

Environment

The Daihatsu Group shares the "Toyota Earth Charter" as a member of the Toyota Group and has also established the "Daihatsu Motor Co., Ltd. Environmental Policy" in order to promote various initiatives aimed at achieving a sustainable society.

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Fundamental Approach

At Daihatsu, we want to enrich customers' lives by providing small cars that place minimum load on the environment, while also fulfilling our corporate responsibility to protect the global environment for the next generation.

We seek to minimize the environmental load of our business processes in every stage of our product lifecycles; at the same time, through the use of outstanding environmental technologies, we seek to realize a mobility society that places a lighter burden on the natural environment.

To realize our responsibility of harmonious coexistence with the earth and society, we share the Toyota Environmental

Challenge 2050 as our long-term target for 2050 as a member of the Toyota Group. We have also formulated the Daihatsu Group* Environmental Strategy 2035 as our medium-term target and the 8th Daihatsu Group Environmental Action Plan as our short-term target, and will steadily implement them. In line with this environmental strategy, we will pursue initiatives aimed at achieving carbon neutrality, realizing a circular economy, and becoming nature positive.

Each employee in the Daihatsu Group will maintain a high awareness of environmental conservation as they carry out this strategy.

* Daihatsu Group: Subsidiaries



Daihatsu Motor Co., Ltd. Environmental Policy

1. Strive to preserve an abundant environment by considering the impact on the environment throughout the development, production, sales, and disposal of automobiles and units.
2. Establish environmental targets and goals, seek to prevent environmental pollution, and contribute to the realization of a low-carbon society, recycling society, and society in harmony with nature.
3. Comply with environmental laws and regulations, as well as with its own environmental management regulations.
4. Make continuous improvements to its environmental management systems and develop human resources capable of pursuing Daihatsu's unique qualities through contributions to the environment.
5. Illuminate each individual customer, value dialogue with local communities and with other related parties both in Japan and overseas, and engage in environmental conservation activities as an upstanding member of society.

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Daihatsu Group Environmental Strategy 2035

[Web: Daihatsu Group Environmental Strategy 2035](#)

The Daihatsu Group Environmental Strategy 2035 is structured by setting goals for each area to challenge CN (Carbon Neutrality), CE (Circular Economy), NP (Nature Positive), and Environmental Management. For the long-term, we are working toward achieving the Toyota Environmental Challenge 2050 while advancing activities unique to Daihatsu.

Environmental Strategy for Each Field and Relevant SDGs



CN (Carbon neutrality) Challenge

In order to mitigate the impact of global warming and climate change, we are working to reduce greenhouse gas emissions from a lifecycle perspective as part of our efforts to become carbon neutral (CN). We strive to efficiently reduce energy consumption by visualizing the energy used in activities throughout the supply chain, including our own manufacturing, raw material purchasing, transportation, product use, and waste disposal. Specifically, we will set and aim to achieve targets for production, non-production, logistics, and domestic sales companies, while also working to reduce CO₂ emissions during the manufacturing of materials and parts and during vehicle use.

Related SDGs



CE (Circular economy) Challenge

We actively promote the transition from a linear to a circular economic system to achieve social and environmental sustainability. In addition to the 3R* perspective, waste reduction, and maintaining the value of products and materials, we will promote design and technological development with recycling in mind, such as easy disassembly and standardization of materials. While responding to future international regulatory trends, we will cooperate with various related organizations, including the Japan Automobile Manufacturers Association, to contribute to the realization of a recycling society.

Related SDGs



NP (Nature positive) Challenge

The Daihatsu Group recognizes the importance of biodiversity and will work with local communities to restore the health of ecosystems, disclose information, and utilize nature to solve social issues. We aim to balance biodiversity conservation with our business activities, contribute to the realization of “nature positive” initiatives that stop and reverse ecosystem loss, and create a sustainable society that harmonizes with nature.

Related SDGs



Environmental Management

The Daihatsu Group's environmental activities are based on an environmental management system. Specifically, these include preventing violations of laws and regulations, environmental accidents and complaints, thorough management of chemical substances, maintaining high standards of activity index, and strengthening education, awareness raising, and communication. In addition to consolidated companies, we are also considering expanding these activities to our supply chain, where we expect to strengthen collaboration in the future.

Related SDGs



環境戦略2035



Daihatsu Group
Environmental
Strategy 2035

* 3Rs: Reduce, Reuse, Recycle

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The 8th Daihatsu Group Environmental Action Plan



Daihatsu has formulated “The 8th Daihatsu Group Environmental Action Plan (Short-Term Goals)” and started the initiatives in April 2026. The plan is based on four pillars: Carbon Neutral (CN), Circular Economy (CE), Nature Positive (NP), and Environmental Management, with 32 specific goals set. In addition, our consolidated subsidiaries both in Japan and overseas have also established activities and goals aligned with Daihatsu’s Environmental Action Plan.

CN Challenge (Carbon Neutrality)

Category	Initiatives	Targets and Implementation Items
 CN Challenge	Product CN	Reducing CO ₂ emissions from production of materials and parts
		• Work on visualization of life cycle CO₂ emissions of production of materials and parts, and using this information to select items that can reduce CO₂ emissions and consider their effectiveness. • Promoting CO₂ emission reductions through the use of bio-derived and recycled materials and low CO₂ materials, weight reduction, and design improvements.
		Reduce CO ₂ emissions and improve fuel efficiency of new vehicles globally
		Reduction in CO ₂ emissions from new vehicles globally 1) Domestic • Promoting continuous improvements in fuel efficiency to meet the 2030 fuel efficiency standards. • Development aimed at top-class fuel efficiency. 2) Overseas • Daihatsu develops fuel efficiency improvement technologies adapted to local infrastructure and social conditions.
	Production CN/Non-Production CN/Logistics CN/Domestic Sales Company CN	Developing mobility that utilizes diversifying energy sources
		• Promoting technological development and market introduction of electrified vehicles. • Developing low-carbon, versatile mobility that utilizes diversifying energy sources and responds to changes in social structure and in how vehicles are used.
		Reducing pollutants in exhaust gases to improve urban air quality in each country and region
		• Developing and steadily introducing low pollutant emission technologies that contribute to improving urban environments in each country and region.
		Reduction of CO ₂ emissions
		Activity targets • Reduce global CO₂ emissions by 50% (compared to FY2020) Implementation items • Strengthening energy saving operations • Thorough adoption of renewable energy through the pursuit of SSC • Developing and introducing innovative technologies • Promoting the switch to energy-efficient equipment • Promoting transportation efficiency (logistics) • Promoting ZEB through renovation of existing sales stores (domestic sales companies)
		Expanding the introduction of renewable energy electric power
		Activity targets • Global (power consumption basis) 50% or more Implementation items • Introducing renewable energy by expanding the use of inhouse solar power generation and combining with optimal external purchasing methods.

CE Challenge (Circular Economy)

Category	Initiatives	Targets and Implementation Items
 CE Challenge	Promoting 3R-conscious design	• Contributing to promoting resource recycling by expanding and modeling 3R-conscious design. • Further promotion of recycling design.
	Contributing internationally through the proper disposal and recycling technologies for end-of-life vehicles developed in Japan	• Complying promptly with recycling-related laws and regulations in each country.
	Development of 3R technologies and systems for scarce resources, scrapped vehicles and parts	• Publish information on LIB shipments and recommended parts for resource recycling to the automobile recycling system.
	Expanded use of recycled automobile materials	• Expanding the use of recycled plastic parts. • Consider using materials suitable for recycling.

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The 8th Daihatsu Group Environmental Action Plan

NP Challenge (Nature Positive)

Category	Initiatives	Targets and Implementation Items
	Promoting activities to restore ecosystem health	Promoting activities responded to local characteristics Implementation items 1. Selecting and researching indicator species 2. Maintaining and improving habitats 3. Conserving endangered species 4. Controlling invasive alien species 5. Organizing NP events ● All items promoted at two Daihatsu sites ("Sites in Harmony with Nature") ● Some items will be selected and promoted at six Daihatsu sites and Group companies.
	Biodiversity information disclosure	Reporting activity results on the official website, etc.
	Promoting the use of nature to solve social issues	Gathering information and establishing a scheme

Environmental Management

Category	Initiatives	Targets and Implementation Items
	Environmental Management	
	Consolidated environmental management	● Create an effective and efficient management system in collaboration with Daihatsu Group companies. ● Appropriately review and develop guidelines related to purchasing activities (revise as needed). ● Reliable response to the new ISO14001 standard (March 2026). ● Continue the Daihatsu sales company environmental certification system.
	Risk management	● Thorough strengthening of compliance with environmental laws and regulations in each country and region and activities to prevent environmental risks.
	Communication	● Daihatsu Group Global Environmental Conference to be held annually. ● Daihatsu Environmental Conservation Secretariat Meeting held at least twice a year. ● Mutual information sharing among Daihatsu Group companies.
	Education and awareness-raising	● Continue environmental education and expand it to all Daihatsu Group companies. ● Rising environmental awareness among employees including Daihatsu Group companies by disseminating information on environmental month activities, etc.
Chemical Substance Management	Thorough management of purchased and used materials, vehicle parts, spare parts, and accessories at the entrance	● When planning new purchases, we will use the appropriate systems to verify that the materials, vehicle parts, service parts, and accessories we purchase and use do not contain prohibited materials.
	Promoting employee education and awareness raising activities with aiming to increase presence of chemical substance management operations	● Daihatsu will create educational materials (e-learning) on chemical substances and their management systems, and establish a system for maintaining and managing them. ● Clarify the target participants for each training course and make sure to follow-up of their learning to foster awareness of chemical substance management.
	We will understand the current status of chemical substance management at our suppliers and provide support to those suppliers who need it	● Regularly provide target suppliers with a self-diagnosis sheet for chemical substance management, and analyze the results to evaluate and understand the supplier's current situation. ● Decide whether supplier support (audits and follow-up) is necessary, and provide support to all suppliers that require it.
Environmental Activity Indicator	Global waste reduction and management (effective use of resources)	● Daihatsu: 19.5 kg/unit or less ● Global: 39.0 kg/unit or less
	Reduce plastic waste emissions and promote recycling (compliant with the Act on Promotion of Resource Circulation for Plastics, Daihatsu sets target values alone)	● Daihatsu: emissions 2.7 kg/unit or less ● Daihatsu: recycling rate of 70% or more
	Global water intake reduction and management (Minimizing impact on the water environment)	● Daihatsu: 4.2 m ³ /unit or less ● Global: 3.4 m ³ /unit or less
	Each company thoroughly manages wastewater in accordance with each country's wastewater standards (Management is based on voluntary standards that are stricter than regulatory standards.)	● Daihatsu: below voluntary standards ● Global: below voluntary standards
	Reduction and management of VOC (body paint) emissions (prevention of air pollution)	● Daihatsu: 26.0 g/m ² or less ● Global: 31.0 g/m ² or less
	Reduction and management of VOC (bumper paint) emissions (prevention of air pollution)	● Daihatsu: 670 g/m ² or less ● Global: 570 g/m ² or less

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Environmental Management

Fundamental Approach

The Daihatsu Group carries out environmental conservation activities globally with the goal of eliminating environmental accidents and complaints as well as compliance violations. To achieve this goal, we have adopted the ISO 14001 international standards for environmental management systems. All affiliated companies in Japan and overseas act in accordance with the structures of these ISO 14001 compliant environmental management systems and seek to earn the trust of the local communities in which they operate.

Under these initiatives, all production companies subject to consolidation in Japan have acquired ISO 14001 certification and continue to renew and maintain it.

Initiatives

Risk Management Relating to Environmental Laws and Regulations

We have established and operate environmental management systems to ensure compliance with the enactment and revision of all environmental laws, regulations, ordinances, and so on, relating to production activities. For equipment installation as well, we have incorporated into work systems prior investigation of environmental conservation and energy reduction when we introduce equipment (in the planning stage), confirming inspections at the time of introduction (before operation), and regular internal audits (during operation), and we also conduct PDCA of environmental management systems. In the event of a serious environmental incident, Daihatsu has established a framework based on its internal risk management system to ensure prompt reporting to management according to the nature of the issue, as well as implementation and follow-through of countermeasures by the appropriate organizations until completion.

FY2026 Results

One legal violation (resolved)
Environmental accidents, abnormalities, and complaints: 0 cases

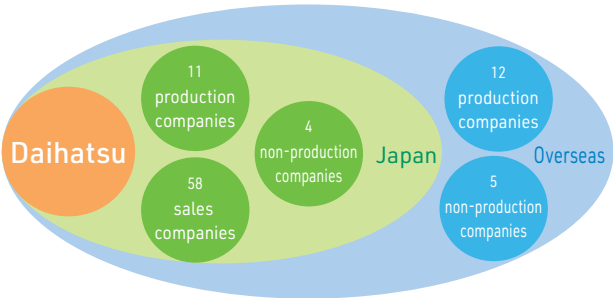
Environmental Management Structure

Under the Company-Wide Environment WG, chaired by the Environmental director and consisting of all general managers in all departments and plant managers, Daihatsu works to strengthen environmental management across the company. In particular, we are focusing on environmental management initiatives outlined in The 8th Daihatsu Group Environmental Action Plan.

See “Sustainability Promotion Structure” on p. 26

Scope of Environmental Management

The environmental loads generated by Daihatsu’s business activities include those from subsidiaries and business partners; for this reason, the entire Daihatsu Group must implement environmental conservation activities. We categorize affiliated companies based on their capital relationship and business type, and promote environmental management for the entire Group accordingly.



(As of September 30, 2026)

GRI > 2-12, 2-13, 2-16, 2-24, 2-27, 3-3, 308-1

Initiatives Within the Daihatsu Group

Information Sharing

Beginning in fiscal 2026, Daihatsu has been holding global environmental meetings twice a year to strengthen coordination and share information across the Group, including overseas operations.

Supply Chain Initiatives

Based on the Daihatsu Group Environmental Action Plan, the Daihatsu Green Procurement Guidelines broadly address environmental issues companies should consider and request that business partners implement the necessary measures.

Environmental Activities by Sales Companies in Japan*

Based on applications submitted by sales companies, Daihatsu auditors conduct on-site reviews of environmental management systems and environmental conservation initiatives, certifying sales companies that meet the standards as Daihatsu Clean Management Dealers. Certifications remain valid for three years, during which companies continue making improvements and strengthening environmental initiatives through annual self-assessments.

* Applies to all domestic sales companies regardless of capital ownership.

For details, see “Environmental Activities by Sales Companies in Japan” on p.42

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Education and Awareness-Raising

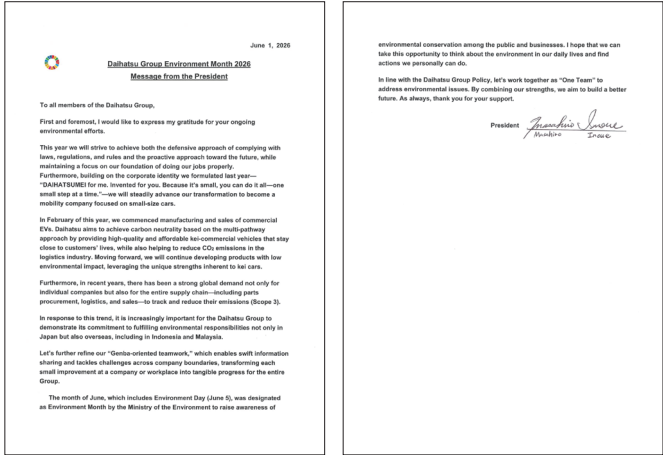
Fundamental Approach

Daihatsu's environmental education aims to nurture people with high environmental awareness, who deepen their knowledge and understanding of environmental conservation activities, and who act on their own initiative. We carry out this education systematically in line with the content of each employee's work.

Initiatives

Environment Month

Every June is designated as Environment Month, during which initiatives aimed at raising environmental awareness are conducted. One element of the activities is the company president's environmental message, which is distributed throughout the entire Group to get everyone on the same page.



President's message distributed throughout the Group

Environmental Education

In the new recruit education and general education programs—targeted at newly hired employees and general employees, respectively—educators at Daihatsu's business sites provide instruction on the relationship between their work and the environment, as well as their responsibilities. Employees responsible for promoting environmental initiatives also receive specialized training, such as environmental management education and legal compliance training.



Internal auditor training sessions

Environmental Education Structure Chart

Category		Self-awareness training								Skills training										
Implementing organization		Environmental Affairs Department		Environmental conservation offices at each business site								Environmental Affairs Department								
Subjects		All personnel		Applicable personnel								Practitioners and managers			Auditors					
Management	Executives	Environmental awareness activities Environment Month and lectures	Rank-specific training ¹	Chemical Substance Management	The Act on Rationalization of Energy Use and Shift to Non-fossil Energy	New recruit education	General education	Leader education	Provision of information to contractors and others ²	Environmental incident / Education for operational worker training	Emergency responders	Government notification training sessions	ISO 14001 standards introductory training sessions	Internal auditor training sessions	Internal auditor skill enhancement sessions	Auditor training sessions (five days)				
	M2																			
	M1																			
Middle management	C2																			
	C1																			
	General staff																A3	Personnel safety and environmental education ³		
A2																				
A1																				

1. Rank-specific training:
M1: Develop well-balanced management who can incorporate E into SQCD—understanding and execution of environmental action plans
C2: Develop personnel who understand environmental conservation activities and comply with laws—overview of environmental laws and regulations and internal rules
Newly appointed assistant foreman level: Develop personnel who understand environmental conservation activities and comply with laws—environmental laws and prevention of near-miss environmental abnormalities and accidents
New employees: Foster understanding of corporate environmental conservation activities—fundamentals of global environmental issues, environmental performance of automobiles, etc.
2. Provision of information to on-site workers and contractors, delivery personnel, and primary contractors who perform construction work
3. Personnel safety and environmental education:
Overview of environmental laws and regulations and prior investigation of environmental conservation, energy, and chemical substances

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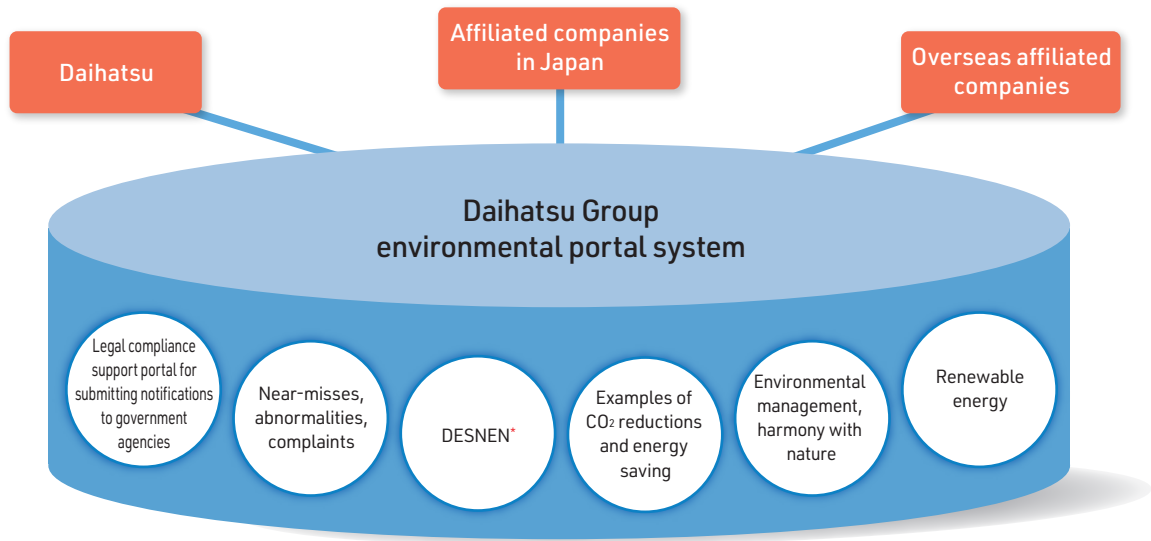
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Daihatsu Environmental Communication System

Building Infrastructure for Sharing Environmental Information with Affiliated Companies

Daihatsu is reinforcing communication with affiliated companies* and is building infrastructure that enables sharing of environmental information so that we can undertake measures for carrying out the Environmental Strategy. By operating the systems, we have been able to increase the efficiency of environmental performance data collection, which previously relied on manual labor, and create a library that includes various types of information, leading to improvements in the quality of environmental measures.

* Subsidiaries, companies subject to the equity method, priority companies (no capital relationship with Daihatsu), and sales companies in Japan



* DESNEN: Daihatsu Environmental data System of New Network

Item	Description
Legal compliance support portal for submitting notifications to government agencies	Includes lists and the details of laws and ordinances relating to safety, firefighting, high-pressure gas, electricity, construction, power, and energy with respect to government notifications as well as explanatory and educational materials
Near-misses, abnormalities, complaints	Presents and shares information on near-misses (events that occur on the premises of a business site that may lead to serious disaster) and abnormality complaints (accidents that affect outside the premises of a business site)
DESNEN (Daihatsu Environmental data System of New Network)	Collects and manages environmental performance data, such as energy usage, waste volume, water usage, and VOC emissions, from affiliated companies
Examples of CO ₂ reductions and energy saving	Shares examples of CO ₂ emission reductions and energy saving at Daihatsu plants and production subsidiaries intended to achieve carbon neutrality in production by 2035
Environmental management, harmony with nature	Disseminates and shares information on environmental management and initiatives to achieve harmony with nature
Renewable energy	Disseminates and shares information on use of solar power and other renewable energy

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Management of Environmental Load Substances

GRI > 305-7

Chemical Substances

Fundamental Approach

Daihatsu investigates and manages chemical substances contained in purchased materials and parts at the point of entry, confirming that they do not contain prohibited substances specified by laws, regulations, or internal standards.

Initiatives

Strengthening Management Across the Entire Supply Chain

Chemical substances contained in purchased parts are managed through IMDS¹ in order to comply with the chemical substance regulations of each country.

Materials used in production processes and business sites are managed through PRTR-WORLD² to ensure compliance with the regulations of each country, while also monitoring the amounts of regulated chemical substances released and transferred and properly reporting them to government authorities.

We also provide regular information sharing and support to our affiliated companies in Japan and around the world to enable them to perform chemical substance management at the same level as Daihatsu.

In order to ensure that our suppliers also understand the importance of chemical substance management, we use self-diagnostic sheets created by an auto industry organization to monitor management levels and pursue improvements thereof.

Regulation and Standards

All Business Sites

- Act on the Assessment of Releases of Specified Chemical Substances in the Environment and the Promotion of Management Improvement
- Act on the Regulation of Manufacture and Evaluation of Chemical Substances
- Voluntary Regulations of the Japan Automobile Manufacturers Association
- Internal Standards (Drawing Quality Assurance)

Prevention of Air Pollution

Fundamental Approach

Daihatsu properly manages and reduces environmental load substances in our production activities in accordance with the Environmental Action Plan and all relevant laws and regulations.

The Air Pollution Control Act sets out regulatory exhaust gas values for every type of facility. In order to prevent exhaust gases from our plants from causing air pollution, Daihatsu regularly measures and monitors exhaust gases generated by boilers and heaters, and ensures that both SOx and NOx concentrations remain significantly below regulatory values.

Initiatives

Initiatives to Reduce VOCs

With regard to atmospheric emissions of VOCs³, which are a cause of air pollution, we have carried out a variety of activities in accordance with the Environmental Action Plan aimed at reducing emissions volumes in the painting process, which accounts for the majority of VOC emissions. These include automating painting processes to improve coating efficiency, robotization, the use of electrostatic processes, and the recovery of thinners used to clean equipment. To drastically reduce VOC emissions, we are switching middle and top paint coats to water soluble paint at the Kyoto (Oyamazaki) Plant and the Daihatsu Motor Kyushu Co., Ltd. Oita (Nakatsu) Plant. We are also addressing chemical substances in production activities by complying with all relevant laws and regulations to ensure that we do not use banned substances.

Environmental Measurement Certification Site (Registered with Osaka Prefecture)

Osaka Prefecture registers Daihatsu as an environmental measurement certification site, which can accurately measure concentration of pollutants in water, air, and soil and publicly verify the results. This role is performed by the internal department responsible for environment measurements. They conduct sampling and chemical analysis and work in collaboration with each business site to prevent environmental abnormalities so that the various gases emitted and harmful substances in waste water generated during Daihatsu's business activities do not exceed statutory standards. In addition, qualified personnel take measurements in work environments to protect the health of employees.

Regulation and Standards

Head (Ikeda) Plant	● Air Pollution Control Act ● Osaka Prefecture Ordinance
Kyoto (Oyamazaki) Plant	● Air Pollution Control Act ● Kyoto Prefecture Ordinance
Shiga (Ryuoh) Plant	● Air Pollution Control Act ● Shiga Prefecture Pollution Prevention Ordinance
Daihatsu Motor Kyushu Co., Ltd. Oita (Nakatsu) Plant	● Air Pollution Control Act ● Oita Prefecture Ordinance

1. International Material Data System: A material data system for the automobile industry
2. PRTR-WORLD: A system that supports administrative reporting for Pollutant Release and Transfer Register (PRTR) submissions and checks compliance with domestic and international laws and regulations (provided by Hitachi, Ltd.).
3. Volatile Organic Compounds: Common VOCs include toluene, xylene, and other substances found in paints.

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Water Resources

Fundamental Approach

To minimize the effect on the water environment from our business activities, the Daihatsu Group is taking various measures to reduce water usage and recirculate and reuse water by purifying waste water.

Initiatives

Reduction of Water Usage

The Daihatsu Group is implementing water usage reduction measures at our vehicle production sites with a focus on painting processes. In the pretreatment and electrodeposition cleaning processes, we strive to ensure that water used in the cleaning process is effectively reused, thereby reducing water usage. In addition, we have developed and introduced an innovative cardboard filter-type dry booth for the painting process, and are working to reduce the amount of water used by replacing the conventional paint collection method that uses a water shower (gas-liquid mixture) with a dry filter*. As a result of these efforts, the amount of water used per vehicle, which was 6 m³ in 1995, has now been reduced to less than half. Going forward, we will pursue SSC (simple, slim, and compact) vehicle manufacturing even more and work to minimize water usage, thereby contributing to the conservation of water resources. At the same time, Daihatsu works to identify and appropriately manage risks associated with water use while taking into account regional characteristics such as the location of each site and local water resource conditions.

* This technology won the Machine Promotion Award presented by the Japan Society for the Promotion of Machine Industry in December 2022.

Purification and Reuse of Waste Water

At the Shiga (Ryuoh) Plant, Daihatsu has built the Aqua Center—a large-scale plant waste water purification facility—to guarantee the quality of water discharged into Lake Biwa. The Aqua Center purifies plant waste water to an almost drinkable level before discharging it into the lake. The Shiga (Ryuoh) Plant reuses water purified at the plant's waste water processing facilities for its wet dust collectors. Our production bases in Indonesia and Malaysia take the greatest care to ensure that their plant waste water has no impact on downstream drinking water collection sites.



Shiga (Ryuoh) Plant Aqua Center No. 3



Waste water after it has been purified at the Aqua Center

Standards for Waste Water

At all plants, the Daihatsu Group sets voluntary standards that exceed those set by the national and local governments and discharges waste water only after it is purified to a sufficiently clean level.

We also work continuously to maintain and manage water quality while taking into consideration the characteristics of discharge destinations and local water environments.

Regulation and Standards

Head (Ikeda) Plant	- Water Pollution Prevention Act - Ikeda City Agreement
Kyoto (Oyamazaki) Plant	- Sewerage Act Enforcement Order - Oyamazaki-cho Public Sewerage Ordinance
Shiga (Ryuoh) Plant	- Water Pollution Prevention Act - Shiga Prefecture Ordinance - Ryuoh-cho Pollution Prevention Agreement

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Fundamental Approach and Targets

Achieving Carbon Neutrality by 2050

The Daihatsu Group sees environmental initiatives as a management strategy essential for maintaining corporate continuity. Accordingly, we are working toward achieving carbon neutrality by 2050, as announced by the Japanese government, with a focus on measures for reducing CO₂ emissions in all areas including products, production, and logistics and on building a low-carbon society.

To achieve product carbon neutrality, Daihatsu will electrify vehicles sold in Japan at the best time to do so and make additional efforts to reduce CO₂ associated with materials and parts, as well as CO₂ emitted during fuel manufacturing. With the goal of achieving carbon neutrality by 2050, we will also promote research and development of technologies to reduce CO₂ emissions when manufacturing materials, parts, and fuel.

With regard to production, we have set a target of achieving carbon neutrality in production by 2035 and are working to reduce CO₂ emissions with a focus on three areas: extensive energy saving by pursuing SSC (simple, slim, and compact), development and incorporation of innovative technologies, and utilization of renewable energy. We will also take action in non-production and logistics areas with a target of reducing CO₂ emissions in production, non-production, and logistics by 68% compared to 2019 levels by 2035.

Initiatives for Products

Targets
Aiming to Achieve Carbon Neutrality by 2050

Reducing CO₂ Emissions During Driving

At the appropriate timing in the future, Daihatsu will transition new vehicles sold in Japan to electrified vehicles including hybrid electric vehicles (HEVs) and battery electric vehicles (BEVs). As preparation for that, we are working hard to develop technology and build a sales and service system for widespread use. In addition to continuing electrification of vehicles, we are also considering zero-emission vehicles (ZEVs; vehicles that do not produce any CO₂ or other emissions during operation) and carbon-neutral fuel vehicles.

Reducing CO₂ Relating to Materials and Parts

As the first step, the Daihatsu Group will work to visualize CO₂ emissions from main parts, improve the accuracy of emissions calculations, create items that will lead to emissions reductions, and promote systematization of management methods. The knowledge and systems established through these efforts will then be deployed to all vehicles.

Daihatsu's Electrification Initiatives

Daihatsu has continued producing commercial mini vehicles as "reliable work partners" for customers across a wide range of industries, including agriculture, forestry, fisheries, construction, and logistics. In the 1960s, Daihatsu also pioneered BEV development ahead of other companies and has actively pursued the electrification of commercial vehicles.

Daihatsu began sales in February 2026 of its first mass-produced battery electric vehicles (BEVs), the e-Hijet Cargo and e-Atrai. Equipped with the newly developed e-SMART ELECTRIC BEV system optimized for commercial mini vehicles, these models achieve a WLTC-mode cruising range of 257 km on a single charge (certified by the Ministry of Land, Infrastructure, Transport and Tourism), the No. 1 range among mini commercial BEV vans, while also delivering the high-level core BEV performance unique to electric vehicles, including driving performance, ride comfort, and quietness, helping reduce driver fatigue.

Going forward, Daihatsu will continue providing high-quality, affordable commercial mini vehicles tailored to customers' everyday lives while contributing to CO₂ emissions reductions in the logistics industry and advancing carbon neutrality based on a multi-pathway approach.



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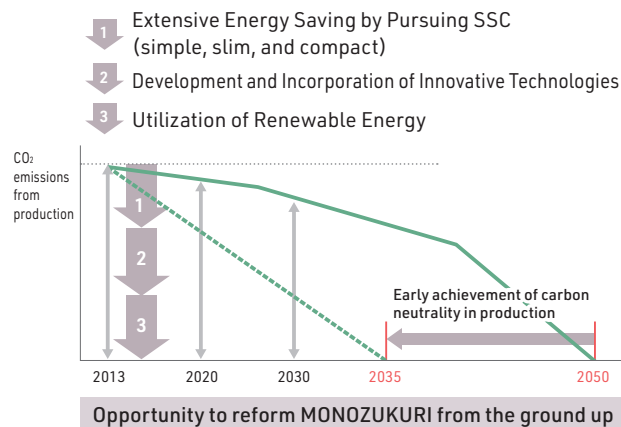
Initiatives for Production

Targets

Pursuing Carbon Neutrality in Production by 2035

Fundamental Approach

As a member of the Toyota Group, the Daihatsu Group has significantly accelerated its original target of achieving carbon neutrality in production by 2050 and is advancing efforts to reduce CO₂ emissions from its production plants. To achieve this lofty target, we established the Production & Logistics Carbon Neutral Promotion Department as a specialized organization in January 2022 and began taking action in three areas: extensive energy saving by pursuing SSC (simple, slim, and compact), development and incorporation of innovative technologies, and utilization of renewable energy.



Initiatives

Expanding Solar Power Utilization and Renewable Energy

Daihatsu is promoting the installation of solar panels as part of its renewable energy initiatives. Going forward, Daihatsu plans to install solar power generation systems combined with storage batteries in order to further expand solar panel utilization.

Daihatsu is also pursuing off-site power generation (V-PPA) outside company-owned properties to further expand the use of renewable energy.



Utilization of Hydrogen

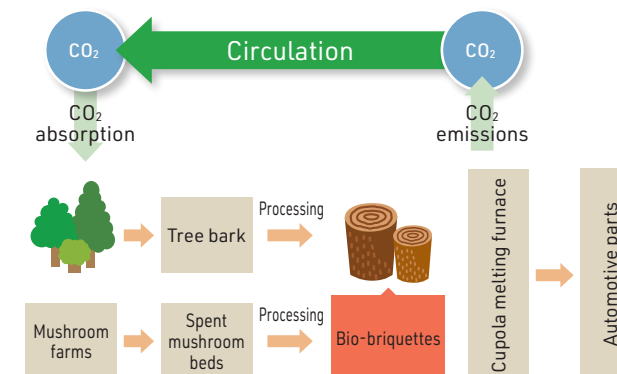
Daihatsu has begun studying fuel conversion from city gas to hydrogen and other alternatives in pursuit of achieving carbon-neutral production by 2035. Because various challenges, such as safety and cost, are involved, Daihatsu will first conduct trial introductions and development initiatives.

Utilization of Biofuels

Daihatsu and Daihatsu Metal, a Group company that manufactures cast parts, jointly developed and established manufacturing technology for "bio-briquettes," a carbon-neutral biomass fuel, to reduce CO₂ emissions from cupola melting furnaces, the casting equipment used in the casting processes, and began using the fuel in the furnaces.

A manufacturing plant was established utilizing technology developed by KOYAMA CO., LTD. The raw materials are locally sourced from Izumo City, Shimane Prefecture, where the plant is located, including spent mushroom beds and tree bark. By collaborating with local governments and companies, Daihatsu established a stable framework for procuring regional resources and created an energy circulation model covering the entire process from resource procurement, biomass fuel production, and utilization.

Going forward, Daihatsu Metal and Daihatsu will continue promoting carbon neutrality initiatives aimed at revitalizing local communities and creating environmentally friendly casting plants, thereby contributing to the development of sustainable regional societies.



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Initiatives for Non-Production Areas

Targets

Reducing CO₂ Emissions in Non-Production Areas by 14% by 2035 Compared with 2019

Fundamental Approach

Daihatsu is working to lower energy usage even in non-production activities. Specifically, we have initiatives that lower energy usage by structures like offices, R&D and testing facilities, and welfare facilities, as well as initiatives that lower fuel usage by company-owned vehicles and tests.

To achieve this goal, we began setting up specialized subcommittees in 2023 to bolster initiatives focused on reducing energy required by lighting and air conditioning as well as shifting over to renewable energy.

Initiatives

Energy-DIET Activities

Daihatsu is promoting Energy-DIET Activities, an awareness campaign encouraging all employees to take ownership of steady energy-saving activities and work together to save energy.

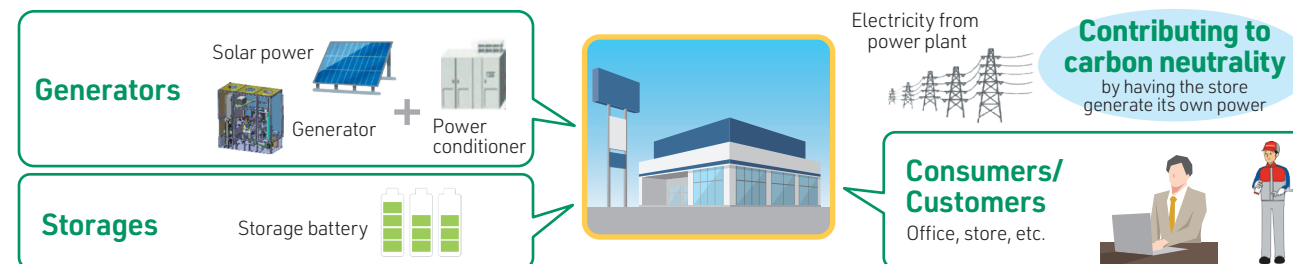


Development of Energy Grids Using Automotive Technologies

Daihatsu is taking on the challenge of reducing CO₂ emissions from small and medium-sized stores including sales companies. To achieve this goal, we are developing power conversion systems designed to efficiently utilize renewable energy sources such as solar power. These systems combine mechanisms for optimizing electricity use at the community and facility level with devices that efficiently convert and control power, offering the potential to reduce energy loss compared with commercially available systems. By utilizing technologies and components normally onboard our vehicles, Daihatsu aims to create high-quality systems that are easy to implement.

We are currently conducting proof-of-concept experiments for these new technologies not only at the KDC (Daihatsu Group Kyushu Development Center) but also with TOYOTA MOTOR KYUSHU, INC. and Maeda Corporation. Our long-term goal is to reduce dependence on external power supplies and establish systems capable of supplying electricity at the community and regional level. With a view to rolling the system out to other plants, dealers, and smaller business sites, we will accelerate our efforts to achieve carbon neutrality.

Concept: Energy Grid (conceptual image)



Environmental Activities by Sales Companies in Japan

Sales companies in Japan have created individual roadmaps for each company by which they aim to achieve CO₂ reduction targets by 2035, and they have already begun full-scale efforts to achieve carbon neutrality based on their stores' circumstances.

Direction of Initiatives

1. Bolstering of energy-saving operations such as power saving: All stores
2. Renovations aimed at CO₂ reductions: Existing stores
3. ZEB transition (energy-saving structures + in-house energy generation): Newly built stores

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Initiatives for Logistics

Targets

Reducing CO₂ Emissions of Consolidated Logistics Companies by 10% by 2035

Fundamental Approach

In 2022, the Daihatsu Group established a specialized organization to promote significant reductions in CO₂ emissions across our logistics operations, and we are committed to taking even greater action than before.

Initiatives

Electrification and Improved Fuel Efficiency of Transport Vehicles

In order to reduce the carbon footprint of our logistics subsidiaries, we are replacing fossil-fueled forklifts with electric-powered ones and replacing large trucks for parts transportation with the latest fuel-efficient models in stages. As for completed vehicle transportations, we are also working to improve the loading efficiency of car carriers and replace the tractor heads with the latest fuel-efficient vehicles.



The subsidiary responsible for parts transportation is introducing large hybrid electric trucks and electric forklifts in stages

Modal Shift to Railroad Transportation Using the Unique Characteristics of Compact Vehicles

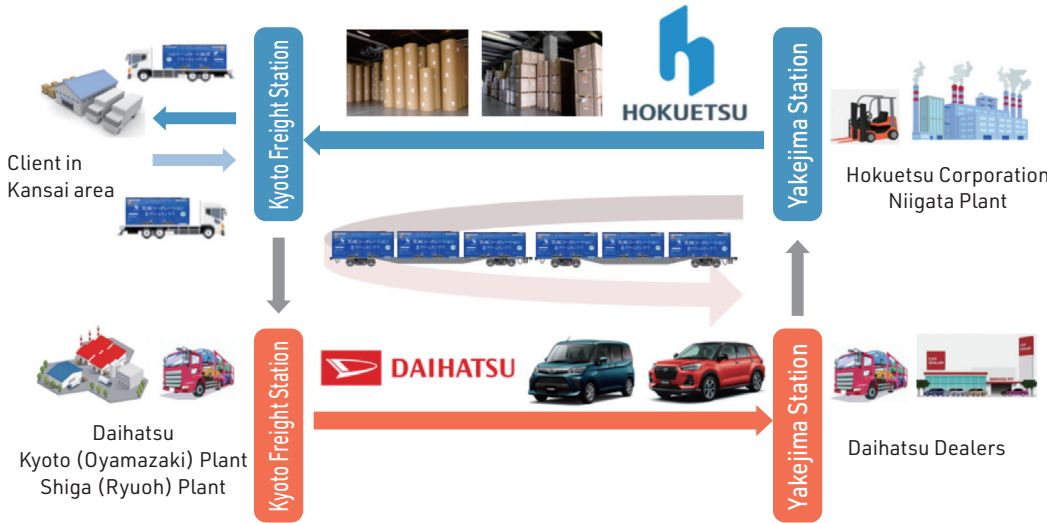
Daihatsu's core products are mini vehicles that are compact enough, at under 3.4 meters in length, to fit inside railway containers. Taking advantage of this unique characteristic, Daihatsu promotes rail transport, which produces lower CO₂ emissions than truck transport, thereby reducing environmental impact through modal shifts. Daihatsu has operated rail transport between Kyoto Freight Station (Umekoji) and the Niigata Freight Terminal since 1996, and currently operates across eight routes. Furthermore, beginning in February 2025, Daihatsu launched cross-industry backhaul-matching transport (called "round matching" in Japan) for compact vehicles in collaboration with Hokuetsu Corporation,

Nippon Express Co., Ltd., and the Japan Freight Railway Company. Going forward, Daihatsu will continue expanding rail transport made possible by the compact size of its vehicles, contributing to further CO₂ reductions.



Unloading vehicles from containers

Example of cross-industry backhaul (round) matching transportation



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Fundamental Approach

The manufacture of automobiles entails the use of a variety of different resources, including metals such as iron and aluminum, resin, glass, and rubber. Daihatsu seeks to create small-size cars that use minimal resources.

At the same time, we will continue and evolve vehicle manufacturing that uses minimal resources by developing vehicles that facilitate the 3Rs starting from the existing development and design stages so that we can achieve car-to-car recycling in which we reuse resources recovered from end-of-life vehicles as materials in the manufacture of new vehicles by 2050.

Vehicle Recycling Initiatives in the Product Design Stage

Fundamental Approach

In Japan, as much as 99% of vehicles are recycled in collaboration across users, government agencies, dismantlers, waste disposal companies, and automobile manufacturers based on the Act on Recycling of End-of-Life Automobiles. As part of the collaboration, the automobile manufacturers develop designs of vehicle structures that make it easier to dismantle and separate parts to help resource recycling.

Initiatives

Displaying Recyclability Marks

Daihatsu uses Easy to Dismantle Marks to improve dismantling efficiency and promote resource circulation during vehicle dismantling. By clearly indicating door trim removal points, fuel drainage points, and dismantling points for large components, we help streamline dismantling operations. These efforts support the proper treatment of parts and the sorted collection of materials, helping promote recycling and resource recovery.



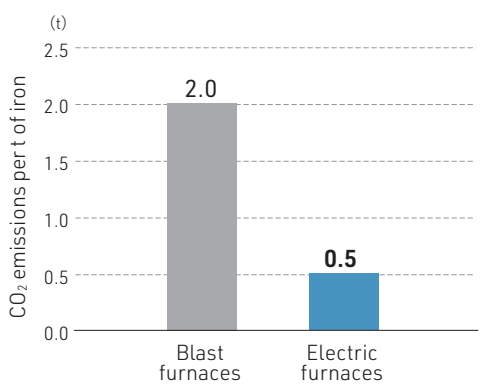
Developing Materials Suited to Recycling

Daihatsu is working to reduce the number of different materials used, both by promoting the development of thermoplastic resins, which are well suited to recycling, and by unifying the materials necessary for the manufacture of automobiles.

Expanding the Use of Electric Arc Furnace Steel to Promote Recycled Materials

We use electric arc furnace steel, which generates approximately one-fourth the CO₂ emissions of conventional blast furnace steel, for certain engine and transmission parts. Going forward, we will continue expanding the use of electric arc furnace steel in pursuit of further CO₂ reductions. We will continue expanding the use of recycled materials in key materials while also improving our understanding of how those materials are being utilized.

Differences in CO₂ emissions by iron production process



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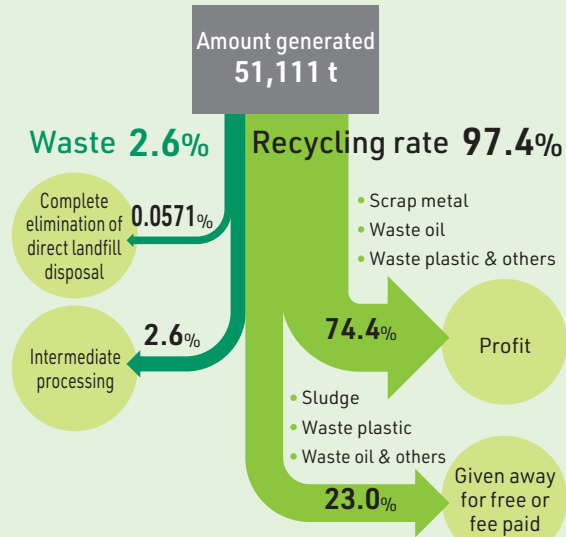
Production

Fundamental Approach

Daihatsu has made efforts to recycle scrap metal, waste plastic, and other waste materials generated during production, and as a result, now recycles 97.4% of waste material released from plants. At the same time, recycling waste into reusable resources requires energy for collection, transportation, and processing. To address this issue, we have focused on “reduce” in order to decrease the amount of waste generated, promoting the effective use of resources.

Waste Material Processing Flows*

2025 (calendar year) data



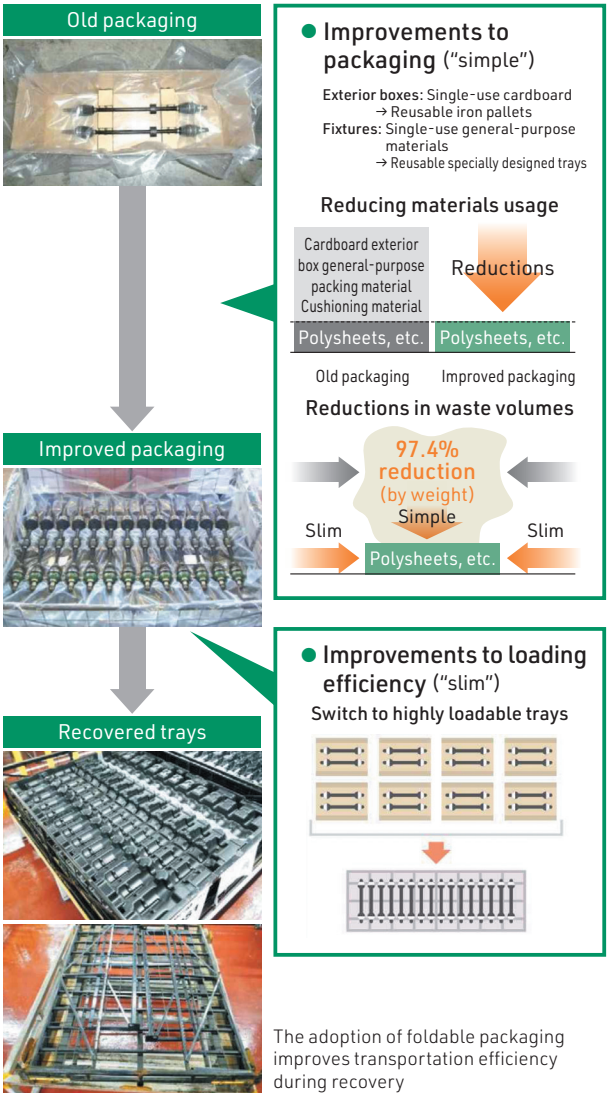
Initiatives

Reducing Waste

When punching out parts from steel plates using a press, it is possible to curtail the generation of metal scrap and achieve efficient production using less material and less energy by adjusting the positioning of the molds and the sizes of the steel plates. In this way, Daihatsu is advancing technologies that enable manufacturing cars using fewer materials, in addition to reducing waste.

Reducing Waste by Improving Drive Shaft Packaging

Daihatsu developed special trays for transporting drive shafts that are highly loadable, reusable, and lightweight. As a result, we have succeeded in reducing the weight of our drive shaft packaging waste by 97.4%. At the same time, we are reducing disposable packaging materials and promoting reusable packaging solutions, while pursuing continuous improvements from the perspective of resource circulation.



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End-of-Life Vehicle Recycling Initiatives

Fundamental Approach

Daihatsu plays an active role in building systems that facilitate the implementation of the Act on Recycling of End-of-Life Automobiles, while working with affiliated businesses to establish the system and improve the rate of recycling. At the same time, we are advancing recycling technologies and developing systems in preparation for the future spread of electrified vehicles.

Initiatives

Implementing Recovery and Recycling of Three Items (Airbags, Fluorocarbons, and Shredder Dust)

Daihatsu is working to ensure the proper treatment of airbags, fluorocarbons, and shredder dust. Daihatsu recovers and recycles airbags and fluorocarbons (fluorocarbons are destroyed) in an efficient manner through the Japan Automobile Recycling Partnership. We also recover and recycle shredder dust through Toyotsu Recycle Corporation's ASR Recycling Business and work with other automobile manufacturers on collection and recycling initiatives. We are promoting systems that facilitate proper treatment, including equipping all vehicles with collective airbag deployment processing connectors and switching fluorocarbons to alternative refrigerants.

Promoting Resource Circulation for Electrified Vehicles

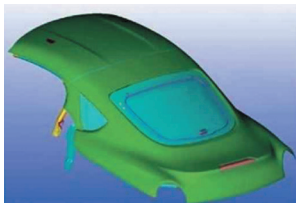
For lithium-ion batteries (LiBs) used in HEVs and BEVs, Daihatsu participates in a joint collection system operated through the Japan Auto Recycling Partnership (JARP) to ensure proper treatment. Looking ahead to the wider adoption of electrified vehicles in the future, we will continue working with related organizations to enhance collection and recycling systems.

Initiatives for Difficult-to-Process Parts

Some resin outer panel parts contain glass fiber or carbon fiber for lighter weight, and this makes them difficult to recycle and process. Daihatsu collects these difficult-to-process parts from its sales companies, before independently processing them.



Resin outer panel parts
(rear doors, etc.)



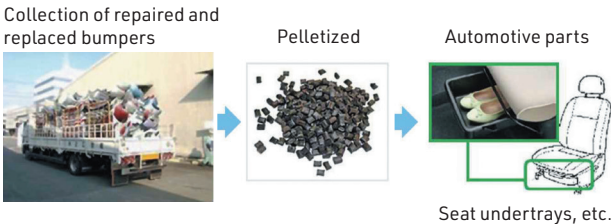
Limited-edition Copen with
CFRP roof

Use of Recycled Plastic

In September 2024, the Japan Automobile Manufacturers Association (of which Daihatsu is a member) formulated and released its "2050 Long-Term Vision and Medium- to Long-Term Roadmap (including self-imposed target values)" towards the promotion of supplying and using recycled materials. Daihatsu is working to expand the use of recycled plastics in order to achieve these targets. Going forward, we will expand the use of recycled materials, including recycled plastics, in key components, while also enhancing the tracking and disclosure of usage volumes and usage rates.

Recycling Repaired and Replaced Bumpers

Daihatsu collects repaired and replaced bumpers from dealers, then crushes, melts, and pelletizes them. These pellets are then reused to make parts for our vehicles, such as seat undertrays and engine undercovers.



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Conservation of Biodiversity

Fundamental Approach

Daihatsu undertakes initiatives in accordance with the “Daihatsu Sustainability Basic Policy” with the aim of developing a sustainable earth and society. As one aspect of these efforts, we formulated the “Daihatsu Biodiversity Guidelines” (a self-initiated policy) in January 2016. The Guidelines comprise our fundamental approach concerning measures relating to biodiversity and three action areas: contribution through technology, collaboration and cooperation with society, and information disclosure. We take concrete action in accordance with the Guidelines.

Daihatsu “Biodiversity Guidelines”

Based on an awareness of the importance of biodiversity, Daihatsu takes action to address biodiversity in accordance with the Daihatsu Sustainability Basic Policy in areas such as the automotive and related businesses and contribute to solutions to social issues with the aim of creating a livable earth and prosperous society and achieving their sustainable development.

Contribution through technology	Daihatsu pursues the possibilities of greening technology, environmental technologies, and other areas with the aim of achieving compatibility between biodiversity and business activities.
Collaboration and cooperation with society	Daihatsu seeks to establish collaborative and cooperative relationships with broad segments of society involved in biodiversity including local communities and nonprofit organizations.
Information disclosure	Daihatsu undertakes self-initiated activities relating to biodiversity that are compatible with its business activities and discloses the results to share information broadly with society. Through these efforts, we seek to contribute to the development of a sustainable society.

Initiatives

The automobile industry directly and indirectly impacts biodiversity through resource procurement, land use, and greenhouse gas emissions associated with product use and business activities. Recognizing these relationships,

the Daihatsu Group promotes biodiversity conservation activities suited to regional characteristics while collaborating with employees, local residents, local governments, civic organizations, and experts, thereby contributing to achieving a nature-positive future.

Key Initiatives in 2025

Initiative	Overview
River and Waterfront Cleanup Activities	Conservation of waterfront ecosystems through activities such as the Inagawa Clean Campaign, Katsuragawa Basin Clean Campaign, Eharagawa Natural Environment Conservation Activities, and Arimagawa Clean Campaign.
Forest and Bamboo Grove Conservation	Forest conservation, including raising and planting locally sourced acorns and Kobano-mitsuba azaleas and maintaining forests in collaboration with local communities. Bamboo grove conservation activities, including bamboo shoot harvesting and bamboo clearing.
Biotope and Waterway Conservation	Maintenance and improvement of habitats through environmental upkeep of biotopes and waterways, as well as control of invasive species.
Wildlife Surveys	Monitoring ecosystem conditions through spring and autumn wildlife surveys and indicator species surveys.
Rare Species Conservation	Conservation activities focused on species such as the Yamato salamander and Utricularia australis.
Environmental Learning for Employees and Families	Promoting awareness and understanding of biodiversity through hands-on learning programs, such as environmental learning sessions.
Hands-on and Educational Activities for Children	Providing environmental learning opportunities for the next generation through activities such as the Children's Eco Club National Festival and the Kurume Wildlife Explorers.
Awareness-Building and Outreach at Community Events	Raising awareness of biodiversity and presenting nature-positive initiatives at events such as the Kawanishi Environmental Festa, Kurume WEB Environment Fair, and Hyogo Youth Eco Forum.
Outreach Through Plant and Facility Events	Introducing nature-positive activities and conducting workshops at events such as the Daihatsu Ryuo Festa and the Humobility World summer vacation event.
Collaboration with External Organizations and Business Partners	Conservation activities and exchanges conducted in collaboration with local governments, civic groups, museums, and business partners.
Knowledge Sharing and Acquisition with Other Companies and External Organizations	Sharing knowledge through participation in the All-Toyota Harmony with Nature Working Group, as well as acquiring knowledge through participation in external seminars and other opportunities.

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Activity Case Studies

Promoting Sites in Harmony with Nature

At the Shiga (Ryuoh) area and Nishinomiya Parts Center, activities are underway to create “sites in harmony with nature.” Based on biodiversity survey results, indicator species are selected, and efforts continue to maintain and improve habitats while controlling invasive species.



Exterminating the invasive Canada goldenrod

Conserving Diverse Local Ecosystems

We work to conserve local ecosystems through cleanup activities in river basins surrounding our business sites and by improving habitats for wildlife. In the Ikeda area and at Tada Engineer Center, we conduct cleanup activities in the Ina River basin, promoting environmental conservation through litter collection along riverbanks.



Ina River basin cleanup activities

Kurume Wildlife Explorers at Daihatsu

At the Daihatsu Group Kyushu Development Center, we held the environmental event “Kurume Wildlife Explorers at Daihatsu” for elementary school children and their parents. Through observing and interacting with wildlife, the event provides opportunities to deepen understanding of nature and biodiversity while strengthening ties with the local community. The event also serves as an opportunity for participants to learn about Daihatsu’s environmental initiatives, with feedback including comments such as “It was fun to interact directly with wildlife” and “I’d like to participate every season.”



Observing wildlife in the biotope at the Kyushu Development Center

Biodiversity Conservation Through Community Collaboration

Daihatsu promotes biodiversity conservation activities rooted in local communities while collaborating with local government, civic organizations, and specialized institutions. The Tada Engineer Center partnered with the “Committee to Protect the Cherry Blossoms of the Valley,” a nature conservation organization, to participate in forest conservation activities that support the preservation of Edo Higan cherry trees. At the Kyoto (Oyamazaki) Plant, environmental improvements such as laying bamboo chips were carried out to protect the habitat of Himebotaru fireflies. At the Shiga (Ryuoh) Plant, bamboo grove

conservation activities were conducted together with local Ryuoh Town residents through bamboo shoot harvesting.

We also maintain ongoing collaboration with the Lake Biwa Museum and have continued providing support through donations since 2016. Since 2018, environmental learning sessions have included lectures by museum curators and support through venue provision, creating opportunities to deepen understanding of wildlife and ecosystems.



Edo Higan conservation



Tennozan bamboo grove maintenance

Biodiversity Biwako Network

Diverse stakeholders, including companies, local governments, NPOs, and museums, work together to promote biodiversity conservation in Shiga Prefecture. Through the shared initiative “100 Species Dragonflies Initiative: Save Shiga’s Dragonflies!” surveys are being conducted with the goal of identifying 100 dragonfly species within the prefecture, with 89 species confirmed by fiscal 2026. In addition, 115 conservation activities targeting 10 protected species were carried out, reaching 22,717 people through observation events, exhibitions, study sessions, and local exchange meetings, thereby promoting understanding of biodiversity and expanding conservation activities.



Improving the habitat of scarlet dwarf dragonflies at Shiga Prefectural Kibougakoka Cultural Park

GRI > 101-2, 101-4, 101-5, 101-7

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