

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.

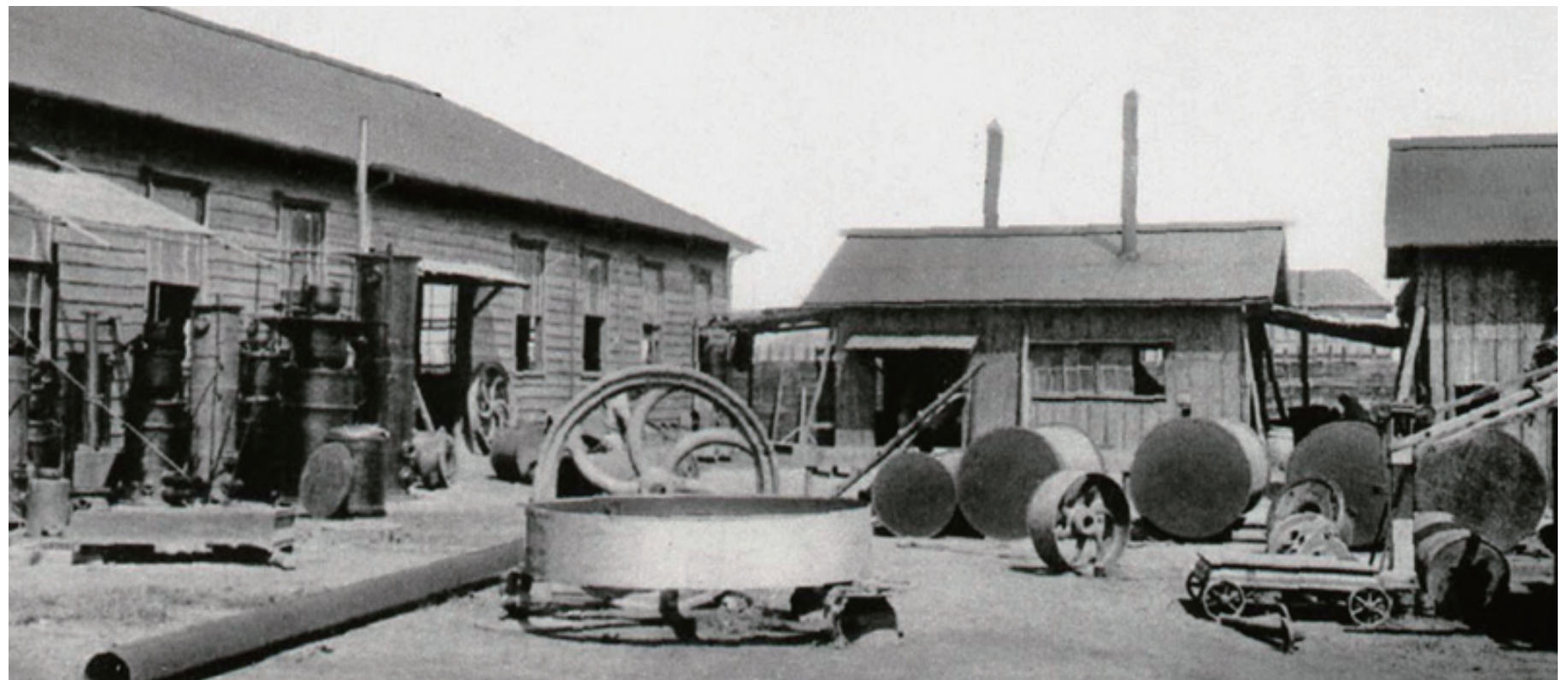
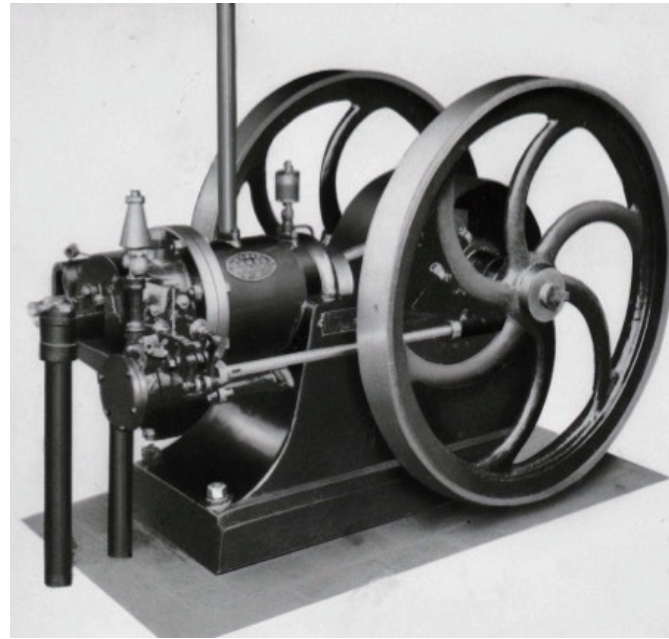
This is rooted in our concept of “lowering barriers and broadening the base.”

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.

- 5 Corporate Philosophy
- 6 Daihatsu’s History
- 7 Appeal & Strengths
- 8 At a Glance
- 9 Domestic Business Overview
- 10 Overseas Business Overview

Section



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

5 Corporate Philosophy

6 Daihatsu's History

7 Appeal & Strengths

8 At a Glance

9 Domestic Business Overview

10 Overseas Business Overview

Message from the President

Section 1

What Is Daihatsu?

Section 2

Daihatsu's Story

Section 3

Daihatsu Motor's Approach to Sustainability

Section 4

Environment

Section 5

Social

Section 6

Corporate Governance

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

Starting in **1900s**

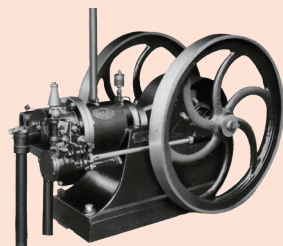
Since Our Founding, Supporting Customers' Lives Through Mobility

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.



Section 1

What Is Daihatsu?

- 5 Corporate Philosophy
- 6 Daihatsu's History
- 7 Appeal & Strengths
- 8 At a Glance
- 9 Domestic Business Overview
- 10 Overseas Business Overview

Message from the President

Section 1

What Is Daihatsu?

Section 2

Daihatsu's Story

Section 3

Daihatsu Motor's Approach to Sustainability

Section 4

Environment

Section 5

Social

Section 6

Corporate Governance



6



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.

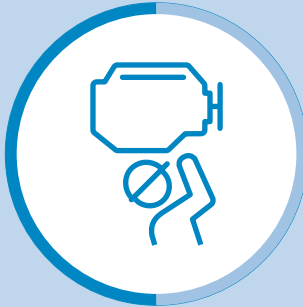
2



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.

Section 1
What Is Daihatsu?

- 5 Corporate Philosophy
- 6 Daihatsu's History
- 7 Appeal & Strengths
- 8 At a Glance
- 9 Domestic Business Overview
- 10 Overseas Business Overview

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

At a Glance: DAIHATSU by the Numbers



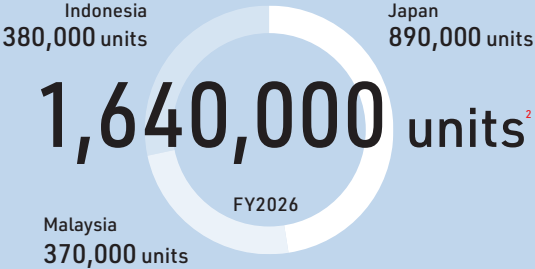
Date of establishment
1907



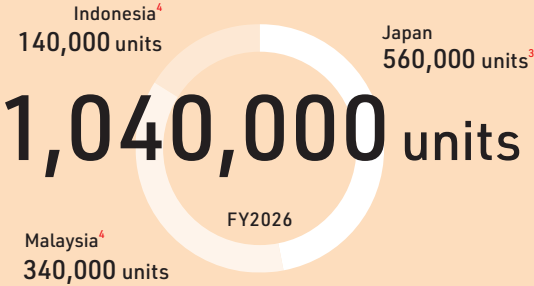
Capital
¥28.4 billion



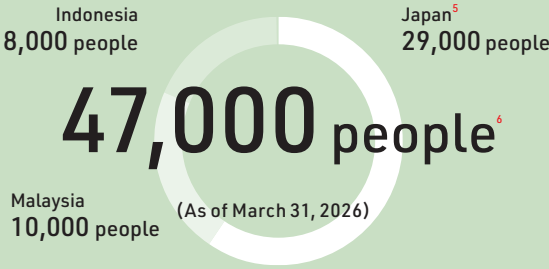
Production volume¹



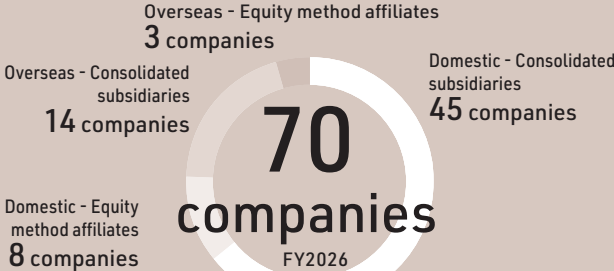
Sales volume



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

Section 1

What Is Daihatsu?

- 5 Corporate Philosophy
- 6 Daihatsu's History
- 7 Appeal & Strengths
- 8 **At a Glance**
- 9 Domestic Business Overview
- 10 Overseas Business Overview

Message from the President

Section 1
What Is Daihatsu?

Section 2
Daihatsu's Story

Section 3
Daihatsu Motor's Approach to Sustainability

Section 4
Environment

Section 5
Social

Section 6
Corporate Governance

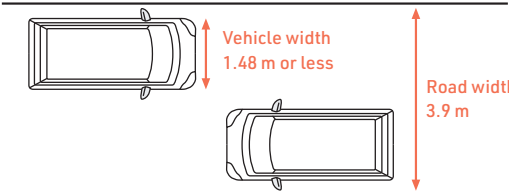
Domestic Business Overview

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.

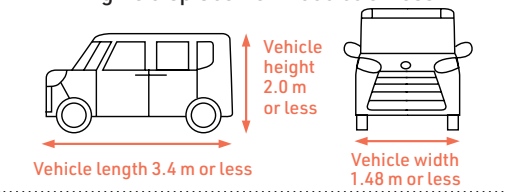
Point

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

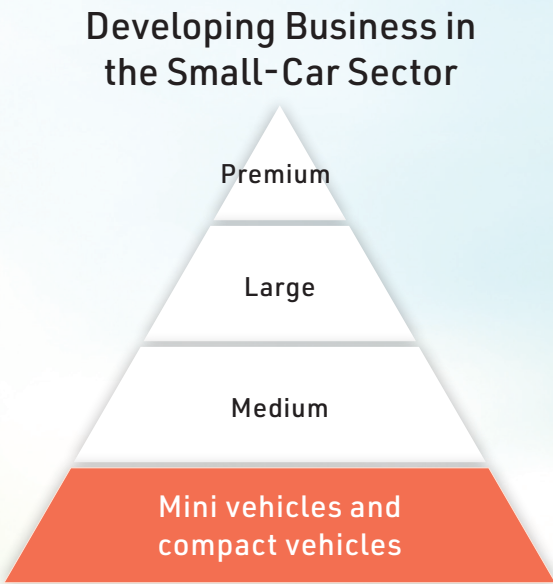


Mini-vehicle standards

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

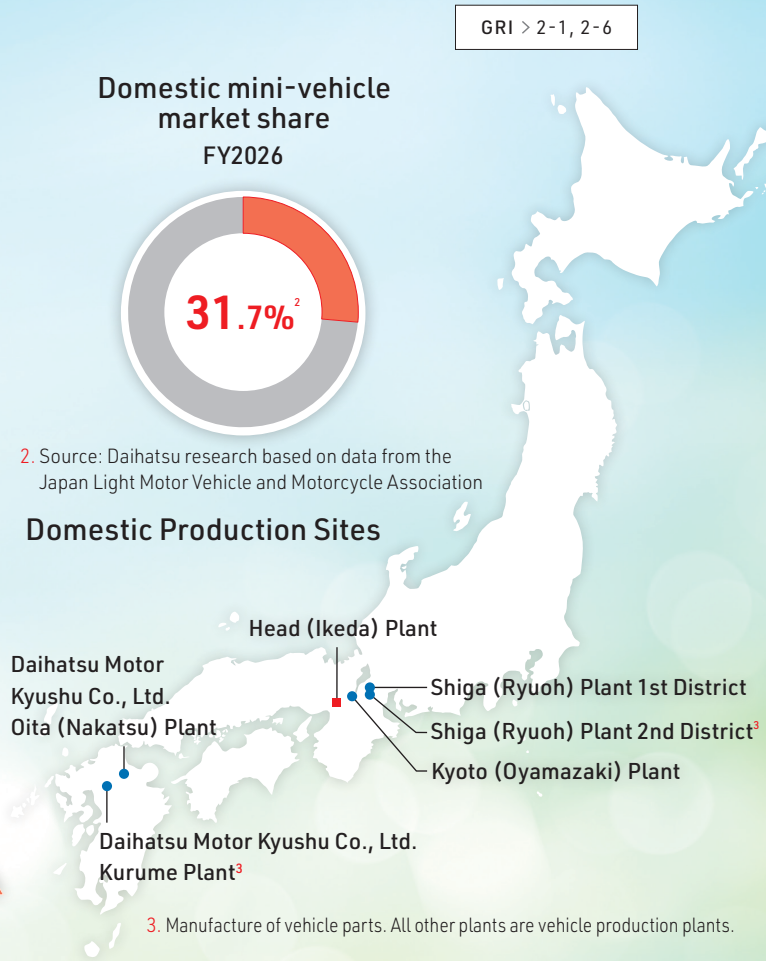


Mira e:S

Compact vehicles



Rocky



Section 1

What Is Daihatsu?

5

Corporate Philosophy

6

Daihatsu’s History

7

Appeal & Strengths

8

At a Glance

9

Domestic Business Overview

10

Overseas Business Overview

Message from the President

Section 1

What Is Daihatsu?

Section 2

Daihatsu’s Story

Section 3

Daihatsu Motor’s Approach to Sustainability

Section 4

Environment

Section 5

Social

Section 6

Corporate Governance

Overseas Business Overview

Expanding Daihatsu's Approach to MONOZUKURI Overseas

GRI > 2-1, 2-6

Middle East

Asia

Oceania

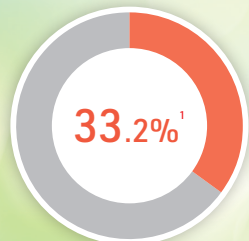
Central and South America

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

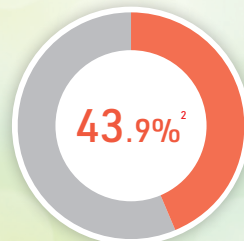
Through localization and talent development, we contribute to the growth of local automotive industries.

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

Section 1

What Is Daihatsu?

- 5 Corporate Philosophy
- 6 Daihatsu's History
- 7 Appeal & Strengths
- 8 At a Glance
- 9 Domestic Business Overview
- 10 Overseas Business Overview

Message from the President

Section 1

What Is Daihatsu?

Section 2

Daihatsu's Story

Section 3

Daihatsu Motor's Approach to Sustainability

Section 4

Environment

Section 5

Social

Section 6

Corporate Governance



10

