

October 20, 2025

Daihatsu to Develop 3,000 DX Personnel by FY2027 - Aiming to Strengthen Corporate Competitiveness Through Hands-On DX Promotion -

Daihatsu Motor Co., Ltd. (hereinafter “Daihatsu”) announced today that it has achieved its goal of developing 1,000 DX personnel by the end of FY2025 ahead of schedule. Building on this success, it aims to develop 3,000 DX personnel by FY2027 to further strengthen its competitiveness.

Under the slogan "People-friendly, universal digitalization," Daihatsu promotes company-wide DX through both top-down and bottom-up approaches. Employees proactively learn about and implement digitalization themselves, thereby enhancing operational efficiency and driving transformation through the utilization of digital technologies. At the same time, each department manages digital utilization as a priority issue and works to solve problems while sharing a common understanding with management. By October of this year, Daihatsu achieved its goal of developing 1,000 DX personnel by the end of FY2025 as the foundation for these initiatives. It renewed its 2025 certification under the government-certified “DX Certification,”^{*1} in which personnel development is one of the evaluation criteria.

Furthermore, Daihatsu has formulated a roadmap (Figure 2) to realize its DX Vision (Figure 1), clarifying its commitment to reform not only the business but the organization and culture, with the aim of providing new value to customers.

To achieve this roadmap, Daihatsu aims to develop 3,000 DX personnel by FY2027 by adding new training programs based on the Digital Skill Standards^{*2} and expanding in-house learning content. This scale will enable Daihatsu to establish DX-savvy organizations across all departments. Additionally, Daihatsu is accelerating the utilization of generative AI starting in FY2025. Daihatsu began utilizing generative AI in 2022 and deployed its proprietary generative AI system in 2023, conducting training for a wide range of personnel from management to regular employees. Looking ahead, Daihatsu aims to enhance company-wide productivity by establishing an environment where over 90% of employees regularly use generative AI.

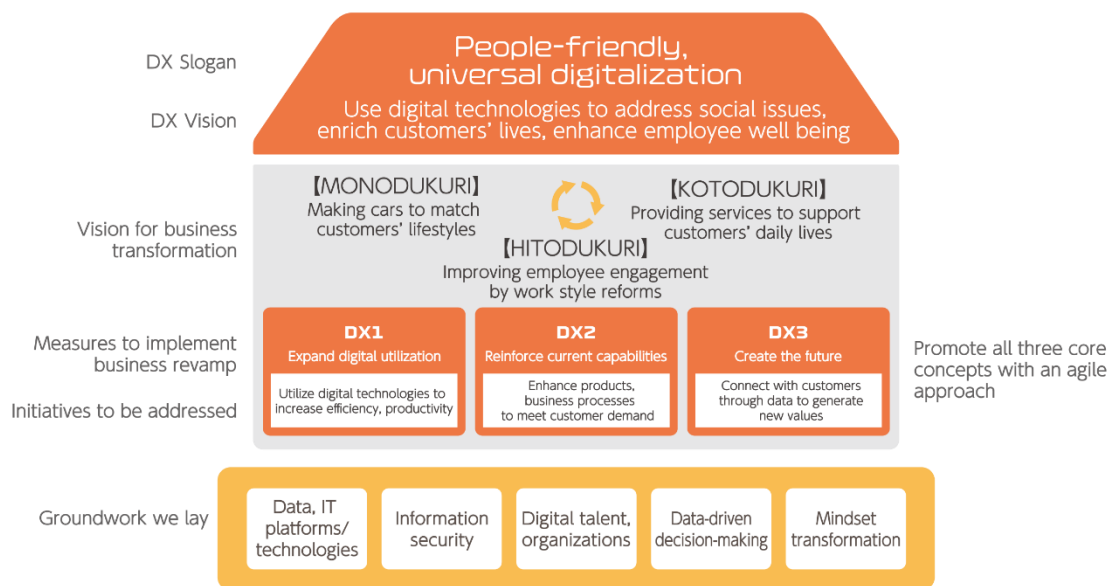
Under the corporate philosophy “Staying close to our customers and enriching their lives,” Daihatsu will continue to accelerate company-wide DX initiatives, promoting both the transformation of value it provides to customers and organizational change as a company.

^{*1} DX Certification: A government certification system for companies deemed prepared to promote DX. It aligns with the Digital Governance Code, which compiles requirements for management in driving societal transformation through digital technologies.

[DX Certification \(Certification System Under Article 28 of the Act on Facilitation of Information Processing\) \(METI/Ministry of Economy, Trade and Industry\)](#)

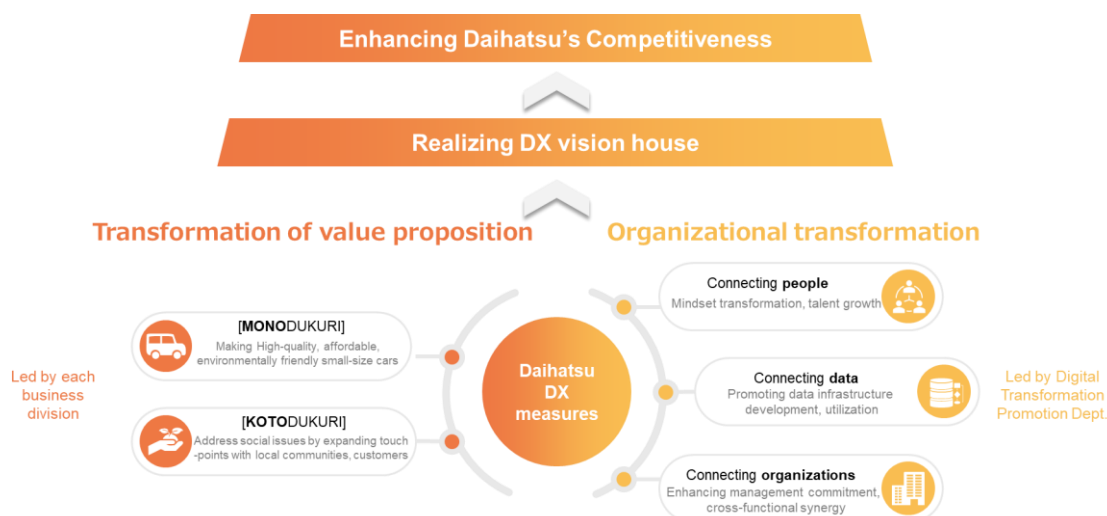
^{*2} The Digital Skill Standards: Guidelines established by the Ministry of Economy, Trade and Industry (METI) and the Information-Technology Processing Agency, Japan (IPA) for companies promoting DX. It is comprised of two standards: the DSS-L, which provides guidelines for all business people to acquire fundamental knowledge, skills, and mindset regarding DX; and the DSS-P, which provides guidelines for companies to develop and recruit personnel with the expertise to drive DX.

[Figure 1: New DX Vision House]



- Renewed DX Vision House formulated in 2023. Adopted the orange color to express Daihatsu's DX slogan, "People-friendly, universal digitalization," emphasizing approachability.

[Figure 2: DX/IT Roadmap Conceptual Diagram]



- Daihatsu is advancing its digitalization goals through initiatives in "MONODUKURI" and "KOTODUKURI" conducting by each business division, and organizational transformation led by the Digital Transformation Promotion Dept. to "connect people," "connect data," and "connect organizations." By doing so, it strengthens company-wide competitiveness.