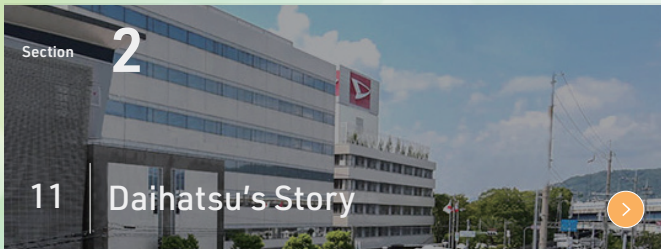


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Masahiro Inoue
President



Staying the course for a better quality of life. Reexamining Daihatsu's Role in a Time of Change

Two Years Focused on Recovery and Renewal

It's a little over two years since our new management team was launched in March 2024. Looking back, we spent this period not pursuing a bold new vision but rather confronting the challenges and problems right in front of us, one by one, and doing everything possible to get things moving again.

At the time, Daihatsu's plants had stopped operating. We could neither produce vehicles nor deliver them to our customers. It's no exaggeration to say that our very reason for existing as a manufacturer had been lost. That is why my highest priority was to restore normal operations as quickly as possible. Over these same two years, we simultaneously reviewed the way the organization itself was structured, including revising the chief officer framework, optimizing spans of control, and simplifying the organizational hierarchy. Our goal was not merely to reorganize for its own sake, but to decide how to change what Daihatsu is on the inside. It was also a period in which we laid a strong foundation for that transformation.

A Plant in Motion, a Life in Motion

When I took office, most of our four plants in Japan were not operating. We resumed production one model at a time and it took more than six months before we returned to normal operations. There were periods when some plants and production units were operating at only about half capacity. Seeing people and materials gradually begin moving again and hearing the sounds of car production return to our plants was a significant moment for me.

A plant operating again is not something that affects only Daihatsu. It means the lives of many people begin moving again, including our 58 sales companies, our suppliers, and the communities that surround them. During the shutdown, some people faced the very real fear that they might have to close their businesses. Getting our MONOZUKURI, our manufacturing, back on track also means supporting employment, supporting local economies, and restoring the foundations of everyday life. It reminded me once again just how deeply our business is connected to society.

The Strength of People and Organizations Revealed Through Crisis

One thing that stood out to me over these two years was how people changed. People who had lowered their eyes when our plants stopped gradually began looking up again and taking action. Along the way, I saw more and more examples of people naturally stepping up to help colleagues in other departments, plants, and teams. When support was needed, we dispatched personnel, with some traveling to distant locations. This spirit of helping one another has gradually taken root through our experience of the crisis.

In the end, people are the lifeblood of a company. People operate equipment, people improve processes, and people pass knowledge on to the next generation. We must carry forward the knowledge and skills of experienced employees while nurturing the passion and drive of younger workers. That continuous effort is what builds Daihatsu's competitiveness. And because we live in a time of significant change, there are tremendous opportunities for growth. Supporting every employee so

Message from the President

they can reach their full potential and fostering the next generation is the very foundation of a sustainable company.

Daihatsu's Role Is to Stay Close to People's Lives Through High-Quality but Affordable Products

What will guide Daihatsu going forward? To be honest, there are areas where we are still finding our way. However, the fundamentals that must never change are clear. Our mission is to stay close to our customers and contribute to better lives through high-quality but affordable products.

I see that direction as becoming a mobility company centered on mini vehicles. By keeping mini vehicles at the core of our business, we can expand the value we provide in supporting local transportation, work, and everyday life.

Vehicles developed by the Daihatsu Group, including collaborative models with Toyota Motor Corporation (hereinafter "Toyota"), reach approximately one million customers in Japan and another one million overseas every year, for a total of around two million vehicles worldwide. Roughly one million are sold under the Daihatsu brand and one million under the Toyota brand. Daihatsu's work extends far beyond vehicles sold under the Daihatsu name. Many vehicles that Daihatsu helps develop reach customers in Japan and around the world under the Toyota brand. That is why it is important for every employee to understand where their work leads and to create value in their own role. This is what gives meaning to our employees' work and also defines the value of partnering with Daihatsu for our suppliers and business partners.

Daihatsu's cars only have value when people use them. They help people do business, support daily life, and make each day just a little better. Contributing to a

better quality of life is our highest priority and our starting point. This is a social role in which we support local mobility and work while helping sustain the foundations of daily life.

Putting Customers First in Both Environmental Initiatives and Electrification

Environmental initiatives are another key management priority for Daihatsu. However, we do not believe electrification is the only answer. Small, lightweight vehicles inherently have the advantage of reducing environmental impact across their entire lifecycle, from manufacturing and use to disposal and recycling. I believe that the value offered by small vehicles themselves is an important environmental solution in its own right. At the same time, we need to consider how efficiently we use energy in manufacturing, how we can further enhance the value of small and lightweight vehicles, and which technologies are most appropriate for different regions and energy environments. We need to find a realistic path forward through the right combination of these approaches. The purpose of our environmental initiatives is not technology for its own sake. The real question is what value we can deliver to our customers' lives, their work, and society through our business. We will move forward while keeping that perspective firmly in mind.

In February of this year, we launched Daihatsu's first mass-produced battery electric vehicles (BEVs), the e-Hijet Cargo and e-Atrai. There are still many challenges to wider electric vehicle adoption, including vehicle pricing, charging infrastructure, and energy supply. Against that backdrop, I believe there is real value in taking the first step from the commercial vehicle segment, where Daihatsu has particular strengths, and carefully addressing challenges as they arise in actual use.

From a commercial vehicle perspective, electric vehicles offer excellent low-speed torque control, quiet operation, and the ability to provide 100 V power output. They also provide benefits that conventional vehicles cannot, such as quieter early-morning and late-night deliveries in residential areas, on-site equipment charging, and serving as a mobile power source during disasters. Rather than making environmental action an end in itself, we want to expand the available options based on what genuinely benefits our customers' work and daily lives. It is important to move forward in a practical, realistic way that balances environmental impact reduction with ease of use in everyday life and the workplace.

Communicate Simply and Act Quickly

In a time of rapid change, people are ultimately what determine a company's competitiveness. For people to perform at their best, they need communication that is simple and easy to understand. Where the company is headed, what we need to do now, and what is changing.

We need to communicate these things as clearly as possible and then take action. Rather than waiting for the perfect answer, we should act even if imperfect, learn from experience, make adjustments, and keep moving forward. That mindset is essential in today's world.

Society does not change in a uniform way. Challenges differ from one country and region to another, and so do mobility needs. That is why Daihatsu will not commit itself to a single path. Instead, we will stay close to our customers and continue delivering the vehicles they need, when they need them. Not by chasing appearances, but by working diligently, sincerely, and with our feet planted firmly on the ground. Building better vehicles for a better quality of life. Staying true to that fundamental principle is what will drive Daihatsu's sustainable growth in the years ahead.

To achieve that, we will continue in dialogue with our employees, suppliers, sales companies, local communities, and all of our stakeholders as we work together to create the value society truly needs.

While continuing to refine the unique value offered by small, lightweight cars, we remain dedicated to pursuing environmental initiatives that truly benefit our customers.



What Is Daihatsu?

Throughout our history, Daihatsu has stayed in touch with our customers to create the products they truly need.

Our “low-priced, low-burden manufacturing” is thoroughly focused on ease of use while also being environmentally friendly and economical, and that focus has been passed down throughout the years to the present day.

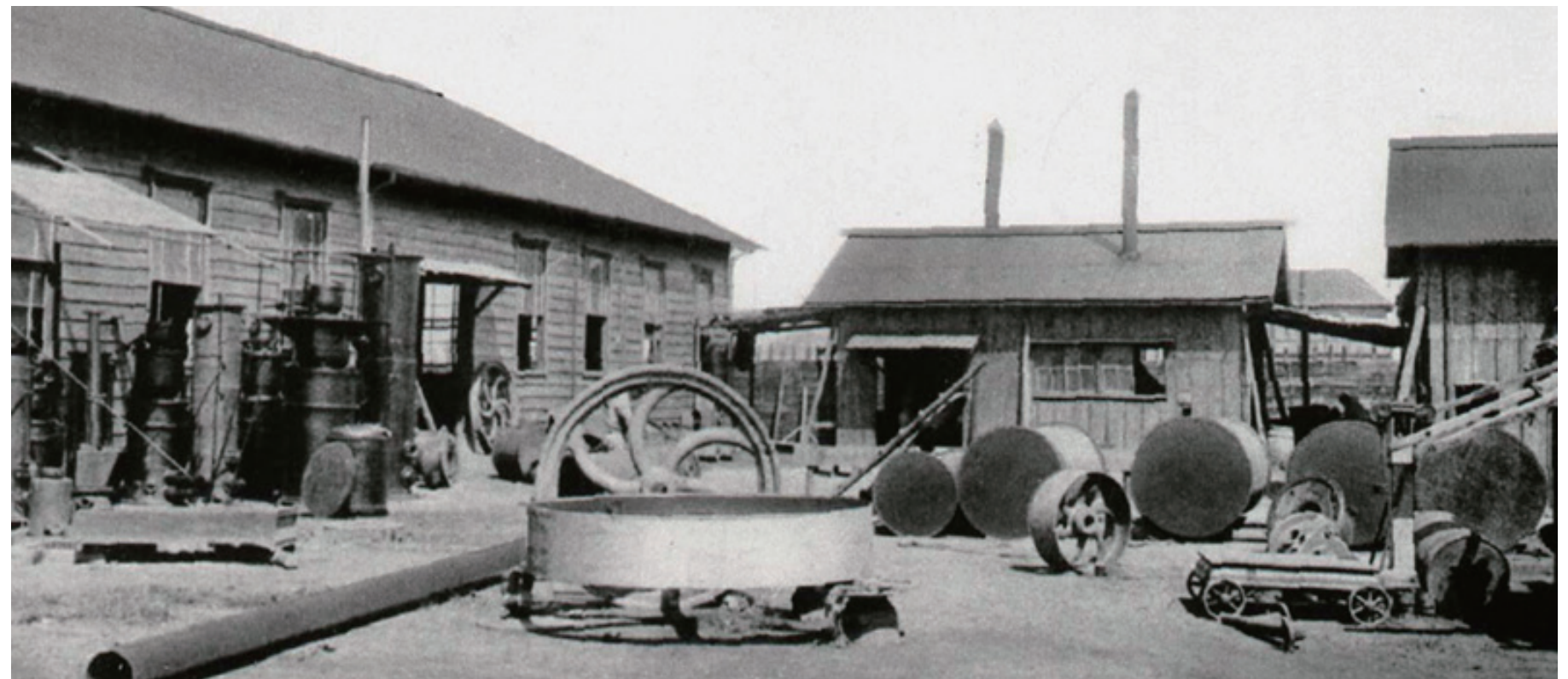
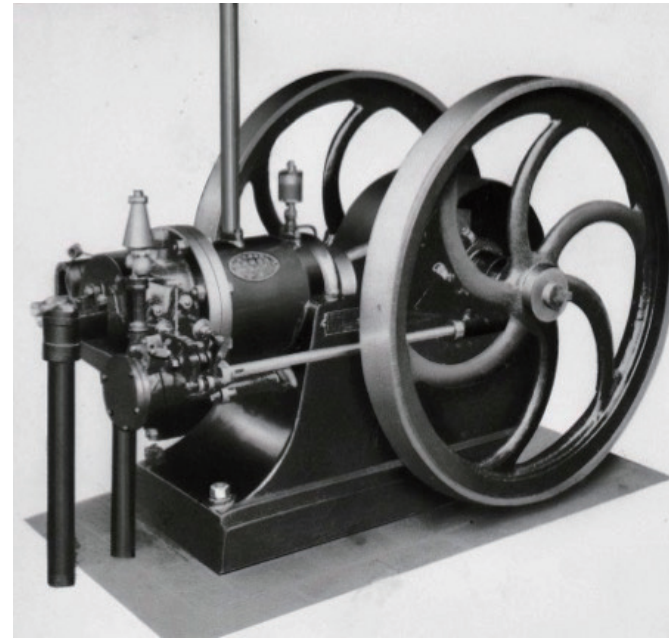
This is rooted in our concept of “lowering barriers and broadening the base.”

We develop and manufacture mini vehicles and compact vehicles to ensure that as many different customers as possible are happy and can find peace of mind with their vehicles, including local customers, women, senior citizens, first-time users, and citizens of emerging countries.

In this way, we help support our customers’ varied lives and contribute to industry in domestic and emerging countries.

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Corporate Philosophy

MISSION

Staying close to our customers
and enriching their lives

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

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

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

VALUE

Think about how to improve our customers’ lives

Bring more smiles to people’s faces through our actions

Move forward together with kindness toward each other

Carry out work properly through genchi genbutsu

Continue to evolve with wisdom and ingenuity

Brand Message

DAIHATSUMEI
for me.
Invented for you.

Because it's small, it fits various lifestyles.
Because it's small, it supports big dreams in a familiar way.
Until now, we've stayed close to customers, building compact cars full of ingenuity.
We want to hear people say,
"It's just what I wanted!"
"It will make life more fun!" We will continue making "DAIHATSUMEI" that makes each person happy.
Small but capable. Do it all step by step.
Stay tuned for DAIHATSUMEI, the Daihatsu way

DAIHATSU

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Daihatsu's History: Evolving Small-Car Manufacturing Through the Times

Starting in **1900s**

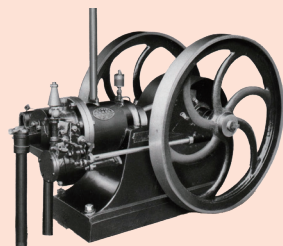
Since Our Founding, Supporting Customers' Lives Through Mobility

From Japan-made engine development to the three-wheeled vehicle era

1907

Founded as Hatsudoki Seizo Co., Ltd.

Founded under the aim of "developing Japan-made internal combustion engines," and began manufacturing Japan's first homegrown engine.



1957

Mini Three-Wheeled Vehicle "MIDGET"

Led the postwar three-wheeled vehicle market with its maneuverability, ease of use, and affordability.



Starting in **1970s**

Evolution of Mini and Compact Vehicles and Overseas Expansion

Expanding the value of small cars

1977

First-Generation "Charade"

Its catchphrase was the "5-square-meter car."
An ambitious vehicle that delivered a roomy interior within a small body.



2002

Mini Open Sports Car "COPEN"

Introduced a new appeal for mini vehicles with the concept of an authentic open sports car that anyone can casually enjoy.



Starting in **2010s**

Deeper Group Collaboration and Greater Competitiveness

Taking small cars to the next stage with DNGA

2011

Mini Passenger Vehicle "Mira e:S"

Third "eco-car" - developed around fuel-efficiency, affordability, and resource-saving.



2019

First "DNGA" Model New "Tanto"

High basic performance based on DNGA (Daihatsu New Global Architecture) and Smart Assist, delivering all-around safety and peace of mind to customers.



Starting in **2020s**

New Challenges Toward Electrification and Carbon Neutrality

Bringing BEVs and next-generation mobility to life

2026

First Mass-Produced BEV Van "e-Hijet Cargo"

Retains everything customers value in a working vehicle with a newly developed BEV system.



Next Generation Mobility "Midget X"

Reinventing everyday mobility for everyone. A concept BEV proposing a new generation of compact mobility.



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Appeal & Strengths

1



Manufacturing Vehicles to Support People's Lives

We listen carefully to market feedback and develop and deliver "safe and secure small cars" tailored to daily life and local communities, with a strong focus on ease of use and familiarity.

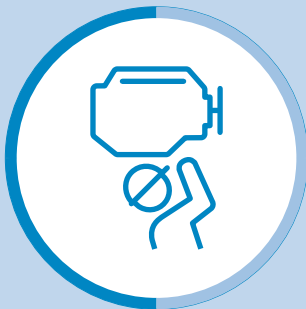
2



On-the-Ground Capability That Delivers Just the Right Products

We carefully study real-world usage scenarios and create high-quality products, while using ingenuity and continuous improvement to keep them affordable. Through this approach to MONOZUKURI, we support and broaden the foundations of society.

3



Technology Honed for Small-Sized Cars

Because small cars come with unique constraints, we have built distinctive Daihatsu development and production technologies with SSC (Simple, Slim, Compact) and our belief in "providing advanced technologies to everyone."

4



Advancing Our Business as a Member of the Toyota Group

Drawing on Toyota's management resources as a member of the Toyota Group, Daihatsu takes the lead in the small-car sector under a shared strategy to bring competitive products to both domestic and international markets.

5



An Organization That Encourages Challenge

We foster a culture that values the ideas of our young employees and a spirit of taking on challenges, enabling employees to gain broad experience while working together as one team across organizational boundaries.

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At a Glance: DAIHATSU by the Numbers



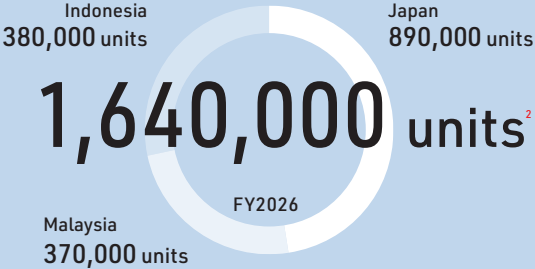
Date of establishment
1907



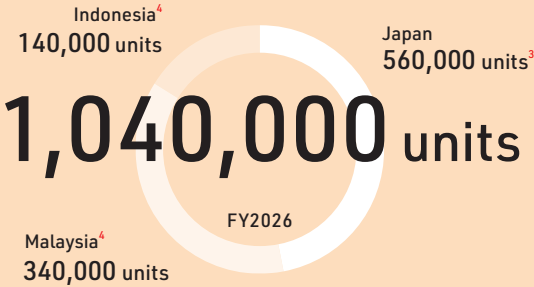
Capital
¥28.4 billion



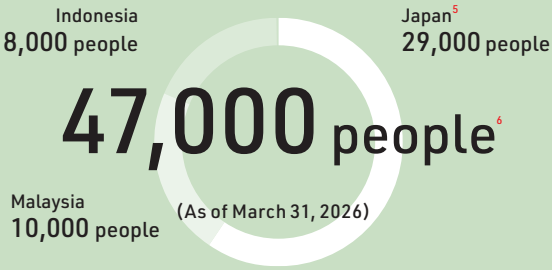
Production volume¹



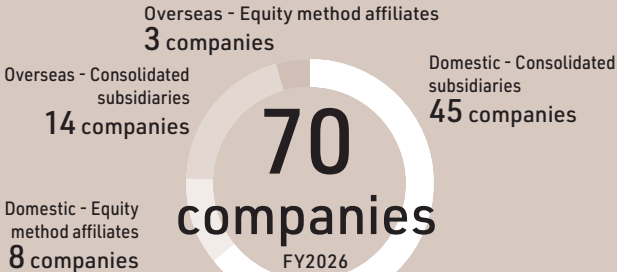
Sales volume



Number of employees



Number of affiliated companies



1. Approximately two million Daihatsu-developed vehicles manufactured globally
2. Includes the number of OEM and consigned production vehicles
3. Based on the numbers of vehicles registered or notified
4. Based on retail sales

5. Includes business locations in China and Thailand
6. Based on employment numbers

GRI > 2-1

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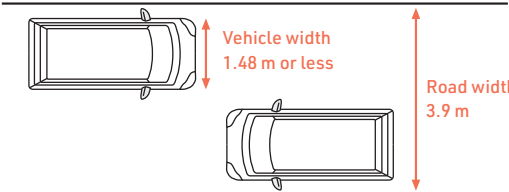
Domestic Business Overview

Commitment to mini vehicles as a “lifeline,” with compact construction based on a mini vehicle design

- In areas where public transportation is limited, mini vehicles are an indispensable means of mobility.
- Mini vehicles support every aspect of daily life, like shopping, work, and commuting to transportation.
- More than simply convenient, mini vehicles are a lifeline that people genuinely miss when they are not available.

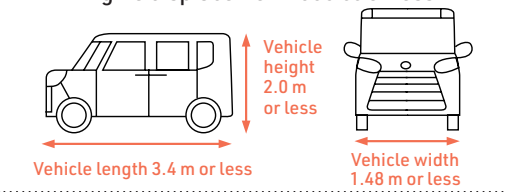
Point

85% of Japan’s local roads¹ have an average width of 3.9 m

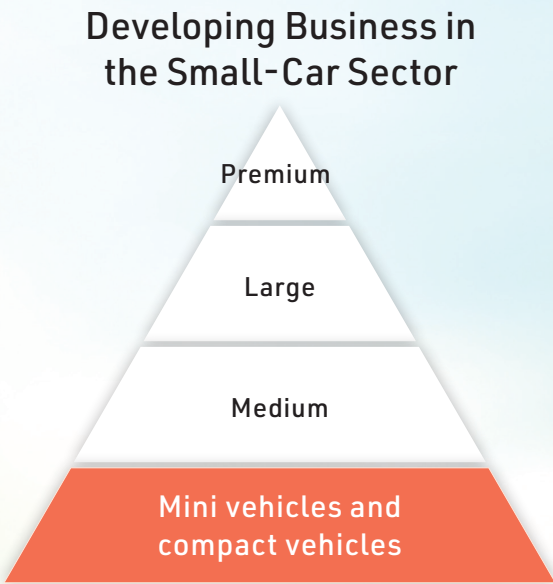


Mini-vehicle standards

Engine displacement: 660 cc or less



1. Source: Ministry of Land, Infrastructure, Transport and Tourism, “Road Statistics Annual Report 2023” (as of March 31, 2022)



Environmentally Friendly

Excellent fuel efficiency and low CO₂ emissions

Reduced environmental impact during production and disposal

Reduced environmental impact on urban spaces and road infrastructure

Mini vehicles

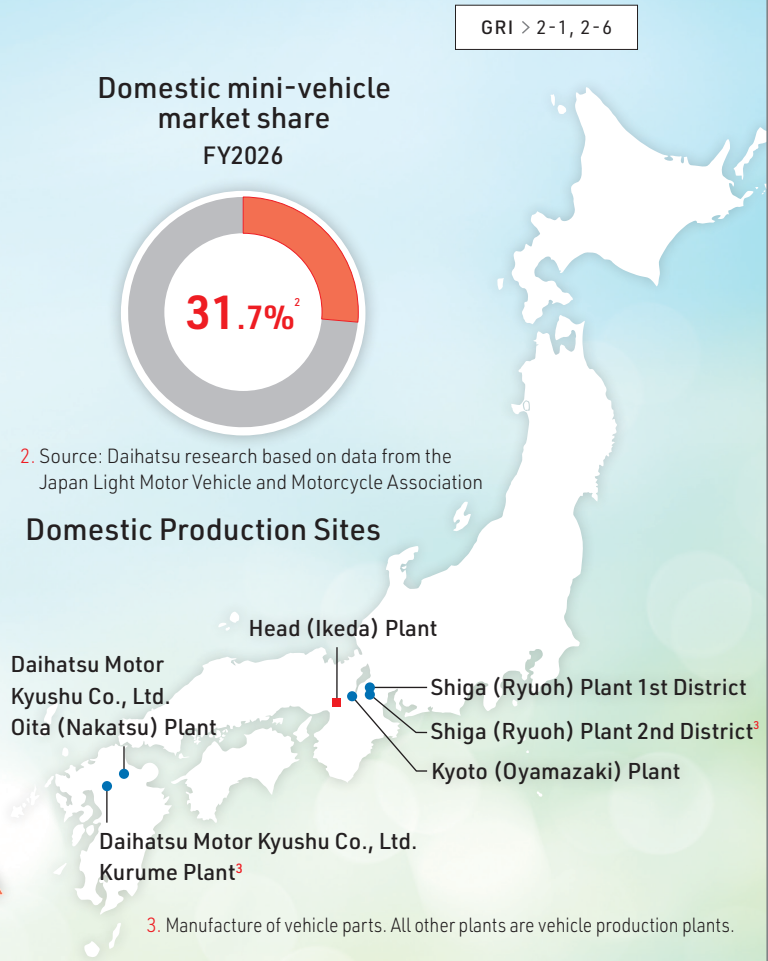


Mira e:S

Compact vehicles



Rocky



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Overseas Business Overview

Expanding Daihatsu's Approach to MONOZUKURI Overseas

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Middle East

Asia

Oceania

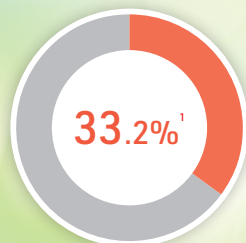
Central and South America

We apply the small-car technologies cultivated in Japan to emerging markets, helping expand access to mobility.

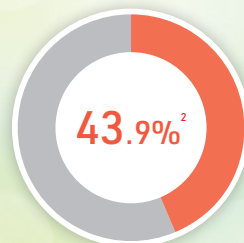
Through localization and talent development, we contribute to the growth of local automotive industries.

As part of the Toyota Group, we lead its small-car business for emerging markets, operating in approximately 80 countries and regions, primarily across Southeast Asia.

Indonesia production volume share 2025



Malaysia sales volume share 2025



A total of 9 million units achieved



Indonesia



Indonesia production bases

- PT Astra Daihatsu Motor (ADM)⁵
- PT Daihatsu Drivetrain Manufacturing Indonesia (DDMI)⁶

No. 1 production volume³ for 15 consecutive years

No. 2 market share for 17 consecutive years



Malaysia



Malaysia production bases

- Perodua Manufacturing Sdn. Bhd. (PMSB)⁵
- Perodua Global Manufacturing Sdn. Bhd. (PGMSB)⁵
- Perodua Engine Manufacturing Sdn. Bhd. (PEMSB)⁶
- Daihatsu Perodua Engine Manufacturing Sdn. Bhd. (DPEM)⁶

No. 1 sales volume⁴ share for 20 consecutive years

1. Source: Daihatsu research based on data from GAIKINDO in Indonesia
2. Source: Daihatsu research based on data from the Malaysian Automotive Association (MAA)

3. Includes the number of OEM vehicles 4. Based on retail sales; includes Perodua sales vehicles 5. Manufacture of automobiles 6. Manufacture of vehicle parts

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Daihatsu's Story

Pursuing, protecting, and advancing Daihatsu's unique qualities. Tackling immediate problems head-on. Providing high-quality products directly, in an attainable form. While returning to first principles, Daihatsu will reaffirm our belief in our unique qualities as we push forward.

The history of that endeavor begins at the various work sites in the Daihatsu organization. At the core of all Daihatsu's initiatives is the drive of every single each and every employee to build a better future with their own hands. In the following pages, we will draw on the words of frontline personnel to show where Daihatsu's unique qualities can be found in the present day.

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2



Creating a BEV That Supports Working People

Electrifying the Familiar Ease of Use of Commercial Mini Vehicles

N.E.

Assistant Manager,
Commercial Planning Group, Product Planning Division

My Desire to “Leave Clean Skies for the Next Generation Through Environmentally Friendly Vehicles”

After joining the company, my first project was material development for fuel cells. I conducted repeated evaluations and studies to identify materials that could be used safely and reliably over the long term in systems installed in mini vehicles. Although I was working in the small field of materials rather than the vehicle as a whole, this experience in environmental technology development connects to my current work on BEVs.

One reason I chose Daihatsu was my desire to “leave clean skies for the next generation through environmentally friendly vehicles.” My family home was located along a busy road, so air pollution was a concern from the time I was a child. Back then, I was not thinking so much about CO₂. I was more aware of whether we could

do something to reduce exhaust gases and airborne particulates, even a little. If electric vehicles become more widely available, perhaps we can aim for even higher environmental performance. That feeling is still a major starting point for me as I work on this BEV development project.

I later moved to a department involved in electric vehicle development, where I worked on benchmarking other companies’ vehicles and studying the layout of battery packs and drive units. I joined the commercial mini BEV development project from the product planning side, and was responsible for managing vehicle weight and studying specifications and equipment. Ease of use for customers and ease of production at the plant. The main purpose I fulfilled in my latest role was to refine the specifications while balancing both of these factors.

What Not to Change in the Switch to BEVs

What mattered most to us in developing the commercial mini BEV was preserving, as much as possible, the ease of use we had built up in our gasoline vehicles. With commercial mini vehicles, how much cargo they can carry really matters. So we made it a key policy not to lose cargo space, even as our vehicles became electrified.

At the same time, a BEV has to carry a large battery pack and drive unit. If we changed the brake size or tire size just because the vehicle became heavier, it would affect how easy it is to make tight turns. We had to stay within mini vehicle standards while preserving cargo space, maintaining ground clearance, and keeping the tire size unchanged. The team members involved found that fitting all the necessary components within those

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constraints was extremely difficult.

When it comes to driving performance, we deliberately avoided making it feel too much like an electric vehicle. At many workplaces, drivers may switch between gasoline and BEV vehicles. If the acceleration and deceleration feels different, it could take time to get used to going back and forth, causing an unnecessary burden. We wanted the vehicle's behavior to feel familiar, so drivers could switch between a gasoline vehicle and a BEV without discomfort. To me, that's what makes Daihatsu so unique—building a vehicle that truly supports people in their work.

Designing Around Real-World Use

In development, we also made a point of seeing how customers actually use their vehicles. We did not want to rely solely on assumptions made in the office. Instead, we worked to bring the vehicle as close as possible to how it would be used in practice, including by following delivery vehicles to observe how they accelerated, decelerated, and operated in real-world conditions. I believe those efforts helped us create a driving experience that feels natural and intuitive.

Making fast charging a standard feature also stemmed from careful consideration of how people actually use commercial vehicles. The basic assumption is that most users will charge overnight, but there are times when deliveries get delayed in traffic or vehicles need to stay on the road for extended periods during busy seasons. In situations like that, even a brief charging session can make a real difference. While this feature may not be necessary for customers using vehicles only for short-distance applications, we felt it was important to provide that extra peace of mind when it's needed.

The 100 V outlet was another feature we developed by thinking about the real challenges our customers face. For example, depending on how heavily air-conditioned clothing or power tools are used at a morning job site, there may not be enough battery remaining for the afternoon. In those situations, being able to recharge such devices while driving can be extremely helpful. We positioned the outlet within easy reach so users could notice it and plug in their devices before setting off.

A BEV is not just a means of transportation. It can also

serve as a mobile power source. By making electricity available both inside and outside the vehicle, it can support work sites, evacuation centers during disasters, and homes or facilities affected by power outages. Supporting the daily work of people while also providing help when it's needed most. That was the kind of vehicle we set out to create.

It Takes a Team to Build a Car

Turning a vehicle into a BEV changes the parts and systems it requires. In a gasoline vehicle, waste heat from the engine can be used for heating, but a BEV requires a separate heating system. There were also areas where systems used in conventional vehicles could not be simply carried over, requiring major control changes, new components, and extensive work to ensure quality. To make that happen, we relied not only on the design team, but also on colleagues in purchasing and quality assurance, as well as our suppliers.

Even after prototype vehicles are built, new challenges emerge. Because a BEV is heavier than its gasoline counterpart, the loads placed on many components increase as well. We had to consider how to ensure customers could use the vehicle with complete confidence. Members from design, evaluation, production engineering, plants, and many other functions all contributed their perspectives.

Performance alone is not enough. The vehicle also has to be something that can be built consistently, serviced efficiently, and delivered while maintaining quality targets. Finding the best solution within a limited space while satisfying all of those requirements is never easy. Whenever a challenge arose, people stepped up to help. Everyone spoke openly and shared their ideas without hesitation to come up with solutions. Through that experience, I came to appreciate that no single department can build a vehicle on its own. In addition to our in-house teams in design, evaluation, production engineering, plants, and purchasing, we received tremendous support from Toyota and Suzuki Motor Corporation, who jointly developed the EV system with us, as well as from our suppliers. I truly feel this is a vehicle that would not have been possible without the efforts of so many people working together.

Continuing to Rethink Usability from the Customer's Perspective

We hope this vehicle will find a place not only in delivery operations, but also with construction companies, local governments, and sole proprietors. For early morning and nighttime deliveries, the quietness of a BEV helps reduce disturbance to surrounding communities. At construction sites, it can also be used to charge power tools and air-conditioned workwear. Local governments can use it as an official vehicle during normal operations and as a power source during emergencies.

In this way, every customer uses their vehicle differently. That is why I believe development should focus not only on what a BEV can do, but also on how customers will actually use it in their daily work and lives. I learned that by observing how vehicles are actually used and carefully considering each function and driving characteristic, we can arrive at solutions that genuinely meet customers' needs. Going forward, we hope to learn from our customers' experiences and use that feedback to make the vehicle even better.

Throughout this project, there were many times when I was guided and supported by my supervisors and colleagues. Going forward, I hope to become someone who can lead others in the same way and apply the experience I gained here not only to commercial vehicles, but also to developing vehicles that serve an even wider range of customers. I hope to continue taking on the challenge of building vehicles that support people in their everyday lives and work.



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Bringing a Commercial Mini BEV Into Mass Production

Leveraging Our Existing Production Line While Tackling a New Vehicle Architecture Through Frontline Ingenuity

K.T.

Assistance Foreman,
Production Engineering Paint &
Assembly Department,
Production Engineering Division,
Daihatsu Motor Kyushu Co., Ltd.
(left)

O.H.

Production Engineering Paint &
Assembly Department,
Production Engineering Division,
Daihatsu Motor Kyushu Co., Ltd.
(right)



Applying Our Commercial Vehicle Manufacturing Experience to BEV Production Preparation

O.H. I have been involved in production preparation for commercial vehicles, including the Hijet, which serves as the base vehicle for this model. I have also worked on special-purpose vehicles and overseas models, so I have often had to figure out how to manufacture vehicles with structures and production processes that differ from standard models on an existing production line.

For this commercial mini BEV, I worked on the production engineering side to ensure the vehicle design incorporated everything needed for mass production at the plant. Although it is based on the Hijet Cargo, converting it to a BEV dramatically changes the underbody structure and adds a battery, motor, and other dedicated components. Our first major challenge was figuring out how to manufacture that vehicle on our existing production line.

K.T. I started out on the assembly line before moving into

production preparation and process improvement. For this commercial mini BEV, I was involved from a manufacturing perspective during development, and later from a production engineering perspective as we prepared for mass production.

I had felt for some time that I needed to deepen my understanding of BEVs. I also took part in a demonstration project where we manufactured vehicles almost entirely by hand. Getting my hands on the vehicle and working through each challenge, even when I did not yet have all the answers, became valuable experience that has carried over into this project.

Having worked on the assembly floor, I was always thinking beyond the drawings. Even if something looked fine on paper, I wanted to know whether operators could actually assemble it, and whether they could keep doing so comfortably within the production takt time. So for this project, my focus was not simply on whether the parts could be assembled, but on whether the vehicle could be built consistently on the existing production line.

Making the Most of Our Existing Equipment

O.H. Just because the vehicle has a new structure does not mean we can immediately introduce new equipment. Floor space is limited, and there are also investment and ongoing maintenance costs to consider. That is especially true for low-volume production vehicles, where making the best use of existing equipment is essential.

We have extensive experience manufacturing special-purpose vehicles by adding a wide range of equipment to our standard models. Our approach has always been to build as much as possible using the same process as the standard vehicle, while assembling dedicated parts or major structural differences in a special-purpose vehicle area. We took the same approach here. Just because it is a BEV does not mean everything has to be treated differently. Anything that could be shared with the standard model stayed on the same process. The real question was how to accommodate only the

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areas that were different. That was what we spent our time working through.

Take the newly designed rear suspension, for example. During vehicle assembly, it has to be installed together with the motor, making the structure quite different from anything we had dealt with before. Our existing lifter could not handle it, and we even considered adding new equipment. But after discussing ideas as a team, we came up with a two-stage configuration that allows us to install it within the existing process. We also redesigned the fixture that holds the ESU, the electric vehicle control unit, so it could run through the same production line as our engine-powered vehicles. That solution came from asking ourselves how these new components could fit into the line we already had.

Each improvement may seem small on its own, but by building on them one after another, we were able to produce the BEV without significantly disrupting the flow of the standard production line. To me, making the most of an existing production line is not simply about avoiding new equipment. It is about creating a manufacturing environment that can adapt flexibly to change.

K.T. I also think our ability to move quickly was a major advantage during this launch. At Daihatsu Motor Kyushu, when an issue came up, people from different departments were close enough that we could talk to each other right away. It was easy to say, “Could we borrow this for a bit?” or “Could you give us a hand here?” Of course, that also meant we had to think through the solutions ourselves. We tried an idea first, and if it did not work, we improved it. This cycle was how we pushed the project forward.

Learning by Doing, Then Making It Work on the Production Floor

K.T. Many of the structures we dealt with were completely new to us. To figure out how to assemble the rear suspension, we started by studying vehicles with similar layouts, taking

them apart, and rebuilding them ourselves. We also obtained the certifications required to handle batteries and made sure we had insulated gloves and safety shoes. We studied unfamiliar structures, determined what we needed, and if something did not exist, we made it ourselves. It was a very hands-on beginning, and while it was certainly challenging, I honestly enjoyed it.

One thing I always keep in mind is whether what we create is genuinely easy for people to use. If it is difficult to use, people will eventually stop using it. We watched how operators worked, looked for anything that made their jobs harder, and improved things little by little.

When it came to installing the battery, we wanted to avoid introducing large-scale equipment. Instead of building a lifting device to raise the battery, we came up with a method of lowering the vehicle onto the battery during assembly. The difficult part was making sure the mounting holes on the vehicle and the battery lined up perfectly. We first considered using lasers or locating pins, but found that the process became awkward if it wasn't level and ended up tilted. In the end, we solved it with a much simpler approach by lowering chains through the holes in the vehicle body and feeding them through the corresponding holes in the battery. Finding an effective solution with a simple mechanism instead of relying on large-scale equipment was one of the key innovations in this project.

Finding Solutions Together with Other Departments and Suppliers

O.H. Once we actually started running the vehicles down the production line, unexpected issues naturally came up. We even encountered errors we had never seen before, and there were times when we spent days trying to understand what was happening. After the production line stopped for the day, everyone involved would gather together, run the vehicle through again, recreate the issue, observe its behavior, and work through the possible causes one by one.

What I really appreciated was that no one ever said, “That’s a design problem,” or “That’s a production line problem.” No matter what the issue was, people from manufacturing, inspection, quality assurance, and design all came together to help. Even when the issue originated in the design, we worked together to figure out how manufacturing could make it work. I think that collaborative way of working

made a tremendous difference.

K.T. This project also gave us the chance to work not only with manufacturing, production engineering, and design, but also with the evaluation, durability testing, procurement teams, and our business partners. We saw firsthand just how much preparation our business partners put into delivering parts with consistently high quality. It really drove home how many people work incredibly hard to bring a single vehicle to market.

Understanding how our suppliers manufacture their parts is just as important. Rather than asking for things based on our own needs, we need to understand their production processes and the challenges they face in making those parts. Without that understanding, it is difficult to arrive at improvements that are practical and realistic.

The Toughest Challenges Lead to Better Manufacturing

O.H. One thing this project taught me is that even when you do not know the answer, if you keep learning, keep trying, and accept a few failures along the way, you eventually become capable of things you could not do before. None of us knows exactly how the future will unfold, whether it will be electrification or some other type of fuel. Even so, I want to be the kind of engineer who never stops asking, “How can we make this happen?”

K.T. I also hope younger engineers will not give up when they run into difficulties, but instead enjoy the challenge of working through them. As for me, I want to keep taking on new challenges as well. Whether it is digital transformation, machining, processing, or welding, if I believe a technique is worth trying, I want to explore it myself. I want to become someone people can say, “If we ask that person, we will find a way to make it work.”

O.H. We put so much effort into bringing this vehicle to life that nothing would make me happier than seeing many people use it and feel that it is truly a good vehicle. In areas such as mountainous regions where gas stations may be far away, the ability to charge the vehicle at home could make everyday use much more convenient. It could also serve as a source of power during emergencies. I hope to carry everything we learned through this project into the next generation of vehicle development.

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Delivering the Value of BEVs to Our Customers' Work

Working Hand-in-Hand with Dealerships to Promote Electric Vehicles Built for Work

T.Y.

General Manager,
Sales Planning Department,
Domestic Sales Planning Division
(left)

M.T.

Assistant Coordinator,
Sales Planning Department,
Domestic Sales Planning Division
(right)



Creating the Confidence to Recommend a New Kind of Vehicle

T.Y. Over the years, I have worked in a variety of roles, including overseas sales, product planning, and domestic sales planning. Now, I am responsible for preparing the launch of new vehicle models, including our commercial mini BEVs. Preparing to launch a commercial mini BEV was very different from preparing to launch a conventional gasoline-powered vehicle. We need to propose not only the vehicle itself, but also charging infrastructure, government subsidies, and ongoing operating costs. A major part of our role was putting the necessary information and support systems in place so sales company staff could confidently explain these vehicles to customers.

M.T. My experience includes improving systems for sales company activities, planning used-car sales initiatives, and working on assignment at sales

companies. During these assignments, I sold vehicles directly to customers as a member of the sales team in addition to heading various headquarters functions. For this commercial mini BEV project, I have been responsible for sales company training programs, rollout policies, and sales campaign planning.

Having worked as a salesperson myself, I am always conscious of the realities of customer-facing sales situations. Even when designing training sessions and role-playing exercises, I often find myself asking, "Will real customer conversations really go this smoothly?" and "Is this something sales staff can explain naturally and comfortably?" A polished explanation alone is not enough for the sales floor. What matters is whether the sales staff who interact with customers every day can genuinely talk about it with confidence and ease. Keeping that perspective in mind, we have worked through every step of the launch preparation process.

Many Customers Are Still Unsure Whether a BEV Is Right for Them

T.Y. Because commercial mini BEVs are work vehicles, our primary customers are companies and business owners who use them for work. While large corporations with a strong interest in carbon neutrality are an important target, we also hope to reach a wide range of small businesses and sole proprietors by leveraging the practical size of mini vehicles.

In particular, customers such as delivery operators, whose daily routes and driving distances are relatively predictable, can more easily plan charging schedules and visualize how a BEV would fit into their operations. That is why I believe it is important to tailor our proposals to each customer's actual operating conditions.

M.T. At the same time, many customers themselves are not yet sure whether a BEV is actually a good fit for their

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business. Delivery services are an easy example to picture, but for local electricians, construction companies, or sole proprietors, vehicle usage can vary tremendously. That is why it is so important not to make assumptions based solely on industry. Instead, we need to understand how each customer actually uses their vehicle and identify where a BEV can provide value in their day-to-day work.

For large corporate customers, contributing to carbon neutrality and demonstrating their environmental commitment can be a significant source of value. For sole proprietors, however, lower operating costs and quiet performance may feel much more relevant and tangible. When making deliveries in residential neighborhoods early in the morning or late at night, the quietness of a BEV can also help reduce disturbance to the surrounding community. Even with the same vehicle, the benefits that resonate most will differ from customer to customer. That is why we need to listen carefully to how customers use their vehicles and adjust which benefits we emphasize accordingly.

Making the Transition from Gasoline Vehicles Easy

M.T. One of the clearest selling points is that customers can switch from a gasoline vehicle without significantly changing the way they use the cargo area. Many sole proprietors customize their cargo space to suit their work, installing shelves, adding partitions, or making other modifications to improve usability. Because the commercial mini BEV maintains the same cargo area dimensions, such customizations can often be carried over with minimal changes. Being able to tell customers they can switch vehicles without dramatically changing how they work provides clear reassurance.

Of course, BEVs also raise concerns such as “Will the driving range be enough?” and “What happens if the battery runs out during the day?” If sales staff can only offer vague answers to those questions, customers cannot make decisions with confidence. That is why it is so important to carefully understand how far customers typically drive, what hours they operate, and where charging is available, so we can confidently explain whether a BEV will work for their specific needs.



T.Y. With gasoline vehicles, there were many cases where simply asking about daily driving distance was enough to make a recommendation. With a BEV, however, that alone is no longer enough. We need to understand much more, including when and where charging can take place, what kinds of cargo are being carried, and how frequently the vehicle is used. I believe this requires us to gain a much deeper understanding of how our customers actually work.

Giving Sales Staff the Confidence to Recommend BEVs

M.T. BEVs are a new product not only for customers, but also for our sales companies. They require knowledge that was never necessary with conventional gasoline vehicles, including electricity, charging equipment, government subsidies, and energy efficiency. Every salesperson naturally has vehicles they feel more comfortable selling and others they do not. If there are too many unknowns, it becomes difficult to discuss the vehicle with confidence. That is why it was so important to ensure that sales staff never felt they would rather not sell this vehicle.

Ahead of the launch, we prepared staff manuals and e-learning materials, and also conducted product training sessions. We also invited sales company staff to a test circuit where they could drive the vehicle themselves and experience its performance firsthand. Rather than relying solely on classroom instruction, we used role-playing exercises to help staff visualize how they would present the vehicle during actual customer consultations.

We gathered and organized the many questions that arose through these activities and compiled them into a Q&A resource that was shared with sales companies. We addressed each question individually and turned the

answers into practical tools for real sales situations. By continuing that steady process of communication and support, I feel we were able to gradually reduce many of the uncertainties people initially had.

T.Y. Alongside this launch, we are also rolling out a certification program called *EV Specialist*. The program certifies staff who have acquired BEV-specific knowledge, including energy efficiency, charger installation, and subsidy programs, and who meet a defined set of standards. Certified staff wear a dedicated badge so customers can easily find someone they can trust to answer their questions. Because this is a new type of vehicle, it is essential to create an environment where sales staff can present it with confidence and customers can seek advice with peace of mind.

Shaping an Approach to BEV Sales Through Frontline Feedback

M.T. Once the vehicle is launched, a wide range of feedback naturally begins to come in from actual sales discussions in the field. One of the most common concerns is the driving range. In many cases, the key to a successful conversation is understanding how the customer actually uses the vehicle and confidently saying, “For your needs, this vehicle should work just fine.”

This is also new territory for us, and there is no established playbook for BEV sales yet. That is why we want to gather feedback from the field, refine our FAQs and sales approaches, and work with our sales companies to develop a distinctly Daihatsu way of selling BEVs.

T.Y. One thing this initiative has reinforced for me is that proposing a BEV is not simply about explaining the vehicle itself. Electrification contributes to carbon neutrality, but it also requires customers to adapt certain aspects of how they use their vehicles. That is why I want to approach every aspect of my work with Daihatsu’s Mission firmly in mind: “Staying close to our customers and enriching their lives.”

M.T. Our role is to create an environment where the sales company staff feel confident enough to comfortably introduce the vehicle to customers. By listening to feedback from the field, we hope to bring the value of commercial mini BEVs to our customers.

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Supporting Operational Excellence Through DX

Creating Systems That Prevent Errors and Work for the Long Term

K.K.

Assistant Coordinator,
Digital Transformation Promotion Department,
Digital Transformation Promotion Division
(left)

T.Y.

Group Leader,
General Management Department,
Vehicle Performance Evaluation Division
(right)



Supporting My Colleagues Through Digital Technology with My Frontline Knowledge

K.K. I previously worked on a production line in one of our plants. Later, after participating in training offered by the DX Promotion Department, I became involved in DX initiatives. I have always enjoyed making computer programs, and I wanted to be involved in work that supports frontline operations through digital technology.

In the plant, people carry out their work every day while constantly thinking about the best possible way to do things and looking for even the smallest opportunities to eliminate waste. Even after moving to the DX Promotion Department, my firsthand understanding of those efforts has shaped how I approach my work. Rather than simply building systems, I focus on reducing frustration by using digital technology to support the people involved in vehicle manufacturing, making their jobs easier, and

enabling the kind of workplace they aspire to create.

To me, DX is about creating meaningful change through a series of small improvements. Something as simple as replacing paper with digital data can lead to further refinements, which in turn can grow into much larger transformations over time.

Eliminating Manual Data Entry by Connecting Data Directly

T.Y. I spent many years working in crash-safety development and was also involved in certification activities. As part of our efforts to prevent recurrences related to certification, I first reviewed past documents and reports. Later, I joined the DX Group within the Vehicle Performance Evaluation Division, where I became responsible for advancing the automation of certification testing.

One of the key goals of this initiative was to eliminate transcription errors in the documents used for certification. At testing sites, results are often recorded on paper and then manually entered into reports. As long as people are involved in those processes, completely eliminating transcription errors is not easy. That is why we needed to create systems that make such mistakes far less likely to occur in the first place.

K.K. Automating certification testing is about much more than improving efficiency. The goal is to redesign workflows to minimize error-prone manual processes, such as recording measurement results or transferring information between documents, thereby increasing the reliability of certification operations.

To achieve this, we digitized those processes and created systems that automatically collect measurement data from instruments and Excel files, generate test reports, and retain a complete history of the information.

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In practice, however, the work was far from straightforward. Different certification tests use different equipment and measuring instruments, and each one handles data differently. In many cases, extracting the data is not easy. Whenever we encountered such obstacles, we worked closely with experienced employees at the worksite, carefully examined the situation, and patiently sought practical solutions.

Building a System Is Only the Beginning

T.Y. At the same time, simply creating a system is not enough to prevent recurrence. If the DX Promotion Department or the DX Group within the Vehicle Performance Evaluation Division becomes responsible for building everything, then frontline teams will be unable to make changes themselves when issues arise or testing requirements change. It is important that the people who actually conduct the tests can use these tools themselves and modify them when necessary.

At first, many people in the field saw these systems as something that the DX team would simply build for them. However, when we explained that they would also need to build and maintain parts of the system themselves, the idea was not immediately accepted. Given their limited time and technical skills, it was understandably difficult to suddenly ask them to take on that responsibility. I think that was a completely natural reaction.

That is why we focused first on gradually increasing the number of people who could create and maintain these systems themselves. After receiving training from the DX Promotion Department, members of the DX Group developed those skills themselves, and representatives from each testing site were then trained so the knowledge

could spread throughout the organization. Today, we have entered a phase of self-sufficiency, where frontline teams are creating and improving systems on their own. Rather than acting as the primary builders of every solution, the DX Group is gradually transitioning to a support role, helping frontline teams overcome challenges as they drive these efforts forward.

When the Front Line Begins Taking Ownership of the System

K.K. At first, I think the worksite members felt uncertain about the changes. However, as we continued providing training and building the necessary systems, we gradually began to see changes. These days, it is becoming increasingly common to see people from the field come to the DX Group in the Vehicle Performance Evaluation Division and ask questions such as, “We’d like to do something like this. How can we make it happen?”

Seeing more opportunities for frontline teams to work alongside DX members and treat these systems as their own gives me a real sense that DX is taking root and gaining momentum.

T.Y. Of course, there are still many challenges ahead. Different tests use different equipment and measuring instruments, so a solution that works in one area cannot always be applied directly to another. That is why we carefully consider the circumstances of each testing area and work to develop solutions that can be adopted smoothly in practice.

Members of the DX Group are assigned to individual testing teams and work closely with them as these initiatives move forward. We believe it is important that neither the front line nor the DX Group should carry the burden alone. Instead, the front line should take the lead, with the DX Group providing support where needed.

It Starts with the Decision to Change the Way We Work

K.K. Sometimes, DX can start to feel like the goal itself. But what I always remind myself is that DX should be driven by the problems we want to solve and the goals we want to achieve. Whether it is preventing recurrence, creating new value, solving frontline challenges, or



improving efficiency, there are many different objectives. What matters is never losing sight of those objectives and finding the most effective way to achieve them through DX.

Within the workplace, networks that allow people to seek advice casually through internal communities, remote meetings, and other channels are also expanding. We also hold consultation sessions and forums where examples of AI and DX applications are shared. It does not have to begin with a major initiative. Sometimes a simple thought, like “That looks interesting” or “This part of the job is difficult, and I’d like to improve it,” can lead to small improvements that eventually grow into major transformations. I believe DX spreads through organizations one small step at a time, starting with the everyday challenges people encounter in their work.

T.Y. The automation initiative we are currently pursuing is something we must see through as part of our efforts to prevent certification-related issues from ever happening again. We cannot allow the same problem to occur again. That is why we are fully committed to building systems that make mistakes far less likely. At the same time, there are many development tests beyond those related to certification. I believe the experience we have gained through building these systems and providing training can eventually be applied to many other tests and business processes as well. First, we must ensure that recurrence prevention is firmly in place. From there, I hope we can expand these efforts into broader improvements that contribute to even better vehicle development.

K.K. DX should not be carried out by a limited group of specialists alone. It is an effort that begins with a workplace’s own desire to improve and evolve. We are committed to supporting these efforts with everything we have.

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Protecting Everyday Life Through Safety and Health

Creating a Workplace Where People Arrive Healthy and Return Home Smiling

S.S.
Team Leader,
Safety and Health
Care Department
(left)

Y.M.
Team Leader,
Safety and Health
Care Department
(right)



Applying Frontline Experience to Safety Initiatives

Y.M. Since joining the company, I have spent many years working on the production floor at the Kyoto (Oyamazaki) Plant. Now, I work in the Safety Group of the Safety and Health Care Department, where I am responsible for initiatives aimed at eliminating workplace accidents and traffic-related incidents, including those that occur during commuting.

Throughout my time in manufacturing, I have worked with five key responsibilities in mind: safety, quality, cost, delivery, and talent development. Now, my focus is entirely on safety. When an accident occurs, I visit the site, assess the situation firsthand, and discuss with frontline personnel why it happened and how similar incidents can be prevented in the future. Having spent many years on the shop floor, there are often things I can recognize immediately about working conditions and whether

proposed countermeasures are realistic and practical.

Without safety and health, no work can truly succeed. Improving quality and efficiency is important, but those efforts must be built on a foundation where every employee can work safely and in good health.

S.S. I work on the Mental Support Team, where I am responsible for employee mental health initiatives. My primary responsibilities include planning and conducting mental health training, administering and analyzing stress checks, providing consultation services, and supporting employees taking leave or returning to work.

What inspired me to work in mental health support was my feeling that, as people enter the workforce, expectations placed upon them increase while the systems available for seeking support often become less visible. That is why I believe it is important to identify signs of difficulty before someone's condition worsens and help connect them with the support they need.

Preserving Lessons Learned and Practicing the Basics Without Exception

Y.M. There is something we must never forget when talking about safety at Daihatsu. In 2009, a series of serious accidents occurred over a short period of time, resulting in the loss of a precious life. It was a year in which something that should never have happened took place, and it fundamentally changed Daihatsu's approach to safety.

The rules and principles established at that time remain in place today. Rather than constantly introducing new measures, what matters most is ensuring those lessons are never forgotten and consistently carrying out the basic things that should always be done. We refer to this mindset as *the thorough execution of ordinary but essential practices*.

Looking back at the accidents that occurred in 2025, many may have been preventable if fundamental practices had been followed more consistently, including adherence

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to procedures, hazard awareness, and safety checks. That is why it is so important to follow established procedures, pause before taking action, and check one’s surroundings. Consistently carrying out each of these actions is critical.

For example, holding the handrail when using stairs or keeping to the right when walking. Even these basic rules are taken seriously at Daihatsu. Even if you believe nothing will happen to you, a fall can affect the people around you as well. We must continue reminding people that safety is built on the accumulation of small, everyday actions.

Using Data to Prevent Problems Before They Occur and Improve the Workplace

S.S. The same principle applies to health. Early awareness is essential. In 2025, the number of employees taking leave due to newly emerging mental health issues increased, reinforcing the importance of identifying concerns early and connecting people with the support they need. At the same time, leave taken due to recurring mental health issues remained within our target range, giving us confidence that our support efforts aimed at preventing recurrence are having a positive impact.

Analysis of stress-check results shows that employees identified as experiencing high levels of stress are more likely to take leave than those who are not. That is why it is important not to stop at conducting stress checks, but to proactively engage with workplaces where risks are identified and use those findings to drive workplace improvements.

To support this effort, we have expanded our post-stress-check follow-up training and increased opportunities for employees and managers to learn about self-care and line care. We want employees to be able to recognize changes in their own condition, while also helping supervisors and colleagues notice signs of change and reach out early. Strengthening both of these capabilities is an important goal for us.

Y.M. The same is true when it comes to safety. We analyze trends in workplace accidents and traffic incidents, then focus our awareness campaigns and safety-monitoring activities on situations where risk is highest. In traffic safety, we also focus on high-risk situations such as commuting hours and busy parking lots in the morning.

For both safety and health, it is not enough to simply look at the outcomes. What matters is understanding how to improve the behaviors and environments that exist before problems occur. The key is to identify early warning signs and potential risks before they develop into larger problems. I believe that consistently taking those preventive actions is what ultimately reduces accidents and health-related issues.

Creating a Workplace Where Everyone Takes Ownership

S.S. One of the biggest challenges in mental health initiatives is helping people see the issue as something that concerns them personally. We can provide specialized knowledge through training, but it is not easy to get people to apply that knowledge to themselves or their own workplace and turn it into action.

In the past, the Safety and Health Care Department and Health Center primarily led these efforts by providing training and support. However, we cannot support every workplace on our own. Going forward, it is important that each workplace identifies its own challenges and takes the initiative to create an environment where people can work with energy and engagement.

In 2025, we revised our approach to post-stress-check workplace improvement activities, placing greater responsibility on each workplace to develop and implement its own improvement plans. We plan to continue sharing successful examples and finding practical ways to make these initiatives easier for each workplace to put into practice.

Y.M. The same is true for safety activities. They cannot be driven solely by the Safety and Health Care Department. Every individual in the workplace must take personal responsibility and act accordingly. We promote safety awareness through a variety of opportunities, including sharing lessons from serious accidents, distributing incident information across departments, issuing safety reminders through computer pop-ups, and providing safety education for mid-career hires.

For employees who are newly joining Daihatsu, it is especially important to explain why safety rules are valued so highly here. We believe that understanding the experiences and lessons behind those rules, rather than simply memorizing them, is the first step toward making safety a personal responsibility.

Creating a Workplace Where People Notice and Support One Another

S.S. In reality, many people find it difficult to ask for help. Some wonder, “Is this really something I should ask about?” Others worry, “Will asking for help affect how I am evaluated?” A few ponder, “People expect a lot from me, so I have to keep pushing myself.” As a result, they often endure too much on their own.

That is why not only self-care, but also line care, where supervisors and colleagues notice changes in those around them, is so important. It is important to build relationships through everyday communication so that people feel comfortable speaking openly when they are struggling. Both those seeking support and those providing it need to learn how to communicate effectively, how to speak up, and how to listen.

Y.M. Even when I worked on the front line, I always valued creating an environment where everyone could work comfortably. Sometimes you can tell something is different simply by looking at someone’s expression in the morning or listening to the way they talk. Even when people do not realize they are pushing themselves too hard, those around them may notice subtle changes. Noticing those small changes and reaching out can sometimes be the first step toward preventing an injury or health issue.

S.S. Stress is not always a bad thing. When managed well, it can even contribute to personal growth. We want people to manage stress effectively, stay aware of their own condition, and feel comfortable seeking help early when they need it. Our goal is to create a workplace where those behaviors come naturally.

Y.M. The role of the Safety and Health Care Department is to help create a workplace where everyone at Daihatsu can work more safely, stay healthy, and perform at their full potential. We want people to arrive at work healthy and return home with a smile. To protect that simple but important part of everyday life, we will continue working together with people across the company and steadily building on these efforts, one step at a time.

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Bringing Knowledge Home and Strengthening Intellectual Property Activities at Perodua¹

Aspiring to Be a Bridge Between Daihatsu and Perodua

A.S.

Intellectual Property Department, R&D Management Division

1. Perodua Manufacturing Sdn. Bhd. (PMSB)

Being the Only One Pushes Me to Give It All I've Got

I was seconded to Daihatsu Motor Co., Ltd. in March 2026 from Perodua, in Malaysia. As an overseas member of the Daihatsu Group, Perodua is responsible for vehicle development and manufacturing. When I learned that I would be working in Japan, I felt both honored and deeply grateful. Daihatsu's Intellectual Property Division possesses extensive expertise in patents and designs. Having the opportunity to learn through hands-on experience in that environment is incredibly valuable to me.

Because I am the only employee seconded from Perodua and the first ICT member to join the Intellectual Property Department in this way, there were times I wondered whether I was really the right person for the role. Even so, I now see it positively. Being the only one motivates me to work harder than ever.

I joined Perodua in 2022. At first, I was involved in training for CATIA², the 3D CAD software used in vehicle design, and was responsible for creating manuals and training new employees. Then, in 2023, a new Intellectual Property Group was established, and I transferred into the team. At the time, I had very little knowledge or experience in intellectual property. This assignment has become a tremendous opportunity for me to learn the fundamentals of intellectual property, both in theory and in practice.

2. CATIA: A 3D CAD software platform used for product design, including automotive development (developed by France's Dassault Systèmes)

Discovering the Broad Scope of Intellectual Property Work

At Perodua, my work had primarily focused on filing and maintaining design registrations. At the same time, Perodua also had its own research and development

capabilities. As local development activities continue to expand, it will become increasingly important to identify inventions created through that work and protect them appropriately. That is why one of my main goals during this assignment is to deepen my understanding of patents.

One thing that has particularly impressed me at Daihatsu is how early intellectual property activities become involved in the development process. Before coming here, I tended to think of intellectual property primarily as work related to filing applications. At Daihatsu, however, the IP team works closely with the Engineering Division to identify the key elements of an invention and confirm that the technology does not infringe on third-party patents, helping support development from an early stage. I have come to realize that intellectual property is not simply about filing applications. It is about becoming involved early enough to help development move forward with confidence.

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Working Closely with Engineers to Discover Inventions Hidden Within Development

At Daihatsu, the Intellectual Property Division and Engineering Division work in close communication from the early stages of development as part of the patent process. One of the most important things I am learning here is that intellectual property work does not happen in isolation. It involves working directly with engineers and viewing the technologies being developed through an IP lens.

For example, during kickoff meetings with the Engineering Division, we first introduce ourselves and discuss the types of development work underway, as well as how the team plans to approach patent applications during the fiscal year. There may be patent filing targets, but simply setting a target does not automatically generate inventions. It is necessary to have ongoing discussions with engineers to identify where the truly inventive elements lie.

Through patent review meetings and other discussions, we continue learning about the technologies engineers are developing and explore what kinds of inventions may be suitable for protection. Rather than simply imposing numerical targets, the goal is to encourage engineers themselves to think about what inventions may emerge from their own development work. The role of the Intellectual Property Division is to support that process. That is exactly the approach I am learning now.

At Perodua, there have been situations where patent-related matters were handled primarily by Daihatsu. As local development activities continue to expand, it will become increasingly important for Perodua to incorporate

intellectual property considerations into its own project activities. One of my goals when I return to Perodua is to apply what I have learned about collaborating with the Engineering Division, strengthen communication between the intellectual property and engineering teams there, and create an environment where Perodua engineers can proactively propose and contribute new inventions within their development projects.

Building Patent Search Experience to Support Development Projects

Right now, the area I am focusing on most is patent searching and analysis. Whenever a new technology emerges, patent research is essential for determining whether it may be patentable and whether it could potentially infringe on the rights of others.

If patent-related issues are discovered after development has progressed significantly, they can have a major impact on commercialization. That is why Daihatsu conducts IP reviews at key project milestones to determine whether development can continue without any issues. I have come to understand that these reviews are not intended to slow development down, but rather to help it move forward with confidence.

When conducting a search, we create search criteria using classifications and keywords based on technology brought to us by an engineer for consultation. The results can vary significantly depending on which classifications are included and which keywords are selected. After completing the search, we screen the results to separate relevant documents from irrelevant ones, then work with engineers to narrow the list down to the most pertinent references.

Narrowing down search results is often one of the most difficult parts of the process. Because patent rights are defined through language, there are often situations where interpretation is not straightforward. Patent documents also contain a great deal of specialized terminology and technical language, making accurate comprehension essential. There are also times when the perspectives of engineers and intellectual property professionals do not immediately align. That is why I believe it is so important to gather the necessary

information from engineers, clarify any uncertainties, and carefully evaluate each issue one step at a time.

Search tools continue to evolve, and there are now areas where AI can be effectively utilized. However, understanding the technology itself, constructing effective search strategies, and evaluating the results are skills that people develop through experience. There are times when I feel I cannot fully express my thoughts in Japanese, but my immediate goal is to strengthen my patent search skills and aim to become an intellectual property professional who can effectively support development activities.

Bringing What I've Learned Back Home and Becoming a Bridge Between Perodua and Daihatsu

Perodua's intellectual property group is still a relatively new organization. That is why I want to take the knowledge and experience I gain at Daihatsu back with me and share it through real projects when I return to Perodua.

What does an effective intellectual property activity look like? How should we communicate with the Engineering Division? What kinds of rules, standards, and guidelines are needed? I would like to address each of these questions one by one and strengthen Perodua's IP activities in a way that fits the company's own circumstances and needs.

Right now, I am in the position of learning from Daihatsu as a secondee from Perodua. In the future, however, I hope we can exchange ideas as peers, discussing topics such as "This is how we do things at Perodua," and "This is how Daihatsu approaches the same work." I believe that kind of relationship would help both organizations improve the way they work.

To make that possible, I first need to develop a solid understanding of intellectual property work myself. My goal is to become a point of connection between Perodua and Daihatsu, someone who can serve as a bridge between the two organizations. By making the most of every experience, I hope to help establish a strong intellectual property culture at Perodua and contribute to strengthening the IP capabilities of the entire Daihatsu Group.

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Daihatsu Motor's Approach to Sustainability

As the automobile industry undergoes what is said to be a once-in-a-century transformation and companies strongly need to contribute to solving social issues including respect for human rights and environmental conservation, Daihatsu has established a structure for promoting sustainability so that we can steadily implement sustainability initiatives in response to those demands.

- 25 Promotion of Sustainability
- 27 Stakeholder Engagement
- 29 Instilling Our Corporate Philosophy

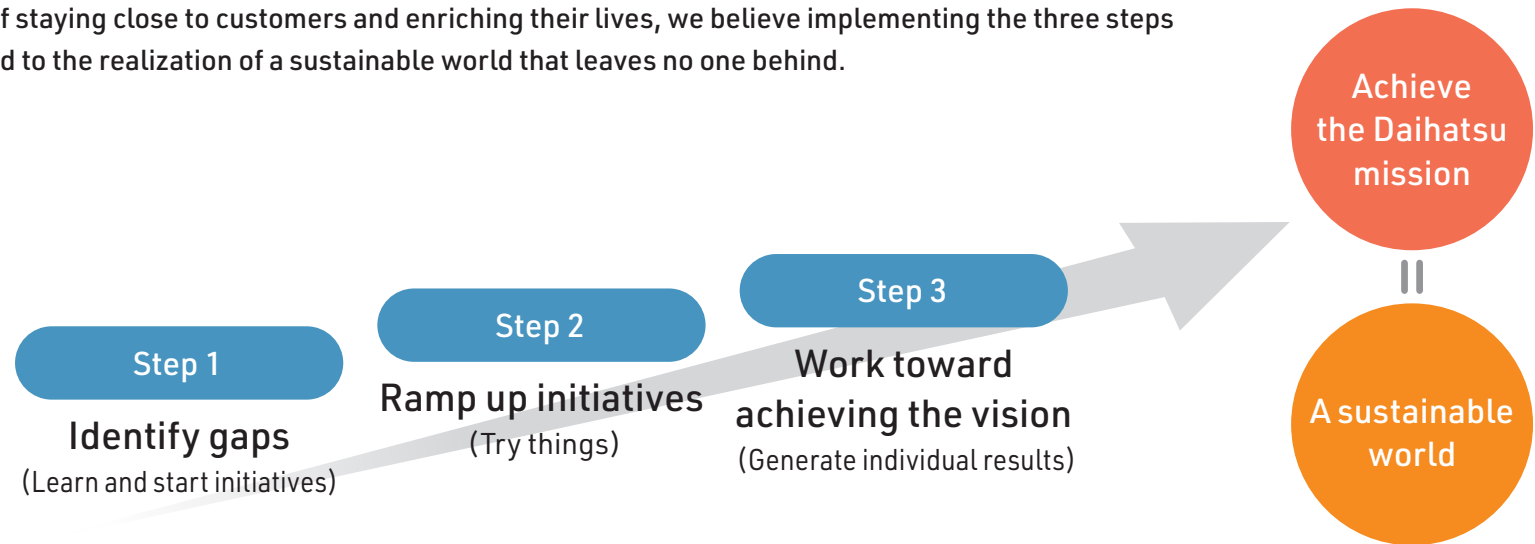
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Sustainability Initiative Implementation Methods

To achieve our mission of staying close to customers and enriching their lives, we believe implementing the three steps described below will lead to the realization of a sustainable world that leaves no one behind.



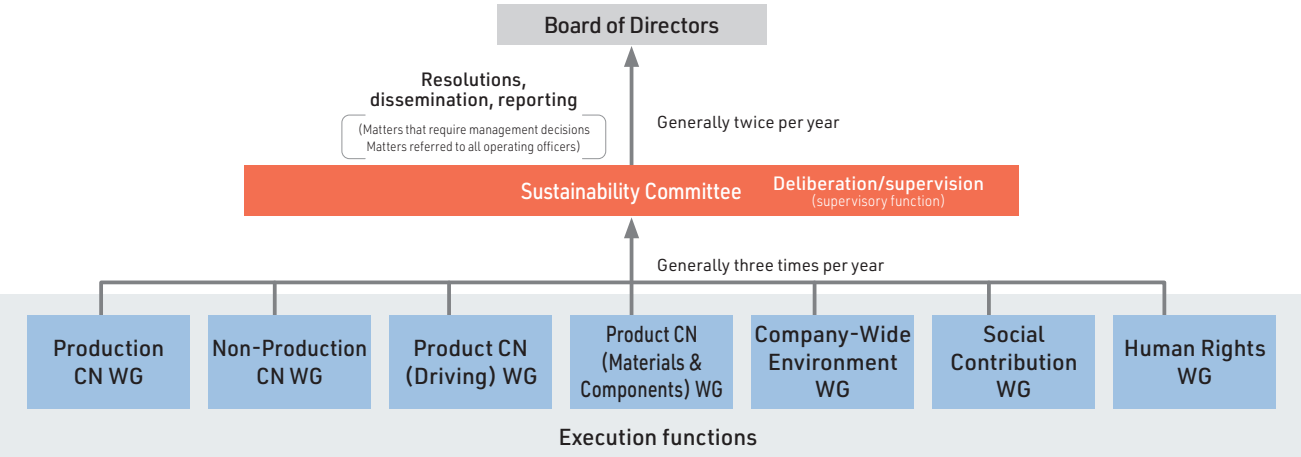
Category	Details of Initiatives		
	Step 1	Step 2	Step 3
Human Rights See p. 60	● Evaluate human rights risks ● Set priority action topics	● Start initiatives to avoid human rights risks (internal) ● Evaluate the effectiveness of initiatives ● Based on the above results: · Formulate a medium-term plan (including KPIs) · Refine the details of initiatives and implement groupwide	● Firmly establish initiatives and take action to achieve fundamental policies
Social Contribution See p. 70	● Ascertain current conditions (including Group companies) ● Select priority initiatives ● Formulate new initiative plans	● Formulate a medium-term plan ● Start new initiatives on a full scale ● Improve the details of initiatives and deploy to Group companies	● Firmly establish initiatives
Environment See p. 31	The 8th Daihatsu Group Environmental Action Plan See p. 33 to 34		

Sustainability Promotion Structure

The Sustainability Committee is responsible for proposing policies related to Daihatsu’s sustainability initiatives, their deployment to Daihatsu and its affiliated companies, and supervising and providing advice on the progress of initiatives in response to those policies. The executive vice president chairs the committee and its members are all chief officers, personnel responsible for sustainability at main overseas production sites, and the full-time Audit & Supervisory Board members. The committee also works to expand and enhance Daihatsu’s sustainability initiatives in accordance with the “Toyota Supplier Sustainability Guidelines” as members of the Toyota Group.

In addition, key sustainability issues, the progress of each working group (hereinafter, “WG”), matters related to policies and targets, and progress for each activity are regularly reported to the Board of Directors, with initiatives reviewed and refined based on those discussions with a view to continuously improving them.

Organizational Structure



Tasks of Each WG

Headed by a general manager who serves as its executive head; brings together individuals in related posts to work together to share information and discuss policy, KPIs, etc. of each working group.

WG	Details of Initiatives
Production CN WG	- Reducing CO₂ emitted during vehicle production at plants - Promoting energy-saving activities and studying the introduction of innovative technology and renewable energy
Non-Production CN WG	- Reducing CO₂ emitted by offices, etc. - Studying ways to reduce energy consumption of lighting and air conditioning, and transitioning to renewable energy, etc. for offices and other facilities
Product CN (Driving) WG	- Reducing CO₂ emitted during driving - Studying ways to improve gasoline engine fuel efficiency, and to expand electrified vehicles and carbon-neutral fuel vehicles
Product CN (Materials & Components) WG	- Reducing CO₂ emitted during component material production and processing - Studying ways to visualize emissions, produce emissions-reducing items, and achieve carbon neutral materials
Company-Wide Environment WG	Promoting environmental strategy, Environmental Action Plan, recycling-based society, existing in harmony with nature, and environmental management (excluding CN activities)
Social Contribution WG	Collaboration between business sites on social contribution activities and implementation
Human Rights WG	- Reducing the risk of human rights violations across the entire supply chain (procurement, manufacturing, logistics, and sales processes) - Promoting preventive initiatives

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Stakeholder Engagement

Daihatsu Sustainability Basic Policy

[Foreword]

We, at Daihatsu, comply with laws, regulations, and rules. We also uphold Corporate Philosophy of “Staying close to our customers and enriching their lives” as our mission. All of our employees contribute to the sustainable development of society through Daihatsu’s unique MONOZUKURI and KOTOZUKURI.

In addition, we are aware of our role as a corporate citizen, recognize the impact we have on society and the environment, and work with all stakeholders in good faith to deepen mutual understanding and foster long-term relationships of trust.

1. With our customers

- ◆ We, as a mobility company centered around compact cars that values the idea of staying close to our customers, provide safe, secure, high-quality products and services at affordable prices and enrich our customers’ lives.
- ◆ We strive to thoroughly protect the personal information of our customers, and of all people we encounter in our business activities.

2. With local communities

- ◆ We seek to become a company that has roots in the communities in which it operates. To this end, we respect local traditions, cultures, and customs and, through dialogue and cooperation with local parties, we contribute both to the resolution of societal issues and to the harmonious growth of local communities.

3. The global environment

- ◆ We believe that preserving the irreplaceable global environment for future generations is a responsibility shared by all humanity. 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.

4. With our business partners

- ◆ We endeavor to coexist and co-prosper with our business partners through open and fair trade. We also collaborate with our business partners and with industry groups to fulfill our societal responsibilities in every stage of our supply chain.

5. With our shareholders and investors

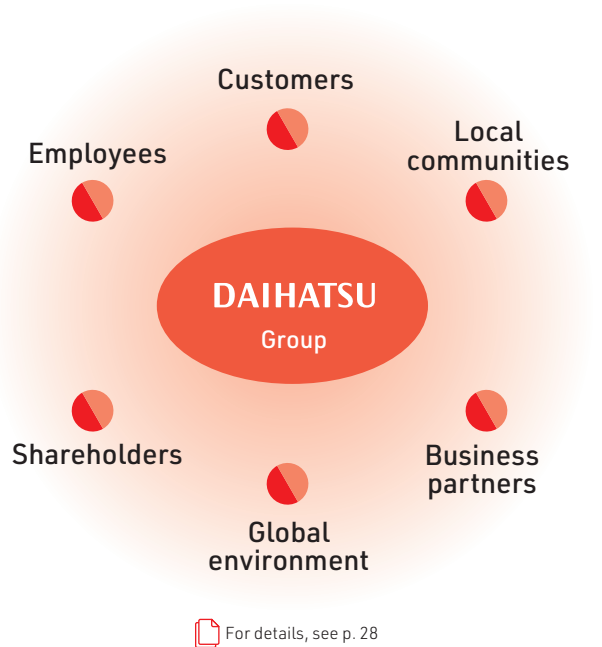
- ◆ We are committed to safeguarding the soundness and transparency of our management; at the same time, through proper and fair information disclosure and dialogue, we aim to improve our corporate value from a long-term perspective with our shareholders.

6. With our employees

- ◆ We respect the human rights of all the people we encounter in our business activities; at the same time, we seek to create environments in which all Group employees can work safely, healthily, and with energy and enthusiasm.
- ◆ We strive to create workplaces where employees get fairly evaluated; at the same time, we develop systems that enable employees to experience job satisfaction and achieve personal growth, and thereby foster an open company culture.

GRI > 2-23, 2-29, 413-1

Stakeholders of the Daihatsu Group



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Stakeholder	Main Methods of Engagement	Overview
Customers	Market Research	We identify customer needs through surveys, interviews, and observations of product usage, and reflect those insights in product planning and development. We also conduct research tailored to the needs of each overseas market.
	On-Site Work Experience	Particularly for commercial vehicles, we accompany customers in their day-to-day operations to better understand real usage environments and apply those insights to product improvements.
Local communities	KOTOZUKURI	Through community-based initiatives, we expand points of contact with customers and local communities while enhancing experiential value.
	Collaboration with NPOs	We support initiatives for pregnant and postpartum women and help create a safe and supportive social environment.
	Ikeda Area Platform	We participate in regional revitalization initiatives and carry out community-based activities in collaboration with local shopping districts and students.
	Community Briefings	Through community briefings and environmental patrols, we promote communication with local communities and deepen understanding of environmental conservation at both domestic and overseas sites.
	Public Events at Daihatsu Plants	Each plant hosts open house events for members of the local community.
Business partners	Supplier Sustainability Guidelines Toyota Supplier Sustainability Guidelines	To promote sustainability together with our business partners, we issue guidelines outlining specific initiatives and expectations. We also communicate and reinforce compliance with the guidelines issued by our parent company, Toyota, ensuring they are thoroughly understood and followed.
	Policy Briefings and Monthly Meetings	We regularly share information with business partners regarding activity policies and priority initiatives.
	Communication with Purchasing Representatives	Through initiatives such as the Daihatsu Suppliers Club (DSC) and business partner appreciation meetings, purchasing representatives and related departments maintain ongoing dialogue with business partners to improve quality and reduce costs.
Shareholders	Shareholders' Meeting	Daihatsu is a wholly owned subsidiary of Toyota. We see shareholders who have invested in Toyota as our own important stakeholders and strive to enhance corporate value by taking actions based on the Group Vision.
Employees	Labor-Management Consultation Frameworks	To reflect employees' views in management, we engage in ongoing dialogue on work styles and management issues through workplace discussion meetings and labor-management councils.
	Internal Newsletter	We share company initiatives and employee activities to boost motivation and encourage stronger internal communication.
	"Fureai-Hiroba" Town Hall Meeting	We provide opportunities for direct dialogue between management and employees to deepen understanding of management initiatives, gather frontline feedback, and enhance motivation.
Memberships	Committees, etc.	We participate in committees and other activities organized by industry associations, fulfilling our responsibilities through information gathering and involvement in decision-making processes.

For more information on our engagement with stakeholders, please also see "NP Challenge" and "Social Contribution."

 See "NP Challenge" pp. 47 to 48

 See "Social Contribution" pp. 70 to 76

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Instilling Our Corporate Philosophy

GRI > 2-29

Efforts to Instill Our Corporate Philosophy

Daihatsu's Mission is "Staying close to our customers and enriching their lives." Since our founding in 1907, our products may have evolved, but this commitment has remained unchanged. The values we will continue to cherish are embodied in our corporate philosophy.

To ensure that every employee understands and puts this corporate philosophy into practice, Daihatsu promotes it through dialogue with management, workshops, and a range of HR training programs. At the same time, we are advancing initiatives that connect the corporate philosophy to employees' everyday actions, while also incorporating the feedback shared through these dialogues and training opportunities.

Dialogue with Management

The Daihatsu Corporate Philosophy, newly reorganized in September 2024, was shared at the "Fureai-Hiroba" town hall meeting, a discussion event for management and employees. The president and chief officers spoke about the thoughts behind the corporate philosophy and how they themselves intend to act on it, helping drive efforts to embed the corporate philosophy throughout the company.



Discussions streamed to the whole company in real time

The background and intentions behind the reorganization of the corporate philosophy have also been published on the company intranet, where employees can access them at any time. A video message from the president sharing his thoughts with employees has also been made available.

Workshops Based on Corporate Philosophy

We hold discussion-based Corporate Philosophy Workshops. In this workshop, we use group work focused on comparing one's own ideas to the corporate philosophy and discovering similarities to help participants learn about the ideas and vision behind the language used and develop a deeper familiarity with the corporate philosophy.

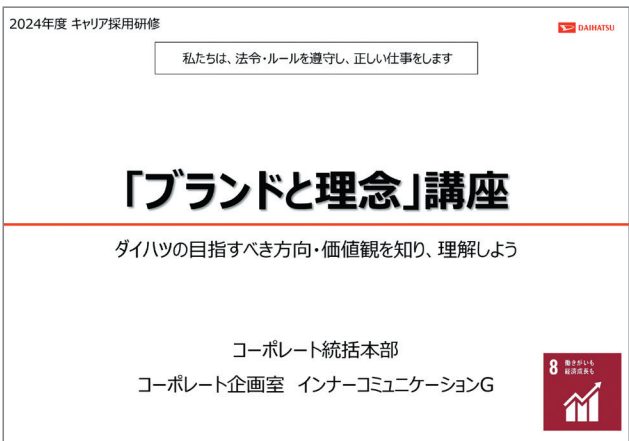
We encourage employees to think of the newly reorganized corporate philosophy as something that connects with their own personal values.



At these workshops, we discover connections between our own thoughts and the corporate philosophy

Personnel Training

We hold a Corporate Brand and Philosophy Seminar as part of introductory training for new graduates and career hires. Through this training, they deepen their understanding of the ideas behind the Daihatsu Corporate Philosophy and we create an opportunity to think about our corporate identity. From the very start of their careers at Daihatsu, employees are encouraged to understand that each individual's actions contribute to strengthening the brand's value.



New employees start their work by correctly knowing Daihatsu's brand value

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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.

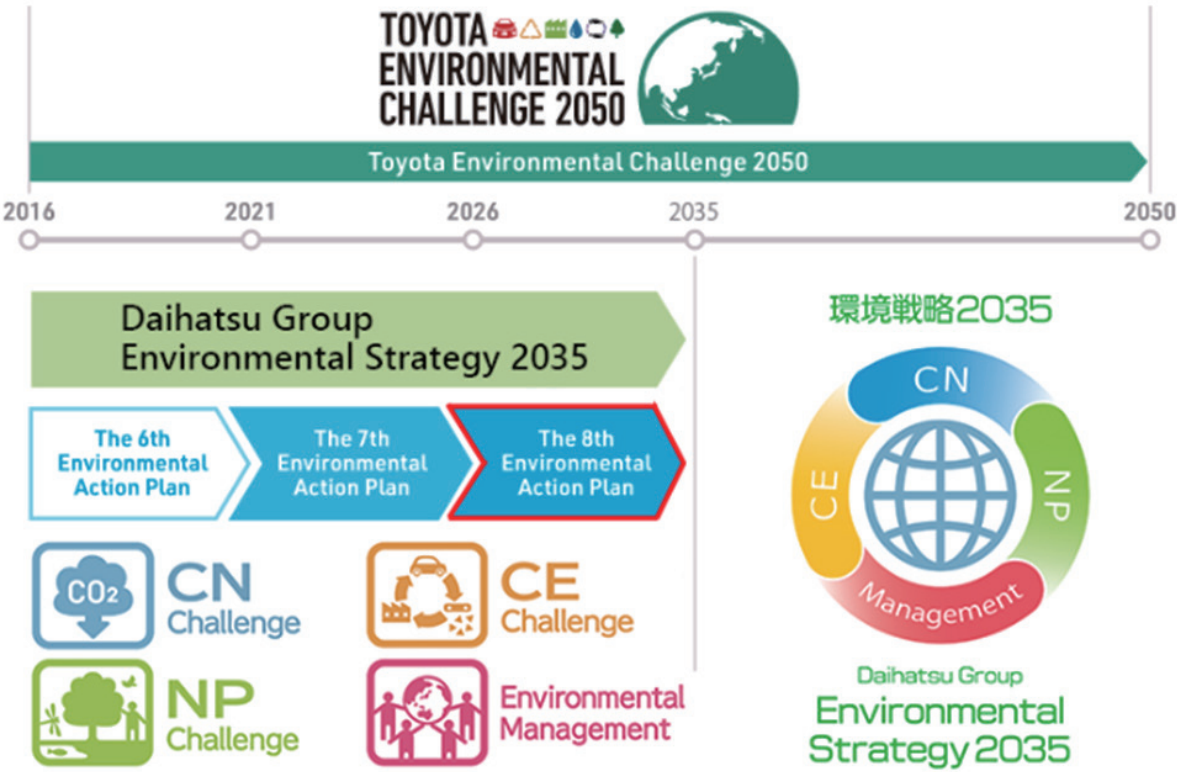
We seek to minimize the environmental load of our business processes in every stage of our product lifecycles; at the same time, through the use of outstanding environmental technologies, we seek to realize a mobility society that places a lighter burden on the natural environment.

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

Environment

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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
	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 (production) • Strengthening energy saving operations • Thorough adoption of renewable energy through the pursuit of SSC • Developing and introducing innovative technologies (logistics) • Promoting the switch to energy-efficient equipment • Promoting transportation efficiency (domestic sales companies) • Promoting ZEB through renovation of existing sales stores
		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
	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

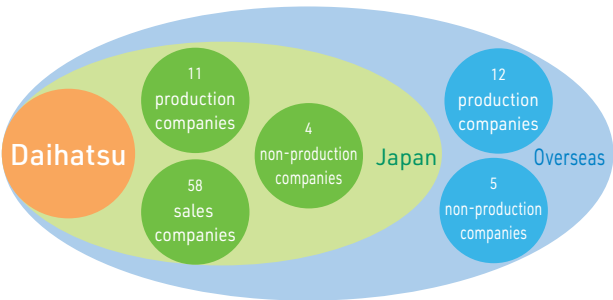
Environmental Management Structure

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

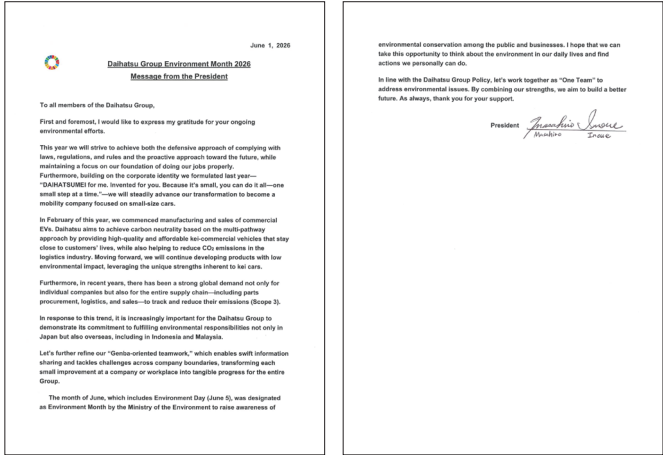
Fundamental Approach

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																			
	A3																			
General staff	A2											Personnel safety and environmental education ³								
	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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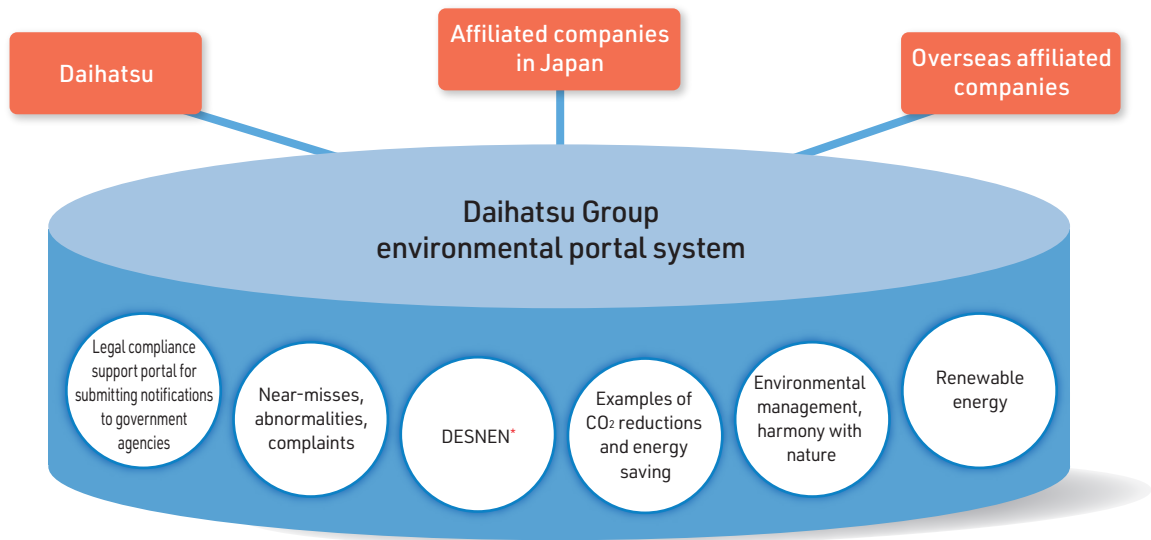
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Daihatsu Environmental Communication System

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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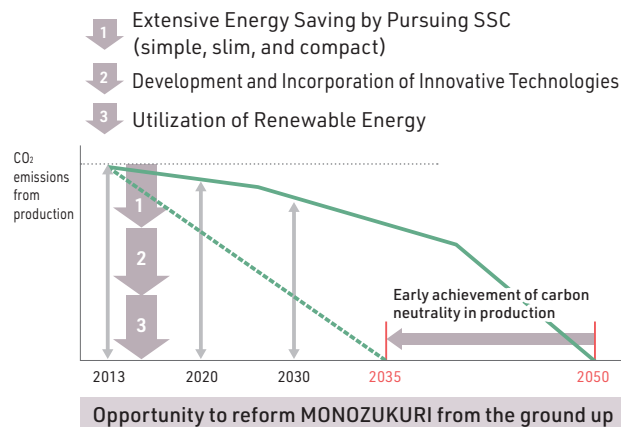
Initiatives for Production

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

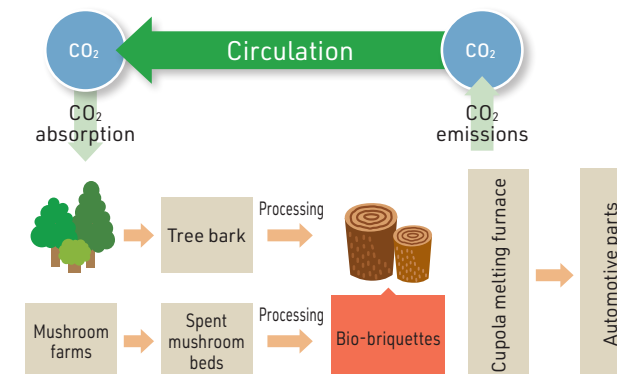
Daihatsu has begun studying fuel conversion from city gas to hydrogen and other alternatives in pursuit of achieving carbon-neutral production by 2035. Because various challenges, such as safety and cost, are involved, Daihatsu will first conduct trial introductions and development initiatives.

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.

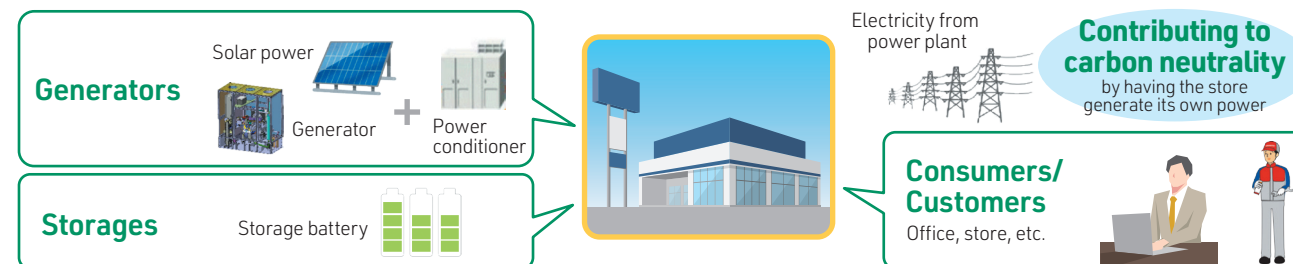


Development of Energy Grids Using Automotive Technologies

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

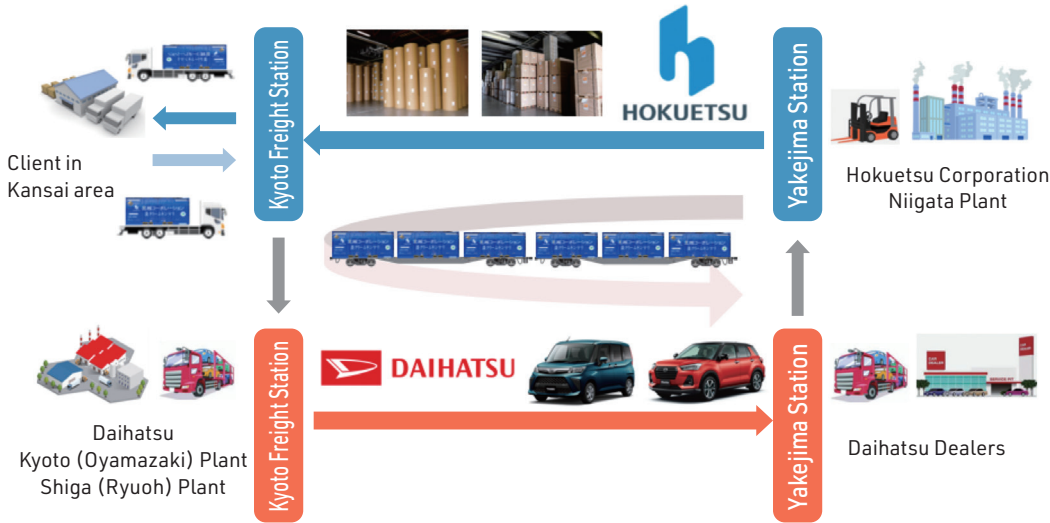
Daihatsu's core products are mini vehicles that are compact enough, at under 3.4 meters in length, to fit inside railway containers. Taking advantage of this unique characteristic, Daihatsu promotes rail transport, which produces lower CO₂ emissions than truck transport, thereby reducing environmental 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.



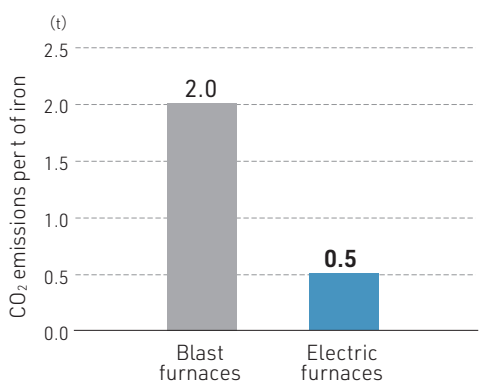
Developing Materials Suited to Recycling

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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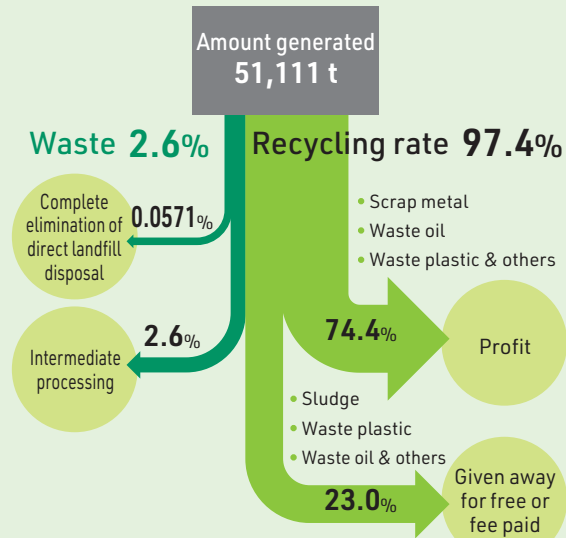
Production

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



* Scope: Daihatsu production sites and Daihatsu Motor Kyushu

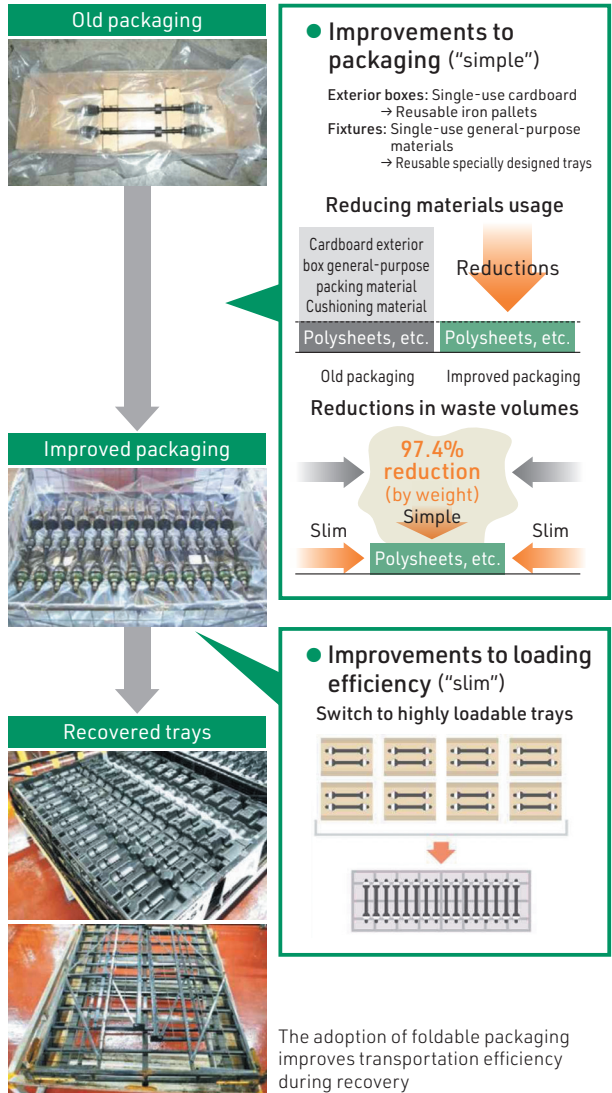
Initiatives

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

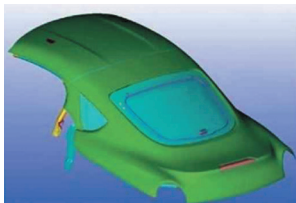
For lithium-ion batteries (LiBs) used in HEVs and BEVs, Daihatsu participates in a joint collection system operated through the Japan Auto Recycling Partnership (JARP) to ensure proper treatment. Looking ahead to the wider adoption of electrified vehicles in the future, we will continue working with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



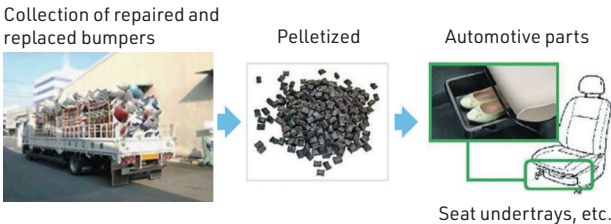
Limited-edition Copen with
CFRP roof

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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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.

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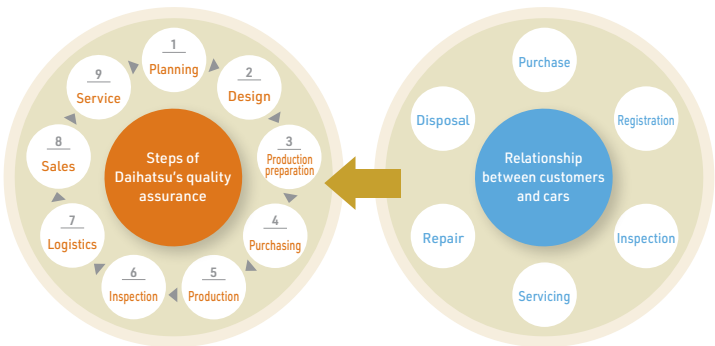


Fundamental Approach

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



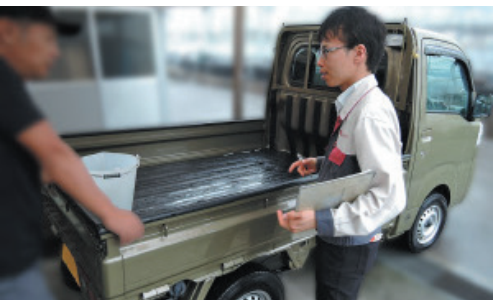
Planning and Design Initiatives

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.

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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.



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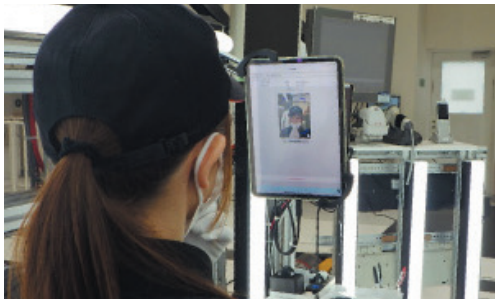
Inspection Initiatives

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

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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

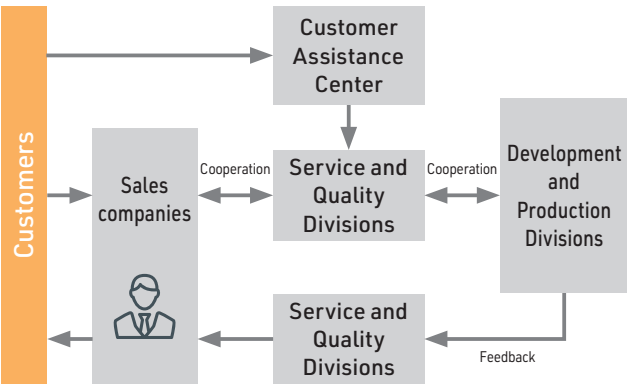
Fundamental Approach

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

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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.

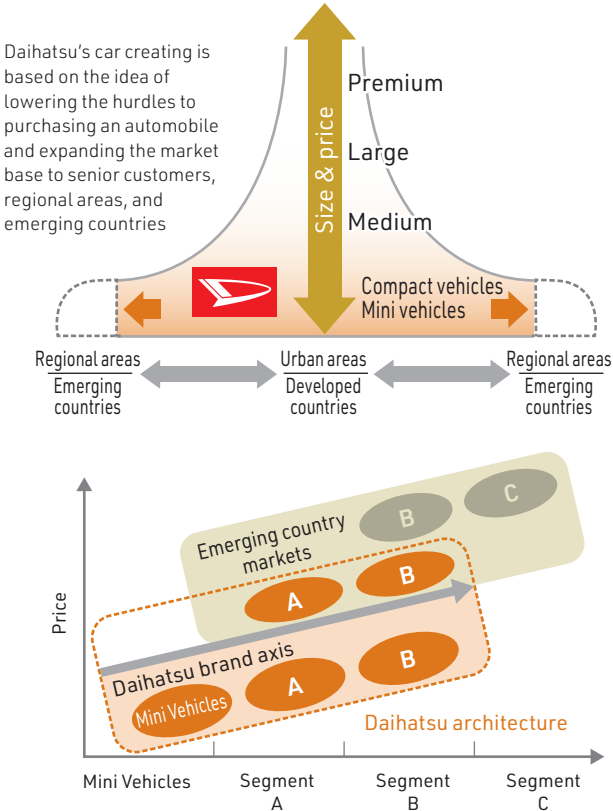
Supporting this approach to car creating are the principles of "high-quality but affordable products," "mastering the smallest details," and "providing advanced technologies to everyone." The Daihatsu New Global Architecture (DNGA) serves as the foundation that consistently brings these principles to 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.

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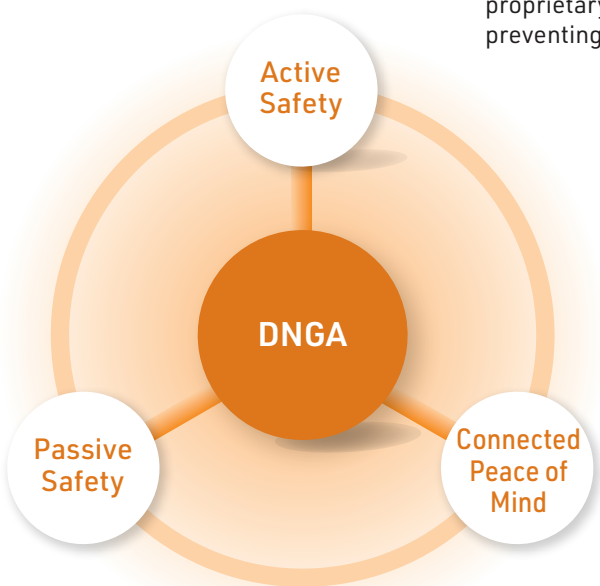
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Fundamental Approach

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.

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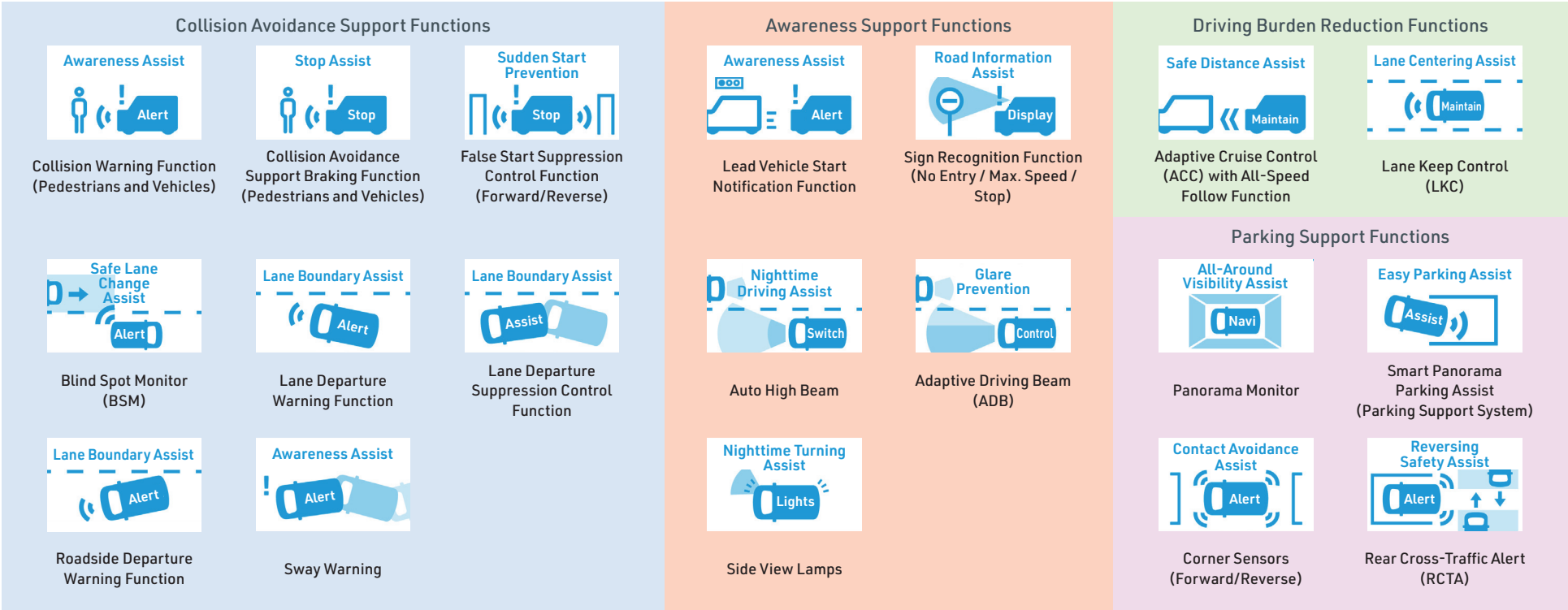
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Active Safety

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.



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Passive Safety

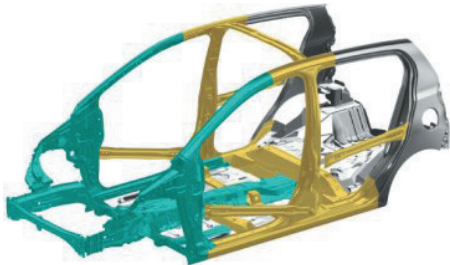
Fundamental Approach

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.



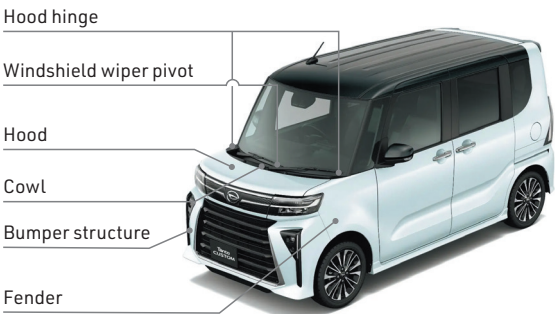
Mira e:S: TAF collision safety body

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.

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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

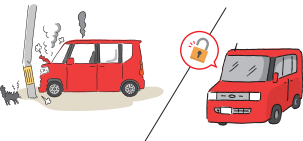
Daihatsu Connect

“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

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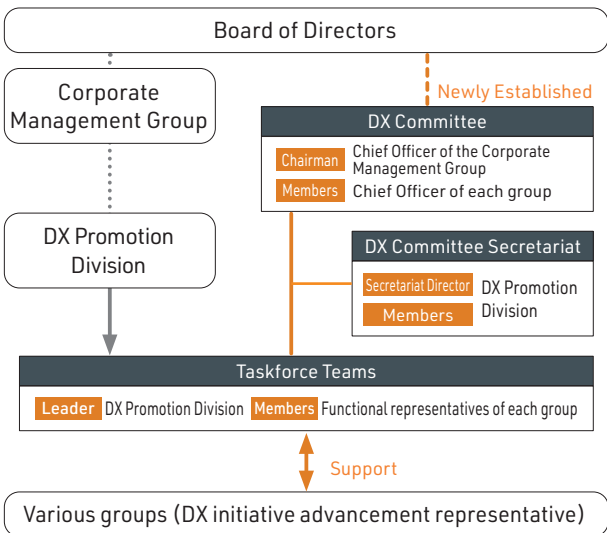
Fundamental Approach

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

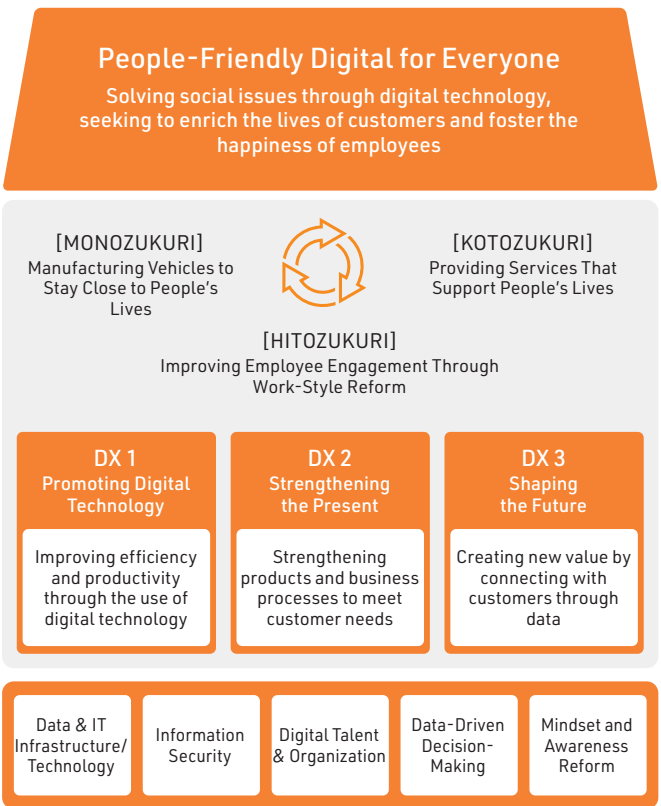


Targets

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

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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.

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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

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.

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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

- 1 To double the number of women in managerial positions (100) (compared to FY2026)
- 2 20% reduction in overtime worked outside the prescribed working hours by management personnel (compared to FY2026)
- 3 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

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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.

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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

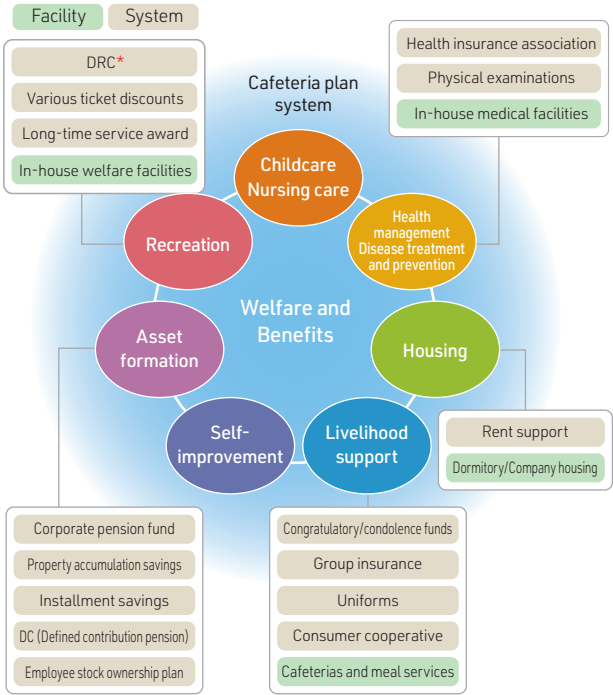
We accept new graduates fairly and equitably regardless of their nationalities, and foreign employees are active in a variety of divisions.

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

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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.

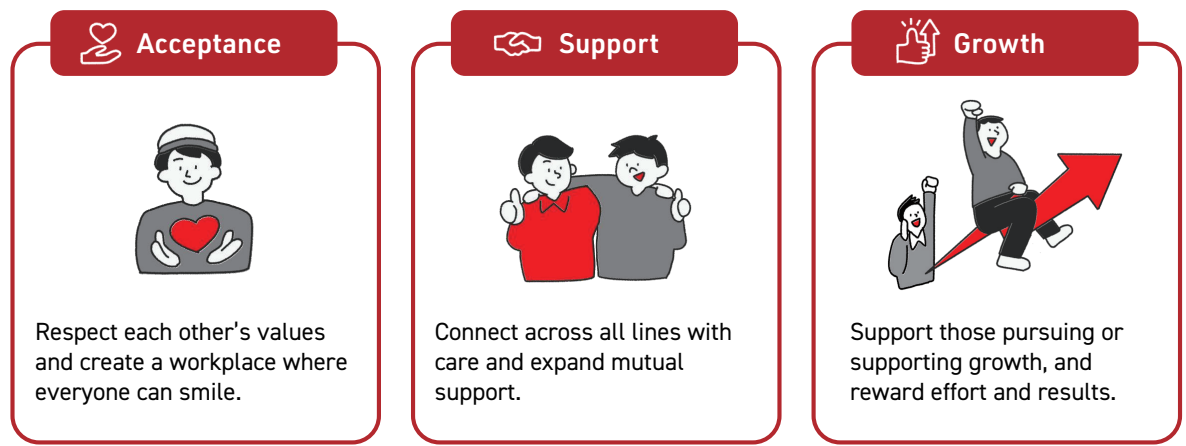
Workplace Creation Activities

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



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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

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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.

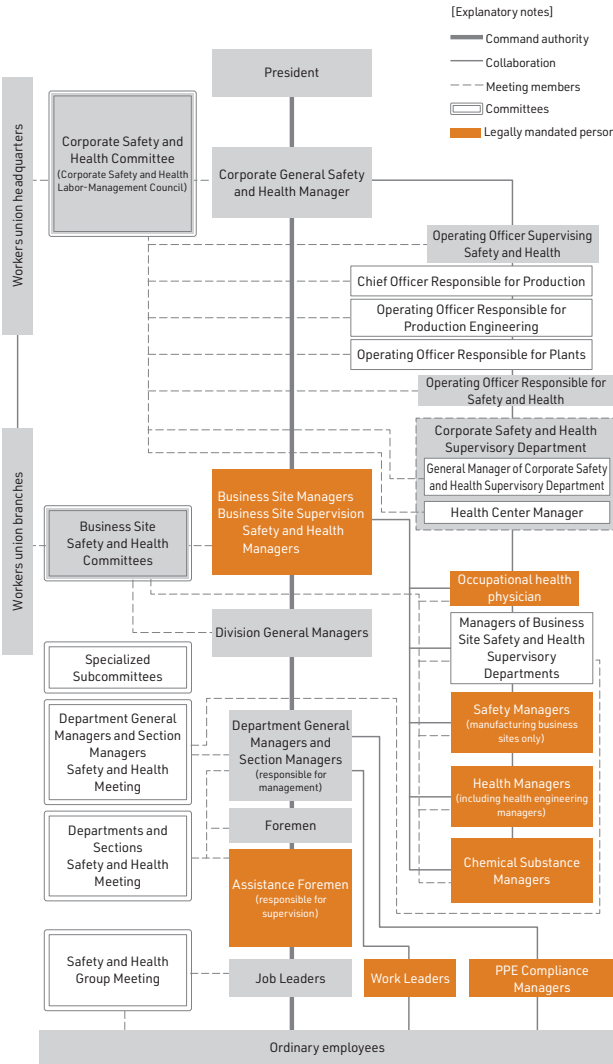
We are committed to putting safety and health first as we strive to be a company where employees are happy and where people want to work.

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



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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

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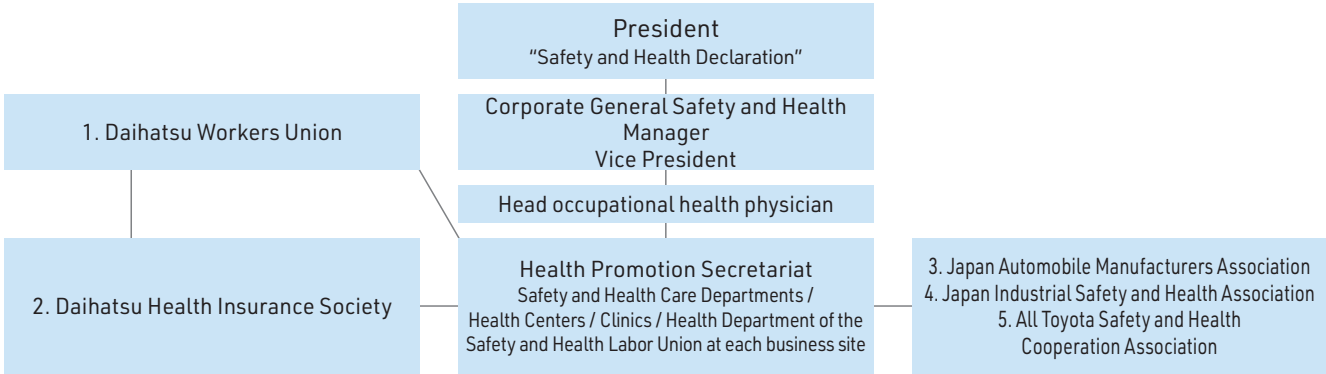
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Health

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

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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

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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.

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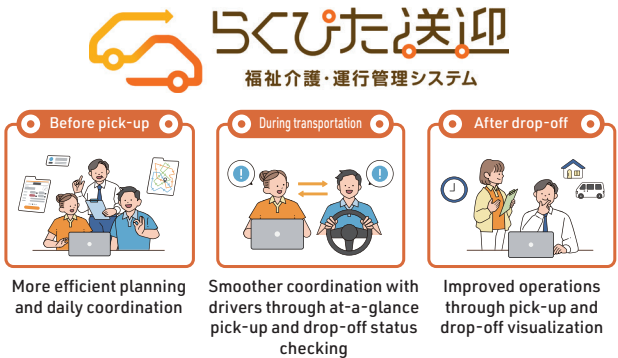
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Main Social Contribution Activities

Activity Case Studies (Japan)

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

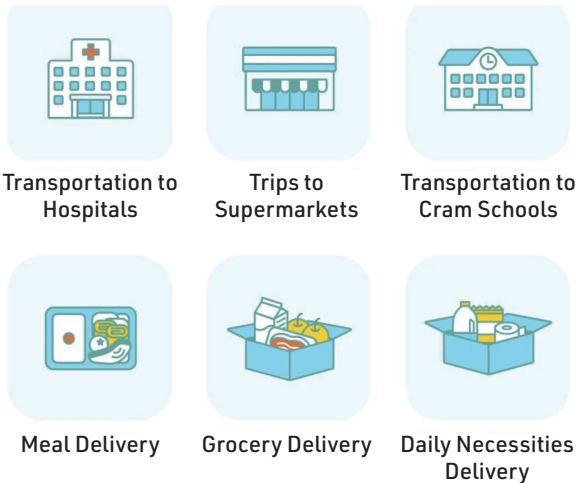
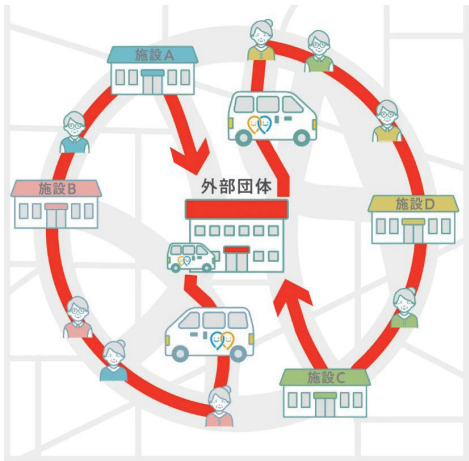
RAKUPITA SOUGEI is a nursing care operational support system that can be introduced at adult nursing care and welfare facilities, as well as by various organizations responsible for pick-up and drop-off operations. Pick-up and drop-off accounts for around 30% of a facility's operations and causes a psychological 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.



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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.

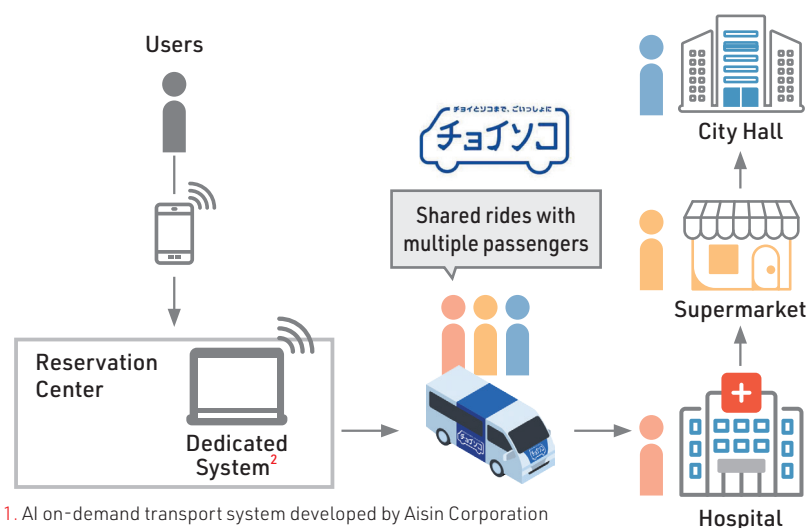
Daihatsu dealerships serve as one-stop contact points for local governments, working closely with transportation operators and call centers to provide community-based support from implementation preparation through ongoing operation. Through cooperation among local residents, municipalities, transportation 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.

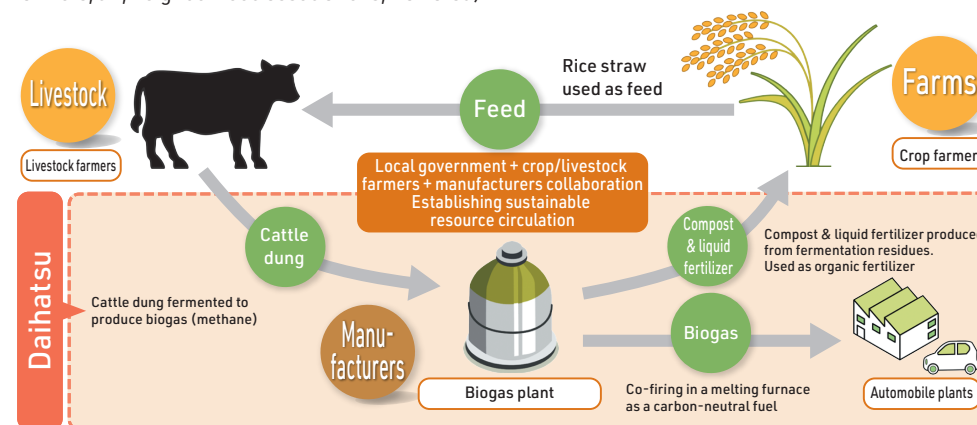


1. AI on-demand transport system developed by Aisin Corporation
 2. The dedicated system calculates the best route and the boarding/alighting order. This system does not guarantee that all user requests will be fulfilled.

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)



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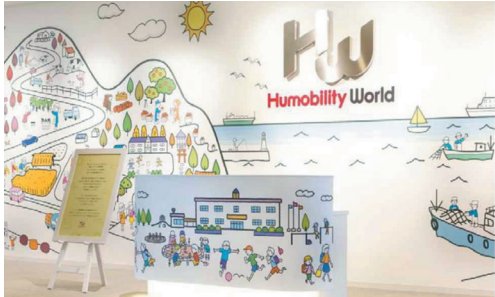
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Main Social Contribution Activities

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

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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.

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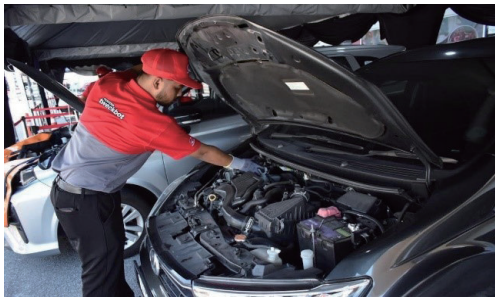
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Main Social Contribution Activities

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.



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Corporate Governance

Daihatsu is actively conducting its business activities to realize its mission of “Staying close to our customers and enriching their lives.” We have also established a system that enables transparent, fair, timely, and appropriate decision-making regarding the promotion of our business.

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“Three Pledges” - Koudoukan

This is a place for learning and reaffirming commitments, where each individual reflects on the meaning of complying with laws and rules as a personal responsibility, ensuring the certification misconduct issue is never forgotten and translating those lessons into everyday actions.

Purpose of Establishing the Koudoukan

The “Three Pledges” Koudoukan is a place where employees can correctly understand what happened in the certification misconduct issue, why it occurred, and the inconvenience and impact it caused for stakeholders in Japan and overseas. It exists to pass on the importance of legal compliance to future generations so that the same mistakes are never repeated, while also encouraging each individual to reflect on the way they approach their work in fulfilling Daihatsu’s mission of “Staying close to our customers and enriching their lives.” What employees see, feel, and reflect on here is meant to guide their actions moving forward.

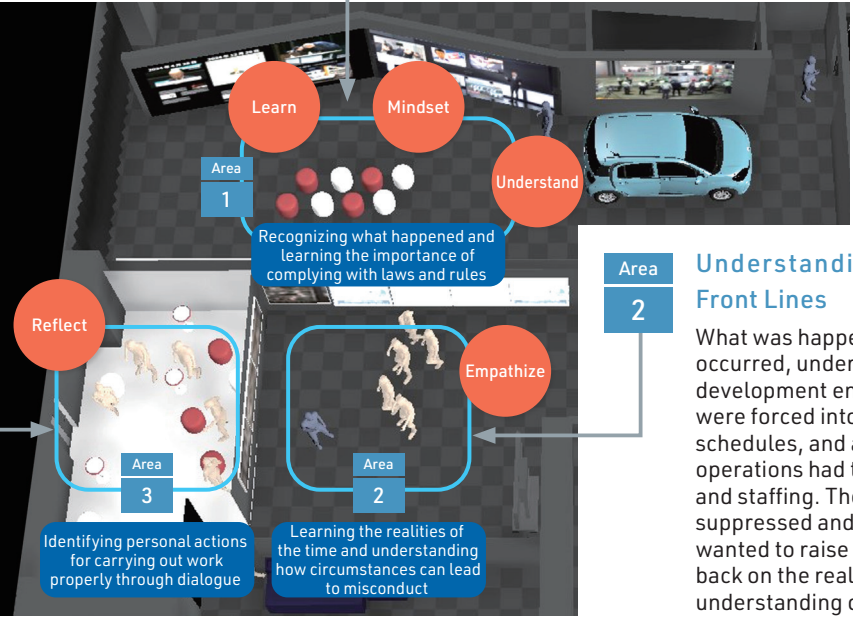
- 3 Employees continue upholding laws and rules
- We will foster systems and a corporate culture that enable every individual to continue upholding the commitment: “We comply with laws and rules and carry out our work properly.”
- 2 Employees develop a strong awareness of compliance with laws and rules
- Each individual sincerely accepts the reality of the misconduct committed during certification applications and the inconvenience caused to customers and other stakeholders, considers compliance with laws and rules as a personal responsibility, and translates that awareness into actions that deliver safety and peace of mind to customers.
- 1 All employees understand the facts surrounding the certification misconduct issue
- Employees learn about publicly disclosed facts, including the Third-Party Committee’s investigation report, corrective orders issued by the Ministry of Land, Infrastructure, Transport and Tourism, related media coverage, and Daihatsu’s response, in order to gain a correct understanding of the issue as a whole.

Overview of the Koudoukan

Area Mindset / Learn / Understand

1

Vehicle regulations and the type certification system are among the most important laws and rules that automobile manufacturers must follow. Certification testing also requires compliance with a wide range of conditions, and technical divisions spend days carrying out careful preparation and meticulous work in advance. In this area, employees learn these fundamentals while also hearing actual feedback from customers, suppliers, and sales companies, helping them understand how widely the issue affected people.



Area Understanding the Hardships Faced on the Front Lines

2

What was happening at the worksites where misconduct occurred, under the management conditions and harsh development environment of the time? Multiple projects were forced into excessively short development schedules, and amid intense pressure to reduce costs operations had to be carried out with limited resources and staffing. There was also a culture in which people felt suppressed and unable to speak up, even when they wanted to raise concerns. In this area, employees look back on the realities of the time and gain an understanding of the background and facts that led to the misconduct.

Area Reflect

3

This area encourages dialogue based on what employees have seen, felt, and understood here, deepening each individual’s awareness so they can continue carrying out their work properly while complying with laws and rules. It is a place where each individual pauses to confront the problems that occurred and their causes, and reflects on what they personally can do to ensure the same mistakes are never repeated.

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Fundamental Approach

Daihatsu is actively conducting its business activities to realize its mission of “Staying close to our customers and enriching their lives.” We have also established a system that enables transparent, fair, timely, and appropriate decision-making regarding the promotion of our business.

Corporate Governance System

Internal Controls

Based on the “Daihatsu Basic Policies on Establishing Internal Controls,” we have established a system to ensure the appropriateness of business operations as a business group and are operating this system appropriately. Within this system, we have established the GRC Committee, which is chaired by a director appointed by the president. The GRC Committee aims to establish an internal control system for the business group, ensure strict compliance with laws and regulations, risk management, and the reliability of financial reporting, and improve corporate value.

 PDF: Daihatsu Basic Policies on Establishing Internal Controls

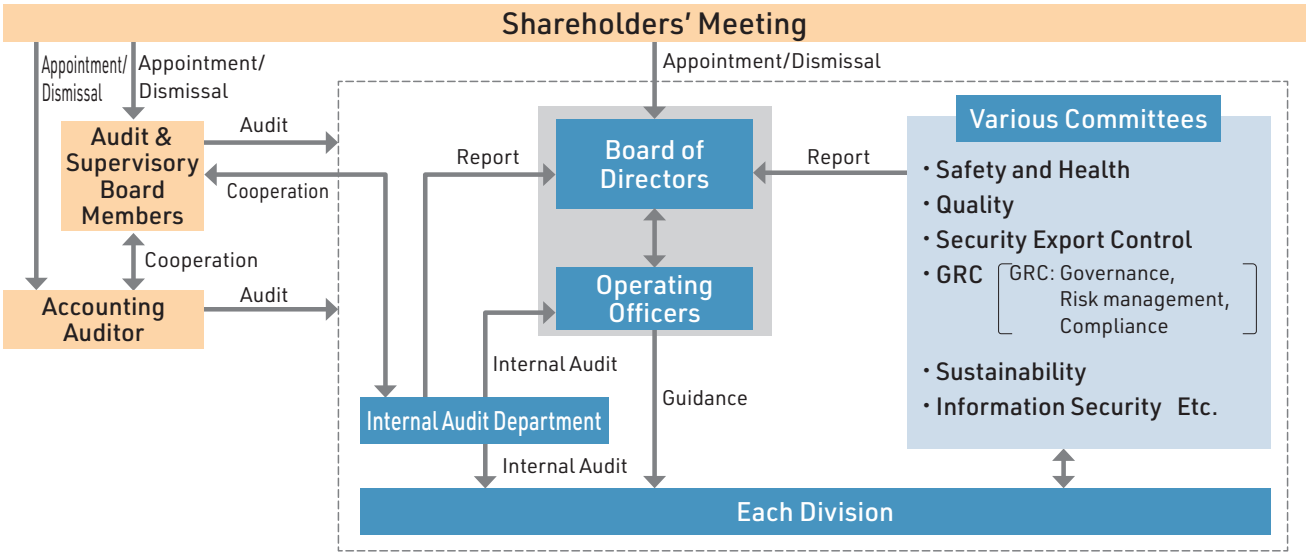
Board of Directors

Daihatsu’s Board of Directors is chaired by the president and consists of seven members in total, including the executive vice president, non-resident directors, full-time Audit & Supervisory Board members, and non-resident Audit & Supervisory Board members. The Board of Directors meets once a month in principle to make decisions on corporate management and to reflect advice received from a third-party perspective, including non-resident directors and non-resident Audit & Supervisory Board members, in management.

Conflicts of Interest

When Daihatsu conducts a transaction with an operating officer, it complies with the procedures stipulated in the Companies Act and also approves and reports the transaction at Board of Directors meetings in accordance with the Board of Directors and other rules. Transactions with the parent company are determined through negotiations with due consideration of market prices and other factors, in the same ways as general transaction terms. In addition, highly important transactions shall be approved at Board of Directors meetings in accordance with the Board of Directors and other rules.

Corporate Governance System



Fundamental Approach

Daihatsu is engaged in company-wide risk management activities covering risks across the organization based on their importance to corporate management (likelihood of occurrence, degree of impact, and status of countermeasures) and implementing appropriate countermeasures. We are working to embed a continuously operating PDCA cycle and achieve ongoing improvement.

Risk Management Process

Regular Risk Management Process

Daihatsu identifies risks in each division, analyzes them across the company, and prioritizes them. We then identify risks that should be managed as a priority and consider and promote measures against them. In addition, the GRC Committee periodically follows up on and monitors the progress of the identified risks.



Emergency Risk Management System

In the event of a major management crisis or emergency situation such as a disaster, Daihatsu establishes an emergency response task force to take appropriate measures to deal with the situation.



Business Continuity Management

Fundamental Approach

Daihatsu has formulated business continuity plans (BCPs) to minimize the impact of risks in corporate management and ensure early recovery and business continuity. In doing so, we are working to avoid and reduce risks.

In particular, as part of our initial response in the event of a disaster, we have established a company-wide Disaster Management Committee that involves all divisions within the company. We also register information on the safety of employees from the website, telephone, mobile app, and other sources into the system. In doing so, we have created a safety confirmation system that allows the company and workplace supervisors to quickly confirm the safety of employees. We have also created a disaster prevention manual that outlines the standards for employee behavior in the event of a major disaster, as well as initial response and recovery procedures. By clarifying the process from the occurrence of a disaster to recovery and working to instill these procedures through training, we are working to build a corporate structure that is resilient to disasters.

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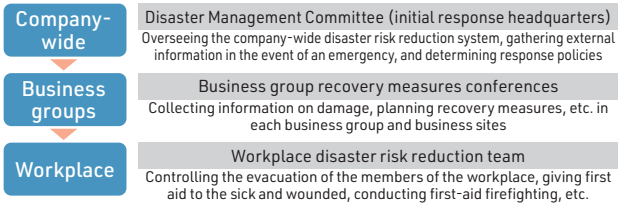
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Business Continuity Management

Disaster Management System

To properly manage crises during emergencies such as disasters, Daihatsu established an initial response system with roles specified on three levels: the company-wide level, the business group level, and the workplace level. In addition, we are working to improve the accuracy and effectiveness of initial responses by conducting company-wide initial response training and safety confirmation training using the safety confirmation system in collaboration with Group companies.

Promotion Structure



Initiatives

Disaster Mitigation for Buildings and Equipment

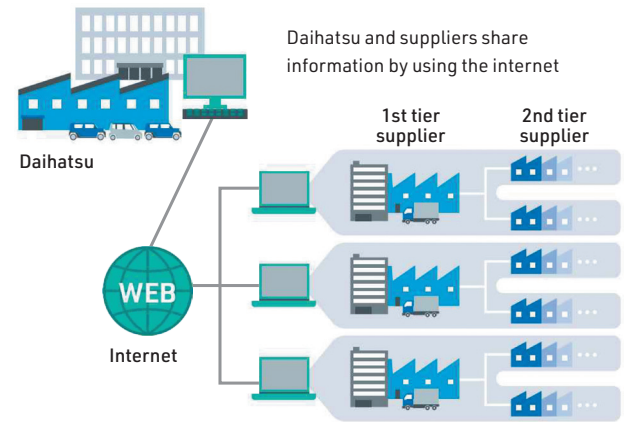
Daihatsu works to mitigate the impact of disasters on buildings and equipment in order to reduce any human injury and property damage in the event of a disaster and resume production immediately after shifting to the business restoration phase. With respect to production equipment, we identify hazards, such as collapse, fire, and power loss in the event of a disaster, as well as risks that may affect manufacturing quality, and incorporate reasonable countermeasures into equipment specifications and operational methods. We also conduct seismic assessments of older buildings as needed and are steadily carrying out reinforcement work.

Building a Disaster-Resilient Supply Chain

To implement recovery support at an early stage and accelerate support in the event of a disaster, Daihatsu is working with its suppliers to develop a supply chain that is highly resilient against disasters. By establishing the SCRK* system during normal times, we are making supply chain information visible and preparing for a disaster. Specifically, we created a database based on information provided by suppliers and use this database to identify damage in a disaster and confirm whether support is needed.

* SCRK: Supply Chain Resiliency Keeper

Image of SCRK system operation



Information Management

Information Security

Daihatsu views information security as a critical foundation for business continuity and is strengthening compliance with rules and implementing measures to protect assets such as confidential information, products, and facilities from external attacks and risks. Through new employee training and the information security enhancement month initiative, we work to prevent information leaks and protect against attacks and other risks.

Protection of Personal Information

We have established a privacy policy and its management method in order to protect important personal information received from stakeholders. The privacy policy is regularly updated in response to amendments to the Act on the Protection of Personal Information. As part of our personal information protection activities, we conduct audits, select appropriate third parties, and sign memoranda of understanding on personal information protection.

Respect for Privacy

In order to proceed and respond to privacy protection that is close to our customers, Daihatsu has built a company-wide governance system and shares issues in the Information Security Committee. We are working to ensure safety and security while protecting privacy in a way unique to Daihatsu by utilizing diverse information.

 WEB: Privacy Policy

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Fundamental Approach

Daihatsu promotes compliance activities with the aim of becoming a corporate group that is trusted by customers and society as a whole. The GRC Committee deliberates, formulates, and implements compliance activity plans on an annual basis. We also request Daihatsu Group companies to use a self check sheet to check their legal compliance status and report to Daihatsu. Basically it is up to each company to take the initiative in compliance, but we are working to raise awareness of compliance of the Group as a whole by supporting Group companies to make improvements based on their circumstances and needs.

Promotion Structure

The GRC Committee is responsible for promoting company-wide activities. In order to study specialized issues in each legal field, the committee has formed committees such as the Security Trade Control Committee and Corporate Safety and Health Committee (the Corporate Safety and Health Labor-Management Council), and each meeting is held regularly by each functional department. The Affiliated Companies Compliance Meeting is one of the means by which Daihatsu Group companies share information on legal trends and other companies’ actual cases of compliance violation as well as exchange opinions with internal control managers at Daihatsu Group companies for mutual improvement.

Initiatives

Daihatsu designates priority areas in which each Daihatsu Group company must comply with relevant laws and regulations. Each functional department responsible for an area takes the lead in engaging in activities to prevent compliance problems across Group companies.

Prevention of Bribery

Daihatsu has established the Anti-Corruption Guidelines and deployed them throughout the company and to Daihatsu Group companies in Japan and overseas. The Guidelines have also been posted on the company intranet to ensure employee awareness.

The Guidelines prohibit bribery of both public and non-public officials as well as provide for cooperation in investigations by relevant authorities. The Guidelines also conform to the Toyota Global Anti-Bribery and Anti-Corruption Policy.

GRI > 2-17, 2-23, 2-24, 2-27, 205-2, 205-3, 3-3

Prevention of Corruption

As efforts to prevent corruption, Daihatsu has specified in its work rules that employees must not abuse their occupational authorities and clarified the penalties for violators to ensure that all employees thoroughly adhere to anti-corruption measures. Business partners are requested to engage in anti-corruption activities under the Supplier Sustainability Guidelines.

Compliance Education

Daihatsu is working to provide comprehensive training for all operating officers and employees.

We also incorporate a variety of methods, such as training when joining the company and after getting promoted, and e-learning for the whole company. As part of our awareness-spreading activities, we have implemented a Daily Compliance Quiz that is displayed when PCs are started up each day. Furthermore, we have added training using materials shared with Toyota.

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Whistle-Blowing System

Fundamental Approach

Daihatsu has established a whistle-blowing system that is available to everyone engaged in its operations. By maintaining and enhancing compliance awareness, we discover risks of misconduct early on and prevent them from manifesting, with the aim of mitigating the risks faced by the company and contributing to creating a better company and better workplaces.

In particular, as described in “Initiatives,” the certification misconduct issue prompted a fundamental review of the whistle-blowing system, resulting in a significant increase in the number of reports received. (140 cases in 2022 ⇒ 324 cases in 2025).

We will continue the whistle-blowing system in the future to foster a corporate culture that values a higher sense of ethics and thorough compliance.

Initiatives

Raising Awareness of the System

Regularly communicating reporting trends, the nature of reported cases, and examples of improvements made through reporting. Strengthening awareness of the system by distributing wallet-sized cards listing reporting contact points.

Fair Investigation System

Revising the investigation framework to one led by the Audit Division in order to improve the objectivity of investigations and confidence in the system. Securing the necessary resources to ensure appropriate responses.

Ensuring Confidentiality and Protection Against Unfair Treatment

Restructuring our regulations to be consistent with the Whistleblower Protection Act. Company-wide regulations clearly stipulate the protection of whistle-blower anonymity, thorough information management, avoidance of conflicts of interest, and prevention of disadvantageous treatment.

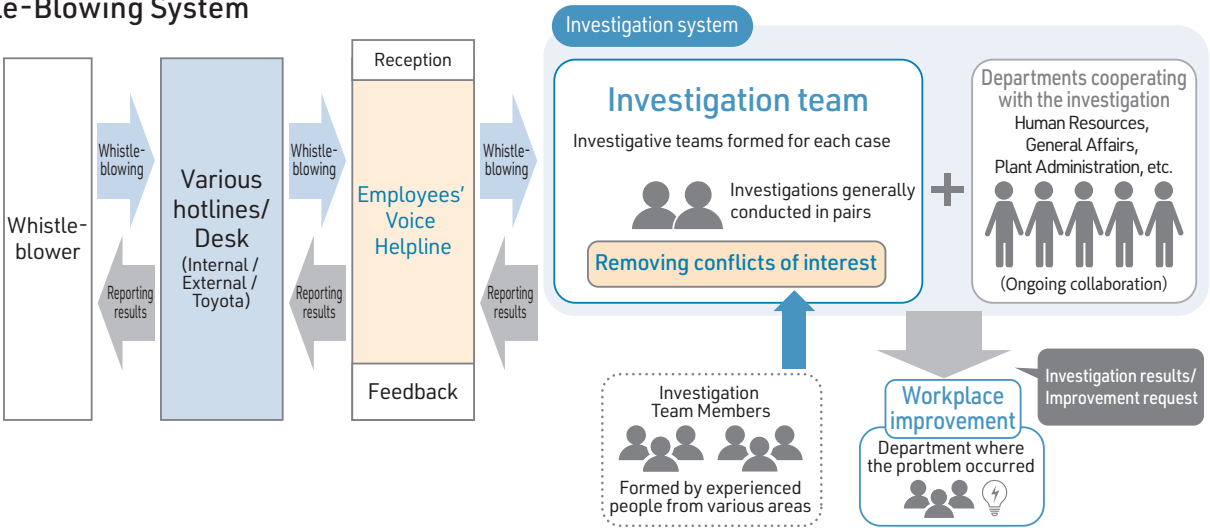
Response to Anonymous Reports

Feedback is also provided for anonymous reports when contact with the reporter is possible.

Utilization of External Whistle-Blowing System

In addition to adding external reporting channels, including law firms, we have also enabled the use of Toyota Group reporting channels to create an environment where employees can raise concerns more easily.

Whistle-Blowing System



Whistle-Blowing Consultation Desk

Subjects		Hotlines/Desk			
		Daihatsu		Toyota	
Daihatsu		Employees' Voice	Internal Channel	All-Toyota Speak Up Line	Consolidated Toyota Group Helpline
			External Channel		
Subsidiaries	Overseas subsidiaries			Toyota Global Speak Up	
	Manufacturing companies in Japan	Daihatsu Group Helpline		All-Toyota Speak Up Line	
	Sales companies in Japan				
Non-subsidiaries	Sales companies in Japan	Daihatsu Sales Company Helpline			
Business partners in Japan		Daihatsu Supplier Helpline			

Tax Affairs

Fundamental Approach

Regarding the payment of taxes, Daihatsu follows its “Daihatsu Sustainability Basic Policy” in complying with the laws and regulations of each country where we conduct business as well as standards announced by international organizations. We see tax payment as an obligation, and also as the foundation of our social contribution, and we strive to pay appropriate taxes by keeping stable profits through cost reduction by SSC (simple, slim, and compact).

Tax Policies

- **Compliance with Laws and Regulations**
Daihatsu complies with the laws and regulations of the countries where we conduct business and international standards, such as the OECD Transfer Pricing Guidelines and the Action Plan on Base Erosion and Profit Shifting. We do not avoid taxes by using tax havens and so on and will pay appropriate taxes through the normal activity of business.
- **Governance**
Daihatsu responds appropriately to tax problems in cooperation with affiliated companies as necessary. We also educate employees through training and e-learning about tax. We ensure transparency relating to taxes by reinforcing tax governance and making fair and timely disclosures of our financial status.
- **Relationships with Tax Authorities**
Daihatsu makes efforts to make and maintain good relationships with tax authorities by being open, constructive, and cooperative. In the case of differences of opinions with the tax authorities on a particular tax-related issue arising from the complexity of interpretation of the tax system, we cooperate with the authorities in order to reach a timely resolution. We recognize that such differences of opinion and dispute resolution are necessary to deepen mutual understanding with the tax authorities in the future.
- **Inter-Company Transactions at Appropriate Prices (Transfer Prices)**
Regarding transactions with other Group companies, Daihatsu sets appropriate prices (arm's length prices) and does not arbitrarily set inappropriate prices.

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Editorial Policy / Update History

Editorial Policy

The *Daihatsu Sustainability Report* is a publication that explains to stakeholders our approach to ESG and the initiatives of Daihatsu Motor Co., Ltd. and Daihatsu Group companies, which are members of the Toyota Group. “Sustainability Initiatives” on Daihatsu’s official website contains fundamentally the same information as that contained in this report.

Period Covered

This report focuses on the results of initiatives implemented in the previous fiscal year. When information is corrected, added, or otherwise revised, this report will be updated as necessary.

Scope

Daihatsu Motor Co., Ltd. and Daihatsu Group companies

Publication Times

September 2026 (Once a year in principle)

Referenced Guidelines

GRI (Global Reporting Initiatives) Standards 2021

- GRI Standards item numbers are indicated in the corresponding page titles

 **WEB:** GRI Standard 2021

Disclaimer

This report includes not only past and current facts pertaining to Daihatsu Motor Co., Ltd. and other companies within the scope of coverage of the report, but also plans and projections at the time of its publication as well as forecasts based on management policies and strategies.

These forecasts are assumptions or determinations based on information available at the time they are stated, and the actual results of future business activities and events may differ from the forecasts due to changes in various conditions. In cases where information is corrected or restated and in cases where material changes occur, the details thereof will be indicated in this report. The stakeholders’ understanding about this point would be appreciated.

Update History

September 2026 *Daihatsu Sustainability Report 2026* issued

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DAIHATSU MOTOR CO., LTD.

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If you have any comments or suggestions, please send an email to the following address of the above publishing department

<https://www.daihatsu.com/csr/report/>

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