## 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."

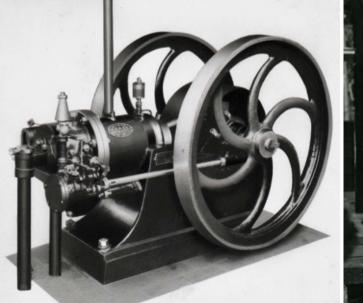
We develop and manufacture mini-vehicles and compact cars to ensure that as many different customers as possible are happy and can find peace of mind with their vehicles, including local customers, women, senior citizens, first-time users, and citizens of emerging countries.

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

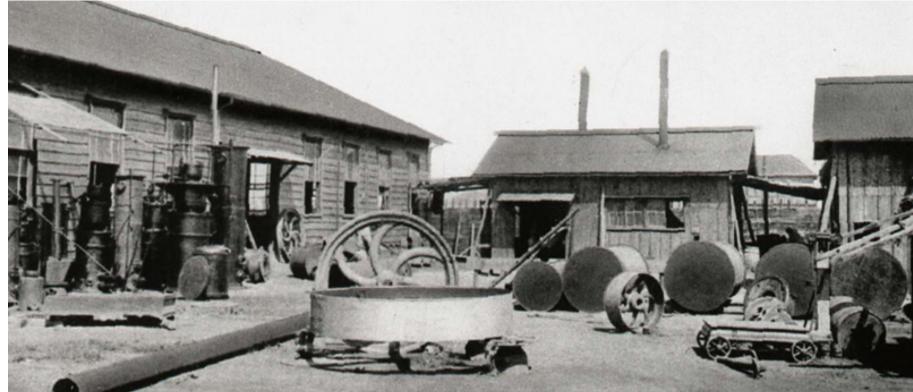
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## Corporate Philosophy

## **MISSION**

# Staying close to our customers and enriching their lives

This is the unchanging philosophy 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 people 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









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### Mini Three-wheeled Vehicle "MIDGET"

Daihatsu's History

Core concept: "Good at tight turns, convenient and economical." Leader of the post-war threewheeled vehicle industry.



### 1966

### Mini Passenger Vehicle "FELLOW"

"Compact ride for a lightweight drive": Home sedan, Originator of the growth of the minivehicles market.



## Compact Passenger Vehicle "CONSORTE"

Core concept: "High-performance, economical passenger vehicle." First collaborative model with the Toyota Motor Corporation.



### Mini Passenger Vehicle "MOVE"

Core concept: "Spacious, fun multi-use wagon." Alternative to the "Mini Tall Wagon" style of microvan.



## Mini Sports Vehicle "COPEN"

"Authentic open sports car that anyone can relax and enjoy."



Compact Passenger

Corporation in order to

create a new segment

Vehicle "XENIA"

Jointly developed

with Toyota Motor

in Indonesia.

## 2011

### Mini Passenger Vehicle "Mira e:S"

Third "eco-car" - the peak of fuel-efficiency, affordability, and resource-saving.



## Compact Passenger Vehicle "THOR"

"Spacious interior but looks like a compact" - Compact construction based on a mini-vehicle design.



## 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.



## Compact SUV "Rocky" with e-SMART HYBRID

Hybrid system ideal for small-size cars.

History of the Automobile Industry

Major Vehicle Models

## Founding to three-wheeled vehicle era

### Began with the first engine ever manufactured in Japan

Company origins forged by three-wheeled vehicles under our founding principles

1980

## Development of mini- and compact vehicles and overseas businesses

Half a century of mini-vehicle history Globally expanding possibilities of mobility

Daihatsu (Malaysia) Sdn.

Daihatsu (Malaysia) Sdn. Bhd.

established to strengthen sales.

## Becomes a wholly owned subsidiary of Toyota **Motor Corporation**

Starting in 2020s

## A once-in-a-century period of change in the automobile industry

Growth as the Toyota Group into the next stage

Strengthening corporate structure and creating value through group synergy

### 2016

### Becomes a wholly owned subsidiary of Toyota Motor Corporation

established on the road to realizing Aimed for "better automobile the Malaysia government's Second manufacturing" under the Group-based cooperative structure, growing together with the Toyota Group by being responsible for the small car segment.

26.6%

### Domestic Indonesia mini-vehicle production market share volume share FY2025

35.2%

No. 1 for 14 consecutive

2024

years

# 43.8%

Malaysia

sales volume

share

2024

No. 1 consecutive years

## 1907

Founded under the aim of "developing Japan-made internal combustion engines." Began selling the first Japan-made engine.



## 1967

### Founded as Hatsudoki Seizo Co., Ltd. with Toyota

Within the Toyota Group, became responsible for the small car sector with a focus on minivehicles.



## Business alliance

## 1978

### PT Daihatsu Indonesia established

Bhd. established

PT Daihatsu Indonesia (DI) established to promote local production. Manufactured the Hijet Caddie, etc.

### 1992

## ADM established

1993

PT Astra Daihatsu Motor (ADM) established. Contributes to the Indonesia government's policy of making automobile manufacturing domestic.

Perodua established

National Car Project.

A new company, Perodua, was

### Japan's Industrial Revolution Period

- · Post-war recovery and the dawn of domestic motorization
- The high-growth period and motorization acceleration - a shift to the era of "one car per household"
  - The era of soaring oil prices due to emissions regulations and the oil crisis - the decline of mini-vehicles
- The rise in demand for mini-vehicles as second cars, against a backdrop of women's increasing participation in society
  - Changes to mini-vehicle standards Emergence of various types of mini-vehicles, including spacious vehicles and extra-spacious
- Growing global environmental awareness Low-fuel consumption mini-vehicles attract attention as "eco-cars"
  - Acceleration of CASE 1, MaaS 2 and Carbon Neutrality

### 1. CASE: An abbreviation for Connected, Autonomous, Shared/Service, Electric

2. MaaS (Mobility as a Service): A concept that treats mobility as a single service.

## Social

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## Technology honed to instill small-size cars with tremendous value

Within the strict constraints of "small cars," Daihatsu has employed wisdom and ingenuity to cultivate unique development and manufacturing technology while cherishing our basic philosophy of SSC (simple, slim, and compact) and "providing advanced technologies to everyone."



Small cars that contribute to livelihoods and growth in Japan, Southeast Asia, and emerging countries

Drawing on Toyota's management resources as a member of the Toyota Group, Daihatsu takes the lead in the small car sector under the Toyota-Daihatsu shared strategy to bring competitive products to both domestic and international markets. In Japan, Indonesia, Malaysia, and emerging country markets, we are steadily building competitive strength.



Our company culture values young people's ideas and a spirit of taking on challenges.

Moreover, individuals have wide areas of responsibility so that they can collect a diverse range of experience. Quick decision-making is possible due to minimal barriers between departments, and we work as a single team through a system of cross-departmental cooperation and active communication.

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## At a Glance: DAIHATSU by the Numbers



Date of establishment

1907

Capital

284 billion yen





## Production volume<sup>1</sup>

FY2025



360,270 units

- Approximately two million Daihatsudeveloped vehicles manufactured globally
- 2. Includes the number of OEM and consigned production vehicles
- 3. Includes Perodua production vehicles



## Sales volume

FY2025



Malaysia<sup>5, 6</sup> **358,108** units

- 4. Based on the numbers of vehicles registered or notified
- 5. Based on retail sales
- 6. Includes Perodua sales vehicles



## Number of affiliated companies



- Equity method affiliates 8 companies in



Domestic Consolidated subsidiaries
45 companies

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**Domestic Business** 

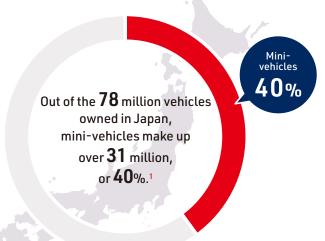
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Commitment to mini-vehicles as a "lifeline," with compact construction based on a mini-vehicle design

Domestic Business Environment

**Domestic Business** 



1. Automobile Inspection & Registration Information Association, as of the end of June 2024

85%<sup>2</sup> of Japan's local roads have Point an average width of 3.9 m Vehicle width .48 m or less Road width Mini-vehicle standards Engine displacement: 660 cc or less height 2.0 m Vehicle length 3.4 m or less

1.48 m or less

## **Developing Business in the** Small Car Sector

Premium

Large

Medium

Compact cars and Mini-vehicles

Mira e:S

Mini-vehicles

Compact vehicles

## **Domestic Business Sites**

GRI > 2-1, 2-6

■ Domestic business sites (3)

Plants, parts center, and R&D center (8)



Oita (Nakatsu) Plant

L Daihatsu Motor Kyushu Co., Ltd. Kurume Plant

Since their introduction, mini-vehicles have evolved alongside Japan's growth. In rural areas where public transportation is limited, the spread of mini-vehicles has exceeded "one per household" in some areas, making them a deeply rooted and essential part of daily life. With their compact body size that's easy to maneuver on Japan's narrow roads and excellent fuel efficiency and economic strengths, mini-vehicles function as a "lifeline," supporting daily activities and work.

Moreover, the technology and expertise in mini-vehicle manufacturing that we have accumulated over time are employed in small car development to create products that serve a wider range of customer needs

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Data

2. Ministry of Land, Infrastructure, Transport and Tourism, Road Statistics Annual Report 2023 as of the end of March 2022

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Daihatsu supports people's daily lives worldwide with high quality but affordable cars refined in Japan.

## (1) Promoting car use in emerging countries

We are applying the small car manufacturing technology and expertise we have cultivated in Japan to emerging countries and are providing cars that are affordable and appreciated by customers in those countries. We are expanding our customer base by providing cars to many people, including the younger generation who are buying a car for the first time.

## (2) Contributing to the development of local automobile industries

We work with local partner companies to set up full-scale production plants while actively promoting local development and parts procurement. This contributes to job creation and industrial growth. Additionally, we focus on developing local talent in design and development, aiming to create cars that cater to the needs of customers in each country.

Central and South America

GRI > 2-1, 2-6

# Expanding Daihatsu's Approach

Overseas Business

Middle East

As part of the Toyota Group, Daihatsu handles compact car businesses targeting emerging markets. Daihatsu has established local production and development bases in countries such as Indonesia and Malaysia, promoting business expansion.

to MONODUKURI Overseas

Cars developed by Daihatsu are produced not only by PT Astra Daihatsu Motor (ADM) in Indonesia and Perodua in Malaysia but also at Toyota Group sites in countries such as Thailand, Indonesia, Malaysia, Vietnam, and Taiwan, and they are made available in approximately 80 countries and regions, mainly in Southeast Asia.



Asia

## Indonesia

**Oceania** 

Population: approx. 280 million (4th in the world)



## Indonesia production bases • PT Astra Daihatsu Motor (ADM)<sup>3</sup>

 PT Daihatsu Drivetrain Manufacturing Indonesia (DDMI)<sup>4</sup> 9 million units achieved (As of August 2025)

No. 1 production volume<sup>1</sup> (2024 results)

No. 2 market share for 16 consecutive years

## Malaysia Papulation: appr

Population: approx. 35 million (47th in the world)



No. 1 sales volume<sup>2</sup> share for 19 consecutive years (2006 to 2024)

### Malaysia production bases

- Perodua Manufacturing Sdn. Bhd. (PMSB)3
- Perodua Global Manufacturing Sdn. Bhd. (PGMSB)<sup>3</sup>
- Perodua Engine Manufacturing Sdn. Bhd. (PEMSB)4
- Daihatsu Perodua Engine Manufacturing Sdn. Bhd. (DPEM)4

1. Includes the number of OEM vehicles 2. Based on retail sales; includes Perodua sales vehicles 3. Manufacture of automobiles

4. Manufacture of vehicles parts