

Environmental Data

Greenhouse Gases (GHG)

CO₂ Emissions Scope 1 (Direct Emissions)¹
(t-CO₂)

By Country	FY2023	FY2024	FY2025
Japan	130,010	101,695	110,323
Indonesia	25,291	24,417	22,846
Malaysia	2,990	3,003	2,949
Other	0	0	0
Total	158,291	129,115	136,118

CO₂ Emissions Scope 2 (Energy-related Indirect Emissions)¹
(t-CO₂)

By Country	FY2023	FY2024	FY2025
Japan	300,419	244,353	248,580
Indonesia	162,034	159,580	143,142
Malaysia	18,409	19,137	18,788
Other	27	29	29
Total	480,889	423,099	410,539

CO₂ Emissions Intensity
Scope 1 (Direct Emissions) and Scope 2 (Energy-related Indirect Emissions)¹
(t-CO₂)

	FY2023	FY2024	FY2025
Per vehicle produced	0.43	0.48	0.49

1. <Source of Emissions Factors Used>
Electricity: FY2023, "IEA Emissions Factors 2022"
FY2024, "IEA Emissions Factors 2023"
FY2025, "IEA Emissions Factors 2024"
Other than electricity: CO₂ emissions factors, 2023 values (Ministry of Economy, Trade and Industry/Act on Promotion of Global Warming Countermeasures)
<Organizational Boundary>
Daihatsu Motor and consolidated subsidiaries (excluding sales companies)

CO₂ Emissions Scope 3 (Other Indirect Emissions)²
(ten thousand t-CO₂)

	FY2023	FY2024	FY2025
1 Purchased goods and services ³	840.6	680.5	684.7
4 Upstream transportation and distribution ⁶	4.0	3.3	13.7
9 Downstream transportation and distribution ⁴	—	—	4.1
11 Use of sold products ⁵	3,121.3	2,403.4	2,321.3
12 End-of-life treatment of sold products	29.0	40.9	39.8
14 Franchises	11.6	8.1	XX
Total	4,006.5	3,136.2	3,063.6 ⁶

2. <Organizational Boundary>
Daihatsu Motor, Daihatsu Motor Kyushu, and ADM
<Emissions Factors>
Category 1: "Database on Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain" by the Ministry of the Environment of Japan; LCI Databases; IDEA Ver. 3.2, etc.
Category 11: Automobile fuel efficiency list by the Ministry of Land, Infrastructure, Transport and Tourism of Japan; LCI Databases; IDEA Ver. 3.2, etc.
3. • CO₂ emissions from the manufacture of purchased goods are calculated from CO₂ emissions from the manufacture of materials and parts of individual vehicles obtained using LCA methods and the number of vehicles produced
• CO₂ emissions from maintenance are calculated from the CO₂ emissions from maintenance of individual vehicles obtained using LCA methods and the number of vehicles sold
• CO₂ emissions from the production of secondary materials used in production activities are calculated from the costs of secondary materials purchased and CO₂ emissions intensity
• CO₂ emissions from the manufacture of prototype vehicles are calculated from the CO₂ emissions of individual vehicles obtained using LCA methods and the number of prototype vehicles
4. Figures up to fiscal 2024 calculated from CO₂ emissions from the upstream transportation of individual vehicles obtained using LCA methods and the number of vehicles sold; Fiscal 2025 calculated according to TMC methods
5. CO₂ emissions from product use calculated based on SBTi guidance, with individual vehicle fuel efficiency values calculated using WLTP (Japan) or NEDC standardized to WLTP (Indonesia) -10% (considering actual fuel consumption) and WtW (Well to Wheel)
• Annual mileage is based on SBTi, and lifetime usage is based on TMC
6. CO₂ emissions of "14 Franchises" not included in total due to incomplete calculations

GRI > 302-2, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5

CO₂ Emissions
Scope 1 (Direct Emissions), Scope 2 (Energy-related Indirect Emissions) and Scope 3 (Other Indirect Emissions)
(ten thousand t-CO₂)

	FY2023	FY2024	FY2025
Total of Scope 1 + 2 + 3	4,070.4	3,191.4	3,118.3 ⁶

Logistics CO₂ Emissions
(t-CO₂)

	FY2023	FY2024	FY2025
Japan	7,368	6,538	6,721

<Organizational Boundary> Japan

Average CO₂ Emissions from New Vehicles: Global
(g/km)

By Country	FY2023	FY2024	FY2025
Japan ⁷	120.7	119.9	120.3
Indonesia ⁷	150.9	145.6	147.9

<Organizational Boundary> Daihatsu Motor and Daihatsu Motor Kyushu and ADM
7. TiW (Tank to Wheel) -value in fuel efficiency/CO₂/GHG regulation test mode in each country/region
Japan: WLTC mode (2021, 2022)
Indonesia: NEDC mode

Number of Electrified Vehicles Sold: Global
(thousand vehicles)

	FY2023	FY2024	FY2025
HEVs	13.5	2.3	6.7

Energy

Energy Consumption

(GJ)

By Country	FY2023	FY2024	FY2025
Japan	4,321,980	3,491,826	3,717,998
Indonesia	1,240,540	1,205,801	1,108,184
Malaysia	158,054	168,076	163,499
Other	190	198	197
Total	5,720,764	4,865,901	4,989,876

<Organizational Boundary> Daihatsu Motor and consolidated subsidiaries (excluding sales companies)
<Source of Conversion Factors Used>
Electricity: 3.6 GJ/MWh
Other than electricity: “Explanation of the Standard Calorific Value by Energy Source and Carbon Emissions Factors” (FY2024 revision), by the Ministry of Economy, Trade and Industry of Japan

(GJ)

By Type	FY2023	FY2024	FY2025
Electricity	3,130,641	2,750,031	2,710,288
Heavy oil A	91,520	63,812	70,901
LPG	643,870	486,672	581,988
City gas	871,725	662,477	747,272
Kerosene (including special kerosene)	13,418	11,446	8,441
Natural gas	530,954	515,466	486,833
Diesel oil	121,078	109,033	110,815
Gasoline	53,190	46,981	57,249
Coke	253,948	211,696	212,586
LNG	10,458	8,314	3,531
Total	5,720,801	4,865,928	4,989,904

(GJ/unit)

Intensity	FY2023	FY2024	FY2025
Per vehicle produced	3.87	4.25	4.51

Water

Water Withdrawal*

(thousand cubic meters)			
By Country	FY2023	FY2024	FY2025
Japan	2,584	2,069	1,707
Indonesia	1,520	1,382	1,073
Malaysia	84	70	70
Total	4,188	3,521	2,850

(thousand cubic meters)			
By Water Source	FY2023	FY2024	FY2025
Surface water	0	0	0
Groundwater	1,551	1,244	830
Seawater	0	0	0
Produced water	0	0	0
Third-party water	2,637	2,277	2,021
Total	4,188	3,521	2,850

Water Discharge*

(thousand cubic meters)			
By Country	FY2023	FY2024	FY2025
Japan	2,260	1,886	1,594
Indonesia	1,071	1,002	787
Malaysia	72	56	57
Total	3,403	2,944	2,438

(thousand cubic meters)			
By Water Discharge Destination	FY2023	FY2024	FY2025
Surface water	2,372	1,993	1,617
Groundwater	0	0	0
Seawater	0	0	0
Third-party water	1,031	950	821
Total	3,403	2,944	2,438

Water Consumption*

(thousand cubic meters)			
	FY2023	FY2024	FY2025
Water consumption	785	577	413

<Calculation Method>
Calculated using the formula below in accordance with GRI 303
Water consumption = Total water withdrawal - Total water discharge

* Scope: All production sites of Daihatsu Motor and of consolidated production subsidiaries

Recycling

Amount of Raw Materials Used

	Unit	FY2022	FY2023	FY2024
Steel material	Thousand tons	844	869	654
Cast iron	Thousand tons	46	51	39
Non-ferrous metal	Thousand tons	99	99	77
Scrap	Thousand tons	285	290	222
Plating	Million square decimeters	3.5	10.7	9.8
Resin	Thousand tons	83	90	70
Rubber	Thousand tons	16	19	14
Paint	Thousand tons	11	10	8
Fuel/oil	Thousand kiloliters	80	87	74

<Organizational Boundary> Daihatsu Motor and Daihatsu Motor Kyushu

Number of Appropriate End-of-life Vehicle Treatment and Recycling Processed

(unit)

	FY2023	FY2024	FY2025
Number of appropriate end-of-life vehicle treatment and recycling processed	393,149	408,334	377,733

<Organizational Boundary> Daihatsu brand vehicles sold in Japan

Recycling Rate

(%)

By Country	FY2023	FY2024	FY2025
Vehicle recovery rate (converted into a per-unit value)	99.4	99.4	99.4
ASR recycling rate	96.4	96.6	96.4

<Definition of Vehicle Recovery Rate>
Calculated by combining the percentage recycled through the dismantling and shredding processes, approximately 83% (quoted from the report by the council of the End-of-Life Vehicle Recycling Law), with the remaining ASR rate of 17% and the ASR recycling rate of 96.1%
<ASR>
ASR is the residue left behind after removing airbags, fluorocarbons, engines, harnesses, and other parts from end-of-life vehicles and shredding them to recover valuable metals
<Definition of ASR Recycling Rate>
ASR recycling rate = Recycling volume ÷ Amount collected
<Organizational Boundary>
Daihatsu brand vehicles sold in Japan

ASR Processing Volume

(tons)

	FY2023	FY2024	FY2025
ASR processing volume	52,766	55,238	51,446

<Organizational Boundary> Daihatsu brand vehicles sold in Japan

Amount of Parts Recycled

(thousand units)

	FY2023	FY2024	FY2025
Bumper	53	54	55

<Organizational Boundary> Japan



Waste

Amount of Waste¹

(tons)

By Country	FY2023	FY2024	FY2025
Japan	40,191	34,783	31,351
Indonesia	9,901	9,680	9,542
Malaysia	1,971	2,175	2,244
Total	52,063	46,639	43,138

(tons)

By Type	FY2023	FY2024	FY2025
Non-hazardous waste	51,494	46,189	42,671
Hazardous waste	568	450	467
Total	52,063	46,639	43,138

(tons)

By Disposal Operations	FY2023	FY2024	FY2025
Payable for recycle	43,641	39,677	36,217
Incineration	3,136	1,972	2,080
Landfilling	5,285	4,989	4,840
Total	52,063	46,639	43,138

<Definition of "Payable for recycle"> Waste recycled for a fee

(kg/unit)

Intensity	FY2023	FY2024	FY2025
Per vehicle produced	35.26	40.77	38.97

1. <Organizational Boundary> All production sites of Daihatsu Motor and of consolidated production subsidiaries

VOC, NOx, SOx

VOC Emissions²

(thousand tons)

	FY2023	FY2024	FY2025
VOC	5.07	3.93	3.50

2. <Organizational Boundary>Daihatsu Motor and consolidated subsidiaries (excluding sales companies)

NOx and SOx Emissions³

(thousand tons)

	FY2023	FY2024	FY2025
NOx	113	106	89
SOx	10	10	11

3. <Organizational Boundary> Daihatsu Motor and Daihatsu Motor Kyushu
<Calculation Method> Fuel consumption × Emissions factor per fuel

<Definitions> VOC: Volatile organic compounds
NOx: Nitrogen oxides
SOx: Sulfur oxides

Water and Air Quality

Head (Ikeda) Plant 1st District

(mg/L)

Water Discharge (2024)				
Item	Standard Value	Maximum	Minimum	Average
pH	5.7-8.7	7.9	6.4	7.2
COD	-	5	Less than 2	3.5
BOD	300	Less than 2	Less than 2	Less than 2
SS	300	2	Less than 1	Less than 1
Oil (mineral oil)	5	Less than 1	Less than 1	Less than 1
Zinc	2	-	-	-
Total nitrogen	240	3	Less than 1	Less than 2
Total phosphorus	32	0.4	Less than 0.1	0.2

Air (2024)			
Substance	Equipment	Standard Value	Actual
NOx (cm³/Nm³)	Boiler	150	37
Soot and dust (g/Nm³)	Boiler	0.1	Less than 0.001

Head (Ikeda) Plant 2nd District

(mg/L)

Water Discharge (2024)				
Item	Standard Value	Maximum	Minimum	Average
pH	5.7-8.7	7.6	6.7	7.2
COD	-	30	Less than 2	16
BOD	300	63	Less than 2	33
SS	300	7	Less than 1	4
Oil (mineral oil)	5	Less than 1	Less than 1	Less than 1
Zinc	2	Less than 0.1	Less than 0.1	Less than 0.1
Total nitrogen	240	5	Less than 1	3
Total phosphorus	32	Less than 0.1	Less than 0.1	Less than 0.1

Air (2024)			
Substance	Equipment	Standard Value	Actual
NOx (cm³/Nm³)	Boiler	150	59
	Drying furnace	230	34
Soot and dust (g/Nm³)	Boiler	0.1	0.004
	Drying furnace	0.2	0.003

Kyoto (Oyamazaki) Plant

(mg/L)

Water Discharge (2024)				
Item	Standard Value	Maximum	Minimum	Average
pH	5.0-9.0	7.4	6.9	7.2
BOD	600	170	4	87
SS	600	310	2	156
Oil (mineral oil)	5	3	Less than 1	2
Soluble manganese	10	1.7	Less than 0.1	0.9
Lead and lead compounds	0.1	Less than 0.01	Less than 0.01	Less than 0.01
Total nitrogen	240	9	3	6.5
Total phosphorus	32	1.9	0.2	1.1

Air (2024)			
Substance	Equipment	Standard Value	Actual
NOx (cm³/Nm³)	Boiler	150	67
	Drying furnace	230	42
Soot and dust (g/Nm³)	Boiler	0.1	0.002
	Drying furnace	0.3	-

Water and Air Quality

Shiga (Ryuoh) Plant 1st District

(mg/L)

Water Discharge (2024)				
Item	Standard Value	Maximum	Minimum	Average
pH	6.0-8.0	7.4	6.8	7.1
COD	20	9	Less than 2	5.5
BOD	20	5	Less than 2	3.5
SS	20	2	Less than 1	1.5
Oil (mineral oil)	3	Less than 1	Less than 1	Less than 1
Copper	0.1	Less than 0.01	Less than 0.01	Less than 0.01
Fluorine	3	0.4	Less than 0.1	0.25
Zinc	0.5	Less than 0.1	Less than 0.1	Less than 0.1
Soluble iron	4	Less than 0.1	Less than 0.1	Less than 0.1
Total nitrogen	8	2	Less than 0.1	1.5
Total phosphorus	0.8	0.2	Less than 0.1	0.15

Air (2024)			
Substance	Equipment	Standard Value	Actual
NOx (cm³/Nm³)	Aluminum melting furnaces	180	40
Soot and dust (g/Nm³)	Aluminum melting furnaces	0.2	0.002

Shiga (Ryuoh) Plant 2nd District

(mg/L)

Water Discharge (2024)				
Item	Standard Value	Maximum	Minimum	Average
pH	6.0-8.0	7.7	7.0	7.4
COD	20	11	Less than 2	6.5
BOD	20	6	Less than 2	4
SS	20	4	Less than 1	2.5
Oil (mineral oil)	3	Less than 1	Less than 1	Less than 1
Copper	0.1	Less than 0.01	Less than 0.01	Less than 0.01
Fluorine	3	0.2	Less than 0.1	0.15
Zinc	0.5	0.3	Less than 0.1	0.2
Soluble iron	4	0.2	Less than 0.1	0.15
Total nitrogen	8	4	1	2.5
Total phosphorus	0.8	Less than 0.1	Less than 0.1	Less than 0.1

Air (2024)			
Substance	Equipment	Standard Value	Actual
NOx (cm³/Nm³)	Drying furnace	230	13
	Gas turbines	70	20
Soot and dust (g/Nm³)	Drying furnace	0.2	0.003
	Gas turbines	0.05	0.002



Employees

		Unit	2022	2023	2024
Employees (Global)		Persons	46,152	46,191	46,815
Employees (Daihatsu Motor)	Total		12,426	12,508	12,470
	Male		11,450	11,522	11,458
	Female		976	986	1,012
Employees (By contract) (Daihatsu Motor)	Regular		11,407	11,133	10,977
	Non-regular		1,019	1,375	1,493
Non-employee workers (Daihatsu Motor)			1,843	1,661	1,803
Newly hired employees (Daihatsu Motor)	Total		302	283	464
	Male		263	237	385
	Female		39	46	79
Average age (Daihatsu Motor)	Total	Age	41.0	41.2	41.6
	Male		41.2	41.4	41.8
	Female		38.8	39.0	39.3
Average period of employment (Daihatsu Motor)	Total	Years	19.0	18.9	19.2
	Male		19.2	19.2	19.4
	Female		16.2	16.1	16.2
Turnover rate (Daihatsu Motor) ¹		%	1.7	2.4	2.8
Reemployed retirees (Daihatsu Motor)		Persons	233	225	189
Number of managers (Daihatsu Motor)			1,391	1,397	1,431
Percentage of women	Board of Directors	%	0.0	0.0	14.3
	Management (Daihatsu Motor)		3.0	2.9	3.1
Number of female assistant managers (Daihatsu Motor)		Persons	72	77	84
Number of female managers (Daihatsu Motor)			39	41	45
Percentage of female new recruits (Daihatsu Motor)	Staff employees (administrative/engineering employees)	%	14.9	19.9	18.8
	Line employees		8.9	5.3	10.8
Turnover rate of female employees (Daihatsu Motor)	Administrative/engineering employees		1.4	2.2	2.9
	Shop floor employees		6.9	7.6	5.3

		Unit	2022	2023	2024
Number of employees using the childcare and nursing care leave program (Daihatsu Motor) ¹	Total	Persons	235	291	225
	Male		157	216	190
	Female		78	75	35
Return rate after taking childcare leave (Daihatsu Motor) ¹	Total	%	100.0	100.0	100.0
	Male		100.0	100.0	100.0
	Female		100.0	100.0	100.0
Rate of male employees taking childcare leave (Daihatsu Motor) ²			49.1	70.0	64.2
Employment rate of people with disabilities (Daihatsu, including special-purpose subsidiaries)			2.32	2.46	2.58
Number of people with disabilities employed (Daihatsu, including special-purpose subsidiaries) ³		Persons	218	231	240
Number of employees using the flexible working hours system (Daihatsu Motor) ⁴			127	145	168
Percentage of annual paid leave taken (Daihatsu Motor) ⁵		%	93.8	96.2	94.6
Average monthly overtime per employee (Daihatsu Motor) ⁶		Hours/month	25.7	23.2	15.3
Stress check (Daihatsu Motor) ⁶	Collection rate	%	98.1	95.6	95.8
	Proportion of highly stressed employees ⁷		102.8	117.7	107.8
Ratio of non-regular employees ⁸			26.3	26.4	26.2
Ratio of employees covered by collective bargaining agreements ⁹			69.1	69.6	69.8
Number of work stoppages and total days idle ¹⁰		Cases (persons-days)	95	267	58
Starting salary (Daihatsu Motor)	Staff employees	Yen (Monthly)	212,000	212,000	235,000
	Line employees		174,500	174,500	187,800
Wage gap between men and women (Daihatsu Motor)	Regular employees	%	76.5	77.5	78.7
	Non-regular employees		84.6	86.8	88.8

1. Calculated per fiscal year (April to March)
2. Only applies to full-time employees. Estimated as a fraction of the number of maternity gift payments
3. Includes part-time employees
4. Short-time employees hired directly (as of April 1)
5. Calculated for union members, limited to those granted annual paid leave on May 1
6. Implemented in May every year
7. Calculated with 2016 as 100
8. Ratio of those other than full-time employees and apprentices at Daihatsu Motor (as of April 1)
9. Ratio of full-time employees (foremen or below) and senior employees at Daihatsu Motor (as of April 1)
10. Number of (direct) work stoppages at vehicle plants (Ikeda, Kyoto, Shiga Districts)