

# DATA BOOK 2024

## Company Profile Data Book

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Information contained in this Data Book is accurate as of March 31, 2024, unless otherwise noted.



DAIHATSU

# I. Company Profile

## Company outline

Name	DAIHATSU MOTOR CO., LTD.		
Date of establishment	March 1, 1907		
Representative	Masahiro Inoue, President		
Main business line	Manufacture and sales of automobiles		
Capital	28,4 billion yen		
Number of employees (as of Apr 1, 2024)	12,470 persons	11,458 males	1,012 females

## Origin of the company name

In March 1907, Hatsudoki Seizo Co., Ltd. was established by Professor Yoshiaki Yasunaga and Seishiro Tsurumi who were the head of Osaka Higher Technical School (presently School of Engineering, Osaka University) and the director of mechanical science department of the same school, as well as a group of businessmen, Saneyasu Oka, Masashi Kuwabara and Zenjiro Takeuchi, for the purpose of achieving domestic production of internal combustion engines. In December 1951, the company changed its name to Daihatsu Motor Co., Ltd. The name "Daihatsu" is a combination of the first kanji character for Osaka and the first kanji character for the word meaning "engines."

## Corporate mark



Daihatsu's corporate design system consisting of the corporate mark, corporate color, logo, etc. was revised on the occasion of the 90th year of the company establishment, with the aim of visually expressing "Daihatsu ways" and attaining closer and smoother relationships with society. The symbol mark shown at the left is the core element of Daihatsu's corporate design system.

## Corporate philosophy

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 you up

# Company Profile

## Employees (on a non-consolidated basis)

(As of Apr 1, 2024)

	Number of employees (persons)				Average age			Average number of years with the company (years)		
	Males	Females	Total	Total for consolidated subsidiaries*	Males	Females	Total	Males	Females	Total
2024	11,458	1,012	12,470	46,815	41.4	38.5	41.2	19.1	15.5	18.8
2023	11,522	986	12,508	46,191	41.4	39.0	41.2	19.2	16.1	18.9
2022	11,450	976	12,426	46,152	41.2	38.1	40.9	18.8	15.2	18.5

(Note) The number of employees is based on regular employees, part-time employees and senior expert staff (including employees on administrative leave)

\* Total of consolidated subsidiaries is based on number of employees (as of the end of March, 2023)

## Regular recruitment (on a non-consolidated basis)

(Unit: persons)

	Males					Females					Total
	University/graduate school graduates	Specialized vocational high school graduates	Two-year/vocational school graduates	High school graduates	Total	University/graduate school graduates	Specialized vocational high school graduates	Two-year/vocational school graduates	High school graduates	Total	
April 2024	84	0	17	95	196	30	0	1	11	42	238
April 2023	84	0	12	74	170	15	0	2	7	24	194
April 2022	98	11	7	96	212	19	0	1	9	29	241

## Members of the board

(As of April 2025)

Title	Name	Area of Responsibility
President	Masahiro Inoue	
Executive Vice President	Hiromasa Hoshika	- General Manager, "Three Pledges" Reform Promotion Division
Executive Vice President	Masanori Kuwata	- Chief Officer, Corporate Management Group
Director	Keiko Yanagi *	
Full-time Audit & Supervisory Board Member	Shinya Takeda	
Audit & Supervisory Board Member	Koji Kobayashi *	
Audit & Supervisory Board Member	Takaaki Tsubouchi *	
Operating Officer	Tadao Nasu	- Chief Officer, Production Control & Purchasing Group
Operating Officer	Yasushi Kyoda	- President, PT Astra Daihatsu Motor
Operating Officer	Masaki Ogita	- President, Perodua Auto Corporation Sdn. Bhd.
Operating Officer	Yasutoshi Sugimoto	- Chief Officer, Business & Product Group
Operating Officer	Masahiro Tanaka	- Chief Officer, Mobility Development Group

(Note) \*: Non-Resident

# Company Profile

## Main domestic business sites (including affiliated companies)

Name	Address	Number of employees (persons) <sup>*1</sup>	Site area (m <sup>2</sup> ) <sup>*1</sup>	Building (m <sup>2</sup> ) <sup>*1</sup>	Date of commencement/establishment	Production capacity	Production items
						FY2023 production record	
Head Office	1-1 Daihatsu-cho Ikeda-City, Osaka 563-8651	5,705 <sup>*2</sup>	—	22,000	1965.3	(thousand units) — (thousand units) —	—
Tokyo Office	2-2-10 Nihonbashihoncho, Chuo-ku, Tokyo 103-0023 (Daihatsu Building)	117	1,000	9,000	1933.6	— —	—
Head (Ikeda) Plant 1st District	2-1-1 Momozono, Ikeda-City, Osaka, 563-0045	—	154,000	137,000	1939.5	— —	—
Head (Ikeda) Plant 2nd District	1-1 Daihatsu-cho Ikeda-City, Osaka 563-8651	255	146,000 <sup>*3</sup>	145,000	1961.5	— 4	COPEN
Kyoto (Oyamazaki) Plant	1 Koaza Kitahosoike Aza Shimoueno, Oyamazaki-cho, Otokuni-gun, Kyoto 618-0081	1,330	169,000	147,000	1973.4	230 146	PROBOX <sup>*5</sup> /FAMILIA VAN <sup>*5</sup> , THOR/ROOMY <sup>*6</sup> /JUSTY <sup>*6</sup>
Shiga (Ryuo) Plant 1st District	2910 Ooaza Yamanoue, Ryuo-cho, Gamo-gun, Shiga 520-2593	2,319	675,000	319,000	1974.4	2,215 1,056	Engines, Transmissions, HEV transaxle, Battery Pack, cast parts, etc.
Shiga (Ryuo) Plant 2nd District	3000 Ooaza Yamanoue, Ryuo-cho, Gamo-gun, Shiga 520-2593	1,892	1,322,000 <sup>*4</sup>	273,000	1989.1	245 188	Tanto/CHIFFON <sup>*6</sup> , Rocky/RAIZE <sup>*6</sup> /REX <sup>*6</sup>
Tada Engineer Center	3-21-2 Yato Kawanishi-City, Hyogo 666-0131	296	41,000	29,000	1970.11	— —	—
Kitaitami Office	9-37-2 Kitaitami, Itami-City, Hyogo 664-0831	102	—	2,000	2019.5	— —	—
Nishinomiya Parts Center	1-78-1 Hanshin Distribution Center, Yamaguchi-cho, Nishinomiya-City, Hyogo 651-1431	317	53,000	75,000	1980.11	— —	—
Daihatsu Group Kyushu Development Center	2-1 Yoshimoto, Tanushimaru-machi, Kurume-City, Fukuoka 839-1206	137	82,000	30,000	2014.3	— —	—
Daihatsu Motor Kyushu Co., Ltd. Oita (Nakatsu) Plant	1 Ooaza-Showashinden, Nakatsu-City, Oita 879-0107	2,647	1,300,000	1st District 110,000	2004.11	230 173	HIJET TRUCK/PIXIS TRUCK <sup>*5</sup> /SAMBAR TRUCK <sup>*5</sup> , HIJET CARGO/PIXIS VAN <sup>*5</sup> /SAMBAR VAN <sup>*5</sup> , ATRAI, MOVE CANBUS
				2nd District 53,000	2007.11	230 163	Mira e:S/PIXIS EPOCH <sup>*5</sup> /PLEO PLUS <sup>*5</sup> , TAFT, MOVE CANBUS
Daihatsu Motor Kyushu Co., Ltd. Kurume Plant	1 Yoshimoto, Tanushimaru-machi, Kurume-City, Fukuoka 839-1206	333	112,000	27,000	2008.8	320 312	Engines, Transmissions parts

\*1: As of April 1, 2024 \*2: Including those in the technology function and on temporary assignment \*3: Including Head Office \*4: Including Shiga Technical Center  
\*5: Consigned vehicles \*6: OEM vehicles

# Company Profile

## List of domestic sales companies (As of the end of April 2024)

Domestic sales network 58 sales companies (Including 35 consolidated subsidiaries and 3 companies accounted for by the equity method)

Direct new car sales 724 shops (As of the end of April 2024)

Sales Company	Address	Sales Company	Address
DAIHATSU HOKKAIDO	11-5-28, Shinkotoni 7-jo, Kita-ku, Sapporo-City, Hokkaido	FUKUI DAIHATSU CORPORATION	102-10 Asouzu-cho, Fukui-City, Fukui
Kita-Hokkaido Daihatsu Hanbai Co., Ltd.	Nagayama 2-jo 3-chome 1-20, Asahikawa-City, Hokkaido	Shiga Daihatsu Motor Sales Co., Ltd.	4-1-5 Ohashi, Ritto-City, Shiga
MURORAN DAIHATSU CORPORATION	3-15-4 Kotobuki-cho, Muroran-City, Hokkaido	Kyoto Daihatsu Sales Co., Ltd.	8 Nishikyogoku-Higashiomaru-cho, Ukyo-ku, Kyoto-City, Kyoto
Aomori Daihatsu Motors Co., Ltd.	85-3 Okabe, Ishie, Aomori-City, Aomori	OSAKA DAIHATSU CORPORATION	1-4-26 Fukushima, Fukushima-ku, Osaka-City, Osaka
Iwate Daihatsu Hanbai Co., Ltd.	334 Hiromiyasawa dai-7-jiwari, Yahaba-cho, Shiwa-gun, Iwate	HYOGO DAIHATSU CORPORATION	2-1-10 Oishi-higashi-machi, Nada-ku, Kobe-City, Hyogo
Miyagi Daihatsu Hanbai Co., Ltd.	1-51 Rokucho-no-me Nishi-machi, Wakabayashi-ku, Sendai-City, Miyagi	NARA DAIHATSU CORPORATION	2-275 Minami-Kyobate-Cho, Nara-City, Nara
Akita Daihatsu Hanbai Co., Ltd.	3-1-7 Goshonoyumoto, Akita-City, Akita	WAKAYAMA DAIHATSU HANBAI CORPORATION	20 Saikaya-machi Higashi-no-cho, Wakayama-City, Wakayama
YAMAGATA DAIHATSU CORPORATION	3-8-30 Hakusan, Yamagata-City, Yamagata	Tanabe Daihatsu Hanbai Co., Ltd.	1-19-20 Higashiyama, Tanabe-City, Wakayama
DAIHATSU FUKUSHIMA Co., Ltd.	1-1, Kawamukai, Koriyama-City, Fukushima	TOTTORI DAIHATSU CORPORATION	3-3-46 Kuzumo, Yonago-City, Tottori
FUKUSHIMA DAIHATSU Co., Ltd.	14-1 Hachimanzuka, Shimotoriwa, Fukushima-City, Fukushima	SHIMANE DAIHATSU HANBAI Co., Ltd.	6-31-2 Hamanogi, Matsue-City, Shimane
Ibaraki Daihatsu Hanbai Co., Ltd.	1475-1 Kasahara-cho, Mito-City, Ibaraki	Okayama Daihatsu	2-1-38 Noda, Kita-ku, Okayama-City, Okayama
TOCHIGI DAIHATSU Co., Ltd.	755-2 Kamiyokota-machi, Utsunomiya-City, Tochigi	DAIHATSU HIROSHIMA Co., Ltd.	22-13 Minamikanon-machi, Nishi-ku, Hiroshima-City, Hiroshima
Gunma Daihatsu Co., Ltd.	2-3-6 Owatari-machi, Maebashi-City, Gunma	Onomichi Daihatsu Hanbai Co., Ltd.	907-1 Takasu-cho, Onomichi-City, Hiroshima
Saitama Daihatsu Co., Ltd.	5-16-6 Negishi, Minami-ku, Saitama-City, Saitama	YAMAGUCHI DAIHATSU CORPORATION	2-11-1 Higashiyamato-machi, Shimonoseki-City, Yamaguchi
DAIHATSU CHIBA CORPORATION	1-17-7 Suehiro, Chuo-ku, Chiba-City, Chiba	TOKUSHIMA DAIHATSU CORPORATION	84 Honura-shimo, Ronden-cho, Tokushima-City, Tokushima
Daihatsu Tokyo Sales Corporation	2-15-1 Tsukushima, Chuo-ku, Tokyo	Kagawa Daihatsu Hanbai Co., Ltd.	1415-1 Kasuga-cho, Takamatsu-City, Kagawa
KANAGAWA DAIHATSU	9-176 Chojia-machi, Naka-ku, Yokohama-City, Kanagawa	Kagawa Daihatsu Motors Co., Ltd.	410 Kozai-minami-machi, Takamatsu-City, Kagawa
Niigata Daihatsu Motors Co., Ltd.	2-6-32 Higashi-Odori, Chuo-ku, Niigata-City, Niigata	EHIME DAIHATSU HANBAI Co., Ltd.	179 Miyata-machi, Matsuyama-City, Ehime
Yamanashi Daihatsu Sales Co., Ltd.	48 Yokone-machi, Kofu-City, Yamanashi	Kochi Daihatsu Hanbai Co., Ltd.	2-3-4 Hotarugaoka, Nangoku-City, Kochi
Nagano Daihatsu Hanbai Co., Ltd.	2-3-12 Hirata-higasi, Matsumoto-City, Nagano	KITAKYUSYU-DAIHATSU CORPORATION	1-12-1 Saenba, Kokurakita-ku, Kitakyushu-City, Fukuoka
Nagano Daihatsu Motors Co., Ltd.	2142 Inaba-nakasenda, Nagano-City, Nagano	FUKUOKA DAIHATSU CORPORATION	4-10-11 Higashi-hie, Hakata-ku, Fukuoka-City, Fukuoka
Daihatsu Numazu Hanbai Co., Ltd.	373 Kamishoji, Shimokanuki, Numazu-City, Shizuoka	OITA.DAIHATSU CORPORATION	891-1 Tenjinmoku, Miyazaki, Oita-City, Oita
SHIZUOKA DAIHATSU HANBAI Co., Ltd.	1205-1 Kasaishinden-cho, Chuo-ku, Hamamatsu-City, Shizuoka	SAGA DAIHATSU CORPORATION	2274-1 OazaOgi-machi,Kase-machi, Saga-City, Saga
Gifu Daihatsu Hanbai Co., Ltd.	2-12 Tejikara-cho, Gifu-City, Gifu	DAIHATSU NAGASAKI HANBAI CORPORATION	1-1 Mezame-machi, Nagasaki-City, Nagasaki
Aichi DAIHATSU CO., LTD.	3-2-5 Chiyoda, Nakaku, Nagoya-City, Aichi	KUMAMOTO DAIHATSU CORPORATION	2-8-70 Hirata, Minami-ku, Kumamoto-City, Kumamoto
DAIHATSU MIE CO., LTD.	1-3 Kitahamada-cho, Yokkaichi-City, Mie	DAIHATSU NOBEOKA HANBAI Co., Ltd.	2-112 Showa-machi, Nobeoka-City, Miyazaki
MIE DAIHATSU CORPORATION	689-1 Funae-cho, Matsusaka-City, Mie	Miyazaki Daihatsu Hanbai Co., Ltd.	1085 Tatege, Hanagashima-cho, Miyazaki-City, Miyazaki
TOYAMA DAIHATSU CORPORATION	2-5-26, Chitose-machi, Toyama-City, Toyama	KAGOSHIMA DAIHATSU HANBAI Co., Ltd.	7-22 Higashi-Korimoto-cho, Kagoshima-City, Kagoshima
Ishikawa Daihatsu Co., Ltd.	3-15-1, Ekinishihon-machi, Kanazawa-City, Ishikawa	RYUKYU DAIHATSU MOTER SALES CO., LTD.	2135 Gusukuma, Urasoe-City, Okinawa

(Note) • Consolidated subsidiary ○ Equity method company

## Main domestic affiliated companies (excluding sales companies)

Company name	Address	Main products
Daihatsu Motor Kyushu Co., Ltd. *	1 Showashinden, Nakatsu-City, Oita	Manufacture of Automobiles
Daihatsu Business Support & Engineering Center Corp. *	2-25, Masumi-cho, Ikeda-City, Osaka	Automobile development/sales support, IT, insurance welfare business, etc.
Daihatsu Transportation Co., Ltd. *	1-1 Daihatsu-cho, Ikeda-City, Osaka	Transportation of Automobiles
Daihatsu Credit Co., Ltd. *	1-1 Daihatsu-cho, Ikeda-City, Osaka	Automobile sales financing business
STUDIO SIGN Co., Ltd. *	6-8-1, Kunimidai, Nishinomiya-City, Hyogo	Design development work (Planning, design development, model production, video production, etc.)
Akashi-Kikai Industry Co., Ltd. *	2337 Innami, Inami-cho, Kako-gun, Hyogo	Manufacture of vehicles parts
Kanbishi Co., Ltd. *	6, Takumidai, Ono-City, Hyogo	Manufacture of vehicles parts
Boltz Co., Ltd. *	1-1-24, Kushiro, Kawanishi-City, Hyogo	Manufacture of vehicles parts
Daihatsu Metal Co., Ltd. *	2-1-13, Higashikushiro, Kawanishi-City, Hyogo	Manufacture of vehicles parts
D-ACT Co., Ltd. *	1-7, Kosuna-cho, Konan-City, Shiga	Manufacture of vehicles parts
Asano Gear Co., Ltd. °	4-1402-1, Higashiikejiri, Osakasayama-City, Osaka	Manufacture of vehicles parts
AFT Co., Ltd. °	2293, Kagami, Gamogunryuo-cho, Shiga	Manufacture of vehicles parts
Namicoh Co., Ltd. °	1-65, Higashiarioka, Itami-City, Hyogo	Manufacture of vehicles parts
Meisei Metal Industries Co., Ltd. °	4-5-12, Nozaki, Daito-City, Osaka	Manufacture of press molds
METALART CORPORATION °	3-2-18, Noji, Kusatsu-City, Shiga	Manufacture of vehicles parts

(Note) • Consolidated subsidiary ○ Equity method company

## Overseas automobiles production bases

(As of June 2024)

Country	Company name	Representative	Date of production commencement	Number of employees (persons)	Produced models	Production capacity
						FY2023 production record
Indonesia	PT Astra Daihatsu Motor *	Yasushi Kyoda	1992.1	11,100	XENIA/AVANZA <sup>*1</sup> , TERIOS/Rush <sup>*1</sup> , Gran Max/TOWN ACE <sup>*1</sup> /LITE ACE <sup>*1</sup> /BONGO <sup>*1</sup> , LUXIO, AYL/AAGYA <sup>*1</sup> /WIGO <sup>*1</sup> , SIGRA/CALYA <sup>*1</sup> , Rocky/RAIZE <sup>*1</sup>	(thousand units) 530
						<sup>*2</sup> 467
Malaysia	Perodua Manufacturing Sdn. Bhd. *	Masaki Ogita	1994.8	4,400	MYVI/SIRION, Alza/VELOZ <sup>*1</sup> , ARUZ	320
						<sup>*2</sup> 140
	Perodua Global Manufacturing Sdn. Bhd. *	Rozunan Che Pa	2014.8	2,800	AXIA, BEZZA, ATiVA	<sup>*3</sup> —
						212

(Note) • Consolidated subsidiary, \*1: OEM vehicles, \*2: Including OEM vehicles, \*3: Included in Perodua Manufacturing Sdn. Bhd.

## Main overseas joint ventures

Country	Company name	Address	Main products
Indonesia	PT Astra Daihatsu Motor *	JL. Gaya Motor III No5. Sunter II. Jakarta 14330, Indonesia	Manufacture of Automobiles
	PT Daihatsu Drivetrain Manufacturing Indonesia *	Kawasan Industri Suryacipta, Jalan Surya Madya VI, Kavling I-58 C, Karawang 41363, Jawa Barat, Indonesia	Manufacture of vehicles parts
Malaysia	Daihatsu Perodua Engine Manufacturing Sdn. Bhd. *	PT 11690 Jalan Techvalley 3/1, Sendayan, Techvalley, 71950 Bandar Sri Sendayan, Negeri Sembilan Darul Khusus, Malaysia	Manufacture of vehicles parts
	Perodua Auto Corporation Sdn. Bhd. *	Sungai Choh, Locked Bag No.226, 48009 Rawang, Selangor Darul Ehsan, Malaysia	Holding company that owns the automobile manufacturing company
	Perodua Manufacturing Sdn. Bhd. *	Sungai Choh, Locked Bag No.226, 48009 Rawang, Selangor Darul Ehsan, Malaysia	Manufacture of Automobiles
	Perodua Engine Manufacturing Sdn. Bhd. *	Sungai Choh, Mukim Serendah, Rawang, 48009 Selangor Darul Ehsan, Malaysia	Manufacture of vehicles parts
	Perodua Global Manufacturing Sdn. Bhd. *	Sungai Choh, Locked Bag NO.224, 48009 Rawang, Selangor Darul Ehsan, Malaysia	Manufacture of Automobiles
	Perusahaan Otomobil Kedua Sdn. Bhd. °	Sungai Choh, Locked Bag No.226, 48009 Rawang, Selangor Darul Ehsan Malaysia	Holding company that owns the automobile manufacturing/sales company
	Daihatsu (Malaysia) Sdn. Bhd. °	Lot 1, Jalan Keluli, Section 15, 40200 Shah Alam, Selangor Darul Ehsan, Malaysia	Automobile sales
Thailand	Daihatsu Asia Trading (Thailand) Co., Ltd. *	4/222 Moo 10, Sukhumvit Road, Tungsukha, Sriracha, Chonburi, 20230 Thailand	Procurement of automotive parts and related products
China	Daihatsu Motor (Shanghai) Co., Ltd. *	Room B2, Floor 22, V-capital Mansion, No.333, Xian Xia Road, Changning District, Shanghai 200336, China	Procurement of automotive parts and related products

(Note) • Consolidated subsidiary ° Affiliated company

## II. Review of Operations

### Production volume (by fiscal year)

#### (1) Production information

(Unit: Vehicles)

				FY 2023		FY 2022		FY 2021		FY 2020		FY 2019	
				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	Daihatsu-brand vehicles	Mini vehicles	Passenger	291,295	75.2%	387,458	114.2%	339,219	84.3%	402,368	91.1%	441,475	94.6%
			Commercial vehicles	137,233	70.6	194,411	121.4	160,099	114.2	140,226	92.3	151,854	103.4
			Total	428,528	73.6	581,869	116.5	499,318	92.0	542,594	91.4	593,329	96.7
		Registered vehicles	Passenger	17,185	46.3	37,156	102.1	36,379	79.3	45,880	86.6	52,962	125.3
			Commercial vehicles	—	—	—	—	—	—	—	—	—	—
			Total	17,185	46.3	37,156	102.1	36,379	79.3	45,880	86.6	52,962	125.3
		Total	445,713	72.0	619,025	115.6	535,697	91.0	588,474	91.1	646,291	98.6	
	Consigned/OEM vehicles	OEM	Mini vehicles	34,258	68.4	50,092	99.4	50,388	92.1	54,697	92.4	59,212	92.8
			Registered vehicles	142,821	70.5	202,701	78.7	257,527	93.9	274,387	104.9	261,481	123.7
			Total	177,079	70.0	252,793	82.1	307,915	93.6	329,084	102.6	320,693	116.5
		Consigned vehicles		51,252	89.6	57,192	117.4	48,718	95.9	50,780	93.8	54,144	103.2
		Total	228,331	73.7	309,985	86.9	356,633	93.9	379,864	101.3	374,837	114.4	
	Total	674,044	72.6	929,010	104.1	892,330	92.2	968,338	94.8	1,021,128	103.8		
Overseas	Daihatsu-brand vehicles	Indonesia		181,568	88.0	206,411	113.4	182,100	229.9	79,210	45.5	174,078	86.3
		Malaysia (Perodua-brand)		342,410	113.2	302,419	156.0	193,881	84.5	229,355	99.1	231,343	103.4
		Total		523,978	103.0	508,830	135.3	375,981	121.8	308,565	76.1	405,421	95.3
	OEM vehicles	Indonesia		285,558	83.5	342,041	114.6	298,569	179.6	166,227	49.5	335,748	96.9
		Malaysia		8,108	100.0	8,110	331.0	2,450	90.2	2,716	109.8	2,474	325.5
		Total		293,666	83.9	350,151	116.3	301,019	178.2	168,943	50.0	338,222	97.4
	Total overseas production			817,644	95.2	858,981	126.9	677,000	141.8	477,508	64.2	743,643	96.2
Global	Total Daihatsu-brand vehicles			969,691	86.0	1,127,855	123.7	911,678	101.6	897,039	85.3	1,051,712	97.3
	Total OEM/Consigned vehicles			470,745	78.1	602,944	99.0	608,934	122.3	498,027	75.6	658,915	106.0
	Total			1,491,688	83.4	1,787,991	113.9	1,569,330	108.5	1,445,846	81.9	1,764,771	100.5



## (2) Domestic production models

(Unit: Vehicles)

Segment	Vehicle name	Brand	FY 2023		FY 2022		FY 2021		FY 2020		FY 2019	
			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
Mini passenger vehicles	Mira e:S	Daihatsu	50,691	92.9%	54,576	96.6%	56,489	92.5%	61,102	85.7%	71,312	84.8%
	PIXIS EPOCH	Toyota	8,085	124.2	6,511	81.1	8,032	97.6	8,228	89.2	9,221	83.9
	PLEO PLUS	SUBARU	2,058	77.8	2,645	105.9	2,497	54.8	4,555	118.9	3,831	72.7
	MOVE CANBUS	Daihatsu	59,181	85.7	69,053	131.9	52,343	92.2	56,797	89.6	63,358	82.9
	Tanto	Daihatsu	118,613	93.0	127,580	132.9	95,984	75.2	127,611	72.6	175,729	122.7
	CHIFFON	SUBARU	3,619	84.3	4,293	138.4	3,101	70.6	4,393	72.6	6,054	138.2
	COPEN	Daihatsu	2,914	55.8	5,221	130.6	3,998	137.7	2,904	79.5	3,653	109.2
	COPEN	Toyota	1,219	64.8	1,882	134.0	1,404	101.0	1,390	106.5	1,305	—
	TAFT	Daihatsu	40,589	67.8	59,909	98.5	60,803	94.9	64,048	—	—	—
Mini commercial vehicles	ATRAI	Daihatsu	20,564	56.2	36,621	584.8	6,262	—	—	—	—	—
	HIJET TRUCK	Daihatsu	66,291	71.5	92,715	117.1	79,204	104.0	76,122	92.2	82,535	105.6
	PIXIS TRUCK	Toyota	3,703	73.5	5,039	93.1	5,410	120.9	4,473	114.1	3,919	95.7
	SAMBAR TRUCK	SUBARU	2,918	71.0	4,108	86.8	4,732	111.9	4,229	79.8	5,299	88.9
	HIJET CARGO	Daihatsu	50,378	77.4	65,075	87.2	74,633	117.4	63,568	92.7	68,602	101.1
	PIXIS VAN	Toyota	7,977	84.5	9,442	106.4	8,877	108.7	8,166	108.1	7,554	94.0
	SAMBAR VAN	SUBARU	2,451	51.5	4,763	123.4	3,860	98.5	3,919	88.6	4,424	103.0
Registered passenger vehicles	THOR	Daihatsu	6,039	50.4	11,972	94.2	12,704	76.8	16,552	67.3	24,592	79.1
	ROOMY *	Toyota	72,851	74.7	97,464	71.4	136,594	115.6	118,188	69.0	171,281	107.2
	JUSTY	SUBARU	794	64.8	1,226	75.1	1,632	82.6	1,975	70.2	2,813	98.7
	Rocky	Daihatsu	9,253	40.6	22,769	109.9	20,718	79.4	26,083	125.3	20,821	—
	RAIZE	Toyota	53,797	77.5	69,397	81.9	84,689	69.5	121,787	235.6	51,691	—
	REX	SUBARU	2,497	295.5	845	—	—	—	—	—	—	—
Registered commercial vehicles	PROBOX	Toyota	51,252	89.6	57,192	117.4	48,718	95.9	50,780	93.8	54,144	103.2
Total (Including discontinued models)			674,044	72.6	929,010	104.1	892,330	92.2	968,338	94.8	1,021,128	103.8

(Note) \*\*"ROOMY" was also sold under the name "TANK" until 2020



## (3) Overseas production vehicles

(Unit: Vehicles)

Country	Vehicle name	Brand	FY 2023		FY 2022		FY 2021		FY 2020		FY 2019	
			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	XENIA	Daihatsu	13,751	66.5%	20,664	88.9%	23,240	582.6%	3,989	22.8%	17,525	56.8%
	AVANZA	Toyota	54,849	83.8	65,447	95.9	68,259	150.8	45,272	38.1	118,879	105.2
	TERIOS	Daihatsu	23,962	104.8	22,854	97.8	23,364	225.2	10,374	45.3	22,897	73.8
	Rush	Toyota	59,245	57.2	103,577	106.5	97,298	153.6	63,338	55.8	113,557	114.9
	Gran Max	Daihatsu	53,845	79.4	67,834	116.1	58,436	178.7	32,706	58.2	56,171	97.8
	TOWN ACE/LITE ACE	Toyota	21,338	75.2	28,381	160.0	17,738	130.7	13,575	97.6	13,904	86.5
	BONGO	Mazda	1,334	63.5	2,100	155.1	1,354	58.8	2,302	—	0	—
	LUXIO	Daihatsu	2,562	90.1	2,844	100.0	2,845	215.2	1,322	37.2	3,550	87.3
	AYLA	Daihatsu	21,214	81.0	26,182	126.7	20,660	183.5	11,256	50.9	22,104	85.4
	AGYA	Toyota	22,218	103.4	21,481	125.8	17,071	141.2	12,087	47.7	25,322	89.6
	WIGO	Toyota	24,917	94.2	26,438	93.8	28,184	107.5	26,212	113.1	23,185	74.7
	SIGRA	Daihatsu	61,759	106.7	57,899	141.4	40,945	209.3	19,563	37.8	51,769	98.8
	CALYA	Toyota	27,226	184.1	14,791	108.7	13,611	395.6	3,441	8.4	40,901	68.8
	Rocky	Daihatsu	4,475	55.0	8,134	64.5	12,610	—	0	—	0	—
	RAIZE	Toyota	74,431	93.2	79,826	145.0	55,054	—	0	—	0	—
Total (Including past production vehicles)			467,126	85.2	548,452	114.1	480,669	195.8	245,437	48.1	509,826	93.0
Malaysia	ARUZ	Perodua	20,974	109.9	19,078	129.5	14,730	59.1	24,935	91.0	27,397	408.8
	Alza	Perodua	38,397	124.1	30,948	210.9	14,677	93.9	15,626	119.5	13,078	62.9
	VELOZ	Toyota	7,548	129.9	5,810	—	0	—	0	—	0	—
	MYVI	Perodua	71,749	95.0	75,499	146.2	51,638	75.6	68,339	93.2	73,341	92.2
	AXIA	Perodua	84,581	135.8	62,284	149.5	41,648	70.8	58,810	88.8	66,216	96.7
	BEZZA	Perodua	91,419	115.6	79,104	189.4	41,755	74.5	56,021	109.2	51,311	106.6
	ATiVA	Perodua	35,290	99.4	35,506	120.6	29,433	523.3	5,624	—	0	—
Total (Including past production vehicles)			350,518	112.9	310,529	158.2	196,331	84.6	232,071	99.3	233,817	104.2
Total			817,644	95.2	858,981	126.9	677,000	141.8	477,508	64.2	743,643	96.2

## < Reference information > Recent achievements

		Record	Date of attainment
All models	(including consigned vehicles)	Cumulative production reaching 40 million vehicles	July 2021
	(excluding consigned 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

## Product line-up

### ■ Main domestic sales models



MOVE CANBUS



Tanto



Mira e:S



COPEN



TAFT



THOR



Rocky



HIJET TRUCK



HIJET CARGO



ATRAI



Gran Max CARGO

### Welfare vehicles



Tanto Sloper



Tanto Welcome Turn Seat



Tanto Welcome Seat Lift



HIJET multipurpose dump truck



ATRAI Deck Van

### Specially equipped vehicles

### ■ Main overseas sales models

#### ● Indonesia



AYLA



XENIA



SIGRA



TERIOS



SIRION



Gran Max MINIBUS



Gran Max PICKUP



Rocky

#### ● Malaysia



MYVI



Alza



AXIA



BEZZA



ARUZ



ATIVA

# Review of Operations

## Sales record (by fiscal year)

### (1) Sales information

(Unit: Vehicles)

			FY 2023		FY 2022		FY 2021		FY 2020		FY 2019	
			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	Mini vehicles	Passenger	307,230	81.4%	377,469	108.4%	348,154	86.1%	404,446	91.9%	440,117	95.1%
		Cargo	136,464	72.5	188,245	118.9	158,282	109.2	144,963	97.8	148,245	100.4
		Total	443,694	78.4	565,714	111.7	506,436	92.2	549,409	93.4	588,362	96.4
	Registered	Passenger	19,690	52.9	37,192	99.8	37,280	78.3	47,587	92.6	51,372	124.5
		Cargo	407	122.6	332	110.3	301	182.4	165	—	—	—
		Total	20,097	53.6	37,524	99.8	37,581	78.7	47,752	93.0	51,372	124.5
	Total		463,791	76.9	603,238	110.9	544,017	91.1	597,161	93.3	639,734	98.2
	Overseas	Indonesia	185,688	93.2	199,281	118.8	167,743	184.0	91,150	53.8	169,284	84.9
Malaysia		338,525	112.8	299,986	153.5	195,438	83.3	234,544	103.8	226,042	96.8	
Total (Including other countries)		524,318	105.0	499,332	137.5	363,216	111.5	325,784	82.4	395,372	91.3	
Global total			988,109	89.6	1,102,570	121.5	907,233	98.3	922,945	89.2	1,035,106	95.5

(Note) The numbers of domestic vehicles are based on the numbers of vehicles registered / notified. The numbers of vehicles sold overseas are based on retail sales.

### (2) Domestic sales (by main models)

(Unit: Vehicles)

		FY 2023		FY 2022		FY 2021		FY 2020		FY 2019	
Segment		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
Mini passenger vehicles	Mira e:S	47,617	86.0%	55,390	98.4%	56,265	90.4%	62,231	88.1%	70,642	84.5%
	Mira Series (including discontinued vehicles)	54,766	86.9	63,038	98.2	64,214	89.5	71,757	84.1	85,293	76.1
	MOVE CANBUS	64,479	98.9	65,174	122.1	53,357	92.2	57,853	91.0	63,604	84.8
	MOVE Series (including discontinued vehicles)	76,174	71.7	106,313	124.1	85,636	84.6	101,183	85.3	118,675	89.7
	Tanto	124,862	101.4	123,198	121.8	101,112	78.9	128,218	74.3	172,679	121.1
	TAFT	44,587	76.6	58,208	95.1	61,200	100.5	60,918	—	—	—
	COPEN	3,161	61.7	5,124	130.4	3,928	133.6	2,940	81.6	3,603	108.8
Mini commercial vehicles	HIJET CARGO	45,872	75.2	60,986	84.2	72,409	109.1	66,380	98.4	67,448	100.3
	HIJET TRUCK	65,530	73.3	89,406	112.2	79,692	102.1	78,039	97.5	80,078	101.0
	ATRAI	25,062	66.2	37,853	614.5	6,160	—	0	—	0	—
Small passenger vehicles	THOR	6,706	55.8	12,017	93.2	12,891	74.4	17,327	72.1	24,033	79.5
	Rocky	10,147	46.1	22,022	105.0	20,983	79.4	26,425	136.3	19,383	—
Small commercial vehicles	Gran Max TRUCK	159	117.8	135	116.4	116	223.1	52	—	0	—
	Gran Max CARGO	248	125.9	197	106.5	185	163.7	113	—	0	—
Total (including discontinued models)		463,791	76.9	603,238	110.9	544,017	91.1	597,161	93.3	639,734	98.2

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

### (3) Domestic sales share

(Unit: Vehicles)

	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
Mini vehicle market	1,625,481	1,692,689	1,554,971	1,757,748	1,855,967
Daihatsu sales	443,694	565,714	506,436	549,409	588,362
Daihatsu share	27.3%*	33.4%*	32.6%*	31.3%*	31.7%*
Entire market (including mini vehicle market)	4,531,694	4,388,300	4,218,555	4,658,699	5,040,673
Daihatsu sales	463,791	603,238	544,017	597,161	639,734
Daihatsu share	10.2%	13.7%	12.9%	12.8%	12.7%

(Note) \* Top share

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

### Cumulative domestic sales of main models (As of the end of May, 2024)

	Release date	Cumulative sales
Mira Series	June 1980	6,647,251
MOVE Series	August 1995	4,346,923
Tanto Series	December 2003	2,880,434

### Sales of welfare vehicles

(Unit: Vehicles)

		Release date	Number of vehicles sold in FY2023 (comparison with previous year)	Cumulative sales (as of March 2024)
Wheelchair accessible vehicles	HIJET/ATRAI Sloper	September 2001	663( 55%)	23,966
	Tanto Sloper	August 2006	2,760( 94%)	53,873
Vehicles with lifting seat	Tanto Welcome Seat Lift	September 2008	879( 95%)	15,365
	THOR Seat Lift	June 2021	63( — )	—
Vehicles with turn seat	Tanto Welcome Turn Seat	July 2019	242( 71%)	1,843
Total		—	4,673( 80%)	128,686*

(Note) \* The above totals include discontinued models.

## (4) FY2023 overseas sales (by models)

(Unit: Vehicles)

Country	Vehicle name	FY 2023		FY 2022		FY 2021		FY 2020		FY 2019	
		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	XENIA	14,818	59.8%	24,759	161.3%	15,348	221.9%	6,918	34.8%	19,852	69.2%
	TERIOS	23,322	96.8	24,103	126.3	19,077	149.7	12,744	56.8	22,437	76.8
	Gran Max	55,383	88.8	62,347	115.6	53,921	152.3	35,398	70.2	50,444	86.6
	LUXIO	2,740	104.3	2,628	101.7	2,584	143.2	1,805	53.3	3,388	85.0
	AYLA	20,738	84.7	24,475	109.2	22,418	187.4	11,961	54.8	21,839	84.5
	SIGRA	62,405	120.1	51,963	120.2	43,218	199.8	21,631	43.4	49,816	96.3
	SIRION	476	64.5	738	116.6	633	91.3	693	49.0	1,413	99.3
	Rocky	5,806	70.2	8,268	78.4	10,544	—	0	—	0	—
	Total	185,688	93.2	199,281	118.8	167,743	184.0	91,150	53.8	169,284	84.9
Malaysia	MYVI	71,843	96.5	74,418	146.4	50,823	72.9	69,712	99.0	70,435	87.3
	Alza	38,777	127.1	30,499	206.5	14,770	93.3	15,839	119.6	13,243	58.7
	AXIA	84,214	138.1	60,969	146.9	41,513	68.5	60,592	93.2	65,005	89.9
	BEZZA	91,154	115.6	78,856	190.9	41,303	72.1	57,307	116.1	49,381	98.3
	ARUZ	19,361	104.3	18,557	123.0	15,081	59.6	25,300	95.1	26,595	405.6
	ATiVA	32,308	90.6	35,660	116.9	30,516	702.5	4,344	—	0	—
	Total (including other models)	338,525	112.8	299,986	153.5	195,438	83.3	234,544	103.8	226,042	96.8
Total (including other countries)		524,318	105.0	499,322	137.5	363,216	111.5	325,784	82.4	395,372	91.3

## List of main models

### Main domestic production models

		First-generation model release date	Current model release date	Number of vehicles produced in FY2023 (vehicles)	Cumulative production (as of March 2024) (vehicles)	Drive			Transmission		Engine			HEV	Maximum number of occupants (persons)	Seat type
						FF	FR	4WD	M/T	CVT	660cc	1000cc	1200cc			
											KF	1KR	WA			
Passenger vehicles	Mira e:S	11.09	17.05	50,691	1,029,526	●		●		●	●				4	2-row seats
	[Mira Series] <sup>*1</sup>	—	—	57,470	7,082,767											
	MOVE CANBUS	16.09	22.07	59,181	508,468	●		●		●	●				4	2-row seats
	[MOVE Series] <sup>*1</sup>	—	—	68,964	4,375,628											
	Tanto	03.11	22.10	118,613	2,758,319	●		●		●	●				4	2-row seats
	[Tanto Series] <sup>*1</sup>	—	—	118,613	2,861,478											
	COPEN	02.06	14.06	2,914	111,578	●			●	●	●				2	Single-row seats
	TAFT	20.06	20.06	40,589	225,349	●		●		●	●				4	2-row seats
	THOR	16.11	20.09	6,039	132,422	●		●		●		●			5	
Commercial vehicles	Rocky	19.11	21.11	9,253	99,644	●		●		●		●	●	●		
	ATRAI	21.12	21.12	20,564	63,447		● <sup>*2</sup>	●		●	●				4	
	HIJET TRUCK	64.03	21.12	66,291	4,746,352		● <sup>*2</sup>	●	●	●	●				2	Single-row seats
	HIJET CARGO	65.10	21.12	50,378	3,154,140		● <sup>*2</sup>	●	●	●	●				2/4	Single-row/2-row seats
	[HIJET Series] <sup>*1</sup>	—	—	116,669	7,907,217											

(Note) \*1: Including discontinued models

\*2: MR

(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 FY2023 (vehicles)	Cumulative production (as of March 2024) (vehicles)	Drive			Transmission			Engine						Maximum number of occupants (persons)	Seat type	
						FF	FR	4WD	M/T	A/T	CVT	1000 cc	1200 cc	1300 cc	1500 cc					
												1KR	WA	3NR	K3	1NR	3SZ			2NR
Indonesia	XENIA	04.01	21.11	13,751	735,344	●			●		●					●		●	7	3-row seats
	TERIOS	07.01	23.06	23,962	351,782		●		●	●								●		
	LUXIO	09.02	14.02	2,562	80,203		● <sup>*1</sup>		●	●							●		8	
	AYLA	13.09	23.03	21,214	297,476	●			●		●	●							5	2-row seats
	SIGRA	16.08	19.09	61,759	373,435	●			●	●		●							7	3-row seats
	Gran Max MINIBUS	07.11	20.09	53,845	895,546		● <sup>*1</sup>	● <sup>*2</sup>	●	● <sup>*2</sup>					●			●	8/9	forward-facing 3-row/ face-to-face 3-row seats
	Gran Max PICKUP	07.12	20.09				● <sup>*1</sup>		●						●			●	2	Single-row seats
	Rocky	21.04	21.04	4,475	25,219	●			●		●	●							5	2-row seats
Malaysia	MYVI	05.05	21.11	71,749	1,476,722	●					●					●		●		
	AXIA	14.09	23.02	84,581	687,541	●			●		●	●								
	BEZZA	16.07	20.01	91,419	470,591	●			●	●		●				●				
	Alza	09.11	22.07	38,397	469,864	●					●							●	7	3-row seats
	ARUZ	19.01	19.01	20,974	113,816		●			●								●		
	AtiVA	21.03	21.03	35,290	105,853	●					●	●							5	2-row seats

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

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



## 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.

### (1) Consigned production/OEM business arrangement

Consigned production ..... Production of vehicles or engines developed by consigning 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 FY2023)	Another company's vehicle name (Number of vehicles produced in FY2023)	Arrangement	Developed by	Produced by
From June 2002	Toyota	—	PROBOX (51,252) <sup>*1</sup>	Consigned production	Toyota	Daihatsu
From December 2011	Toyota	HIJET CARGO (50,378)	PIXIS VAN (7,977)	OEM	Daihatsu	
		HIJET TRUCK (66,291)	PIXIS TRUCK (3,703)			
From April 2012		Mira e:S (50,691)	PIXIS EPOCH (8,085)			
	SUBARU	HIJET CARGO (50,378)	SAMBAR VAN (2,451)			
		HIJET TRUCK (66,219)	SAMBAR TRUCK (2,918)			
From December 2012			Mira e:S (50,691)			
From November 2016	Toyota	THOR (6,039)	ROOMY (72,851) <sup>*2</sup>			
	SUBARU		JUSTY (794)			
From December 2016						
From October 2019	Toyota	COPEN (2,914) <sup>*3</sup>	COPEN (1,219)			
From November 2019		Rocky (9,253)	RAIZE (53,797)			
From November 2022	SUBARU		REX (2,497)			

(Note) \*1: "PROBOX" was also sold under the name "SUCCEED" \*2: "ROOMY" was also sold under the name "TANK" until 2020

\*3: Series Total

## (4) Indonesia production

Commencement period	Another company's brand name	Daihatsu-brand vehicle name (Number of vehicles produced in FY2023)	Another company's vehicle name (Number of vehicles produced in FY2023) <sup>*1</sup>	Arrangement	Produced by
From December 2003	Toyota	XENIA (13,751)	AVANZA (54,849)	OEM	Astra Daihatsu Motor
From December 2006		TERIOS (23,962)	Rush (59,245)		
From January 2008		Gran Max (53,845)	TOWN ACE/LITE ACE (21,338)		
From September 2013		AYLA (21,214)	AGYA (22,218)		
From January 2014			WIGO (24,917)		
From August 2016		SIGRA (61,759)	CALYA (27,226)		
From July 2020	Mazda	Gran Max (53,845)	BONGO (1,334)		
From April 2021	Toyota	Rocky (4,475)	RAIZE (74,431)		

(Note) \*1: Daihatsu-produced vehicles only

## (5) Malaysia (Perodua) Production

Commencement period	Another company's brand name	Daihatsu-brand vehicle name (Number of vehicles produced in FY2023)	Another company's vehicle name (Number of vehicles produced in FY2023)	Arrangement	Produced by
From June 2022	Toyota	Alza (38,397)	VELOZ (7,548)	OEM	Perodua Manufacturing

## (6) Consigned engine production

Engine type	Displacement	Number of units produced in FY2023 (units)	Representative models equipped with the engine	
KR	1000cc gasoline	24,389	Toyota	YARIS
NR	1300cc, 1500cc gasoline	8,558		PROBOX, COROLLA AXIO/FIELDER





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