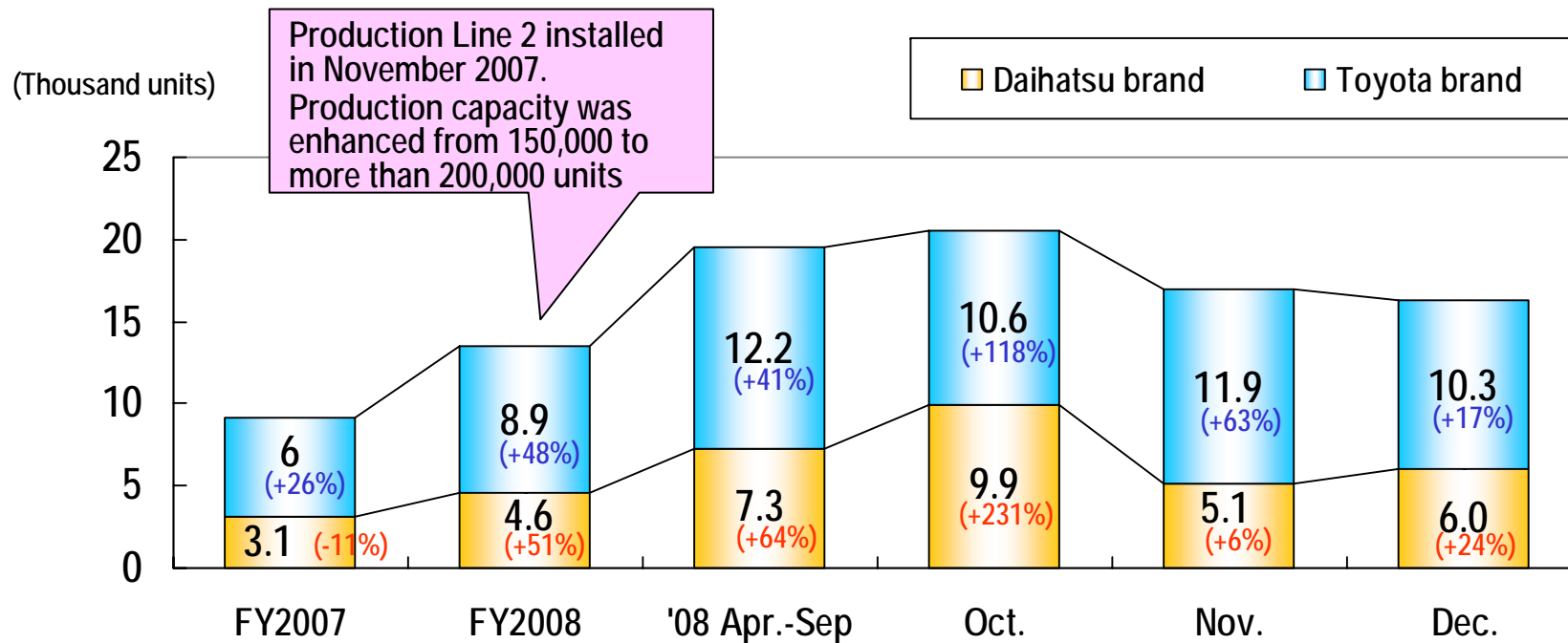
Source: Association of Indonesian Automotive Industries (Gaikindo) data (wholesale); () indicates YOY difference; figures for December are preliminary

Decline in sales of commercial vehicles in particular; measures being implemented to prop up sales financing

2. Overseas Operations

3 Indonesia

Average monthly production at P.T. Astra Daihatsu Motor (ADM)



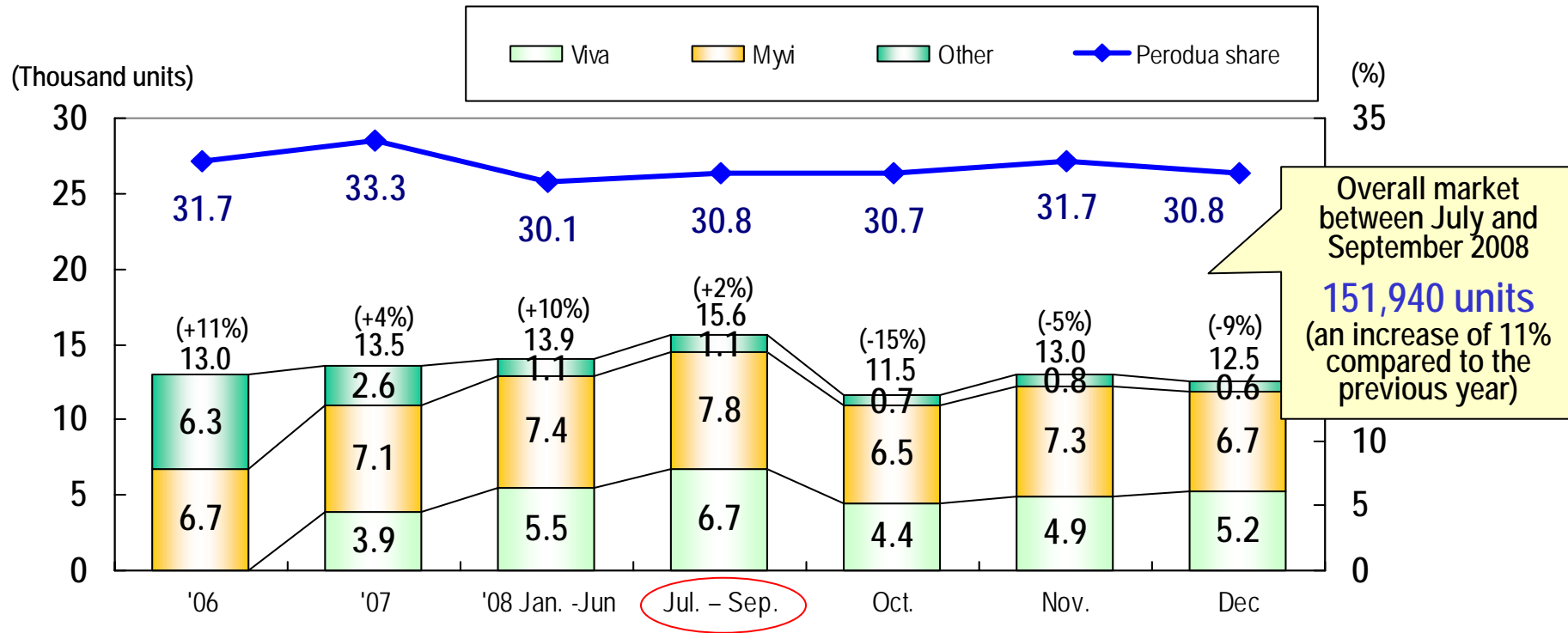
() indicates YOY difference; Daihatsu data

Production of both Daihatsu and Toyota brand vehicles is being controlled to avoid increases in inventory.

2. Overseas Operations

4 Malaysia

Perodua market share and average monthly sales



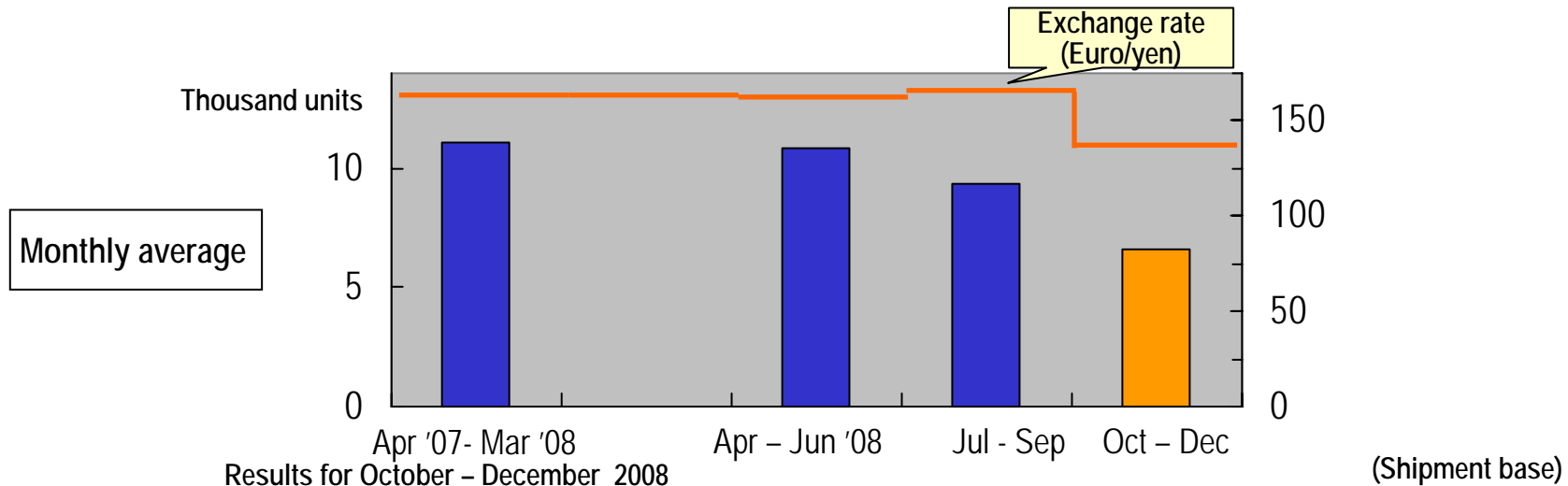
Note: The Malaysian fiscal year is from January to December.

Source: Malaysian Automotive Association (MAA); Daihatsu data; () indicates YOY difference; figures for December are preliminary

Sales were favorable, and Perodua vehicles retained the leading market share despite a drift toward slight market contraction.

2. Overseas Operations

5 CBU Shipments (October 2008 - Dec 2008)



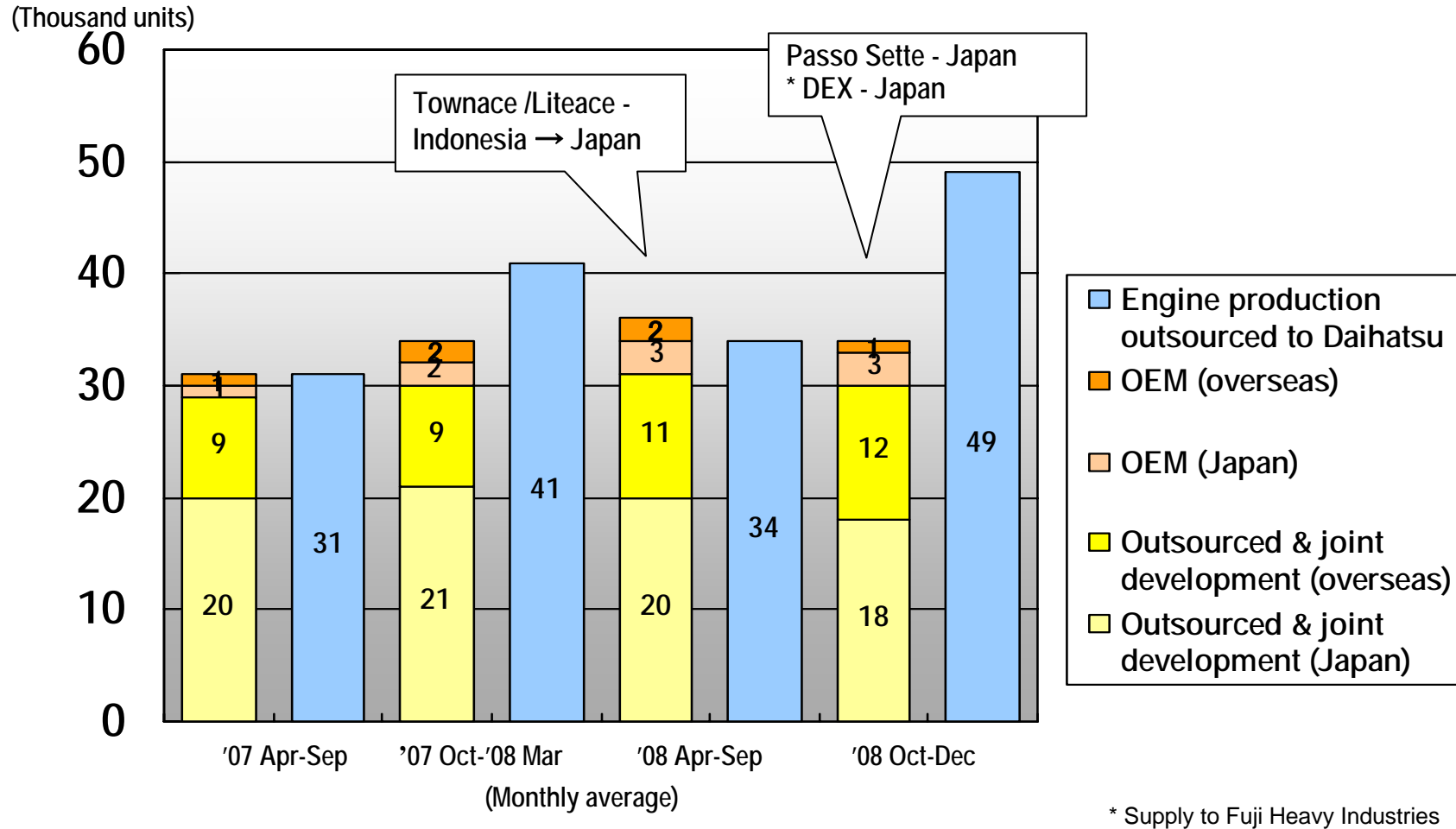
	Europe	Latin America	Middle East	Africa	Total (incl. other regions)
Units shipped	8,555	1,746	4,596	4,556	19,931
YOY difference	-51%	-63%	-32%	+9%	-42%

	FY2009 3Q	FY2008 3Q
US\$	100 yen	113 yen
Euro	135 yen	162 yen

CBU shipments, mainly to Latin America and Europe have dramatically reduced; require initiatives with greater focus on income.

3. Joint Operations with Toyota

① Consolidated vehicle and engine sales
(OEM, joint development and production outsourced to Daihatsu)



Overall, falls slightly short of plans; reduction in ratio of large engines to small engines

3. Joint Operations with Toyota

2 Joint Operations in the Minivan Market

Launch of the new Boon Luminas



Boon Luminas

The roomy, user-friendly and stylish compact is big enough to accommodate seven people. It also features driving-assistance features and other comforts.

Overview

Start of sales	: December 25, 2008
Displacement	: 1,500 cc
Price range	: approx 1.54 – 2.07 million yen
Production plant	: Daihatsu Kyoto Plant
Sales target	: 500 units/month
(Boon series)	: 1,000 units/month

- A seven-seater with three rows of seats, the new Boon is ideal for minivehicle users looking to move to a more advanced vehicle
- OEM supply to Toyota as the Passo Sette (monthly sales target of 3,000 units)
- Plans call for production and sales in Malaysia as a Perodua brand vehicle beginning in the latter half of 2009



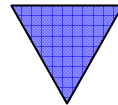
Passo Sette
(OEM supply to
Toyota)

Toyota and Daihatsu combined their product-planning know-how to develop the new Boon Luminas, which will be manufactured locally at overseas plants too.

4. Management

○ Current priority issue

Prompt realization of fuel efficient, low priced products/major components through utilization of mini vehicle-oriented technology



Future Initiatives

Promote business selection and consolidation to accelerate initiatives for strengthening of financial base

Japan: Maintain leading market share for mini vehicles and increase income

Overseas: Strengthen existing production/sales bases in Indonesia, etc., taking into consideration the dramatic changes in the business environment

CBUs: Shift to a business model with greater awareness of profitability, taking into consideration exchange rates and market trends

Other: Realize lower costs through business restructuring based on risk management with respect to a worsening business environment

Consolidate resources in pursuit of higher fuel efficient and lower cost technologies

Overview (Reference)

○ FY2009 Unit Sales Forecast (Unconsolidated)

	FY2008 results	Results announced in April 2008 (fiscal year end)	Results announced in November 2008 (first half of FY2009)	Results announced in December 2008	Results announced in February 2009
Japan	616,000	630,000	←	←	←
(mini vehicles)	(607,000)	(620,000)	←	←	←
Overseas	157,000	153,000	(-30,000) 123,000	(-16,000) 107,000	←
Total Daihatsu vehicles	773,000	783,000	(-30,000) 753,000	(-16,000) 737,000	←
Total production outsourced to Daihatsu & OEM	265,000	270,000	←	←	←
Total	1,038,000	1,053,000	(-30,000) 1,023,000	(-16,000) 1,007,000	←
Parts for overseas production (sets)	380,000	455,000	(-12,000) 443,000	—	(-42,000) 401,000
Engine production outsourced to Daihatsu	434,000	577,000	(-15,000) 562,000	—	(-98,000) 464,000

() indicates between initial forecast and revised forecast



Innovation for Tomorrow

