

Social

The Daihatsu Group manufactures mainly mini vehicles. As a part of these activities, the company engages in a wide variety of initiatives to improve society. These include initiatives aimed at product quality, performance, safety and security; initiatives involving people such as human rights, diversity and inclusion; and various social contribution activities.

- 50 Quality Assurance
- 54 Daihatsu's Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Section

5

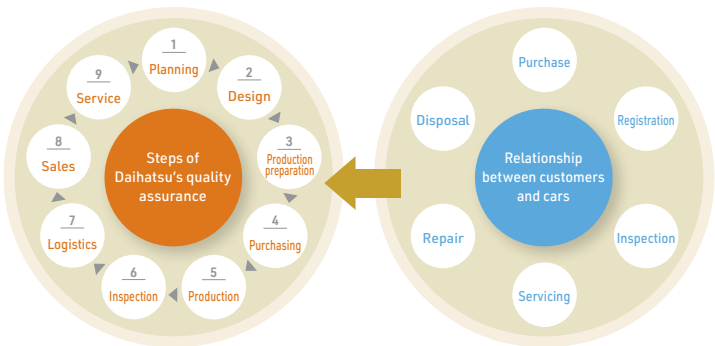


Fundamental Approach

To guarantee that the quality of products and services can satisfy and be trusted by customers as well as allow prolonged use, all processes—from planning and design to purchasing, production, inspection, logistics, and sales to service—must come from the customers’ perspective. The relationship between customers and cars starts from the time of purchase. It is deeply woven into every aspect of customers’ lives, including daily commutes, work, shopping, driving on off days, and leisure regardless of the time of the day, season, weather, and place. During this time, Daihatsu has many points of contact with customers to allow cars to be used for long periods of time, including vehicle inspection, servicing, and repair.

Daihatsu collects information from all such scenarios involving customers and cars. Within each process, every employee thinks about how to stay close to customers and reflects their thinking in quality, and we treat this process with importance.

Processes Behind Products and Services



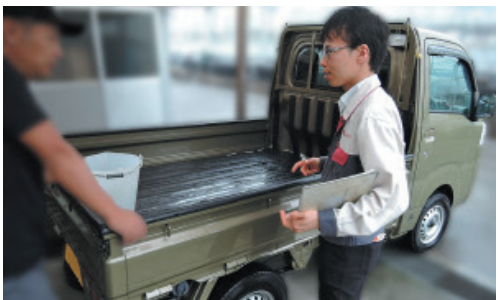
Planning and Design Initiatives

Fundamental Approach

Daihatsu established the Quality Control Center (QCT) within the Mobility Development Group as a specialized organization to carry out improvement measures with a focus on quality in planning and design processes.

Initiatives

- Engineers assigned to the QCT visit dealers and customers to personally confirm problems on a daily basis. They also investigate the causes and take countermeasures using their own analysis equipment and reflect the results in planning and design in a timely manner.



An engineer visiting a customer to confirm a problem

Purchasing Initiatives

Fundamental Approach

When purchasing parts, equipment, and other goods, Daihatsu appropriately assesses and manages suppliers and works to maintain and enhance quality in accordance with the internal Parts Supplier Assessment and Management Guidelines as well as the Management and Assessment Guidelines for Suppliers of Equipment, Main and Sub Materials.

Initiatives

- Purchasing personnel investigate the management status, technical capabilities, and quality control structures of supplier candidates and, when necessary, conduct on-site verification to determine whether to proceed with the transaction.
- In the case of existing suppliers, we annually conduct continuing evaluations of all suppliers with which we did business during the fiscal year to assess quality, safety, and other factors, and an internal review board decides whether transactions should be continued.
- The Quality Assurance Division and plant quality sections of the Vehicle Quality Control Division examine the manufacturing processes of suppliers on a regular basis, plan and implement quality improvements in cooperation with suppliers.

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Production Initiatives

Fundamental Approach

At the MONOZUKURI worksites of manufacturing departments, each employee involved in the work takes responsibility for fully completing their own processes and thoroughly implements “own process completion” to ensure quality within their processes. Back-office departments also take action to ensure quality in their own work based on the concept of own process completion. At the beginning and end of meetings in which employees participate, we recite quality rules to raise awareness of quality on a regular basis.

Daihatsu’s Quality

Daihatsu’s quality assurance is positioned as an initiative that always places customer satisfaction and trust as the top priority and sustainably improves these three pillars of quality.



Quality-Related Structure

Daily Quality Control	• Daily “Quality Morning Meetings” are held at each plant • Managers and supervisors confirm quality conditions and work to maintain and manage quality
Monthly Quality Improvement Meetings	• “Plant Quality Meetings” are held once a month • The meetings are chaired by the head of the quality control division, where plant managers and other participants review quality issues occurring during production and after shipment, as well as the status of countermeasures for defective components
Response to Post-Shipment Defects	• The division in charge of quality assurance is responsible for analyzing defect information. • Serious cases are reviewed in meetings chaired by the general manager of the Quality Assurance Division, and the need for recalls is deliberated at higher-level meetings chaired by the chief officer responsible for quality.

Initiatives

- Daihatsu conducts internal audits at least once annually to reinforce quality assurance measures. Internal audits are conducted by identifying audit points and taking into consideration changes in internal and external environments and needs based on the concepts of international standards relating to quality management systems with the objective of improving the quality assurance measures of each department. PT Astra Daihatsu Motor (ADM), which is located in Indonesia and produces products for the Japanese market, also conducts audits equivalent to those performed in Japan.
- To maintain, control, and guarantee quality in manufacturing processes, Daihatsu employs IoT¹ and AI technologies to monitor equipment condition through trend management, and uses cameras to make automatic determinations about specifications and workmanship, thereby helping to ensure stable quality.

- We continuously monitor changes in the number of defects from the previous day and work to identify problems as early as possible and make improvements.
- Design, purchasing, and quality control divisions confirm that parts procured from business partners satisfy our quality standards and decide whether mass production can commence.
- We also obtain data from business partners on a daily basis to confirm the workmanship of parts and request improvements as necessary to maintain and enhance quality.
- By using traceability measures to link supplied parts with individual vehicles, we have created mechanisms and structures to provide prompt feedback to plants regarding manufacturing-related quality issues identified from market information.
- Daihatsu has established Quality Dojos at each plant as training forums to develop skills for enhancing quality. We are also training human resources who can support the future evolution of automobiles exemplified by CASE² and are making further advances to our quality assurance structures.

1. Internet of Things: A mechanism for the exchange of information over the Internet by devices, equipment, and so on that in the past were not connected to the Internet
2. CASE: An abbreviation for Connected, Autonomous, Shared/Service, Electric

Quality-related initiatives implemented by Daihatsu have been highly evaluated within the Toyota Group, and we have received the Quality Control Excellence Award and other Toyota Quality Improvement Initiative Awards.



50	Quality Assurance
54	Daihatsu’s Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu’s Story
Section 3	Daihatsu Motor’s Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

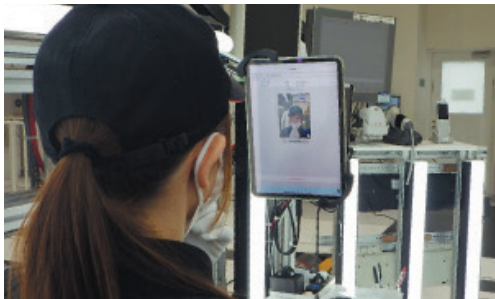
Inspection Initiatives

Fundamental Approach

Daihatsu strives to enhance the quality of completed vehicle inspections performed at production plants in accordance with our duties as an automaker under the Road Transport Vehicle Act.

Initiatives

- Daihatsu has introduced facial recognition systems at all plants that allow only certified personnel to carry out inspections. The system matches registered facial data with workers’ facial images to prevent unqualified personnel from conducting final inspections. In addition, final inspection data is locked after entry to help prevent misconduct.



We guarantee rigorous inspections by maintaining individual inspection results for each vehicle as well as the work histories of inspectors, who are registered using 3D facial data

Logistics Initiatives

Fundamental Approach

Daihatsu implements initiatives to ensure safety and quality until vehicles are delivered to customers.

Initiatives

- All Daihatsu vehicles are delivered from production plants to dealerships under proprietary transportation standards.
- We have put in place comprehensive manuals that provide instructions on how to respond to disasters or accidents, as well as detailed regulations for handling vehicles within logistics yards. By ensuring that all workers involved in completed vehicle logistics adhere to these procedures, we maintain and manage the quality of our vehicles.

Sales and Service Initiatives

Fundamental Approach

To deliver attractive products and the best possible service to more customers while meeting their trust and expectations, Daihatsu focuses on training staff at sales companies.

Initiatives

- Centered around the Daihatsu Sales Training Center, Daihatsu provides a broad range of training programs to strengthen technical skills, customer service abilities, and product proposal capabilities, promoting human resource development.
- Daihatsu regularly holds The Daihatsu Service Skill Contest and BP* Contest for staff at sales companies nationwide, helping improve skills in fault diagnosis, maintenance, body repair, painting, and cost estimation.

* Body repair & Paint: Auto body repair and painting



Daihatsu Service Skill Contest Awards Ceremony

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

Employee Training

Fundamental Approach

To develop human resources, revitalize workplaces, and enhance work quality for the practice of customer first, Daihatsu conducts quality control (QC) activities including rank-specific training on quality and quality awareness initiatives in collaboration with Group companies, sales companies, and business partners.

Initiatives

- Daihatsu holds circle competitions such as the All-Daihatsu QC Circle Convention. Production sites in Malaysia and Indonesia also participate, sharing the results of quality improvement activities on a global basis. We also actively participate in QC conventions hosted by the Union of Japanese Scientists and Engineers, improving our capabilities while learning from best practices outside the company.



All-Daihatsu QC Circle Convention

For Customers

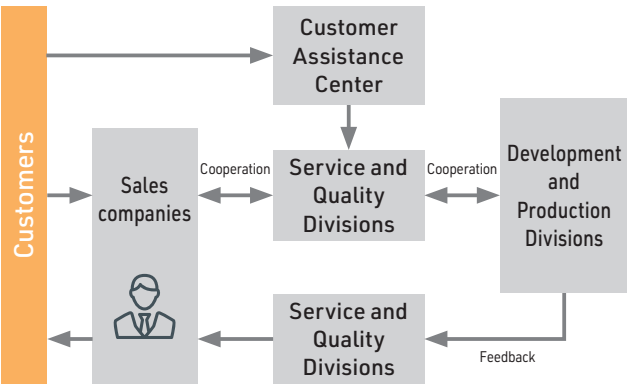
Fundamental Approach

Daihatsu is strengthening its communication channels with customers and strives to provide accurate information in response to inquiries. We provide feedback on the opinions, requests, and indications received from customers to the relevant divisions and use this information as a tool for improving the quality of products and services and undertaking new initiatives.

Initiatives

Customer Feedback Mechanism

Aiming for the early detection and resolution of quality issues, Daihatsu gathers a wide range of quality-related feedback from customers who purchase Daihatsu vehicles through dealerships, and shares it with development and production divisions to improve the quality of Daihatsu vehicles.



Customer Assistance Center

We receive inquiries from customers at the Daihatsu Customer Call Center and respond based on the details of each inquiry by providing information, answering questions, and so on. The Daihatsu Customer Call Center has systems in place to respond to inquiries by telephone, email, chatbot, or sign language interpretation service. Information concerning requests received from customers is forwarded to the relevant departments and reflected in product and service improvements.

Responses to Quality Defects (Recalls, etc.)

Giving top priority to the safe and reliable use of cars, when a defect occurs in vehicles and a recall is determined to be necessary, Daihatsu issues notifications in accordance with the laws and regulations of the respective countries, and at the same time, promptly contacts customers of the affected vehicles to notify them to obtain free repairs. We also post recall information to the website as soon as it is available, and we report to the authorities regarding the progress of recalls and other information as necessary.

FY2026 Recall Status

Cases	2
Target vehicles (thousand vehicles)	641

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Fundamental Approach

The first thing needed in order to reduce CO₂ emissions is to minimize the amount of energy required while driving. Daihatsu advances environmentally conscious car creating by refining lightweight, compact vehicle bodies and highly efficient powertrains. Because the vehicles are small, required performance can be enhanced efficiently while reducing the amount of materials and energy used. Going forward, Daihatsu will continue working toward sustainable compact mobility through technological advancements, including electrification.

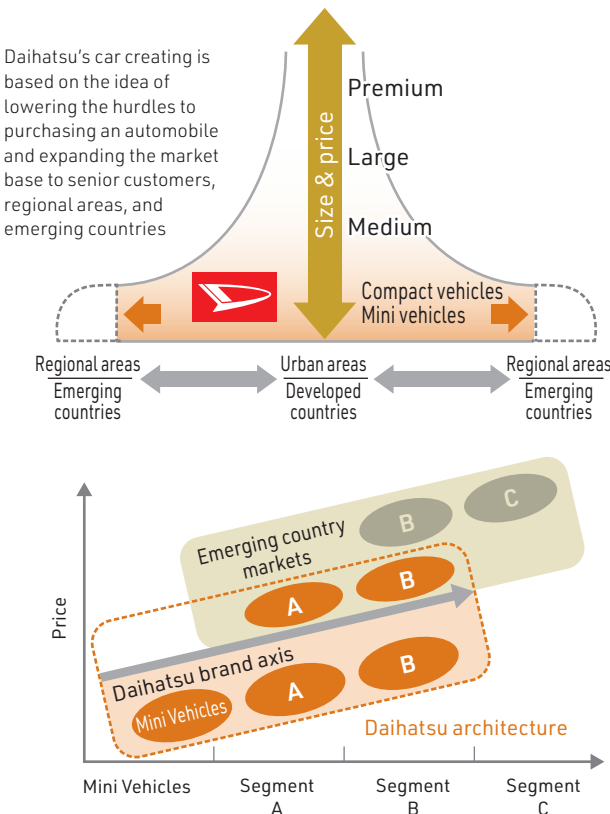
Supporting this approach to car creating are the principles of "high-quality but affordable products," "mastering the smallest details," and "providing advanced technologies to everyone." The Daihatsu New Global Architecture (DNGA) serves as the foundation that consistently brings these principles to life across planning, development, purchasing and production. Starting with customer feedback, Daihatsu identifies the functions and performance that are truly needed and pursues sustainable compact mobility by developing vehicles from mini vehicles to A-segment and emerging-market B-segment models under a shared design philosophy.

DNGA (Daihatsu New Global Architecture)

Based on the core concepts of high-quality but affordable products, mastering the smallest details, and providing advanced technologies to everyone, Daihatsu engages in car creating that is close to customers' lives. We have lowered the threshold for purchasing an automobile, thereby broadening the market base.

The Daihatsu New Global Architecture (DNGA) is a new method of creating cars intended to achieve these concepts. With the opinions of customers as our starting point, DNGA incorporates the business structures for

carrying out Daihatsu's unique car creating and the strategies for achieving this in all processes of car creating including planning, development, purchasing, and production. In the case of advanced technologies, such as electrification, automated driving, and connectivity, we will create sustainable compact mobility by developing automobiles based on common design concepts from segment A to segment B in markets in emerging countries, with mini vehicles as the starting point.



Daihatsu conducts business in segments that are close to customers and is developing automobiles based on common design concepts from segment A to segment B in emerging countries with mini vehicles as the starting point

Evolutionary Body

The new DNGA platform adopts a new design for suspension geometry* in the pursuit of stability and driving comfort that are superior to those of other vehicles in the same class. The structure has been optimized with electrification compatibility in mind, achieving both reduced weight and high rigidity. The ability to pursue overall optimization within limited space and weight is a unique strength of compact vehicles. Daihatsu will continue leveraging this strength to further evolve the performance characteristics that define Daihatsu vehicles.

* The placement of the suspension, which has a substantial impact on vehicle performance

Evolutionary Powertrain

The powertrains used with DNGA are optimized for each model to balance environmental performance and driving performance. Through technologies such as engines with enhanced combustion efficiency, new CVTs, and compact, simple series-type strong HEV systems, Daihatsu pursues efficient performance suited to compact vehicles. Daihatsu will continue advancing electrification technologies suited to the compact mobility solutions that define the brand.

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

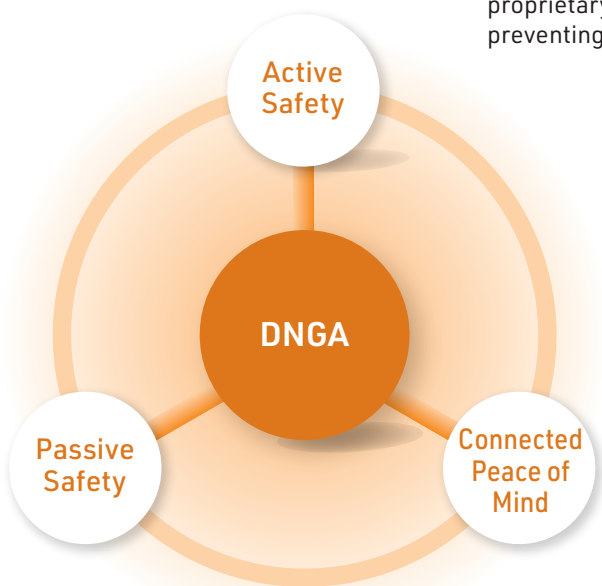
Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Fundamental Approach

Safety technology is essential for customers to use Daihatsu vehicles with peace of mind and is the most important foundation of our business. Daihatsu’s mini vehicles in particular are used by a broad range of customers as an essential means of mobility supporting life in local communities. The creation of cars that can be driven safely and with peace of mind is even more necessary. Daihatsu provides the advanced technologies that support the safe and secure mobility of all customers at affordable prices.

Providing Advanced Technologies to Everyone

Daihatsu sees “providing advanced technologies to everyone” as a core concept of car creating. We take active measures to introduce advanced safety technologies and are positioned at the leading edge of the small car market, exemplified by the adoption in 2012 of collision avoidance support braking as a grade standard, a first for mini vehicles. Today, as the automobile industry evolves toward CASE technologies, we are pursuing even more-advanced safety technologies from three approaches—active safety, passive safety, and connected peace of mind—in line with the concepts of the new DNGA car creating platform.



Daihatsu is expanding and improving the functionality of Smart Assist, its proprietary active safety system for preventing accidents.

Daihatsu is developing new body structures that reduce the impact during an accident involving a pedestrian and protect occupants in the event of a collision.

By connecting cars with smartphones, Daihatsu is deploying services that make automobile use by customers more comfortable and convenient through the provision of connected peace of mind in the event of an accident or other emergency.

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

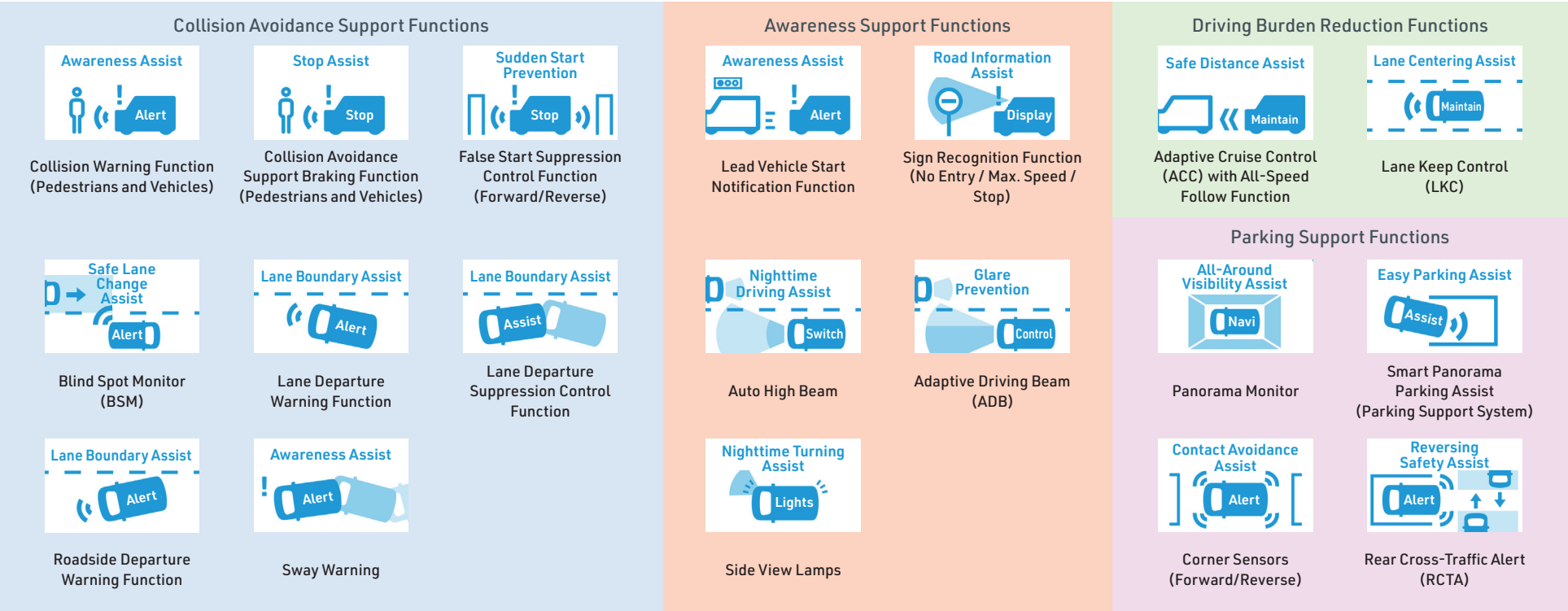
Section 6
Corporate Governance

Active Safety

Fundamental Approach

Eliminating all injuries and fatalities caused by traffic accidents is an ultimate objective for society. Smart Assist features various functions including support to avoid

collisions with vehicles in front and pedestrians, lane departure control, driver awareness support, and driver burden reduction. We are pursuing active safety from all directions. Smart Assist is equipped on all models that are currently being sold.



- 50 Quality Assurance
- 54 Daihatsu's Car Creating
- 55 **Product Safety**
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

- Section 1 What Is Daihatsu?
- Section 2 Daihatsu's Story
- Section 3 Daihatsu Motor's Approach to Sustainability
- Section 4 Environment
- Section 5 Social**
- Section 6 Corporate Governance

Passive Safety

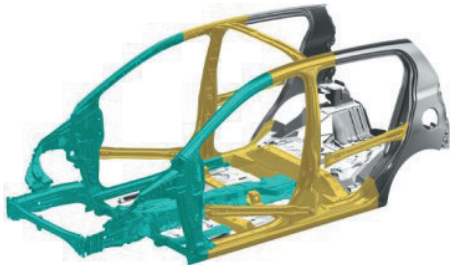
Fundamental Approach

In anticipation of an accident occurring, Daihatsu equips vehicles with safety technology such as “Total Advanced Function (TAF),” a body structure that absorbs collision energy, and “SRS Airbags” that protect occupants with the aim of minimizing damage.

Initiatives

Protecting the Occupant Space from the Force of Collision

TAF bodies, which were developed by Daihatsu, achieve a strong and light cabin with improved collision force absorption. Key features include front side-members with high-efficiency energy-absorbing structures and a body structure that disperses impact forces. Not only do TAF bodies satisfy collision safety standards in Japan and Europe, but they also ensure an adequate survival space even in collision tests that incorporate rigorous testing methods.



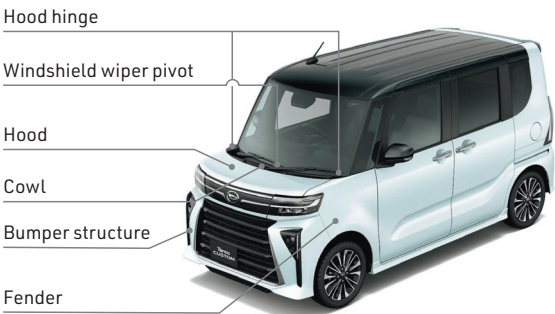
Mira e:S: TAF collision safety body

Absorbing Impact on Occupants

All Daihatsu models feature dual SRS airbags that instantly deploy and deflate in the event of a strong frontal collision to minimize serious injury to the heads and torsos of occupants. Vehicles are also equipped with SRS side airbags (driver’s and passenger seats) to reduce the impact of side collisions and with SRS curtain shield airbags (front and rear seats) to protect the heads of occupants.

Minimizing Impact on Pedestrians

All Daihatsu vehicles feature impact alleviation devices and absorption spaces in the bumper structure, hood, fenders, windshield wiper pivots, and other areas to mitigate harm in the event of an accident involving a pedestrian.



Daihatsu and Aioi Nissay Dowa Insurance Collaborate to Apply a Discount to Vehicle Insurance for the Move Canbus

The Move Canbus was certified as eligible for the damage resistance and repairability discount offered by Aioi Nissay Dowa Insurance Co., Ltd., and a 5% discount on vehicle insurance premiums applies. Improvements to D&R performance also conserve resources by reducing replacement of parts and curtailing emissions of substances of environmental load during repair processes.



The Move Canbus was certified as eligible for a 5% discount on vehicle insurance premiums by Aioi Nissay Dowa Insurance Co., Ltd.

- 50 Quality Assurance
- 54 Daihatsu’s Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

- Section 1
What Is Daihatsu?
- Section 2
Daihatsu’s Story
- Section 3
Daihatsu Motor’s Approach to Sustainability
- Section 4
Environment
- Section 5
Social
- Section 6
Corporate Governance

Connected Peace of Mind

Fundamental Approach

To respond to the evolution of automobiles exemplified by CASE, Daihatsu focuses on developing connected services using digital technology. We seek to create a safe, secure, comfortable, and convenient automobile society by connecting customers with their cars and with Daihatsu via smartphones.

Initiatives

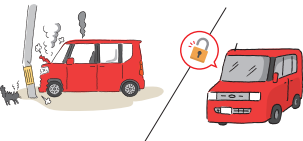
Daihatsu Connect

“Daihatsu Connect” is a service that connects customers with their cars and with Daihatsu via connections between compatible in-vehicle devices and smartphones. The Daihatsu Connect system has been simplified to enable customers to make use of it for long periods, and as such we managed to eliminate the basic monthly fee, making it zero yen per month.



Connected Support

Support for customers in accidents, breakdowns, and other emergencies. Also sends smartphone notifications to cover for mistakes like forgetting to lock the door.



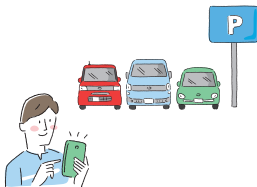
Visible Drive

Displays and notifies the location and status of a remotely located car as well as driver's driving status.



My Car Visualization

Records car location, status, travel times, destinations, etc.



Connected Care

Sends information on mandatory and other inspections and maintenance as well as recall information.



Third-Party Safety Evaluations

Our primary vehicle models produced and sold both in Japan and internationally have been highly rated for vehicle safety functionality by third-party evaluations in their respective regions.

	Delivery	Third-party evaluations	Model name	FY of inspection	Vehicle safety performance evaluation
Daihatsu	Japan	JNCAP	Taft	2020	★★★★☆ 4
			Hijet Cargo	2022	★★★★☆ 4
			Move Canbus / Move	2022	★★★★☆ 4
			Tanto	2023	★★★★☆ 4
Perodua	Overseas	ASEAN NCAP	XENIA	2023	★★★☆☆ 3
			ATIVA	2020	★★★★★ 5
			ALZA	2022	★★★★★ 5
			AXIA	2023	★★★★☆ 4
			TRAZ	2025	★★★★★ 5

- 50 Quality Assurance
- 54 Daihatsu's Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

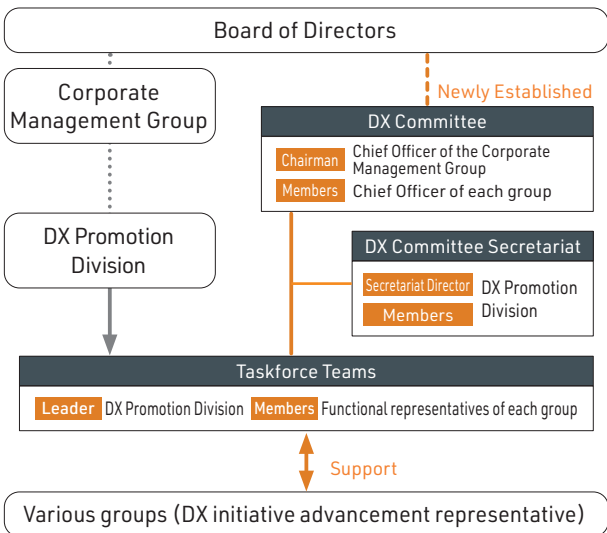
Fundamental Approach

Under the DX slogan, “People-friendly digital for everyone,” Daihatsu is promoting company-wide DX through both top-down and bottom-up approaches. By encouraging employees to learn and implement digital technologies themselves, Daihatsu promotes operational efficiency and transformation through digital utilization, while each division manages digital utilization as a key issue and works with a shared understanding alongside management to solve challenges.

Promotion Structure

The DX Committee serves as the central body driving activities, with the DX Promotion Department acting as the secretariat.

Company-Wide Organizational Structure for Advancing Digital Transformation

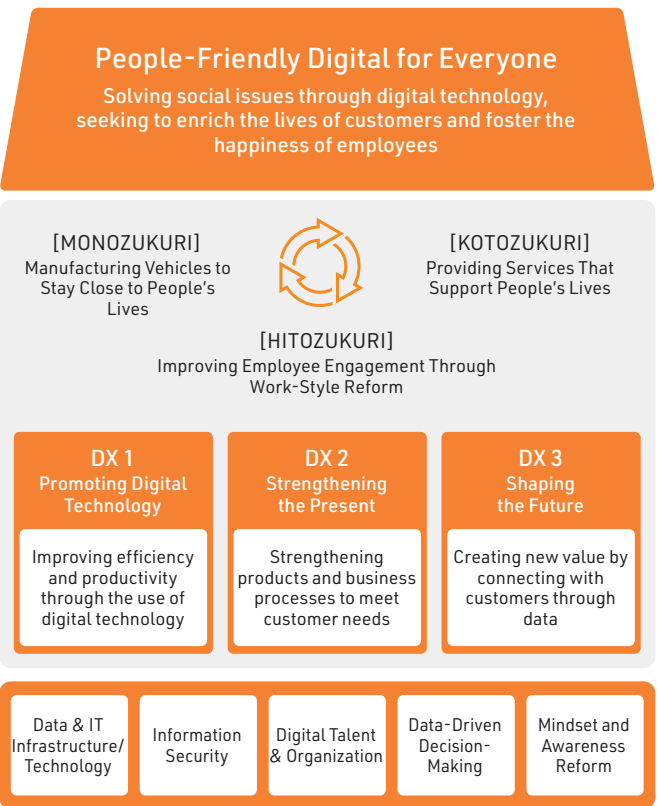


Targets

Realize “People-friendly digital for everyone” by solving social issues through digital technologies while pursuing enriched lives for customers and happiness for employees

Daihatsu has consolidated its DX promotion goals into the “DX Vision House.”

DX Vision House



Initiatives

Developing Human Resources for DX

Daihatsu provides employee training with the goal of developing 3,000 DX professionals by FY2028. DX professionals are defined as “individuals who can independently learn and implement digital technologies, and individuals who can improve operational efficiency and drive transformation through the use of digital technologies.” Daihatsu has established five skill levels for DX personnel and certifies those at Level 4 or above as DX professionals. For Level 1 beginners, development starts with introductory seminars, hands-on sessions, and e-learning programs to build digital literacy. Employees then build specialized expertise in areas such as AI, BI, and application development, progressing toward Practitioner and Specialist roles.

Other DX Activities

DX Application Case Study Sharing Sessions	Held sharing sessions attended by suppliers and sales companies
DX Salon	Networking events related to DX initiatives across organizations and departments
Daihatsu AI Camp	Event built around three main pillars: guest lectures from leading external experts, sharing internal AI success stories, and creating opportunities for cross-departmental networking and collaboration to advance DX
Utilizing Generative AI	Introduction and utilization of proprietary generative AI tool “D-AI-hatsu Assistant,” which can be used in a secure environment

- 50 Quality Assurance
- 54 Daihatsu’s Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

- Section 1 What Is Daihatsu?
- Section 2 Daihatsu’s Story
- Section 3 Daihatsu Motor’s Approach to Sustainability
- Section 4 Environment
- Section 5 Social
- Section 6 Corporate Governance

Fundamental Approach

Under its mission of “Staying close to our customers and enriching their lives,” the Daihatsu Group positions respect for human rights and diversity of all stakeholders as a key pillar of management, respects the United Nations Guiding Principles on Business and Human Rights, supports Guiding Principles on Business and Human Rights, and advances initiatives to uphold human rights.

As part of these efforts, the Daihatsu Group, including consolidated subsidiaries, has established a human rights policy. By adhering to this policy, the Group works to create workplaces and a corporate culture where every officer and employee can work happily, while also collaborating with business partners and local communities to promote the establishment of sustainable supply chains.

Commitment for the Respect for Human Rights

The Daihatsu Group respects human rights based on the following international declarations, conventions, and other relevant instruments, supports the Guiding Principles on Business and Human Rights, and works toward putting them into practice.

- United Nations Universal Declaration of Human Rights
- United Nations International Covenant on Civil and Political Rights
- United Nations International Covenant on Economic, Social and Cultural Rights
- ILO Declaration on Fundamental Principles and Rights at Work

When local laws and regulations in the countries where the Daihatsu Group conducts business activities differ from international human rights norms, we will strive to adhere to the higher standard of the two. If there is a conflict between the standards, we will seek ways to respect the international human rights principles.

This policy is positioned as the highest-level human rights policy that every individual working within the Daihatsu Group must follow.

The policy applies to all officers and employees of the Daihatsu Group, and the Group also expects all business partners, including suppliers and sales companies, to understand and act in accordance with its principles.

 PDF: Daihatsu Group Human Rights Policy

GRI > 2-6, 2-23, 2-24, 3-3, 414-1

Respect for Human Rights Across the Supply Chain

Supplier Sustainability Guidelines

The Supplier Sustainability Guidelines establish “Human Rights and Labor” as an item that all suppliers are expected to comply with. The Guidelines call for suppliers to conduct their business activities under principles such as nondiscrimination, prohibition of both child labor and forced labor, provision of appropriate wages and working hours, and creation of safe and healthy working environments. Daihatsu also asks its suppliers to promote the implementation of the Guidelines with their suppliers. In doing so, we strive to promote and spread our human rights initiatives to all corners of our supply chain.

Initiatives to Combat the Use of Conflict Minerals

In 2010, the Dodd–Frank Wall Street Reform and Consumer Protection Act was enacted in the U.S. It requires that companies listed on U.S. stock exchanges disclose information regarding conflict minerals (tantalum, tin, tungsten, and gold) used in their products. The act seeks to prevent armed groups in the Democratic Republic of the Congo and neighboring countries from generating funds through mining carried out by child labor, forced labor, or other inhumane means. As a member of the Toyota Group of companies, Daihatsu seeks to realize responsible procurement of minerals and, to this end, is working together with its suppliers.

Section 5

Social

- 50 Quality Assurance
- 54 Daihatsu’s Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu’s Story

Section 3
Daihatsu Motor’s Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

Education Related to Human Rights

Fundamental Approach

Daihatsu implements training for all employees regarding human rights issues, non-discrimination, and open and honest dialogue. Through training, we ensure that all employees are thoroughly aware of the importance of respecting the human rights of all people involved in Daihatsu’s business, including business partners and customers, and that employees conduct business with consideration for the human rights violations that they could be indirectly involved in or contributing to.

Initiatives

Activities for Raising Human Rights Awareness

Daihatsu has been inviting all employees at its sites in Japan to submit human rights slogans every year since the late 1970s and presenting awards during Human Rights Week in December in order to make human rights feel more personal.

National Human Rights Week – December 4–10

3

10

Company-Wide Human Rights Slogan Award Winners Selected!

Thank you for all your submissions!

We received many thoughtful messages.

Grand Prize

“Thank You” – Words that brighten the work-place, spoken with gratitude

Award-winning works from each business site ➡ [Click here](#)

Excellence Awards

Add kindness to your words and raise human rights awareness together

Different looks, values, strengths, and weaknesses—everyone is different, and that is good

Let’s encounter different perspectives and raise each person’s awareness of human rights!

Contact: Human Resources Division, Personnel & Recruitment Dept.

Training

Through education and training, Daihatsu promotes understanding and awareness of human rights, helping prevent discrimination and harassment caused by prejudice. The Group also carries out practical initiatives to promote respect for human rights throughout its business activities, including among business partners.

Name of Training	Subjects	Overview
Training for New Employees	New employees	Promotes proper understanding of human rights and behavior based on mutual respect.
Compliance Training	All employees promoted to supervisor or higher New employees	Reinforces awareness of internal controls that prevent human rights violations. New employees also attend lectures delivered by Audit & Supervisory Board members.
Diversity Training	Newly appointed core staff	Creating positive workplace environments that value diversity.

Corrective Action Process

We have established and operate a Harassment Consultation Desk where employees can file a report or consult with staff in the event that they discover any kind of harassment or other behavior that violates human rights in the course of business activities.

We established a department at each domestic office that is assigned responsibility for the Harassment Consultation Desk, where several personnel at that department serve as harassment consultants. When someone comes for consultation or to file a report, harassment consultants collect information and report to the General Manager of the Human Resources Division, who is the top authority responsible for harassment cases for the whole company. After that, the harassment consultants, Human Resources Division, and Safety and Health Care Department will work together toward resolution of the issue.

Similar types of consultation are also accepted by Labor Union General Consultation Desks, which are set up by various branches of labor unions, and the Employees’ Voice Helpline website, which is run by Daihatsu’s Audit Division.

- 50 Quality Assurance
- 54 Daihatsu’s Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

- Section 1
What Is Daihatsu?
- Section 2
Daihatsu’s Story
- Section 3
Daihatsu Motor’s Approach to Sustainability
- Section 4
Environment
- Section 5
Social
- Section 6
Corporate Governance

Fundamental Approach

We believe that we can achieve further growth of Daihatsu by creating an environment in which each employee can maximize their abilities, regardless of gender, age, nationality, race, ethnicity, creed, religion, sexual orientation, gender identity, disability, marital status, or the presence of children. We aim to both promote understanding of diversity and inclusion and to become a company that leaves no one behind and enables employees to experience job satisfaction.

Empowerment of Women in the Workplace

Fundamental Approach

Daihatsu has been using the empowerment of women in the workplace, balancing work and child-raising, and other issues as opportunities to promote work-life balance for all employees.

Daihatsu's Goals in Line with the Act on the Promotion of Women's Active Engagement in Professional Life and the Act on Advancement of Measures to Support Raising Next-Generation Children
Goal: March 31, 2030

- ❶ To double the number of women in managerial positions (100) (compared to FY2026)
- ❷ 20% reduction in overtime worked outside the prescribed working hours by management personnel (compared to FY2026)
- ❸ To ensure childcare leave is taken by 100% of eligible male and female employees

Initiatives

Menstrual Pain Experience Sessions and Menopause Seminars

The Kyoto (Oyamazaki) Plant held menstrual pain experience sessions and menopause seminars. During the menstrual pain experience sessions, participants used specialized equipment to experience a portion of the pain and deepen their understanding of the challenges involved. In the menopause seminars, participants of all genders learned about the physical and mental changes associated with menopause. Through these initiatives, participants deepened their understanding of one another's physical conditions and health challenges, creating opportunities to build a more people-friendly workplace. Through these efforts, Daihatsu aims to establish workplaces where employees of all genders can continue working comfortably while strengthening support for balancing work and personal responsibilities.

Empowerment of People with Disabilities in the Workplace

Fundamental Approach

When hiring people with disabilities, Daihatsu aims to promote an environment in which all divisions in the company accept personnel and grow together with them.

Targets

Statutory employment rate: 2.5%
Employment rate: 2.6%*

* Targets and results as of June 1, 2026

Initiatives

Employment Retention

- Preventing mismatches after hiring through pre-employment interviews and workplace tours
- Assigning dedicated support personnel for employees with disabilities at each workplace
- Providing follow-up support in cooperation with occupational health staff and external specialists

Infrastructure Development

- Developing worksite systems capable of handling office work, light work, and small-item packaging
- Installing wheelchair-accessible restrooms, break rooms, and relaxation rooms

Employment at Worksites

- Promoting the hiring of recent graduates from special needs schools and part-time employees

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

Work-Life Balance Support Measures

Fundamental Approach

We have introduced systems to help support employees in balancing their work and private lives.

Initiatives

Daihatsu's Work-Life Balance Support System (Excerpt)

Childcare / nursing care		- Off-hours work restrictions - Night work restrictions - Overtime work exemptions - Shortened work hours
	Childcare	- Childcare leave - Leave to care for a child under medical treatment, etc. - Nursery for Daihatsu Group employees - Incentive for taking childcare leave
	Nursing care	- Nursing care leave (long-term) - Nursing care leave - Flexible work hours
Medical treatment Infertility treatment		- Special leave provision - Shortened work hours
	Medical treatment	Medical leave
	Infertility treatment	Infertility treatment leave
Other (Spouse transfer or nursing care, etc.)		Alumni reemployment system (provision of reemployment opportunities)

Shortened Work Hour System

Employees can make use of a shortened work hour system until their children finish their third year of junior high. Work hours can be set with fine precision, whether a 4-, 5-, 6-, or 7-hour day, whichever suits the circumstances of each household.

Nursing Care Leave (Long-Term) Program

Daihatsu allows employees to take up to a cumulative total of two years of caregiving leave per family member requiring nursing care, and supports balancing caregiving and work by allowing the leave to be taken in separate periods.

Nursery for Daihatsu Group Employees

Daihatsu opened and has operated the Daihatsu no Mori Hoikuen Nursery in Ikeda City, Osaka Prefecture for Daihatsu Group employees since 2019. It was planned by a working group focused on women under the keyword of "creating together." It is a facility that is designed to accommodate employees who are trying to balance work and childcare.



Inside Daihatsu no Mori Hoikuen Nursery

Empowerment of Senior Employees in the Workplace

Fundamental Approach

Daihatsu has established a system based on continued employment up to age 65 so employees can continue fully utilizing the skills and know-how they have developed within the company even after reaching retirement age.

In manufacturing workplaces, Daihatsu promotes the creation of workplaces, production lines, and processes that are easy for all employees to work in. The company is working to reduce physical strain and create production environments where employees can continue working actively over the long term.

Initiatives

- Processes, equipment, and machinery are reviewed based on the results of ergonomic evaluations. Daihatsu also continuously gathers feedback from employees performing the work and advances efforts to create more worker-friendly processes.

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Active Acceptance of Foreign Technical Interns and Employees

Fundamental Approach

We have been accepting foreign technical interns since 2015 to contribute to the development of automotive industries in Southeast Asia.

Acceptance Record
An average of approximately 380 trainees accepted annually (from Indonesia)

Initiatives

Working Conditions

Based on the basic policies of the government's intern training systems, we provide our interns with the same salary and other benefits and leave as full-time employees in similar positions.



Living Environment

Daihatsu provides living environments that take trainees' religions, cultures, and customs into consideration, including halal meals and dedicated prayer spaces.

Employment After Completion of Training

Many go on to serve in Daihatsu Group companies in their home countries or as specialist technicians (auto technicians) at Daihatsu distributors in Japan.

New Graduate Recruitment

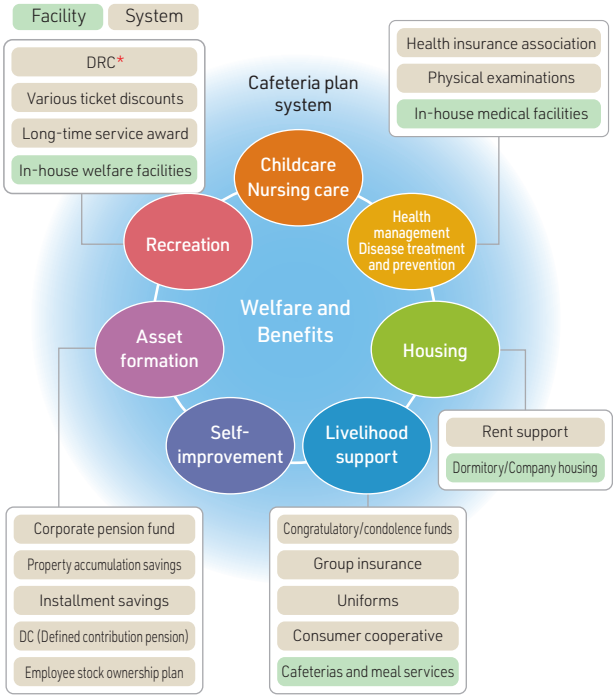
We accept new graduates fairly and equitably regardless of their nationalities, and foreign employees are active in a variety of divisions.

Welfare and Benefits

Fundamental Approach

We strive to ensure that Daihatsu has the facilities and equipment needed for people to work with peace of mind, lifestyle support policies that all ages of employees are happy to have, and to expand the choices available based on individuals' diversifying preferences. Various systems have been structured so employees can utilize them according to their diverse life stages and work styles, and Daihatsu strives to provide clear explanations regarding eligibility and operational procedures.

Overview of Welfare and Benefits



* DRC: Daihatsu Recreation Club

Initiatives

Daihatsu Recreation Club (DRC)

The Daihatsu Recreation Club (DRC) is an employee welfare program designed to promote employee health and strengthen camaraderie. Through company-wide events, branch events, workplace-based mingling activities, and club activities, the DRC promotes communication across departments and locations.



Daihatsu Ekiden Race

Other Initiatives

Event Category	Overview	Main Events
Anniversary Events	Company-wide internal events held to commemorate DRC anniversaries	• Disney on Ice • Exclusive use of Safari Resort Himeji Central Park • Exclusive use of Kyocera Dome Osaka Etc.
Head Office Events	Company-wide internal events	• Daihatsu Ekiden Race • Toyota Ekiden Race • Tug-of-war tournament • Sports festival • Esports Tournament Etc.
Branch Events	Events Organized by Each Workplace (Branch)	• Sakura DE Festa (Ikeda 2 Branch) • Kyoto Festa (Kyoto Branch) • Ryuoh Festa (Ryuoh Branch) • Tada Festival (Tada Branch) • Yakatabune Boat Event (Tokyo Branch) • Kyushu Development Center Collaboration with Daihatsu Kyushu (Kurume Branch)
Workplace Communication Enhancement Initiatives	Workplace-Based Events ¥500 subsidy per person	• Softball tournament • Game tournament • Bowling tournament

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Fundamental Approach

Daihatsu’s vision for the future is rooted in its mission of “Staying close to our customers and enriching their lives.”

To achieve this, Daihatsu believes it is essential to become “a company where every employee can grow and feel happy to work here,” and considers realizing the “3 Ais” to be especially important. The principles set out in the 3 Ais may appear obvious at first glance, but they represent perspectives that Daihatsu believes must continue to be upheld unchanged, even as the surrounding environment and circumstances evolve. The Daihatsu Basic Human Resources Policy is linked to each of the 3 Ais and positioned as something employees should work on together as colleagues at Daihatsu.

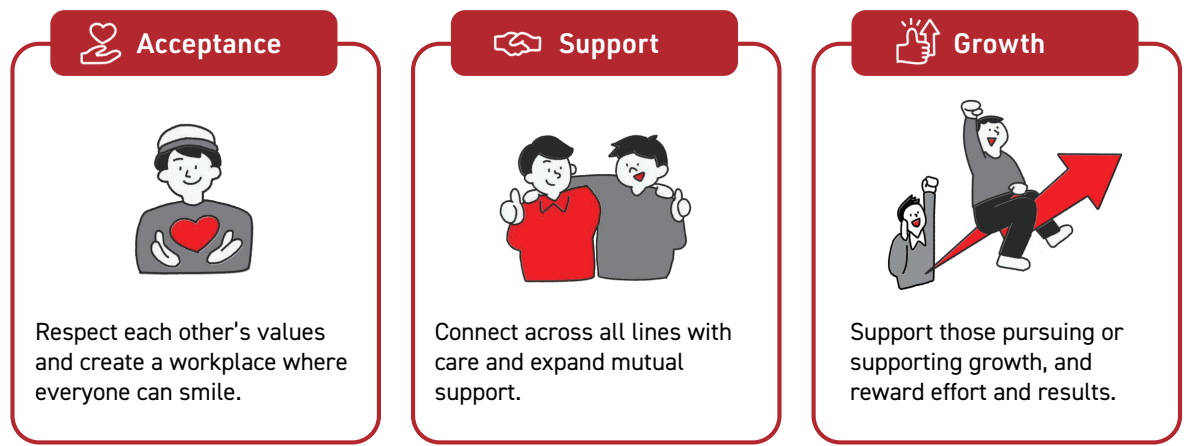
Workplace Creation Activities

All operating officers and management are given psychological safety training and OC (sensitivity and communication) training. The aim is for all employees in management who take the course to gain knowledge and skills in communication and one-on-one meetings* in order to create a psychologically safe workplace that forms the foundation to “create workplaces and culture in which employees can work happily” and to implement specific activities.

* One-on-one meetings: Regular, short one-on-one dialogue that supports the growth of members

3 Ais

We, together with all colleagues



Employee Evaluation and Feedback

The roles and themes of the operations of Daihatsu employees are passed on to division/department policies from corporate policies and are set as individual goals based on these policies. Daihatsu aims to support each and every employee in continuing to challenge themselves and grow with peace of mind by building a personnel development cycle (formulating growth roadmap > clarifying roles > training through work > reflection) based on supervisor-subordinate communication. Within this personnel development cycle, managers and employees regularly engage in dialogue and reflection, confirming performance and career development while connecting these discussions to future growth.

Personnel Development Cycle That Promotes Growth Through Communication



50	Quality Assurance
54	Daihatsu’s Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu’s Story
Section 3	Daihatsu Motor’s Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Hiring

Daihatsu hires human resources with the necessary qualities and abilities in a fair and equitable manner, regardless of their nationality, gender, disability, or other factors in order to realize its vision. We focus on recruiting human resources with the following qualities: “ability to pursue their ambitions without setting limits for themselves,” “ability to explore all possibilities and tackle various tasks beyond their boundaries,” and “ability to work anywhere in the world to meet diverse needs.”

In recent years, Daihatsu has worked to secure a diverse range of talent through initiatives such as career recruitment and hiring persons with disabilities, in addition to new graduate recruitment that includes accessible internship programs such as one-day workplace tours.

Education and Career Development

Fundamental Approach

To secure the talent needed to support future business operations, it is essential to build organizations that can leverage employees’ diverse perspectives and experiences. Daihatsu places importance on improving engagement and is advancing operational reforms centered on people. Daihatsu will gradually and continuously work to revise its systems and improve its educational and training policies.

Initiatives

Training Framework

Daihatsu has established a training system that enables employees to acquire the knowledge and skills needed at each level. In addition to required training for newly appointed employees and elective training that employees can take as needed, Daihatsu has introduced online learning services as part of its self-improvement support.

Training Category

Name of Training	Overview
Company Rank-Specific Training	Employees continuously learn universal values, mindsets, and fundamental skills needed to achieve the ideal employee profile Daihatsu seeks
Role-Based Training	Employees learn the mindset, knowledge, and skills necessary for Daihatsu management to fulfill their roles
Elective Training	Employees learn the skills they need, when they need them, to realize their career plans and solve work-related challenges

Number of Participants and Hours in Company Rank-Specific Training (FY2026 Results)

Target	Number of Participants	Training Hours (per participant)	Training Content
New employees	158	312.9	Basic business skills, company overview, internal rules, etc.
Mid-career hires	403	12.25	Company overview, internal rules, etc.
New assistant managers and managers	526	21	Role recognition, talent development, management skills, compliance, communication, etc.
Evaluators	303	7.5	Overview of the evaluation system, goal setting, evaluation feedback, etc.

<Organizational Boundary> Daihatsu Motor

- 50 Quality Assurance
- 54 Daihatsu’s Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu’s Story

Section 3
Daihatsu Motor’s Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

Fundamental Approach

Daihatsu believes that securing the safety and health of its employees is of the utmost importance among management issues, and this forms the foundation for its corporate activities. We seek to ensure that none of the three elements that comprise safety and health—namely, people, things, and management—is lacking; to this end, we promote “developing human resources with high safety consciousness and knowledge,” “safety measures for facilities and materials,” and “careful safety management,” with the goal of zero accidents at our work sites. We also believe that the physical and mental health of our employees is extremely important to enable them to work with energy and enthusiasm. Consequently, we carry out a range of support initiatives, including physical examinations, health guidance, health consultations, mental health care training, and return-to-work programs. Through such initiatives, we encourage all our employees to work on managing their own health.

Certified Health & Productivity Management Outstanding Organization

Daihatsu’s health and productivity management, which views employee health management from a managerial perspective and implements it strategically, was highly evaluated, and Daihatsu was recognized under the Certified Health



* A program that recognizes corporations including large enterprises and small and medium enterprises that practice particularly outstanding health and productivity management based on initiatives to address regional health issues and measures for promoting health advocated by the Nippon Kenko Kaigi.

Safety and Health Management

Structure and Management

With reference to the Ministry of Health, Labour and Welfare’s “Guidelines on Occupational Safety and Health Management Systems,” Daihatsu has also established an occupational safety and health management system with the goal of continually improving the level of our safety and health management. In addition to complying with laws, regulations, and internal rules, Daihatsu works to improve workplace safety through regular internal audits and risk assessments for hazardous operations.

There are two types of risk assessments: assessments of new equipment and processes; and assessments of equipment and work methods for existing processes. Both types involve identifying hazards and harmful factors and implementing measures to reduce risks.

& Productivity Management Outstanding Organizations Recognition Program* of the Ministry of Economy, Trade and Industry. We will continue our efforts to create environments where employees can work in good physical and mental health, which will lead to higher corporate value.

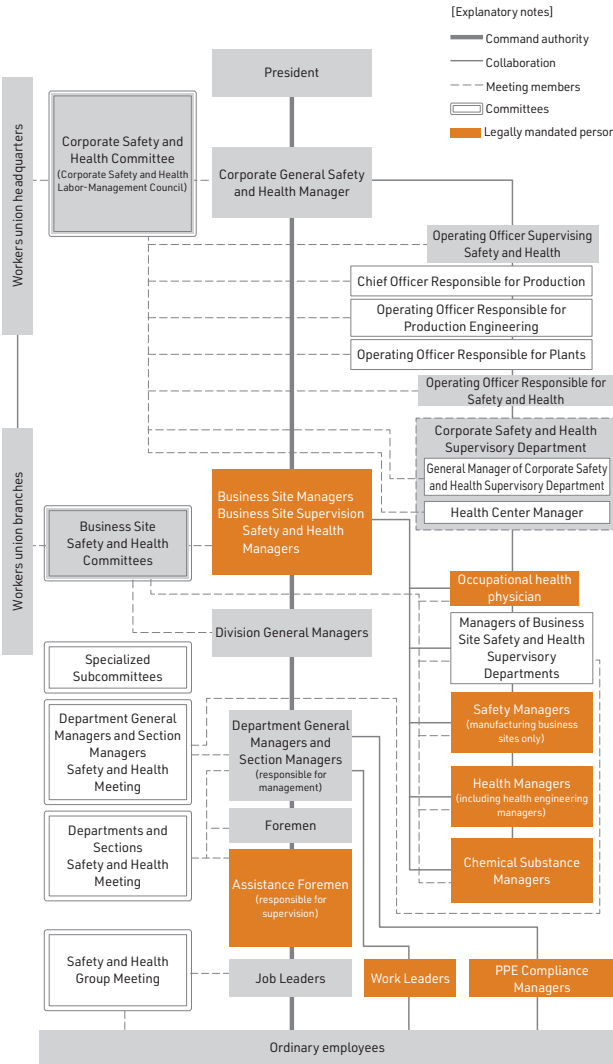
We are committed to putting safety and health first as we strive to be a company where employees are happy and where people want to work.

Masahiro Inoue
Daihatsu Motor Co., Ltd.
President



GRI > 2-13, 2-23, 2-24, 3-3, 403-1, 403-2, 403-3, 403-4, 403-8

Safety and Health Management Organizational Chart



- 50 Quality Assurance
- 54 Daihatsu’s Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

- Section 1 What Is Daihatsu?
- Section 2 Daihatsu’s Story
- Section 3 Daihatsu Motor’s Approach to Sustainability
- Section 4 Environment
- Section 5 Social
- Section 6 Corporate Governance



Safety and Health Management

Safety and Health Education

Daihatsu has established and appropriately implements internal rules regarding the safety and health education of new employees, newly appointed managers and supervisors, and employees engaged in operations judged to be dangerous and hazardous. We also independently identify some work processes as Malfunction Correction Requiring Special Permission, even if they are not defined as high-risk operations under the Industrial Safety and Health Act. For such work processes, we have established a Designated Work System that only allows certified employees who have completed the relevant training to carry out such work.



Appropriately implementing training on safety and health

Securing the Safety of Employees at Partner Companies

Daihatsu not only works to prevent industrial accidents involving Daihatsu Group employees, it also seeks to prevent accidents involving the employees of partner companies. This includes workers constructing buildings or carrying out repairs on our grounds as well as workers conducting cleaning and maintenance on our equipment. We have drawn up special safety regulations for construction work that takes place in our grounds, in which workers are particularly at risk of accidents liable to cause serious injuries, such as fires or falls from high places. In these cases, we demand that partner companies incorporate safety measures based on risk assessments from the planning stage of any construction work. In addition, we are working to prevent construction accidents and disasters through measures such as organizing a Daihatsu Safety and Health Cooperation Association through partner companies. This association shares information on safety activities and other efforts as well as organizes safety patrol teams in cooperation with our construction planning departments which undertake inspection patrols to ensure that work is not being performed in a dangerous manner.

Work Accidents and Illnesses

Daihatsu continuously strives to eliminate industrial accidents and illnesses.

2025 Results

Number of accidents at domestic sites	13
Number of fatalities	0
Total accident rate	0.48 ¹
Lost-time incident rate	0.07 ²
Number of accidents at overseas sites	6
Number of fatal accidents	0

1.
$$\text{Accident rate} = \frac{\text{Number of deaths and injuries due to industrial accidents}}{\text{Total number of hours actually worked}} \times 1,000,000$$

2.
$$\text{Lost time incident rate} = \frac{\text{Number of lost time accidents}}{\text{Total number of hours actually worked}} \times 1,000,000$$

 **WEB:** Actual data for Health and Productivity Management Initiatives

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

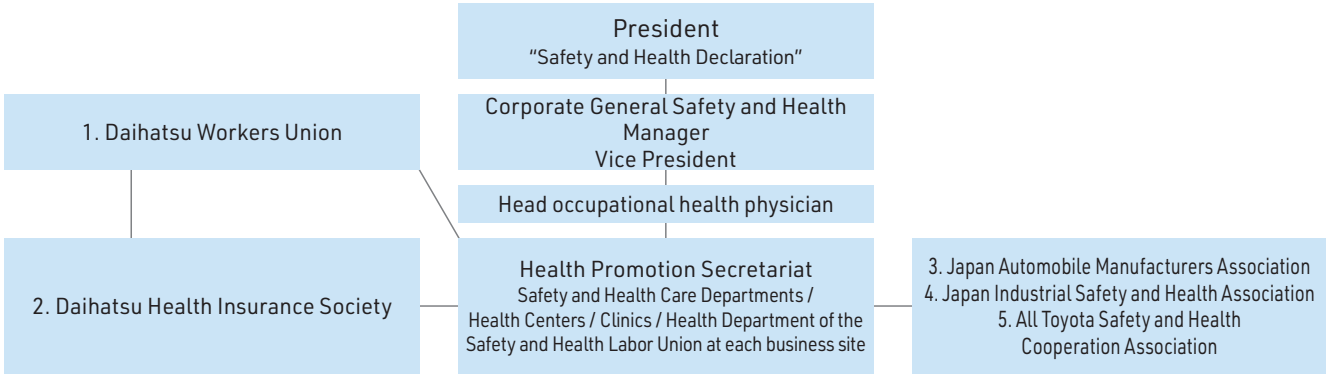
Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Health

In promoting health and productivity management, Daihatsu visualizes and assesses current conditions using existing health data such as medical checkup results and stress check data. To realize its mission of “Staying close to our customers and enriching their lives,” Daihatsu has clarified its health and productivity management goals and achievement processes through a strategic map. In addition, support from top management strengthens momentum for these activities and promotes the adoption and establishment of health and productivity management practices.

Daihatsu also promotes health and productivity management among business partners by sharing “(1) the importance of health and productivity management, (2) how to implement it, and (3) Daihatsu’s initiatives and results.”

Health Promotion Structure



Health promotion planning and follow-ups	Corporate Safety and Health Labor-Management Council meetings (twice yearly); Labor unions; Business site Safety and Health Committees (monthly)
Health promotion activities and events	Health checks (regular, special, focus); health guidance; outpatient and medical referral letter follow-ups; health events, training, and e-learning; mental health support; work-life balance support; support for quitting smoking; support for employees assigned overseas; stress checks; Healthy Lifestyle Challenge 8

Safety and Health Activities Promoted Through Labor-Management Cooperation

Labor and management work together as one to create an attractive company and appealing workplaces. After discussing specific initiatives during Workplace Discussion Meetings, where labor and management representatives at each workplace engage in dialogue, each workplace independently works toward creating environments where employees can work in good physical and mental health.

Health Policies

Name of Training	Main Initiatives
Physical examinations	Annual in-house health checkups and health guidance
Health Promotion	Conducting “Health Challenge 8,” an initiative focused on improving lifestyle habits (Twice a year)
Passive Smoking Countermeasures	Smoking on Company premises was prohibited starting in FY2025
Food and Nutrition Education	Providing “balanced menu” meals that meet certification standards and holding seminars
Health Education	Conducting new employee training, new supervisor training, milestone health education, and more
Support for Balancing Treatment and Work	Establishing systems such as special leave and shortened working hours
Measures for Mental Health	Conducting stress checks (once a year) and mental health training. Establishing mental health consultation services.
Infectious Disease Measures	Infection prevention and ongoing workplace support based on internal standards

 **WEB:** Actual data for Health and Productivity Management Initiatives

50	Quality Assurance
54	Daihatsu’s Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu’s Story
Section 3	Daihatsu Motor’s Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Fundamental Approach

Through dialogue and co-creation with stakeholders, Daihatsu will help solve social issues and contribute to the sustainable development of local communities. Aiming to be a familiar brand that stays close to local communities, each Daihatsu employee takes the initiative in social contribution activities.

Main Social Contribution Activities

2025 Activity Results (Japan)

Field	Program Name	Overview of Activities
Local Communities	RAKUPITA SOUGEI Operation Management System for Social Welfare and Nursing Care Facilities	Supporting complex transportation styles through an operation management system renewed in 2025
	Goissho Shared Pick-up and Drop-off Service for Social Welfare and Nursing Care Facilities	Began demonstration initiatives in two new regions led by local governments, and began operation in multiple areas led by private organizations
	Ryuoh Biogas Project	Continuing to promote biogas demonstrations in collaboration with Ryuoh Town
	Vehicle Loan Program	Providing vehicles free of charge for three years to qualifying families with children
	Sponsorship and Support for Local Events	Local festivals, carnivals, opening parking lots to the public, marathon water station volunteers, and more
	Disaster Relief and Disaster Prevention Volunteer Activities	Disaster volunteer coordinator training courses and workshops, disaster response vehicle exhibits, support for disaster evacuation shelters, fire department support teams, and more
Human Resources Development	Experience Classes and Visiting Classes	Hands-on MONOZUKURI workshops, design classes, and online classes for elementary schools
	Work Experience and Workplace Tours	Work experience programs for special needs schools, junior high school "Try-Yaru Week" programs, and support for Formula Student Teams
	Education and Lectures	Career role model classes, science inquiry lectures, and inquiry-based learning projects
Social Welfare / Medical Welfare	Blood Donation Activities	Organizing and participating in blood donation drives for employees and local communities
	Welfare Facility Support and Volunteer Activities	Event support, maternity sticker advertising, donation of promotional materials, and more
Traffic Safety	Traffic Safety Classes and Awareness Activities	Traffic safety classes, traffic safety rallies, police motorcycle squad training sessions, and support for children orphaned by traffic accidents
	Traffic Safety Patrol Activities	Traffic safety guidance patrols around elementary schools and plants
Environment	Cleanup Activities	Cleanup activities around business sites, riverbanks, and local communities
	Biodiversity Conservation and Environmental Education	Biotope conservation, environmental study sessions, forest conservation activities, and tree-planting and greening programs
	Environmental Patrols and Inspection Meetings	On-site patrols and environmental inspections conducted with local community representatives
Culture and the Arts	Theater, Music Festival, Fireworks Festival, and Arts Support	Music festival cooperation, fireworks festival support, and support for artistic photography projects
Other	Membership Fees and Donations	Various membership fees and donations

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

Main Social Contribution Activities

2025 Activity Results (Overseas)

Country	Field	Program Name	Details	Implementing Company
Indonesia	Local Communities	Volunteer Activities	Worked to improve local quality of life through initiatives such as producing paving blocks from recycled materials and operating waste banks in multiple villages	ADM ¹
		Medical Facility Support	Worked to improve community health standards through support for local health centers and collaboration with medical organizations on free health checkups, vaccinations, and various training programs	ADM
		Welfare Facility Support	Employees donated personal belongings to orphanages	DDMI ²
			Donated daily necessities to local organizations ahead of Lebaran	DDMI
		Vehicle Donations	Supported the strengthening of education and community welfare through vehicle donations	ADM
	Human Resources Development	Education	Focused on improving educational standards at vocational schools (SMK) through training program development, instruction, mentoring, and equipment support	ADM
			Provided and expanded CVT training classes	DDMI
	Environment	Biodiversity Conservation and Environmental Education	Conducted tree-planting and greening programs, including donating saplings	ADM
			Supported sea turtle and habitat conservation efforts, as well as educational initiatives related to conservation activities	ADM
	Environmental Conservation	Environmental Conservation	As part of environmental conservation efforts, donated solar panel installations totaling 10,600 Wp (maximum output under standard test conditions) to communities in West Java.	ADM
Malaysia	Local Communities	Disaster Relief and Disaster Prevention Volunteer Activities	Provided disaster relief support to landslide victims in Penampang, Sabah, Malaysia	Perodua ³
		Sponsorship and Support for Local Events	Vehicle inspection, minor maintenance, and consultation services at event venues and local communities	Perodua
		Medical Facility Support	Donation of playground and commemorative gifts to Pusat Perubatan University Malaya (PPUM)	Perodua
			Donation of medical equipment to healthcare institutions	Perodua
		Welfare Facility Support	Hari Raya shopping spree with children from charity homes	Perodua
			Presented donations to charitable organizations	Perodua
		Cleanup Activities	Hosted the environmental conservation event “SpoGOMI Beach Battle”	DPEM ⁴
	Environment	Biodiversity Conservation and Environmental Education	Held the environmental conservation event “7th Perodua Mangrove Tree-Planting Program / Baby Sea Turtle Release Program”	Perodua

1. PT Astra Daihatsu Motor
2. PT Daihatsu Drivetrain Manufacturing Indonesia
3. Perodua Group (Perusahaan Otomobil Kedua Sdn. Bhd., Perodua Auto Corporation Sdn. Bhd., Perodua Manufacturing Sdn.Bhd., Perodua Engine Manufacturing Sdn. Bhd., Perodua Global Manufacturing Sdn. Bhd., Perodua Sales Sdn. Bhd.)
4. Daihatsu Perodua Engine Manufacturing Sdn. Bhd.

50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

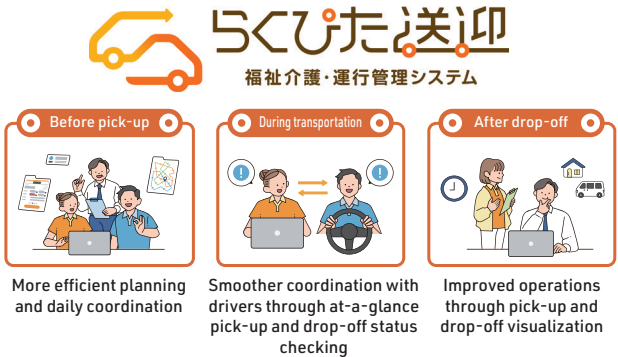
Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Main Social Contribution Activities

Activity Case Studies (Japan)

RAKUPITA SOUGEI Operation Management System for Social Welfare and Nursing Care Facilities

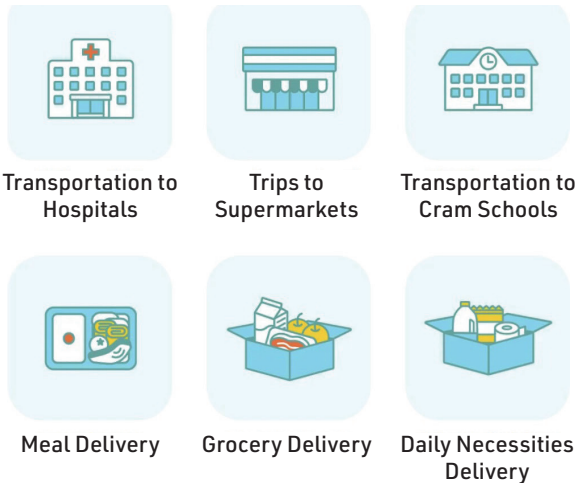
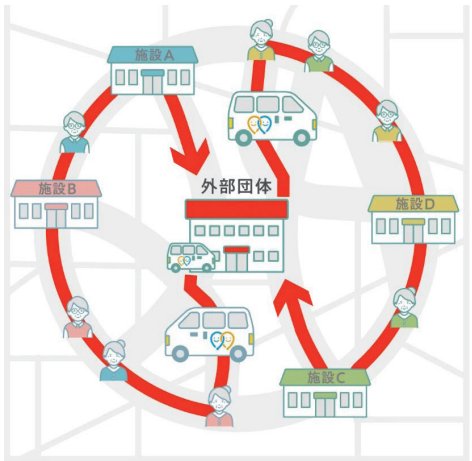
RAKUPITA SOUGEI is a nursing care operational support system that can be introduced at adult nursing care and welfare facilities, as well as by various organizations responsible for pick-up and drop-off operations. Pick-up and drop-off accounts for around 30% of a facility's operations and causes a psychological burden for around 60% of caregivers. RAKUPITA SOUGEI is a service that helps improve the productivity of nursing care facilities. The system achieves this by using a cloud system and smartphone app to change the traditional method of manual pick-up and drop-off operations and by solving problems that occur before pick-up, during transportation, and after drop-off. This service is already in use at many facilities throughout Japan and helps to satisfy pick-up and drop-off planners, drivers, administrators, users, and their families.



Goissho Shared Pick-up and Drop-off Service for Social Welfare and Nursing Care Facilities

Daihatsu has focused on reducing the burden of pick-up and drop-off operations at nursing care facilities through RAKUPITA SOUGEI. As a solution to the shortage of nursing care personnel, which is becoming more serious due to increased demand caused by an aging population, we have examined a shared transportation model in which pick-up and drop-off operations conducted at each adult daycare facility are consolidated by external organizations, enabling users from multiple facilities to ride together to their respective facilities. We began offering the model in 2022 as "Goissho," a shared pick-up and drop-off service for social welfare and

nursing care facilities. In addition, since most pick-up and drop-off operations at adult daycare facilities are in the morning and evening, this service allows free time and vehicles to be used for daily mobility services such as shopping and hospital visits. By expanding the use of Goissho, Daihatsu aims to contribute to the provision of sustainable, high-quality nursing care services and the securing of daily mobility services. Goissho has already been implemented in Mitoyo City, Kagawa Prefecture; Yasu City, Shiga Prefecture; and Osaka City, Osaka Prefecture, and there are demonstration operations underway in multiple other areas.



50	Quality Assurance
54	Daihatsu's Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu's Story
Section 3	Daihatsu Motor's Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Main Social Contribution Activities

On-Demand Shared Ride Service “Choisoko”¹

As part of its community-focused projects, Daihatsu is working to address local transportation challenges through the on-demand shared ride service “Choisoko.” Based on reservations made by registered users, the service calculates optimal ride-sharing combinations and routes to transport passengers to their destinations, aiming not only to secure mobility for elderly residents but also to meet diverse regional transportation needs such as shopping, hospital visits, commuting to school, and pickups and drop-offs.

Daihatsu dealerships serve as one-stop contact points for local governments, working closely with transportation operators and call centers to provide community-based support from implementation preparation through ongoing operation. Through cooperation among local residents, municipalities, transportation operators, and sponsoring companies, the initiative helps create opportunities for people to go out, revitalize community interaction, and realize sustainable regional transportation systems.

Creating a Regional Circular and Ecological Sphere in Ryuoh Town, Shiga Prefecture Through Collaboration Among Crop Farmers, Livestock Farmers, and Industry³

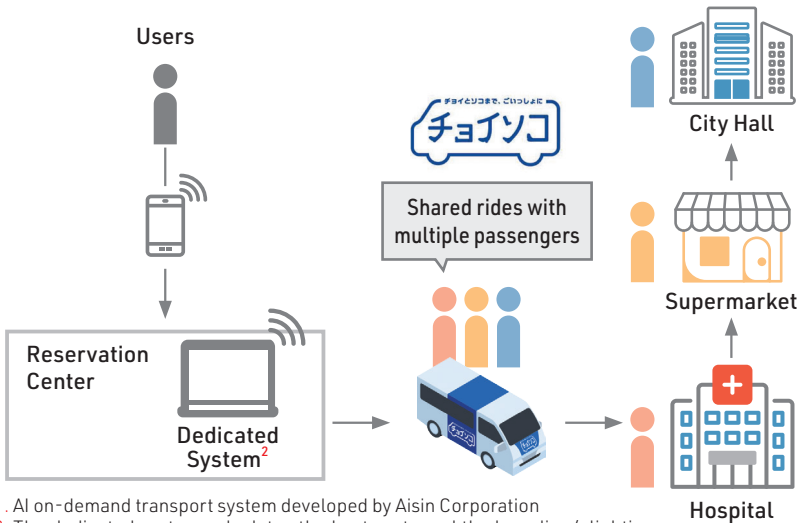
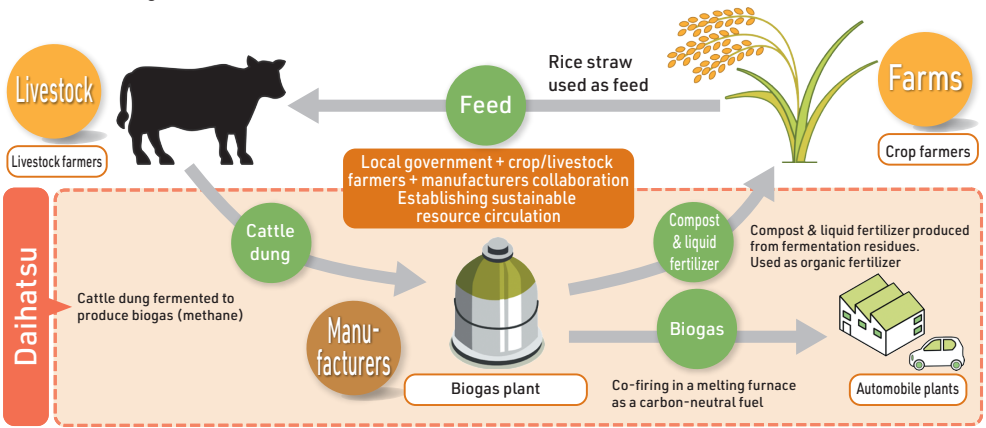
Daihatsu’s Shiga (Ryuoh) Plant has newly joined a local collaboration between crop farming and livestock farming in Ryuoh Town and is working to develop methane fermentation technology using manure from Omi cattle. The initiative aims to create a regional circular and ecological sphere by extracting biogas from Omi cattle manure and urine for use as plant operating energy to advance decarbonization, while returning the remaining residue to farmland as organic fertilizer. The biogas is then used as a carbon neutral fuel in aluminum melting and

power generation in the plant. Liquid compost fertilizer produced from fermentation residue is currently being tested on rice, wheat, cabbage, and other agricultural products in Ryuoh, with results confirming effects equivalent to conventional compost. Going forward, the initiative will expand the area of application and further improve application techniques. Through the development of power generation systems, it will also help strengthen regional resilience against disasters and support the creation of sustainable communities. Together with local communities, the initiative will continue to evolve with the aim of social implementation.

3. Collaborative initiative among crop farmers, livestock farmers, and industry that aims to achieve sustainable development through the utilization of local organic resources.

Outline of the Biogas Project (Intra-Regional Resource Circulation)

Promoted by the Ryuoh Biogas Project Committee
(Ryuoh Town, Prefectural Agricultural Policy Department and Environmental Office, crop farmers, livestock farmers, JA, neighborhood associations, Daihatsu)



1. AI on-demand transport system developed by Aisin Corporation
2. The dedicated system calculates the best route and the boarding/alighting order. This system does not guarantee that all user requests will be fulfilled.

50	Quality Assurance
54	Daihatsu’s Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

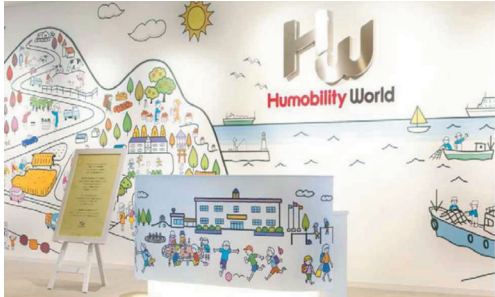
Section 1	What Is Daihatsu?
Section 2	Daihatsu’s Story
Section 3	Daihatsu Motor’s Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Main Social Contribution Activities

Facility Tours

Daihatsu offers facility tours at the “Humobility World” Daihatsu history museum adjacent to the Head Office and at major production plants, introducing local communities to its philosophy and initiatives in car creation. At Humobility* World, visitors can learn through hands-on exhibits about Daihatsu’s history, its philosophy of car creating that support everyday life, the basic principles of automobiles, and technologies focused on safety, peace of mind, and environmental consideration. Visitors can also tour assembly and inspection lines at the Kyoto (Oyamazaki) and Shiga (Ryuoh) Plants. While primarily serving elementary school social studies tours, Daihatsu also opens these tours to the general public, helping deepen understanding of the automotive industry and strengthen ties with local communities.

* Humobility: A term combining “human” and “mobility”



Humobility World



Kyoto (Oyamazaki) Plant

Daihatsu Track and Field Team

The Daihatsu Track and Field Team was founded in 1988. It aims to inspire and encourage people through the sport of track and field and to contribute to the spread and promotion of sports. The team has produced many accomplished athletes, including representatives for the Olympic Games and World Athletics Championships, achieving strong results in competitions in Japan and overseas. The team also holds track and field classes at schools such as elementary schools in Ikeda City, where the Daihatsu head offices are located, and neighboring Kawanishi City, sharing the joy of running with children and many others while strengthening connections with local communities.



Track and field classes to communicate the joy and importance of sports

Daihatsu’s MONOZUKURI Experience Classes

Daihatsu employees have visited elementary schools near business sites to hold classes for fifth-grade students on the importance and joy of MONOZUKURI since 2015. The classes are hands-on experiences where students can see, touch, and use actual parts and tools in order to experience the principles of the manufacturing process that are difficult to convey using textbooks. We have held classes at over 300 elementary schools per year, with the participation of a cumulative annual total of over 21,000 students. In addition to elementary schools, we also host hands-on classes for children in local communities around our business sites.



Hands-on activity using a mold and press to machine steel plates



Experiencing tightening nuts on a tire using power tools

50	Quality Assurance
54	Daihatsu’s Car Creating
55	Product Safety
59	Digital Transformation (DX) Promotion
60	Human Rights
62	Diversity and Inclusion
65	Human Resources Development
67	Safety and Health
70	Social Contribution

Message from the President

Section 1	What Is Daihatsu?
Section 2	Daihatsu’s Story
Section 3	Daihatsu Motor’s Approach to Sustainability
Section 4	Environment
Section 5	Social
Section 6	Corporate Governance

Main Social Contribution Activities

Developing and Dispatching Disaster Relief Personnel

Daihatsu is working to train and dispatch disaster volunteer coordinators in order to develop personnel capable of supporting local communities and disaster-affected areas during emergencies. In fiscal 2026, training courses were conducted at the Head Office Ikeda District 1 and the Tada Office, with a total of 45 participants completing the program. Including past participants, the company now has 97 trained personnel company-wide, with a target of expanding that number to 200 by fiscal 2029. In collaboration with councils of social welfare, Daihatsu is strengthening relationships with local communities and improving practical emergency response capabilities, while also advancing mutual and public assistance initiatives such as dispatching personnel for disaster recovery support.



Healthy and Safe Driving Courses

As part of their community-focused projects, Daihatsu sales companies are working to address local transportation challenges through their "Healthy and Safe Driving Classes." These classes are conducted through collaboration among industry (sales companies, the Japan Automobile Federation (JAF), etc.), government (local governments), academia (physical therapists), and the public (local residents and community organizations), with the aim of supporting independent lives in aging communities where people can move freely, no matter how old they are. The classes include physical fitness measurement and exercise guidance by physical therapists, guidance on maintaining cognitive function, hands-on experience with preventive safety functions provided by sales companies (such as collision avoidance support braking and false start suppression control functions), and safe driving instruction by JAF, supporting safe and secure mobility for participants. The classes also give sales company staff an opportunity to recognize the importance of ties with the community.



Healthy and safe driving courses

Vehicle Lending Programs for Families Raising Children

Daihatsu works in collaboration with local governments to help address regional issues. Under Ikeda City's "Angel Vehicle Loan Program" and Ryuoh Town's "Daihatsu Tatsunoko Family Car Provision Scheme," vehicles are provided free of charge for three years to eligible families raising children. These initiatives help reduce the burden of daily transportation for hospital visits, pickups and drop-offs, shopping, and other needs, supporting a secure and stable living environment. They also support the creation of communities where it is easier to raise children, while contributing to the revitalization of plant-hosting regions, encouraging long-term residency, and strengthening community ties.

Dementia Supporter Training Seminar

At Daihatsu, under our mission of "Staying close to our customers and enriching their lives," we have established "dementia supporter training seminars" for employees to cultivate personnel capable of understanding and taking action on local community challenges. In the in-person program, participants deepen their understanding of dementia through group work and learn how to provide everyday support as "supporters" who watch over people with dementia and their families without prejudice. To date, 22% of all employees have completed the program, helping expand a culture of mutual support while working toward communities where everyone can live with peace of mind.

Section 5

Social

- 50 Quality Assurance
- 54 Daihatsu's Car Creating
- 55 Product Safety
- 59 Digital Transformation (DX) Promotion
- 60 Human Rights
- 62 Diversity and Inclusion
- 65 Human Resources Development
- 67 Safety and Health
- 70 Social Contribution

Message from the President

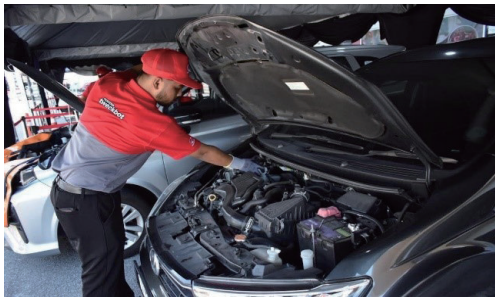
- Section 1 What Is Daihatsu?
- Section 2 Daihatsu's Story
- Section 3 Daihatsu Motor's Approach to Sustainability
- Section 4 Environment
- Section 5 Social
- Section 6 Corporate Governance

Main Social Contribution Activities

Activity Case Studies (Overseas)

Mobile Inspection Services by Perodua Tweckbot

Perodua operates the "Perodua Tweckbot," a mobile service that travels to event venues and local communities to provide vehicle inspections, light maintenance, and consultation services. In 2025, the service was conducted at multiple Lotus's store locations, where free 50-point inspections were carried out to check vehicle conditions, alongside awareness activities related to road safety and environmental protection. By providing easy access to services in convenient community locations, the initiative helps customers enjoy safer and more worry-free vehicle ownership.



Expansion of CVT Training Classes

DDMI is providing and expanding training classes on continuously variable transmissions (CVTs) in partnership with local vocational high schools to support local talent development and job creation. In these classes, students learn the fundamentals of manufacturing, including CVT structure, disassembly and assembly basics, as well as 2S practices, safety, and discipline. In 2025, the first class of 36 students graduated from participating schools, and a private high school was

newly added to the program. Some participants have gone on to join DDMI and are now active there as employees. Going forward, teacher training sessions and plant tours will also be conducted, deepening collaboration with schools while helping strengthen locally rooted talent development and recruitment foundations.



Supporting Community Health Initiatives

ADM is promoting health support activities in collaboration with local health centers and medical organizations to improve the health standards of local residents. In addition to conducting free health checkups, vaccinations, and various training programs, ADM also provides donations to Posyandu (integrated health posts) in communities around its plants, along with operational supplies and medical equipment support. ADM also supports the expansion of essential healthcare and public health services in local communities through training for management and staff as well as health checkups conducted via mobile medical services. Through these ongoing support efforts, ADM continues contributing to initiatives that support local livelihoods.



Hosted the SpoGOMI Beach Battle

As part of its environmental conservation initiatives, DPEM held its first-ever "SpoGOMI Beach Battle" on a beach in Port Dickson, Malaysia. SpoGOMI is a team-based activity in which participants collect litter within a set time limit and compete based on the amount collected and the accuracy of waste sorting. On the day of the event, 19 teams participated, collecting and sorting beach litter over a 30-minute period. In addition to cleaning up the coastline, the activity also helped raise environmental awareness and foster teamwork among participants, and DPEM plans to continue the initiative as part of its CSR activities.



50 Quality Assurance

54 Daihatsu's Car Creating

55 Product Safety

59 Digital Transformation (DX) Promotion

60 Human Rights

62 Diversity and Inclusion

65 Human Resources Development

67 Safety and Health

70 Social Contribution

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance