

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.

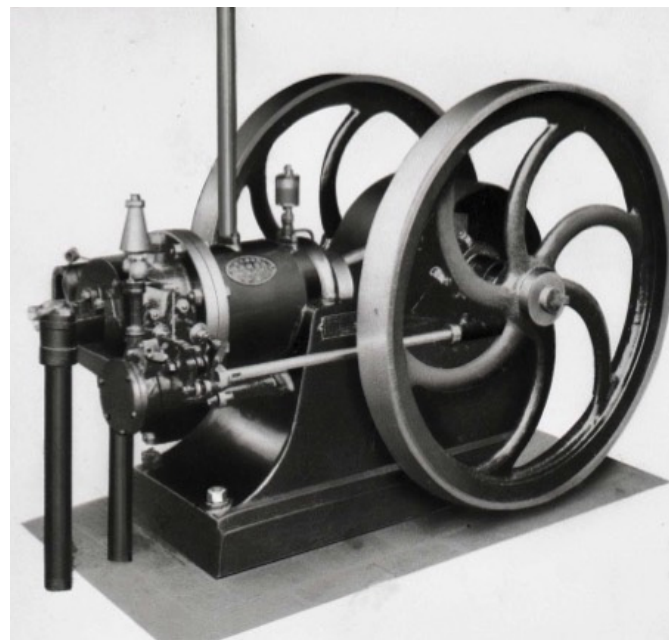
This is rooted in our concept of “lowering barriers and broadening the base.”

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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Daihatsu's History



Starting in 1900s 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

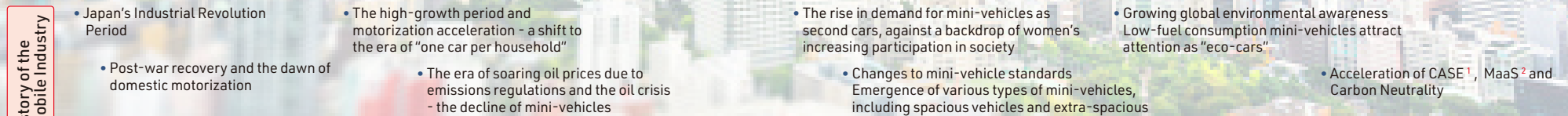
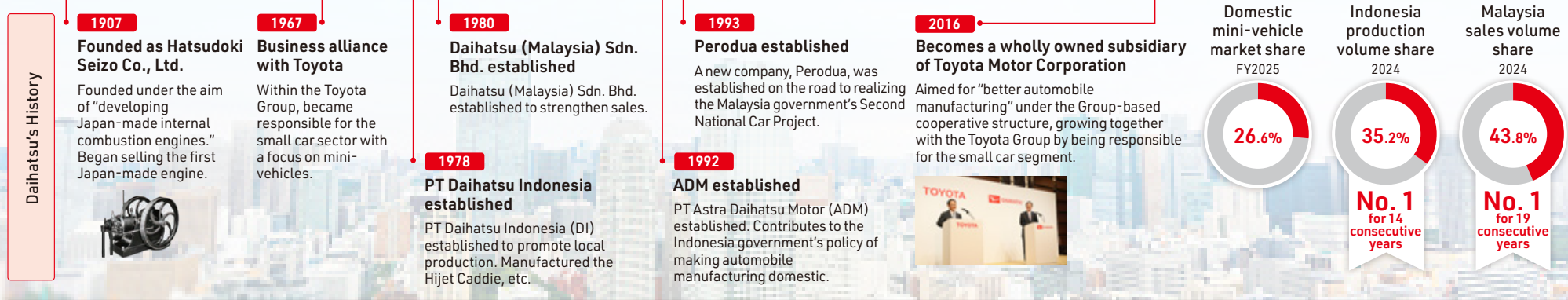
Starting in 1960s Development of mini- and compact vehicles and overseas businesses

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

Starting in 2010s Becomes a wholly owned subsidiary of Toyota Motor Corporation

Growth as the Toyota Group into the next stage
Strengthening corporate structure and creating value through group synergy

Starting in 2020s A once-in-a-century period of change in the automobile industry



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.

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Corporate stance: Manufacturing vehicles to support people's lives by adopting an approach that stays closely in touch with customers' needs

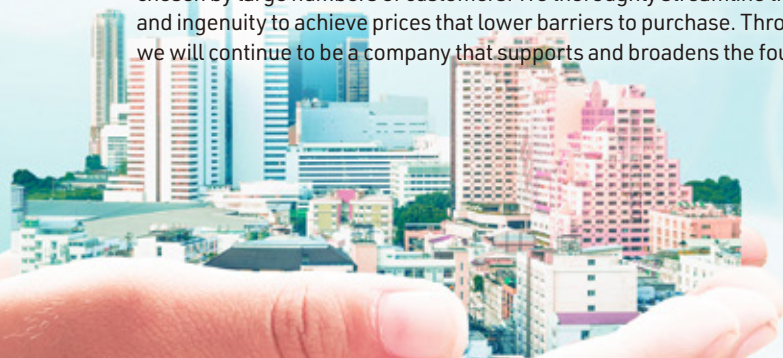
We develop and provide the "safe and secure small cars" that are truly in demand locally and in daily life, with a close ear to market feedback, precisely identifying customer needs via thorough market research while prioritizing ease of use and familiarity.



02

Environmentally friendly manufacturing that provides customers with just the right products at low prices

We thoroughly investigate actual usage scenarios in order to achieve good products that will be chosen by large numbers of customers. We thoroughly streamline through a combination of wisdom and ingenuity to achieve prices that lower barriers to purchase. Through this sort of manufacturing, we will continue to be a company that supports and broadens the foundations of society.



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■ Appeal & Strengths

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.”

03



04

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.

Supporting ambition and creating workplaces built on mutual help and good communication

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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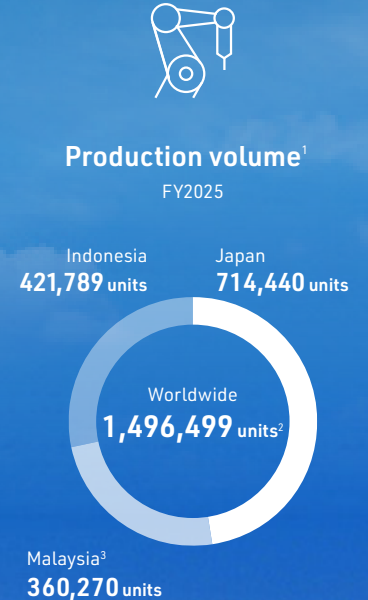
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At a Glance: DAIHATSU by the Numbers


Date of establishment
1907

Capital
284 billion yen



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



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



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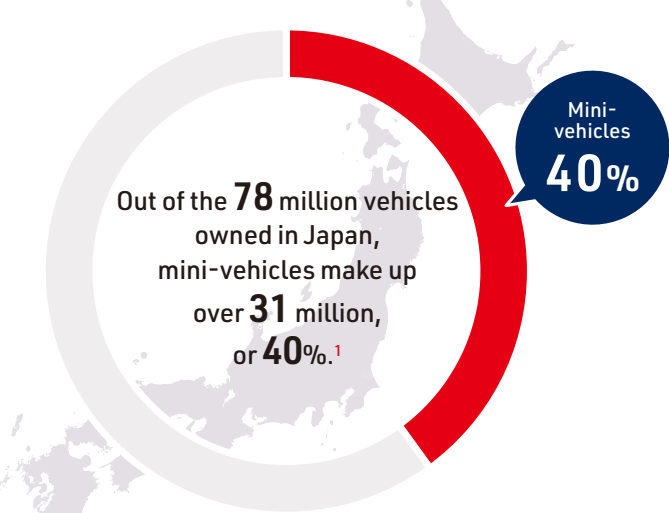
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Domestic Business

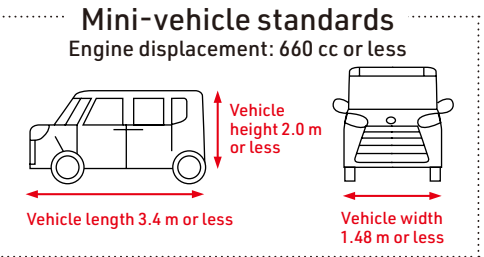
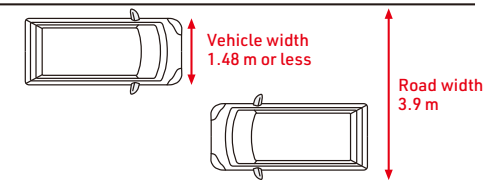
Commitment to mini-vehicles as a “lifeline,” with compact construction based on a mini-vehicle design

Domestic Business Environment



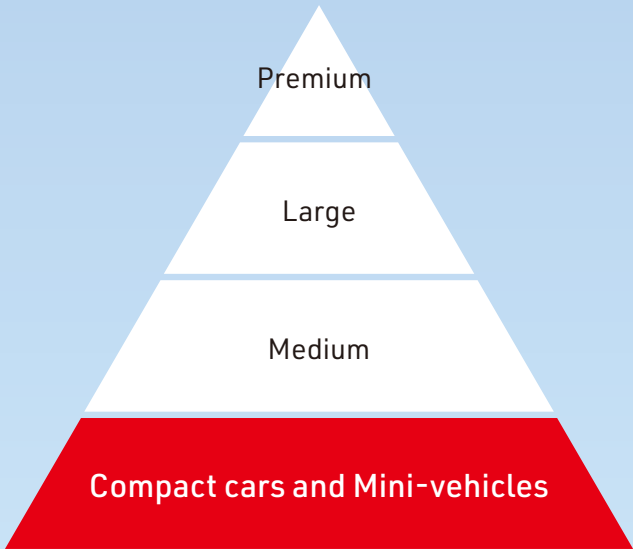
1. Automobile Inspection & Registration Information Association, as of the end of June 2024

Point 85%² of Japan’s local roads have an average width of 3.9 m

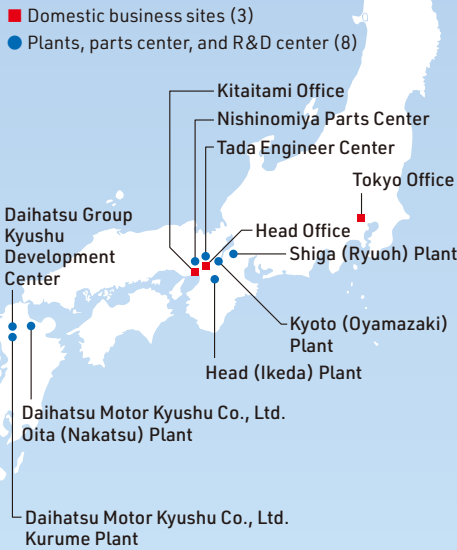


2. Ministry of Land, Infrastructure, Transport and Tourism, Road Statistics Annual Report 2023 as of the end of March 2022

Developing Business in the Small Car Sector



Domestic Business Sites



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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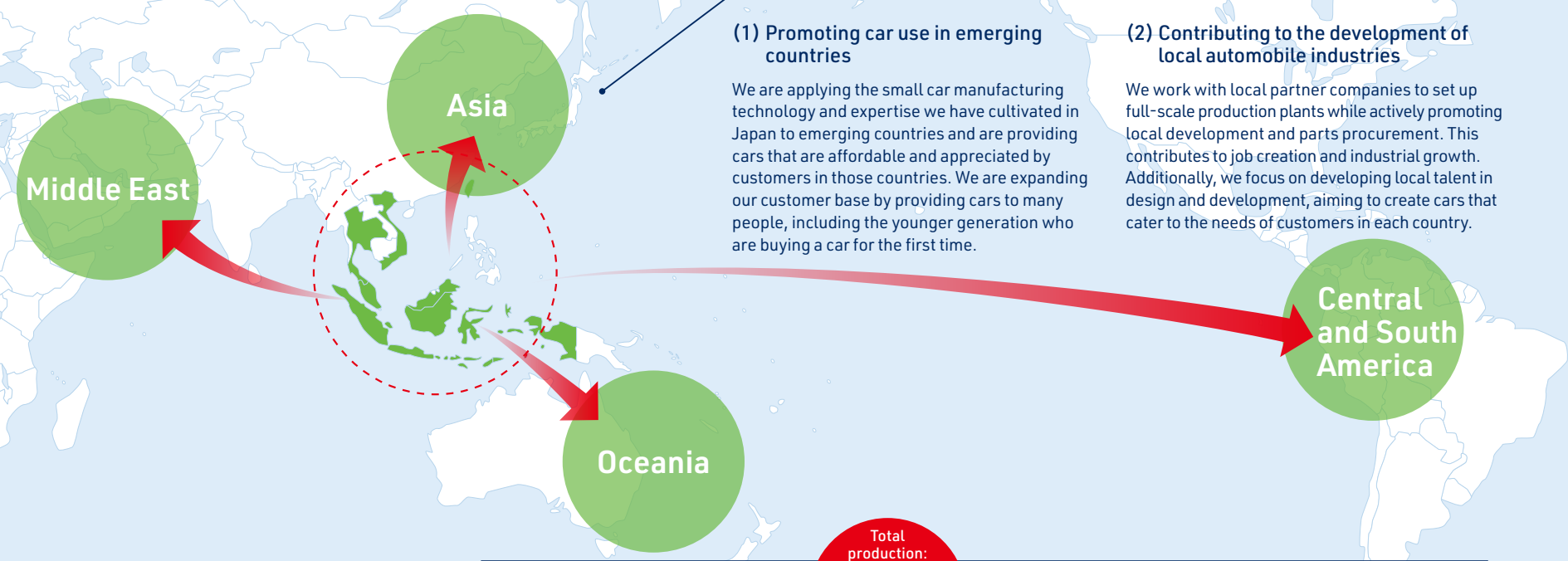
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Overseas Business

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

GRI > 2-1, 2-6



(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.

Expanding Daihatsu's Approach to MONODUKURI Overseas

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.

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.

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

Indonesia production bases

- PT Astra Daihatsu Motor (ADM)³
- PT Daihatsu Drivetrain Manufacturing Indonesia (DDMI)⁴

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

Malaysia production bases

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

Total production: 9 million units achieved
(As of August 2025)

No. 1
production volume¹
(2024 results)

No. 2
market share for 16 consecutive years

No. 1
sales volume² share for 19 consecutive years
(2006 to 2024)

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

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