



**DAIHATSU**



# C O R P O R A T E P R O F I L E

TOYOTA group vision    Inventing our path forward,together

## DAIHATSU corporate philosophy

Mission    **Staying close to our customers and enriching their lives**

Value    Think about how to improve our customers' lives  
Bring more smiles to people's faces through our actions  
Move forward together with kindness toward each other  
Carry out work properly through genchi genbutsu  
Continue to evolve with wisdom and ingenuity

Slogan

Light  u up

< Beliefs behind Our “Vision” >

Mission

# Staying close to our customers and enriching their lives

This is the unchanging philosophy that Daihatsu has held dear since its founding in 1907.

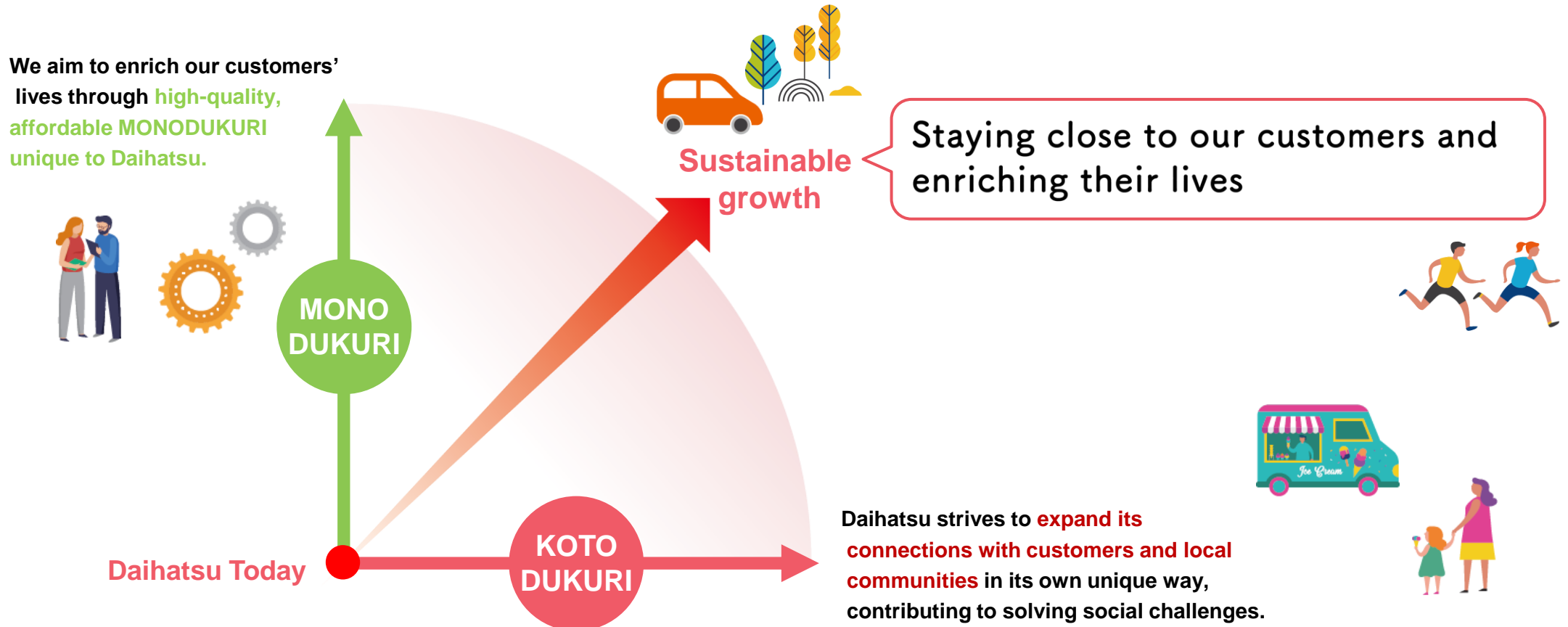
Our small cars are environmentally considerate, affordable and easy to use, and have supported people's lives ever since.

Daihatsu will continue to sincerely engage with communities and the life of each and every customer, providing products and services that enable people to live freely and true to themselves.



# Daihatsu's Future Vision

Under our mission “Staying close to our customers and enriching their lives,” we aim for sustainable growth by advancing our business through both "MONODUKURI" and "KOTODUKURI," allowing these two aspects to uplift each other.

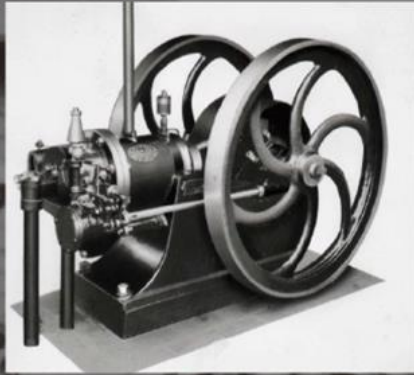


# The Starting Point is a Vision for Japan's Future

## - Domestic Engine Production -

### It began with Japan's first domestically produced suction gas engine

In 1907, during the height of Japan's industrial revolution, Hatsudoki Seizo Co., Ltd. was founded in Osaka with the mission to domestically produce and popularize engines, which was seen as essential for Japan's true industrialization. The company was planned by scholars such as Dr. Yoshiaki Yasunaga, the president of the Governmental Osaka Higher Technical School (now Osaka University's Faculty of Engineering), along with like-minded business people who shared a commitment to contributing to Japan's industry. At the time, internal combustion engines were mostly imported, and while there were actual products, there were no design blueprints or technical documentation. Japanese engineers worked tirelessly to overcome these challenges, eventually completing the first domestically produced suction gas engine with 6 horsepower in 1907. This passion and dedication from scholars and engineers laid the foundation for what would become Daihatsu.



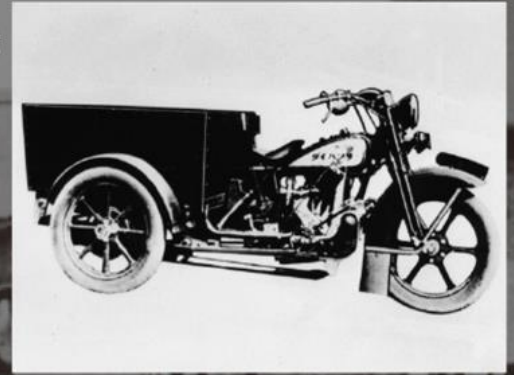
A car manufacturer with a long history

Daihatsu boasts the longest history of any existing Japanese automobile manufacturer

### From an engine manufacturer to an automobile manufacturer

In the early Showa Era, amidst the global turmoil caused by the Great Depression, the demand for three-wheeled vehicles (auto-three-wheelers) was increasing in factories and logistics companies.

However, the engines were still imported. Like in its early days, Daihatsu aimed for domestic production in this field and developed a new air-cooled, four-cycle gasoline engine. This engine powered the company's three-wheeled vehicle called "Daihatsu Go." This vehicle became the first product made entirely with Japanese components in a modernized factory, marking the start of Daihatsu as an automobile manufacturer.



The name "Daihatsu" was originally a nickname

The term "Daihatsu" had been originally coined by customers as an abbreviation for "Osaka-based engine ('hatsudoki') manufacturer." (The kanji character for "o" in "Osaka" is also pronounced "dai.")

## The “Midget” was born from customer feedback

After World War II, three-wheeled vehicles (auto-three-wheelers) became widespread but eventually grew in size, with the market shifting toward four-wheeled trucks.

In response to this, Daihatsu conducted a market survey—an unusual practice at the time. Customers voiced their concerns: “Recent three-wheeled vehicles can carry a lot, but they are too big and expensive. However, motorcycles don’t offer enough cargo space.” To address these needs, Daihatsu developed the “Midget,” a light three-wheeled truck launched in 1957. The concept of the Midget was “easy-to-handle, economical vehicles that can easily make tight turns,” making it particularly useful for small delivery companies and local shop owners. Its ease of driving even in narrow streets made it an explosive hit. The Midget’s debut marked the turning point where automobiles, once considered a luxury, became an everyday necessity, paving the way for the era of “one car per household.”

**Daihatsu’s commitment to listening to its customers has become a foundational element of its manufacturing philosophy and continues to this day**



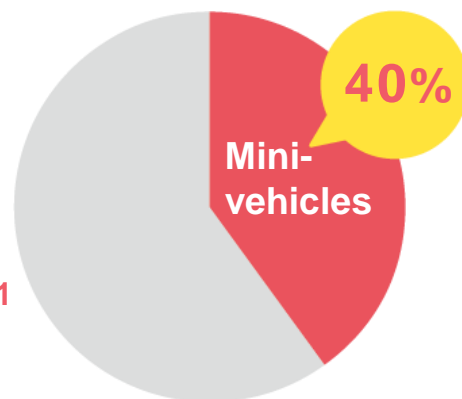
### The secret story behind development

Daihatsu actively incorporated feedback from its sales companies. One summer night in 1956, during a rainy evening in Osaka’s Umeda area, a sales company president witnessed a scooter carrying beer bottles tip over, causing all the bottles to break. He thought, “If there had been a three-wheeled scooter with a canopy, this much damage wouldn’t have occurred.” This idea was immediately relayed to Daihatsu and directly put to use in the development of the Midget.



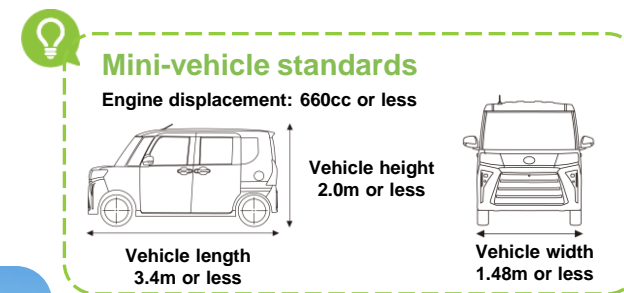
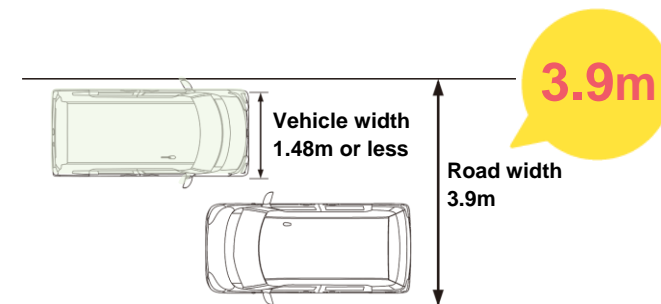
## Commitment to Mini-vehicles as a "Lifeline"

Out of the **78 million** vehicles owned in Japan, mini-vehicles make up over **31 million**, or **40%**. \*1



Since their introduction, mini-vehicles have evolved alongside Japan's growth. In rural areas where public transportation is limited, the spread of mini-vehicles has exceeded "one per household," making them an essential part of daily life. With their compact body size that's easy to maneuver on Japan's narrow roads and excellent fuel efficiency, mini-vehicles truly function as a "lifeline," supporting daily activities and work.

**85%** of Japan's Local roads have an average width of **3.9m**\*2



**Daihatsu is committed to mini-vehicles and aims to enrich everyday life.**

\*1 Automobile Inspection & Registration Information Association, as of the end of June 2024

\*2 Ministry of Land, Infrastructure, Transport and Tourism, "Road Statistics Annual Report 2023" as of the end of March 2022



# In Order to Meet the Diverse Needs of Our Customers

Because there are people who rely on mini-vehicles as a "lifeline" for daily life, Daihatsu provides a variety of vehicles to meet diverse customer needs. These include passenger vehicles, commercial vehicles, welfare vehicles, and specially equipped vehicles.

Mini passenger vehicles that can be used for everyday purposes as well as for a wide range of leisure and outdoor activities



Commercial mini-vehicles, including trucks, vans, and specialized vehicles such as multi-purpose dump trucks



Easy-to-enter welfare vehicles designed for narrow residential streets and limited spaces



Passenger mini-vehicles



Commercial mini-vehicles



Welfare mini-vehicles



Compact passenger vehicles



Compact commercial vehicle

We make use of this diverse lineup to provide Toyota Motor Corporation, SUBARU Corporation, and Mazda Motor Corporation with a wide variety of vehicles on an OEM basis.



# A Network All Across Japan

We provide sales and services that are tailored to the needs of local customers in every corner of the country.

One outlet within every 10-minute drive

58 companies 726 Outlets<sup>\*1</sup>

(Dealers)

(Dealer Outlets & Sub Dealers)

Approx. 6,000<sup>\*2</sup>

<sup>\*1</sup> Number of new car sales outlets as of March 2025

<sup>\*2</sup> Total of outlets and sub-dealers (PIT stores)

We aim to become an essential part of each region through initiatives that are unique to Daihatsu.

## Initiatives for the next generation

### ● Promotion of MaaS business

Car sharing/On-demand shared mobility service “Choisoko” <sup>\*3</sup>/  
All-in-one mobile sales package “Nibako”

### ● Implementation of initiatives that serve as a gateway to connecting with the local community

Hosting local markets at outlets/  
conducting health and safe driving courses



<sup>\*3</sup> AI on-demand transport system developed by Aisin Corporation



# Expanding Daihatsu's Approach to MONODUKURI Overseas

As part of the Toyota Group, Daihatsu handles compact car businesses targeting emerging markets. Daihatsu has established local production and development bases in countries such as Indonesia and Malaysia, promoting business expansion.



## Promoting car use in emerging countries

We are applying the small car manufacturing technology and expertise we have cultivated in Japan to emerging countries and are **providing cars that are affordable and appreciated by customers in those countries.**

We are expanding our customer base by providing cars to many people, including the younger generation who are buying a car for the first time.



## Contributing to the development of local automobile industries

We work with local partner companies to set up full-scale production plants while actively promoting local development and parts procurement.

**This contributes to job creation and industrial growth.**

Additionally, we focus on **developing local talent** in design and development, aiming to create cars that cater to the needs of customers in each country.





# Business Expansion in Indonesia and Malaysia



## Indonesia business

Population : approx. 280 million  
(4th in the world\*1)



7-seater MPV "XENIA"

- 1978 ● PT Daihatsu Indonesia established
- 1992 ● PT Astra Daihatsu Motor (ADM) established
- 2003 ● Production of jointly developed vehicles with Toyota began (Daihatsu "XENIA", Toyota "AVANZA")
- 2012 ● New plant in Karawang started operations
- 2013 ● Launched the compact car "AYLA" (Toyota's name: "AGYA") under Indonesia's eco-car policy "LCGC (Low Cost Green Car)"
- 2017 ● Opened the first full-scale R&D center for an Indonesian car manufacturer

Major contributions  
to vehicle ownership and  
market expansion

Total production  
**8 million units**  
achieved

(as of May 2023)

**No.1** in production volume  
(2024 results)



ADM R&D Center opening ceremony (Indonesia) \*2



## Malaysia business

Population : approx. 35 million  
(47th in the world \*3)



Compact hatchback "AXIA"

- 1980 ● Established Daihatsu Malaysia Sdn. Bhd.
- 1993 ● Participated in the Second National Car Project and established Perodua by forming a joint venture with local capital
- 2013 ● To strengthen competitiveness, a new company, Perodua Global Manufacturing Sdn. Bhd. (PGMSB), was established
- 2014 ● Established Daihatsu Perodua Engine Manufacturing Sdn. Bhd.
- The first step in structural reforms: release of the new "AXIA" model



Working on local structural  
reforms, such as talent  
Development and product  
enhancement

Sales volume  
**No.1** market share  
for 19 consecutive years  
(2006 to 2024)



PGMSB plant

\*1 as of 2024  
\*2 in 2017

\*3 as of 2024



## Daihatsu-developed Vehicles are Active in Around 80 Countries and Regions

\*As of June 2025

Cars developed by Daihatsu are produced not only by PT Astra Daihatsu Motor (ADM) in Indonesia and Perodua in Malaysia but also at Toyota Group sites in countries such as Thailand, Indonesia, Malaysia, Vietnam, and Taiwan, and they are made available in approximately 80 countries and regions, mainly in Southeast Asia.



Daihatsu supports people's daily lives worldwide with high-quality and affordable cars refined in Japan.

Daihatsu's  
MONODUKURI



# Supporting Enriched Daily Lives for Customers

Daihatsu aims to create a prosperous society where everyone can live safely and securely by producing high-quality, affordable, and environmentally friendly small-size cars.

Affordable  
and  
High-Quality

Carbon  
neutrality

Safety  
and  
security



## Affordable and High-Quality



**“Providing products with affordable prices that customers truly need in their daily lives and work”**  
This is the most important concept for Daihatsu’s car manufacturing.

Daihatsu thoroughly listens to customer feedback and checks real-world usage at the local level.

By pursuing what is genuinely needed, each part is rigorously optimized.

Daihatsu also works closely with suppliers through open and fair procurement activities to achieve the "high quality and affordability" appropriate for mini-vehicles and compact cars.

### Two keywords to achieve high-quality, affordable products

#### D N G A ( Daihatsu New Global Architecture )

DNGA is Daihatsu’s unique new approach to car manufacturing. Starting from mini-vehicles, it develops new platforms through an "integrated planning and development" process. Every aspect, from the powertrain and body to advanced features, evolves with groundbreaking technologies such as a new CVT. Since the launch of the new Tanto in 2019, DNGA has expanded to small cars domestically and internationally.



#### S S C ( Simple, Slim, Compact )

To construct a business model where mini-vehicles thrive, Daihatsu established the second plant at Daihatsu Kyushu Oita (Nakatsu) in 2007. This plant produces the same volume using about half the area and investment as conventional factories. With its simple, slim, and compact facilities and processes, Daihatsu delivers high-quality car manufacturing, spreading this technology and expertise to factories in Japan and overseas.



Daihatsu Kyushu Oita (Nakatsu) Plant

# Carbon Neutrality



Daihatsu is working to achieve future carbon neutrality in alignment with the goals of various countries. The company is tackling CO<sub>2</sub> emission reductions across all areas, including product development, manufacturing, and logistics, contributing to solving the global issue of climate change.

## Carbon neutrality in product development

Daihatsu's small-size cars are lightweight, fuel-efficient, resource-saving, and environmentally friendly. For many years, Daihatsu has focused on small cars and honed its technological expertise. Now, the company is promoting electrification tailored to local needs and customer demands to further reduce CO<sub>2</sub> emissions. Initially, Daihatsu has introduced hybrid electric vehicles (HEVs) and is also developing battery electric vehicles (BEVs).

### e-SMART HYBRID

As a system that is best suited to small cars, which are mainly used for short trips around town with lots of STOP&GO driving, we have adopted a series hybrid system with a simple structure that uses a dedicated engine for power generation.

It was first implemented in the 2021 compact SUV, the Rocky.



## Carbon neutrality in manufacturing

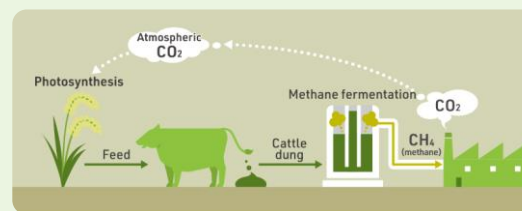
We aim to achieve carbon neutrality in our production processes by 2035 by focusing on three main pillars: “energy conservation through the pursuit of SSC,” “development and incorporation of innovative technologies,” and “utilizing renewable energy.”

### Refining the Kyoto (Oyamazaki) plant

The Kyoto (Oyamazaki) plant, which began full operations as a next-generation facility in 2022, uses original technologies such as air conditioning recycling in the paint booth to save energy. Additionally, the plant aims to be “people-friendly” by reducing the physical burden on employees.



### Biomass utilization project



Daihatsu is conducting trials to use biogas derived from cow manure as a heat source for its factories. This project is being carried out in collaboration with local governments and farmers (both crop and livestock).

# Safety and Security

We are committed to realizing a mobility society where everyone can move safely and securely in their daily lives and work.



Following the philosophy of “providing advanced technologies to everyone,” Daihatsu has miniaturized and lightened expensive cutting-edge features, offering them at affordable prices.

For example, in 2012, we became the first automaker to equip a mini-vehicle with a collision avoidance support brake, which helped instigate its widespread adoption.

Moving forward, we will continue to develop advanced safety features that reflect our unique approach and deliver them to many customers, contributing to a safe and secure mobility society.

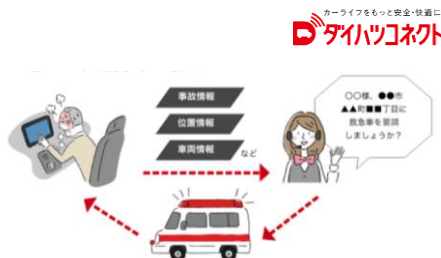
## Preventive safety function Smart Assist

The Smart Assist system uses small stereo cameras and other sensors to detect the surrounding environment. It includes features such as collision avoidance assistance and sudden acceleration suppression, along with driving support systems to enhance safety.



## Daihatsu Connect

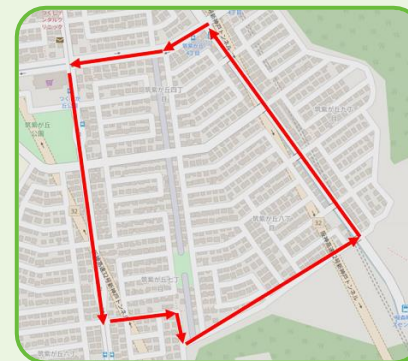
A service that links display audio systems or car navigation systems with customers' smartphones, offering "connected peace of mind" as well as convenience and comfort.



## Aiming for the realization of future autonomous driving technologies

Daihatsu is conducting experiments on autonomous driving technology to achieve a society where people of all ages can move freely. One such test took place in a suburban residential area in Kobe City, Kita Ward, where the population is aging rapidly. The area has narrow roads and many slopes, typical of hilly regions, making it ideal for mini-vehicles.

However, challenges such as pedestrian crossings and passing cars on narrow streets require precise control and detection accuracy. Daihatsu is refining its technology through repeated test drives.



©OpenStreetMap contributors

Driving route in a residential area



Daihatsu's  
KOTODUKURI

# Contributing to the Development of Local Communities and Society

Daihatsu contributes to the resolution of social issues and the sustainable development of local communities through a variety of “KOTODUKURI” activities that expand points of contact with local communities and customers.



In response to the many social issues facing Japan, such as the declining birthrate and aging population, depopulation in rural areas, and the decline in public transportation, we will support solutions in a way that is rooted in the local community and unique to Daihatsu and contribute to the sustainable development of the local community.

In addition, we will work with our dealers nationwide to support local communities and make them brighter by bringing more smiles to the faces of children.

# Providing Mobility Services that are Closely Linked to the Local Community and Contributing to “Diverse Mobility Needs”



Realizing a Society where people can move freely regardless of their age

## Community-based project “health and safe driving courses”

Supporting senior drivers' health and safe driving through collaboration among industry, government, academia, and local communities.



## On-demand shared mobility service “Choisoko”

A service allowing easy transportation in areas with limited mobility options, even for those who have returned their driver's licenses.



Expanding the possibilities for work and life

## All-in-one mobile sales package “Nibako”

This package includes a cargo box for light trucks to support mobile sales and promotions, contributing to local revitalization.



## Car sharing service

Car-sharing services offered at sales company locations, providing community-based transportation solutions.



Support for solving labor shortages

## Pick-up/drop-off support system “RAKUPITA SOUGEI”

A system designed to help care facilities with their often burdensome shuttle operations by improving efficiency.



## Welfare and nursing care shared pick-up/drop-off service “Goissho”

A service that partners with local governments to reduce the workload by sharing shuttle services among multiple care facilities.



# Contributing to the Revitalization of Local Sports and a Society Where Children Can Live with Smiles



## Culture Sports

In addition to the activities of the track and field team, we collaborate with sales companies across the country to promote grassroots support for badminton and women's soccer

**Daihatsu track and field team**



**Badminton**  
(support for Tournaments and the National Elementary School ABC Tournament)



**Women's soccer**  
(sponsoring the WE League and holding soccer clinics)



## Children

### MONODUKURI experience classes

Daihatsu employees visit elementary schools to hold hands-on lessons where children can experience the joy of MONODUKURI



### Humobility world

An exhibition hall primarily for 5th-grade elementary school students on social studies field trips, where they can learn about the history and structure of cars



## Motor sports

### DAIHATSU GAZOO Racing

We contribute to the expansion of motor sports through the holding of events that anyone can easily participate in and through participation in competitions



For Daihatsu car users, we hold the "D-SPORT & DAIHATSU Challenge Cup," a fun and accessible event for everyone to enjoy





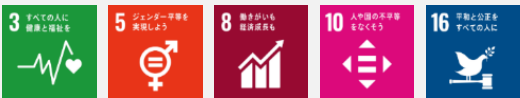
Since its founding, Daihatsu has grown by contributing to societal development, offering small cars that enrich the lives of its customers. Moving forward, to continue contributing to a prosperous society, Daihatsu aims for sustainable growth through both "MONODUKURI" and "KOTODUKURI". As a focus area of its sustainability activities, Daihatsu has established the "SDG Framework Categories" related to people, society, and business, and is steadily promoting these initiatives.

SDG framework categories

Theme of initiatives

Developing a safe and secure society in which everyone respects human rights and diversity

I Employees : Create workplaces and culture in which employees can work safely and happily



Striving to be a company trusted by society

II Company : Reinforce business foundations toward sustainable growth, stay close to the country and customers



Building a society where everyone can live comfortably for their entire lives

III Business : Establish a society free of pollution and provide safe and unrestricted mobility at reasonable prices



## Daihatsu's sustainability



### Environment

We will fulfill our responsibility to protect the global environment for the next generation

- We have formulated an action plan for the period up to 2030 and are conducting nature-friendly activities, such as biodiversity conservation, in collaboration with local communities.



Daihatsu Group Environmental Action Plan 2030

### Hagukumi no Mori Ryuoh



Monitoring wildlife in a company-owned forest

### Society

#### Safety & health

We promote health and productivity management that encourages each of our employees to shine

- We promote “developing human resources with high safety consciousness and knowledge,” “safety measures for facilities and materials,” and “careful safety management,” with the goal of zero accidents at our work sites.
- To maintain the physical and mental health of employees, we offer broad support, including health checkups, smoking cessation seminars, and mental health training.



Daihatsu Health Center

#### Diversity & inclusion

We respect diverse values and aim to be a company which enables employees to experience job satisfaction

- Nursery for Daihatsu Group employees: “Daihatsu no Mori Hoikuen Nursery”



- Empowerment of people with disabilities in the workplace

We accommodate them in various departments, establish workshops, and engage them in tasks such as small parts packaging.



Assorted boxes of Snacks for sales promotion



A toilet for people with disabilities

### Governance

We position governance systems, risk management, and compliance as top priorities in corporate management, aiming to enhance corporate value

#### Governance (Internal control)

Building a highly transparent system that clearly defines the responsibilities of management and promotes appropriate business practices by employees, both internally and externally.

#### Risk management

We carry out company-wide risk management activities in which we identify risks in operations and develop counter measures in advance to avoid losses or minimize damage.

#### Compliance

As a fundamental aspect of corporate management, all directors and employees will cultivate a strong sense of social ethics and a sincere commitment to legal compliance through various training programs.



# Company Outline

- |                         |                                      |                        |   |
|-------------------------|--------------------------------------|------------------------|---|
| • Name                  | DAIHATSU MOTOR CO., LTD.             | • Head office location | 1-1 Daihatsu-cho, Ikeda-City, Osaka<br>563-0044   |
| • Date of establishment | March 1, 1907                        | • Number of employees  | 12,577 (non-consolidated)* <sup>1</sup><br>males: 11,495, females: 1,082<br>46,869(consolidated)* <sup>2</sup>          |
| • President             | Masahiro Inoue                       |                        |   |
| • Capital               | 28.4 billion yen                     | • Affiliated companies | Consolidated subsidiaries: 59<br>(45 domestic, 14 overseas)<br>Equity method affiliates: 11<br>(8 domestic, 3 overseas) |
| • Main business line    | Manufacture and sales of automobiles |                        |   |

\*1 as of April 1, 2025. regular employees, contract employees, senior experts (including those on leave)

\*2 based on employment numbers as of the end of March 2025





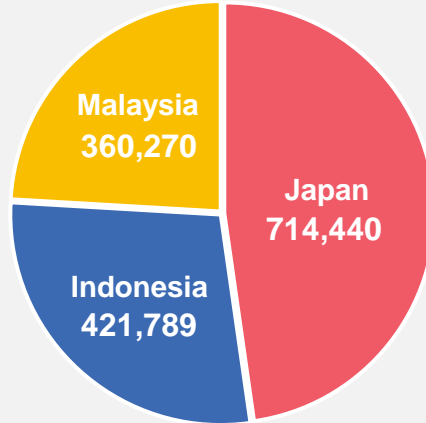
# Production & Sales Overview

## Production Overview

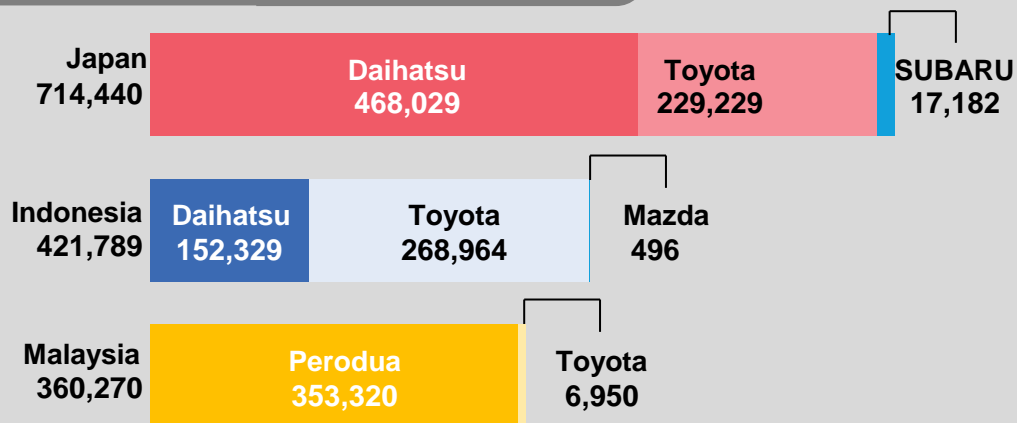
Total Production Volume

**1,496,499**

FY2024



## Production Volume by Brand



FY 2024

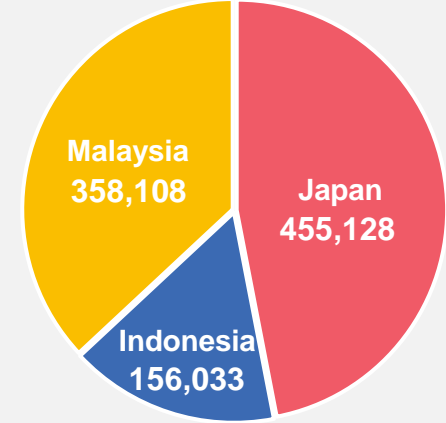
## Sales Overview

Total Sales Volume

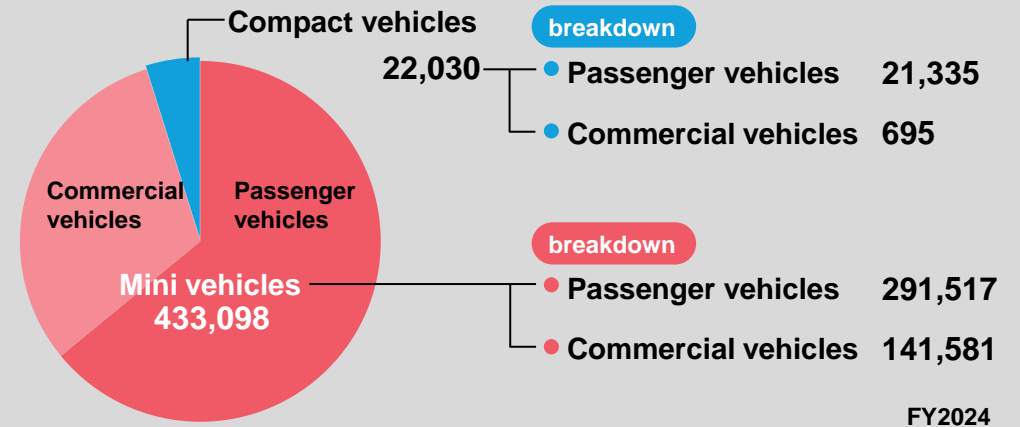
**969,363 \***

FY2024

\*including other countries



## Domestic Sales Volume by Vehicle Type



FY2024



# List of Vehicle Models



## Main domestic sales models

### Passenger mini-vehicles



MOVE



MOVE CANBUS



Tanto



Mira e:S



COPEN

### Passenger mini-vehicles



TAFT

### Compact passenger vehicles



THOR



Rocky

### Commercial mini-vehicles



HIJET TRUCK



HIJET CARGO



ATRAI

### Compact commercial vehicle



Gran Max CARGO

### Welfare mini-vehicles



Tanto  
Sloper



Tanto  
Welcome Turn Seat



Tanto  
Welcome Seat Lift

### Specially equipped vehicles



HIJET  
multipurpose dump truck



ATRAI  
Deck Van



## Main overseas sales models

### Indonesia



AYLA



XENIA



SIGRA



TERIOS



SIRION



GRAN MAX Minibus



GRAN MAX PICKUP



Rocky



LUXIO

### Malaysia



MYVI



ALZA



AXIA



BEZZA



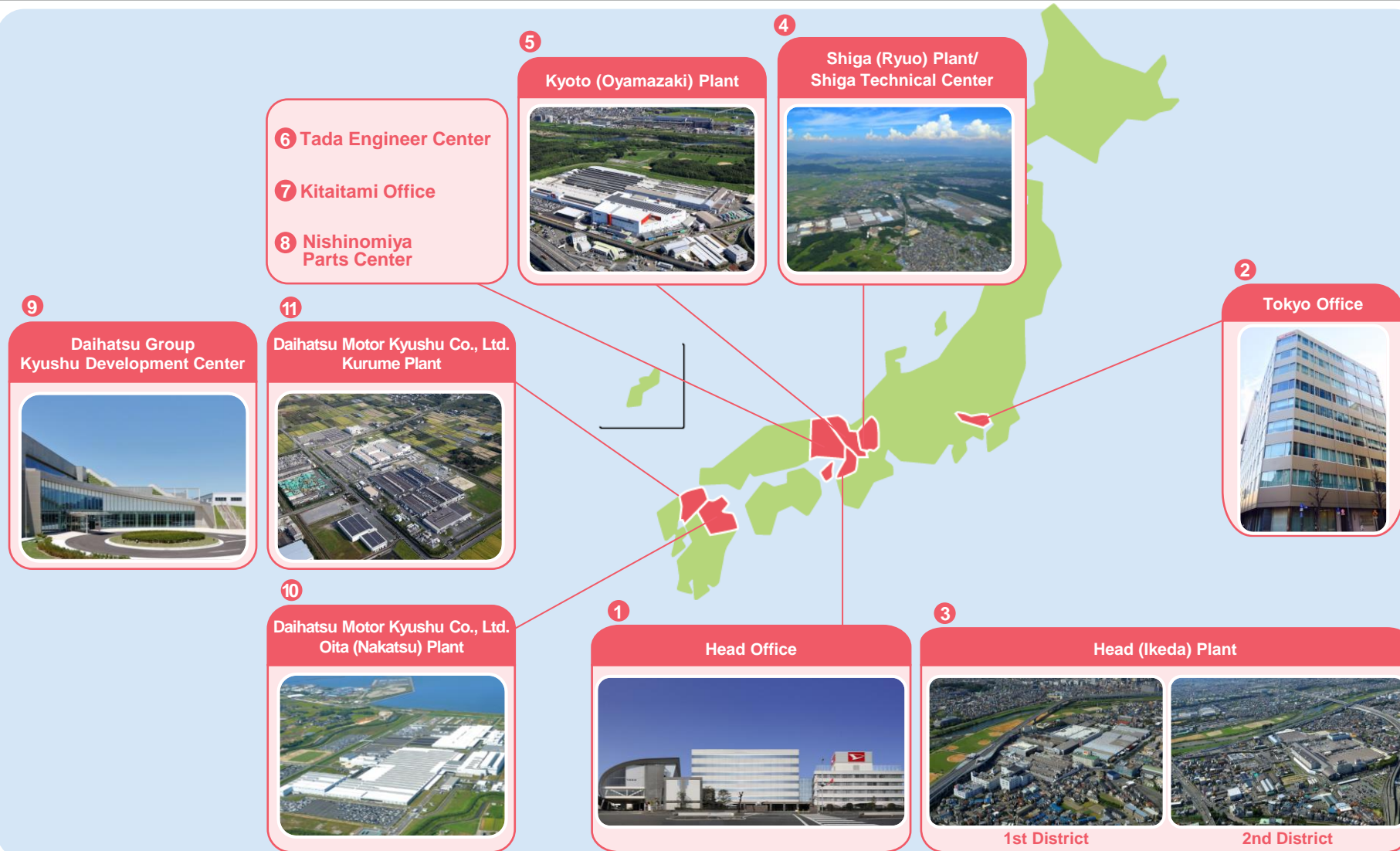
ARUZ



ATIVA



# Main domestic business sites



- 1 **Head Office**  
1-1 Daihatsu-cho Ikeda-City,  
Osaka 563-8651(563-0044)
- 2 **Tokyo Office**  
2-2-10 Nihonbashihoncho,  
Chuo-ku, Tokyo 103-0023  
(Daihatsu Building)
- 3 **Head (Ikeda) Plant**  
1-1 Daihatsu-cho Ikeda-City,  
Osaka 563-8651 (563-0044)
- 4 **Shiga (Ryuo) Plant/Shiga Technical Center**  
2910 Ooaza Yamanoue, Ryuocho,  
Gamo-gun, Shiga 520-2593
- 5 **Kyoto (Oyamazaki) Plant**  
1 Koaza Kitahosoike Aza Shimoueno, Oyamazaki-  
cho,Otokuni-gun, Kyoto 618-0081
- 6 **Tada Engineer Center**  
3-21-2 Yato Kawanishi-City,  
Hyogo 666-0131
- 7 **Kitaitami Office**  
9-37-2 Kitaitami, Itami-City,  
Hyogo 664-0831
- 8 **Nishinomiya Parts Center**  
1-78-1 Hanshin Distribution Center, Yamaguchi-cho,  
Nishinomiya-City, Hyogo 651-1431
- 9 **Daihatsu Group Kyushu Development Center**  
2-1 Yoshimoto, Tanushimarumachi,  
Kurume-City, Fukuoka
- 10 **Daihatsu Motor Kyushu Co., Ltd.  
Oita (Nakatsu) Plant**  
1 Ooaza-Showashinden,Nakatsu-City, Oita 879-0107
- 11 **Daihatsu Motor Kyushu Co., Ltd. Kurume Plant**  
1 Yoshimoto, Tanushimaru-machi,  
Kurume-City, Fukuoka 839-1206



# Main overseas production bases

## Malaysia



**Daihatsu Perodua Engine Manufacturing Sdn. Bhd. ( DPEM )**  
\* Engine manufacturing

①



**Perodua Manufacturing Sdn. Bhd. ( PMSB )**  
\* Vehicle manufacturing and development

②



**Perodua Engine Manufacturing Sdn. Bhd. ( PEMS B )**  
\* Engine manufacturing

③



**Perodua Global Manufacturing Sdn. Bhd. ( PGMSB )**  
\* Vehicle manufacturing

④

## Indonesia



**PT Astra Daihatsu Motor ( ADM )**  
Sunter Plant  
\* Vehicle Manufacturing and development

⑤



**PT Astra Daihatsu Motor( ADM )**  
Karawang Plant  
\* Vehicle Manufacturing and development

⑥



**PT Daihatsu Drivetrain Manufacturing Indonesia( DDMI )**  
\* CVT manufacturing

⑦



# Daihatsu's History (1907-1980s)

● 1907

Japan's Industrial Revolution Period

Major Domestic Models Transition



"6-Horsepower Suction Gas Engine" (1907)



Model HA Three-Wheeled Vehicle "Daihatsu Go" (1930)



Compact Three-Wheeled Passenger Vehicle "BEE" (1951)



Mini Three-Wheeled Vehicle "MIDGET" (1957)



Compact Four-Wheeled Truck "VESTA" (1958)



Mini Commercial Vehicle "HIJET" (1960)



Compact Commercial Vehicle "COMPAGNO Van"  
Compact Passenger Vehicle "COMPAGNO Wagon" (1963)



Mini Passenger Vehicle "FELLOW" (1966)



Compact Passenger Vehicle "CONSORTE" (1969)



Compact 4WD "TAFT" (1974)



Compact Passenger Vehicle "CHARADE" (1977)



New Standard Mini Passenger Vehicle "MAX CUORE" (1977)



Mini Passenger Vehicle "CUORE"  
Mini Commercial Vehicle "Mira CUORE" (1980)



Compact Passenger Vehicle "APPLAUSE" (1989)

● Mini-vehicle standards established (1949)

● Mini-vehicle tax introduced (1958)

● Mini-vehicle standards revised (displacement of 550cc or less, overall length of 3.2m or less) (1976)

Daihatsu's History

1 Founded as Hatsudoki Seizo Co., Ltd. (1907)

3 Company name changed to "Daihatsu Motor Co., Ltd." (1951)

50th anniversary (1957)

2 Ikeda Plant begins operations (1939)

Daihatsu Maebashi Works Co., Ltd. established (1960)

4 Head office relocated to Ikeda City (1965)

7 Tokyo branch office established (1965)

6 Electrified vehicles delivered to Osaka Expo (1970)

7 Kyoto Plant begins operations (1973)

Daihatsu Motor Co., Ltd. and Daihatsu Motor Sales Co., Ltd. merged (1981)

10 Charade wins class victory in the Safari Rally (1982)

5 Business alliance with Toyota (1967)

8 Shiga (Ryuo) Plant begins operations (1974)

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Daihatsu Motor Sales Co., Ltd. established (1968)

9 Charade wins '77 Car of the Year award (1978)

Daihatsu Track and Field Club established (1987)

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PT Daihatsu Indonesia established (1979)

Daihatsu (Malaysia) Sdn.Bhd. established (1980)

Shiga (Ryuo) Plant 2 begins operations (1989)



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Major Social Events

● World War I (1914)

● World War II (1939)

● End of the Pacific War (1945)

● Signing of the San Francisco Peace Treaty (1951)

● Completion of Tokyo Tower (1958)

● Tokaido Shinkansen (Tokyo-Osaka) line opened (1964)

● Tokyo Olympics and Paralympics (1964)

● Osaka Expo (1970)

● Okinawa returned to Japan (1972)

● First oil crisis (1973)

● Opening of Tokyo Disneyland (1983)

● Excise tax increased (1984)

● Equal Employment Opportunity Law passed (1985)

● Second oil crisis (1978)

Consumption tax (3%) introduced (1989)

# Daihatsu's History (1990s-2020s)

● 1990

Changes to mini-vehicle standards / emergence of various types of mini-vehicles, including spacious vehicles and extra-spacious

● 2000

● 2010

● 2020

Growing global environmental awareness  
Low-fuel consumption mini-vehicles attract attention as "eco-cars"

A once-in-a-century period of change in the automobile industry - promoting initiatives to achieve CASE, MaaS, and carbon neutrality

## Major Domestic Models Transition



● Mini-vehicle standards revised (displacement of 660cc or less, overall length 3.3 meters or less) (1990)

● Mini-vehicle standards revised (overall length 3.4 meters or less, overall width 1.48 meters or less) (1998)

● Mini-vehicle tax rate changed (2016)

## Daihatsu's History

- 13 Completion of the Shiga Technical Center (1991)
- 14 PT Astra Daihatsu Motor (ADM) established (1992)
- 15 Perodua established (1993)
- 16 Launch of the national car "Kancil" in Malaysia (1994)
- Toyota acquires the majority of Daihatsu stock and makes it consolidated subsidiary (1998)
- 17 Oita (Nakatsu) Plant of Daihatsu Auto Body Co., Ltd. starts operations (2004)
- 18 "XENIA" (Toyota "AVANZA"), a car jointly developed with Toyota in Indonesia, is launched (2004)
- 19 100th anniversary (2007)
- 20 Daihatsu Motor Kyushu Co., Ltd.'s Oita (Nakatsu) Plant No.2 starts operations (2007)
- 21 ADM Karawang Assembly Plant starts operations (2012)
- 22 PGMSB established in Malaysia (2013)
- 23 Launch of new "LCGC" compliant vehicle "AYLA" (Toyota "AGYA") in Indonesia (2013)
- 24 Launch of new national car "AXIA" at Perodua (2014)
- 25 Daihatsu Group Kyushu Development Center opens (2015)
- 26 Becomes a wholly owned subsidiary of Toyota Motor Corporation (2016)
- 27 New group slogan "Light you up" established (2017)
- 28 Start of new product launches based on DNGA (2019)
- 29 Full-scale operation of new assembly and painting plant at Kyoto (Oyamazaki) Plant (2022)
- 30 ADM Karawang Assembly Plant No.2 starts operation (2024)



## Major Social Events

- Collapse of the Bubble Economy (1991)
- Great Hanshin-Awaji Earthquake (1995)
- Consumption tax raised to 5% (1997)
- Aichi Expo (Expo 2005) (2005)
- Lehman Shock (2008)
- Great East Japan Earthquake (2011)
- Consumption tax raised to 8% (2014)
- Global spread of COVID-19 (2020-2024)
- Tokyo Olympics and Paralympics (2021)
- Consumption tax raised to 10% (2019)
- Expo 2025 Osaka, Kansai, Japan (2025)



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