

## II. Review of Operations

### Production volume (by fiscal year)

#### (1) Production information

(Unit: Vehicles)

			FY 2019		FY 2018		FY 2017		FY 2016		FY 2015	
			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
Daihatsu-brand vehicles	Domestic	Passenger	441,475	94.6%	466,626	98.5%	473,768	113.6%	417,192	92.3%	451,986	83.9%
		Cargo	151,854	103.4	146,884	98.0	149,927	106.8	140,347	102.0	137,632	83.5
		Total	593,329	96.7	613,510	98.4	623,695	111.9	557,539	94.6	589,618	83.8
	Registered vehicles	Passenger	52,962	125.3	42,279	132.9	31,811	285.8	11,130	141.3	7,876	82.5
		Cargo	—	—	—	—	—	—	—	—	—	—
		Total	52,962	125.3	42,279	132.9	31,811	285.8	11,130	141.3	7,876	82.5
	Total		646,291	98.6	655,789	100.1	655,359	115.2	568,669	95.2	597,494	83.8
	Overseas total (ADM+Perodua)		405,416	95.3	425,423	108.3	392,937	95.8	410,209	107.5	381,613	97.4
	Global total		1,051,707	97.3	1,081,212	103.1	1,048,296	107.1	978,878	100.0	979,107	88.6
	Consigned/OEM vehicles	Domestic	OEM vehicles	320,693	116.5	275,228	100.9	272,822	133.5	204,361	320.9	63,674
Consigned vehicles			54,144	103.2	52,460	101.8	51,525	101.5	50,777	53.1	95,675	80.9
Total			374,837	114.4	327,688	101.0	324,347	127.1	255,138	160.1	159,349	87.3
Overseas		OEM vehicles	338,222	97.4	347,402	194.9	178,229	103.7	171,796	152.9	112,368	99.3
		Consigned vehicles	—	—	—	—	125,817	72.9	172,649	105.8	163,203	86.3
		Total	338,222	97.4	347,402	114.3	304,046	88.3	344,445	125.0	275,571	91.2
Global total		713,059	105.6	675,090	107.4	628,393	104.8	599,583	137.9	434,920	89.7	
Total domestic production		1,021,128	103.8	983,477	100.4	979,706	118.9	823,807	108.8	756,843	84.5	
Total overseas production		743,638	96.2	772,825	110.9	696,983	92.4	754,654	114.8	657,184	94.7	
Total global production		1,764,766	100.5	1,756,302	104.7	1,676,689	106.2	1,578,461	111.6	1,414,027	89.0	
Excluding Perodua-brand vehicles		1,530,954	99.9	1,531,895	104.1	1,470,831	107.9	1,363,586	113.9	1,197,450	86.4	

(Note) The numbers of domestically produced Daihatsu-brand vehicles (registered vehicles) include exported vehicles (CBU + CKD).

(Note) The numbers of Daihatsu-brand vehicles produced overseas include Perodua-brand vehicles.

#### (2) Domestically produced Daihatsu-brand vehicles

(Unit: Vehicles)

	FY 2019		FY 2018		FY 2017		FY 2016		FY 2015	
	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
Mira	85,102	74.9%	113,648	103.1%	110,252	152.5%	72,275	78.4%	92,223	70.3%
Move	117,622	87.4	134,591	90.6	148,636	131.4	113,155	116.1	97,451	70.2
Tanto	175,729	122.7	143,216	104.4	137,129	97.1	141,209	87.4	161,527	74.3
Atrai Wagon	4,677	91.4	5,115	80.1	6,385	155.2	4,115	97.5	4,219	69.2
Copen	3,653	109.2	3,346	115.3	2,901	70.3	4,124	65.2	6,324	65.7
Wake	20,066	78.8	25,457	86.9	29,298	89.4	32,771	95.7	34,261	77.5
Cast	34,626	83.9	41,253	96.2	42,901	77.8	55,110	88.0	62,627	—
Hijet	151,854	103.4	146,884	100.6	146,046	108.4	134,780	102.9	130,986	83.8
Be-go	—	—	—	—	—	—	—	—	5,667	75.6
Boon	7,549	67.5	11,181	159.1	7,026	109.3	6,429	291.0	2,209	107.8
Thor	24,592	79.1	31,098	125.5	24,785	529.6	4,680	—	—	—
Rocky	20,821	—	—	—	—	—	—	—	—	—
Total	646,291	98.6	655,789	100.1	655,359	115.2	568,669	95.2	597,494	83.8

(Note) Including exported vehicles (CBU + CKD). The above totals include discontinued models.

## (3) Overseas production

(Unit: Vehicles)

		FY 2019		FY 2018		FY 2017		FY 2016		FY 2015	
		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
Daihatsu-brand vehicles	Indonesia	174,078	86.3%	201,776	107.9%	187,079	95.8%	195,334	118.4%	165,006	87.5%
	Malaysia (Perodua-brand)	231,338	103.4	223,647	108.6	205,858	95.8	214,875	99.2	216,607	106.7
	Venezuela	—	—	—	—	—	—	—	—	30	33.3
	Total	405,416	95.3	425,423	108.3	392,937	95.8	410,209	107.5	381,643	97.5
	Excluding Perodua-brand	174,078	86.3	201,776	107.9	187,079	95.8	195,334	118.4	165,036	87.5
OEM vehicles	Indonesia	335,748	96.9	346,642	194.5	178,229	103.7	171,796	152.9	112,368	99.3
	Malaysia (Perodua-brand)	2,474	325.5	760	0.0	—	—	—	—	—	—
	Total	338,222	97.4	347,402	194.9	178,229	103.7	171,796	152.9	112,368	99.3
Consigned vehicles	Indonesia	—	—	—	—	125,817	72.9	172,649	105.8	163,203	86.3
	Total	—	—	—	—	125,817	72.9	172,649	105.8	163,203	86.3
Total overseas production		743,638	96.2	772,825	110.9	696,983	92.4	754,654	114.8	657,214	94.7
Excluding Perodua-brand		512,300	93.3	549,178	111.8	491,125	91.0	539,779	122.5	440,607	89.8

(Note) Overseas consigned/OEM vehicles are for Toyota.

(Note) For Venezuela, formula changed from CKD to Parts for Overseas Production in October 2007.

### < Reference information > Recent achievements

		Record	Date of attainment
All models	(including consigned vehicles)	Cumulative production reaching 35 million vehicles	May 2016
	(excluding consigned vehicles)	Cumulative production reaching 30 million vehicles	August 2018
Mini vehicles (excluding mini three-wheel vehicles)		Cumulative production reaching 20 million vehicles	November 2014
Overseas production		Cumulative production in Indonesia reaching 6 million vehicles	February 2019

# Review of Operations

## Sales record (by fiscal year)

### (1) Sales information

(Unit: Vehicles)

			FY 2019		FY 2018		FY 2017		FY 2016		FY 2015	
			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	440,117	95.1%	462,593	99.6%	464,241	107.6%	431,549	96.6%	446,620	84.5%
		Cargo	148,245	100.4	147,631	100.6	146,709	104.1	140,875	101.7	138,577	87.2
		Total	588,362	96.4	610,224	99.9	610,950	106.7	572,424	97.8	585,197	85.1
	Registered passenger cars	51,372	124.5	41,268	128.1	32,203	308.0	10,455	645.4	1,620	91.1	
	Total	639,734	98.2	651,492	101.3	643,153	110.3	582,879	99.3	586,817	85.1	
Overseas total			395,367	91.3	432,899	108.1	400,540	98.8	405,262	105.8	383,047	93.7
Global total			1,035,101	95.5	1,084,391	103.9	1,043,693	105.6	988,141	101.9	969,864	88.3

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

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

(Unit: Vehicles)

		FY 2019		FY 2018		FY 2017		FY 2016		FY 2015	
		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
Mira		85,293	76.1%	112,040	103.6%	108,169	146.3%	73,948	80.3%	92,126	70.2%
Move		118,675	89.7	132,320	90.9	145,643	126.5	115,175	115.8	99,466	73.4
Tanto		172,679	121.1	142,550	105.9	134,660	90.5	148,727	95.5	155,768	72.5
Copen		3,603	108.8	3,311	116.5	2,843	66.6	4,269	65.0	6,567	71.9
Wake		20,189	77.5	26,051	91.7	28,419	85.9	33,066	88.5	37,350	94.0
Cast		35,010	85.1	41,141	96.7	42,535	73.3	58,029	100.3	57,855	—
Atrai Wagon		4,673	85.5	5,463	92.3	5,920	143.2	4,135	96.5	4,286	70.0
Hijet		148,240	100.6	147,347	103.2	142,760	105.7	135,075	102.5	131,775	87.4
Be-go		—	—	—	—	—	—	29	9.0	323	104.2
Boon		7,754	72.0	10,768	149.2	7,218	121.5	5,939	570.5	1,041	90.8
Thor		24,033	79.5	30,227	122.5	24,683	580.0	4,256	—	—	—
Rocky		19,383	—	—	—	—	—	—	—	—	—
Total		639,734	98.2	651,492	101.3	643,153	110.3	582,879	99.3	586,816	85.1

(Note) The numbers of vehicles are based on the numbers of vehicles registered or notified. The above totals include models that are not listed above.

### (3) Domestic sales share

(Unit: Vehicles)

	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015
Mini vehicle market	1,855,967	1,922,999	1,858,875	1,719,970	1,813,328
Daihatsu sales	588,362	610,224	610,950	572,425	585,197
Daihatsu share	31.7%*	31.7%*	32.9%*	33.3%*	32.3%*
Entire market (including mini vehicle market)	5,040,673	5,261,503	5,198,759	5,079,644	4,939,208
Daihatsu sales	639,734	651,492	643,153	582,880	586,816
Daihatsu share	12.7%	12.4%	12.4%	11.5%	11.9%

\* 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 Mar, 2020)

	Release date	Cumulative sales
Mira	June 1980	6,393,476
Move	August 1995	3,977,617
Tanto	December 2003	2,384,498

### Sales of welfare vehicles (mini vehicles)

(Unit: Vehicles)

		Release date	Number of vehicles sold in FY2019 (comparison with previous year)	Cumulative sales (as of March 2020)
Wheelchair accessible vehicles	Hijet/Atrai Sloper	September 2001	1,050(106%)	20,307
	Tanto Sloper	August 2006	3,723(100%)	40,761
Vehicles with lifting seat	Hijet/Atrai Rear Seat Lift	March 1995	69( 68%)	3,538
	Move Front Seat Lift	September 1997	413( 82%)	10,818
	Tanto Welcome Seat	September 2008	1,216(109%)	11,394
Vehicles with turn seat	Tanto Welcome Turn Seat	July 2019	388( — )	—
Total		—	6,859(107%)	105,147*

\* The above totals include discontinued models.

Domestic sales network 58 Sales company (Including 35 consolidated subsidiaries and 4 affiliated companies accounted for by the equity method) Direct new car sales 721 shops

## (4) Overseas sales (by region/main country, by local production/export)

(Unit: Vehicles)

	FY 2019		FY 2018		FY 2017		FY 2016		FY 2015	
	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
<b>Asia</b>	395,367	91.3%	432,899	108.1%	400,540	98.8%	405,262	108.9%	372,084	95.8%
Indonesia	169,284	84.9	199,348	105.2	189,500	97.6	194,171	116.0	167,402	94.1
Malaysia	226,037	96.8	233,501	110.7	210,990	100.0	211,058	103.3	204,235	97.3
<b>Central and South America</b>	–	–	–	–	–	–	–	–	3,556	81.7
Venezuela	–	–	–	–	–	–	–	–	30	31.9
<b>Oceania</b>	–	–	–	–	–	–	–	–	36	65.5
<b>Africa</b>	–	–	–	–	–	–	–	–	1,926	46.3
<b>Middle and Near East</b>	–	–	–	–	–	–	–	–	5,445	46.9
Pakistan	–	–	–	–	–	–	–	–	24	114.3
<b>Total</b>	395,367	91.3	432,899	108.1	400,540	98.8	405,262	105.8	383,047	93.7

## (5) FY2019 overseas sales (by region/main country/model)

(Unit: Vehicles)

	Xenia	Telios	Gran Max	Hi-Max	Luxio	Ayla	Sigra	Sirion	Copen	Total
Indonesia(ADM)	19,852	22,437	50,444	95	3,388	21,839	49,816	1,413	0	169,284
	Myvi	Alza	Axia	Bezza	Aruz	Total				
Malaysia(Perodua)	70,435	13,243	65,005	49,381	26,595	224,659				

## Export record (by fiscal year)

### (1) Export (by region, excluding Parts for Overseas Production)

(Unit: Vehicles)

	FY 2019		FY 2018		FY 2017		FY 2016		FY 2015	
	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
<b>Asia</b>	–	–	1	100.0%	1	100.0%	1	0.2%	632	140.8%
<b>Central and South America</b>	–	–	–	–	–	–	–	–	3,737	94.7
<b>Oceania</b>	–	–	–	–	–	–	–	–	27	57.4
<b>Africa</b>	–	–	–	–	–	–	–	–	214	15.6
<b>Middle and Near East</b>	–	–	–	–	–	–	–	–	2,238	103.0
<b>Total</b>	0	0.0	1	100.0	1	100.0	1	0.01	6,848	85.8

## List of main models

### Main domestic production models

	First-generation model release date	Current model release date	Number of vehicles produced in FY2019 (vehicles)	Cumulative production (as of March 2020) (vehicles)	Drive			Transmission			Engine				Smart Assist	Maximum number of occupants (persons)	Seat type
					FF	FR	4WD	M/T	A/T	CVT	660cc		1000cc				
											KF-VE	KF-DET	1KR-FE	1KR-VET			
Passenger cars	Mira e:S	11.09	17.05	71,312	806,668	●		●			●	●			●	4	2-row seats
	Mira Tocot	18.06	18.06	13,790	43,391	●		●			●	●			●		
	[Mira Series]	—	—	*1 113,648	4,445,024												
	Move	95.08	17.08	54,264	3,309,400	●		●			●	●	●		●		
	Move Canbus	16.09	16.09	63,358	271,094	●		●			●	●			●		
	[Move Series]	—	—	*1 117,622	4,013,019												
	Tanto	03.11	19.07	175,729	2,291,398	●		●			●	●	●		●		
	[Tanto Series]	—	—	*1 175,729	2,394,557												
	Wake	14.11	14.11	20,066	186,057	●		●			●	●	●		●		
	Cast	15.09	15.09	34,626	173,890	●		●			●	●	●		●		
	Atrai Wagon	99.06	17.11	4,677	300,766		● <sup>2</sup>	●		●		●			●		
	Copen	02.06	14.06	3,653	96,541	●		●			●	●			●		
	Commercial vehicles	Boon	04.06	16.04	7,549	264,285	●		●			●		●	●		
Thor		16.11	16.11	24,592	85,155	●		●			●		●	●			
Rocky		19.11	19.11	20,821	20,821	●		●			●		●	●			
Hijet (Truck)		64.03	14.09	82,535	4,264,280		● <sup>2</sup>	●	●	●		●			●		
Hijet (Cargo)		65.10	17.11	68,602	2,770,232		● <sup>2</sup>	●	●	●		●	●		●		
Hijet Caddie	16.06	16.06	717	6,189	●		●			●	●	●		●	2	Single-row seats	
[Hijet Series]	—	—	*1 151,854	7,040,554													

(Note) The numbers of produced units include vehicles for export. \*1: Including discontinued models \*2: MR  
 (Note) The current model release date including full model change, a minor change (except for some improvement)

### Main overseas production vehicles

	First-generation model release period	Current model release period	Number of vehicles produced in FY2019 (vehicles)	Cumulative production (as of March 2020) (vehicles)	Drive				Transmission						Maximum number of occupants (persons)	Seat type		
					FF	FR	M/T	A/T	1000 cc		1200 cc		1300 cc				1500 cc	
									KR	3NR	K3	1NR	3SZ	2NR				
Indonesia	Xenia	04.01	19.01	17,525	716,414		●	●	●					●	●	7	3-row seats	
	Terios	07.01	18.01	22,897	289,416		●	●	●					●	●			
	Luxio	09.02	14.02	3,550	70,630		● <sup>1</sup>	●	●					●		8		
	Ayla	13.09	20.03	22,104	180,986	●		●	●	●	●					5	2-row seats	
	Sigra	16.08	19.09	51,769	193,269	●		●	●	●	●					7	3-row seats	
	Gran Max (Van)	07.11	07.11	56,171	769,014		● <sup>1</sup>	●	●			●		●		2/8/9	Single-row/forward-facing 3-row/face-to-face 3-row seats	
	Gran Max (Pickup)	07.12	07.12				● <sup>1</sup>	●	●			●		●		3		
	Hi-Max	16.11	16.11	62	1,702		● <sup>1</sup>	●	●							2	Single-row seats	
Malaysia	Myvi	05.05	17.11	73,341	1,288,427	●		●	●					●	●	5	2-row seats	
	Axia	14.09	19.09	66,138	497,309	●		●	●	●								
	Bezza	16.07	20.01	51,384	202,365	●		●	●	●			●					
	Alza	09.11	14.01	13,078	422,332	●		●	●					●		7	3-row seats	
	Aruz	19.01	19.01	27,397	34,099		●	●						●				

(Note) The numbers of produced units include vehicles for export. \*1: MR  
 (Note) The current model release date including full model change, a minor change (except for some improvement)

# Review of Operations

## Consigned production/OEM business

As a consolidated subsidiary of Toyota Motor Corporation (hereinafter referred to as "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. Daihatsu will further strengthen the cooperative relationships with those companies through the development of competitive vehicles that offer superb fuel efficiency, affordable pricing and conservation of resources.

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

Consigned production ..... Production of vehicles or engines developed by another 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 FY2019) <sup>*1</sup>	Another company's vehicle name (Number of vehicles produced in FY2019) <sup>*1</sup>	Arrangement	Developed by	Produced by
From June 2002	Toyota	—	Probox/Succeed (54,144)	Consigned production	Toyota	Daihatsu
From May 2004		Boon (7,549)	Passo <sup>*2</sup> (35,696)			
From August 2009	Subaru	Atrai Wagon (4,677)	Dias Wagon (408)	OEM	Daihatsu	
From April 2011		Move (54,264)	Stella (4,767)			
From December 2011	Toyota	Hijet Cargo (68,602)	Pixis Van (7,554)			
		Hijet Truck (82,535)	Pixis Truck (3,919)			
From April 2012	Subaru	Mira e:S (71,312)	Pixis Epoch (9,221)			
		Hijet Cargo (68,602)	Sambar Van (4,424)			
		Hijet Truck (82,535)	Sambar Truck (5,299)			
From December 2012		Mira e:S (71,312)	Pleo Plus (3,831)			
From July 2015	Toyota	Wake (20,066)	Pixis Mega (7,211)			
From August 2016		Cast (34,626)	Pixis Joy (5,219)			
From November 2016			Thor (24,592)			
	Subaru	Thor (24,592)	Justy (2,813)			
From December 2016			Tanto (175,729)			Chiffon (6,054)
From October 2019	Toyota	Copen GR SPORT (3,653) <sup>*Series total</sup>	Copen GR SPORT (1,305)			
From November 2019		Rocky (20,821)	Raize (51,691)			

\*1: Daihatsu-produced vehicles only

\*2: Passo is May to March - 2016 2015 Contract Manufacturing April 2016 - OEM

## (4) Indonesia production

Developed by	Arrangement	Daihatsu-brand vehicle name (Number of vehicles produced in FY2019) <sup>*1</sup>	Another company's vehicle name (Number of vehicles produced in FY2019) <sup>*1</sup>	Commencement period	Remarks
Daihatsu	OEM	Xenia (17,525)	Avanza (118,879)	From December 2003	* Xenia (Produced by Astra Daihatsu Motor) (Marketed by Astra International) * Avanza (Produced by Astra Daihatsu Motor) (Marketed by Toyota Astra Motor)
		Terios (22,897)	Rush (113,557)	From December 2006	Base vehicle: Be-go (in Japan) * Terios (Produced by Astra Daihatsu Motor) (Marketed by Astra International) * Rush (Produced by Astra Daihatsu Motor) (Marketed by Toyota Astra Motor)
		Gran Max (56,171)	Townace / Liteace <sup>*2</sup> (13,904)	From January 2008	* Gran Max (Produced by Astra Daihatsu Motor) (Marketed by Astra International) * Townace/Liteace (Produced by Astra Daihatsu Motor) (Marketed by Toyota)
		Ayla (22,104)	Agya (25,322)	From September 2013	* Ayla (Produced by Astra Daihatsu Motor) (Marketed by Astra International) * Agya (Produced by Astra Daihatsu Motor) (Marketed by Toyota Astra Motor)
			Wigo (23,185)	From January 2014	* Wigo (Produced by Astra Daihatsu Motor) (Marketed by Toyota Motor Philippines)
Sigra (51,769)	Calya (40,901)	From August 2016	* Sigra (Produced by Astra Daihatsu Motor) (Marketed by Astra International) * Calya (Produced by Astra Daihatsu Motor) (Marketed by Toyota Astra Motor)		

\*1: Daihatsu-produced vehicles only

\*2: Exported to Japan

## (5) Malaysia (Perodua) Production

Developed by	Arrangement	Daihatsu-brand vehicle name (Number of vehicles produced in FY2019)	Another company's vehicle name (Number of vehicles produced in FY2019)	Commencement period	Remarks
Daihatsu	OEM	Aruz (27,397)	Rush (2,474)	From January 2019	* Aruz (Produced by Perodua Manufacturing Sdn Bhd) (Marketed by Perodua Sales Sdn Bhd) * Rush (Produced by Perodua Manufacturing Sdn Bhd) (Marketed by UMW TOYOTA MOTOR)

## (6) Consigned engine production

Engine type	Displacement	Number of units produced in FY2019 (units)	Representative models equipped with the engine	
KR	1000cc gasoline	27,124	Toyota	Vitz
NR	1300cc, 1500cc gasoline	61,463		Vitz, Sienta, Probox, Succeed
TR	2700cc gasoline	29,573		Hiace, Coaster, Land Cruiser Prado
KD	3000cc diesel	14,938		Land Cruiser Prado, Hiace, Dyna, Toyoace
B	3700, 4100cc diesel	827		Dyna, Coaster