## II. Review of Operations

## Production volume (by fiscal year)

(1) Production information
(Unit: Vehicles)

|  |  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
|  |  | 417,192 | 92.3\% | 451,986 | 83.9\% | 538,843 | 99.6\% | 541,088 | 102.6\% | 527,351 | 111.0\% |
|  |  | 140,347 | 102.0 | 137,632 | 83.5 | 164,807 | 111.0 | 148,444 | 119.4 | 124,353 | 96.0 |
|  |  | 557,539 | 94.6 | 589,618 | 83.8 | 703,650 | 102.0 | 689,532 | 105.8 | 651,704 | 107.8 |
|  |  | 11,130 | 141.3 | 7,876 | 82.5 | 9,543 | 97.3 | 9,805 | 100.7 | 9,737 | 42.0 |
|  |  | - | - | - | - | - | - | - | - | - | - |
|  |  | 11,130 | 141.3 | 7,876 | 82.5 | 9,543 | 97.3 | 9,805 | 100.7 | 9,737 | 42.0 |
|  | Total | 568,669 | 95.2 | 597,494 | 83.8 | 713,193 | 102.0 | 699,337 | 105.7 | 661,441 | 105.4 |
|  | Overseas total | 410,209 | 107.5 | 381,613 | 97.4 | 391,629 | 93.2 | 420,173 | 114.4 | 367,357 | 104.6 |
|  | Global total | 978,878 | 100.0 | 979,107 | 88.6 | 1,104,822 | 98.7 | 1,119,510 | 108.8 | 1,028,798 | 105.1 |
|  | $$ | 50,777 | 53.1 | 95,675 | 80.9 | 118,267 | 94.9 | 124,587 | 101.1 | 123,255 | 77.0 |
|  | O OEM vehicles | 204,361 | 320.9 | 63,674 | 99.1 | 64,275 | 59.2 | 108,546 | 113.0 | 96,034 | 154.3 |
|  | O Total | 255,138 | 160.1 | 159,349 | 87.3 | 182,542 | 78.3 | 233,133 | 106.3 | 219,289 | 98.6 |
|  |  | 172,649 | 105.8 | 163,203 | 86.3 | 189,062 | 76.1 | 248,524 | 106.3 | 233,790 | 122.5 |
|  |  | 171,796 | 152.9 | 112,368 | 99.3 | 113,115 | 118.9 | 95,163 | 202.2 | 47,060 | 108.8 |
|  |  | 344,445 | 125.0 | 275,571 | 91.2 | 302,177 | 87.9 | 343,687 | 122.4 | 280,850 | 120.0 |
|  | Global total | 599,583 | 137.9 | 434,920 | 89.7 | 484,719 | 84.0 | 576,820 | 115.3 | 500,139 | 109.6 |
| Total domestic production |  | 823,807 | 108.8 | 756,843 | 84.5 | 895,735 | 96.1 | 932,470 | 105.9 | 880,730 | 103.6 |
| Total overseas production |  | 754,654 | 114.8 | 657,184 | 94.7 | 693,806 | 90.8 | 763,860 | 117.8 | 648,207 | 110.8 |
| Total global production |  | 1,578,461 | 111.6 | 1,414,027 | 89.0 | 1,589,541 | 93.7 | 1,696,330 | 110.9 | 1,528,937 | 106.5 |
| Excluding Peroduabrand vehicles |  | 1,363,586 | 113.9 | 1,197,450 | 86.4 | 1,386,610 | 93.5 | 1,482,566 | 110.8 | 1,338,658 | 107.7 |

(Note) The numbers of domestically produced Daihatsu-brand vehicles (registered vehicles) include exported vehicles (CBU + CKD). The numbers of Daihatsu-brand vehicles produced overseas include Perodua-brand vehicles.
(2) Domestically produced Daihatsu-brand vehicles
(Unit: Vehicles)

|  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
| Move | 113,155 | 116.1\% | 97,451 | 70.2\% | 138,840 | 72.3\% | 192,083 | 118.8\% | 161,705 | 114.5\% |
| Mira | 72,275 | 78.4 | 92,223 | 70.3 | 131,158 | 76.5 | 171,380 | 84.8 | 201,991 | 106.2 |
| Tanto | 141,209 | 87.4 | 161,527 | 74.3 | 217,514 | 122.6 | 177,399 | 108.7 | 163,252 | 119.1 |
| Atrai Wagon | 4,115 | 97.5 | 4,219 | 69.2 | 6,095 | 65.1 | 9,358 | 104.6 | 8,950 | 74.6 |
| Terios Kid | - | - | - | - | - | - | - | - | 574 | 20.4 |
| Copen | 4,124 | 65.2 | 6,324 | 65.7 | 9,620 | - | - | - | 1,309 | 59.7 |
| Wake | 32,771 | 95.7 | 34,261 | 77.5 | 44,204 | - | - | - | - | - |
| Cast | 55,110 | 88.0 | 62,627 | - | - | - | - | - | - | - |
| Hijet | 134,780 | 102.9 | 130,986 | 83.8 | 156,219 | 112.1 | 139,312 | 122.2 | 114,016 | 96.8 |
| Be-go | 0 | 0.0 | 5,667 | 75.6 | 7,493 | 97.0 | 7,724 | 110.0 | 7,019 | 55.6 |
| Boon | 6,429 | 291.0 | 2,209 | 107.8 | 2,050 | 98.5 | 2,081 | 89.3 | 2,330 | 54.8 |
| Thor | 4,680 | - | - | - | - | - | - | - | - | - |
| Total | 568,669 | 95.2 | 597,494 | 83.8 | 713,193 | 102.0 | 699,337 | 105.7 | 661,441 | 105.4 |

(Note) Including exported vehicles (CBU + CKD). The above totals include discontinued models.
(3) Overseas production
(Unit: Vehicles)

|  |  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
|  | $\underset{\text { (Perodua-brand) }}{\text { Malaysia }}$ | 214,875 | 99.2\% | 216,607 | 106.7\% | 202,931 | 94.9\% | 213,764 | 112.3\% | 190,279 | 96.8\% |
|  | Indonesia | 195,334 | 118.4 | 165,006 | 87.5 | 188,608 | 91.5 | 206,077 | 116.9 | 176,338 | 111.7 |
|  | Venezuela | - | - | 30 | 33.3 | 90 | 27.1 | 332 | 44.9 | 740 | 79.3 |
|  | Total | 410,209 | 107.5 | 381,643 | 97.5 | 391,629 | 93.2 | 420,173 | 114.4 | 367,357 | 104.6 |
|  | Excluding <br> Perodua-brand | 195,334 | 118.4 | 165,036 | 87.5 | 188,698 | 91.4 | 206,409 | 116.6 | 177,078 | 111.5 |
|  | Indonesia | 172,649 | 105.8 | 163,203 | 86.3 | 189,062 | 76.1 | 248,524 | 106.3 | 233,790 | 125.4 |
|  | Consigned vehicles tota | 172,649 | 105.8 | 163,203 | 86.3 | 189,062 | 76.1 | 248,524 | 106.3 | 233,790 | 125.4 |
|  | $\begin{aligned} & \text { Indonesia } \\ & \text { (OEM vehicles) } \end{aligned}$ | 171,796 | 152.9 | 112,368 | 99.3 | 113,115 | 118.9 | 95,163 | 202.2 | 47,060 | 108.8 |
|  | Total | 344,445 | 125.0 | 275,571 | 91.2 | 302,177 | 87.9 | 343,687 | 122.4 | 280,850 | 122.3 |
| Total overseas production |  | 754,654 | 114.8 | 657,214 | 94.7 | 693,806 | 90.8 | 763,860 | 117.8 | 648,207 | 110.8 |
|  | Excluding <br> Perodua-brand | 539,779 | 122.5 | 440,607 | 89.8 | 490,875 | 89.2 | 550,096 | 120.1 | 457,928 | 116.6 |

(Note) (1) Overseas consigned/OEM vehicles are for Toyota. (2) For Venezuela, formula changed from CKD to Parts for Overseas Production in October 2007.
< Reference information > Production in Indonesia
(Unit: Vehicles)

|  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
| Daihatsu-brand vehicles | 195,334 | 118.4\% | 165,006 | 87.5\% | 188,608 | 91.5\% | 206,077 | 116.9\% | 176,338 | 117.7\% |
| Consigned/OEM vehicles | 344,445 | 125.0 | 275,571 | 91.2 | 302,177 | 87.9 | 343,687 | 122.4 | 280,850 | 122.3 |
| Total | 539,779 | 122.5 | 440,577 | 89.8 | 490,785 | 89.3 | 549,764 | 120.2 | 457,188 | 118.0 |

< Reference information > Production by Perodua in Malaysia
(Unit: Vehicles)

|  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
| Perodua-brand vehicles | 214,875 | 99.2\% | 216,607 | 106.7\% | 202,931 | 94.9\% | 213,764 | 112.3\% | 190,279 | 99.0\% |
| Total | 214,875 | 99.2 | 216,607 | 106.7 | 202,931 | 94.9 | 213,764 | 112.3 | 190,279 | 96.8 |

## < Reference information > Recent achievements

|  |  | Record | Date of attainment |
| :--- | :--- | :--- | :---: |
| All models | (including consigned vehicles) | Cumulative production reaching 35 million vehicles | May 2016 |
|  | (excluding consigned vehicles) | Cumulative production reaching 25 million vehicles | April 2012 |
| Mini vehicles (excluding mini three-wheel vehicles) | Cumulative production reaching 20 million vehicles | November 2014 |  |
| Overseas production | Cumulative production in Indonesia reaching 5 million vehicles | April 2017 |  |

[^0]
## Review of Operations

Sales record (by fiscal year)
(1) Sales information
(Unit: Vehicles)

|  |  |  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
|  |  | Passenger | 431,549 | 96.6\% | 446,620 | 84.5\% | 528,411 | 96.5\% | 547,734 | 104.3\% | 524,992 | 109.5\% |
|  | $\stackrel{ }{9}$ | Cargo | 140,875 | 101.7 | 138,577 | 87.2 | 158,982 | 105.2 | 151,106 | 118.4 | 127,577 | 103.6 |
|  | 砏 | Total | 572,424 | 97.8 | 585,197 | 85.1 | 687,393 | 98.4 | 698,840 | 107.1 | 652,569 | 108.3 |
|  | Regis | led | 10,446 | 644.8 | 1,620 | 91.1 | 1,778 | 69.5 | 2,557 | 94.6 | 2,703 | 86.2 |
|  | Total |  | 582,870 | 99.3 | 586,817 | 85.1 | 689,171 | 98.3 | 701,397 | 107.0 | 655,272 | 108.2 |
| Overseas total |  |  | 405,261 | 105.8 | 383,047 | 93.7 | 408,584 | 100.8 | 405,325 | 104.3 | 388,455 | 106.0 |
| Global total |  |  | 988,131 | 101.9 | 969,864 | 88.3 | 1,097,755 | 99.2 | 1,106,722 | 106.0 | 1,043,727 | 107.3 |

(Note) The numbers of domestic vehicles are based on the numbers of vehicles registered or notified. The numbers of vehicles sold overseas are based on retail sales.
(2) Domestic sales (by main models)
(Unit: Vehicles)

|  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
| Move | 115,175 | 115.8\% | 99,466 | 73.4\% | 135,536 | 70.0\% | 193,670 | 120.7\% | 160,397 | 111.1\% |
| Tanto | 148,727 | 95.5 | 155,768 | 72.5 | 214,867 | 119.0 | 180,588 | 110.9 | 162,782 | 116.8 |
| Mira | 73,948 | 80.3 | 92,126 | 70.2 | 131,249 | 75.7 | 173,433 | 86.3 | 200,995 | 109.9 |
| Esse | - | - | - | - | - | - | - | - | 1 | 0.0 |
| Copen | 4,269 | 65.0 | 6,567 | 71.9 | 9,131 | - | 2 | 0.1 | 1,376 | 64.8 |
| Wake | 33,066 | 88.5 | 37,350 | 94.0 | 39,744 | - | - | - | - | - |
| Cast | 58,029 | 100.3 | 57,855 | - | - | - | - | - | - | - |
| Terios Kid | - | - | - | - | - | - | 1 | 0.2 | 652 | 23.8 |
| Atrai Wagon | 4,135 | 96.5 | 4,286 | 70.0 | 6,125 | 64.8 | 9,446 | 101.6 | 9,294 | 79.4 |
| Hijet | 135,075 | 102.5 | 131,775 | 87.4 | 150,738 | 106.4 | 141,699 | 121.0 | 117,071 | 104.9 |
| Be-go | 29 | 9.0 | 323 | 104.2 | 310 | 58.7 | 528 | 85.2 | 620 | 90.1 |
| Boon | 5,939 | 570.5 | 1,041 | 90.8 | 1,146 | 88.2 | 1,300 | 85.4 | 1,523 | 89.3 |
| Thor | 4,256 | - | - | - | - | - | - | - | - | - |
| Total | 582,879 | 99.3 | 586,816 | 85.1 | 689,171 | 98.3 | 701,397 | 107.0 | 655,272 | 108.2 |

(Note) The numbers of vehicles are based on the numbers of vehicles registered or notified. The above totals include models that are not listed above.
(3) Domestic sales share
(Unit: Vehicles)

|  | FY 2017 | FY 2016 | FY 2015 | FY 2014 | FY 2013 |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Mini vehicle market | $1,719,970$ | $1,813,328$ | $2,173,131$ | $2,261,834$ | $1,972,600$ |
| Daihatsu sales | 572,424 | 585,197 | 687,393 | 698,840 | 652,569 |
| Daihatsu share | $33.3 \%^{*}$ | $32.3 \%^{*}$ | $31.6 \%^{*}$ | $30.9 \%^{*}$ | $33.1 \%^{*}$ |
| Entire market (including mini vehicle market) | $5,079,644$ | $4,939,208$ | $5,298,806$ | $5,694,430$ | $5,214,814$ |
| Daihatsu sales | 582,879 | 586,816 | 689,171 | 701,397 | 655,272 |
| Daihatsu share | $11.5 \%$ | $11.9 \%$ | $13.0 \%$ | $12.3 \%$ | $12.6 \%$ |

* Top share

Source: Daihatsu's survey based on the data available from Japan Mini Vehicles Association, Inc.

Cumulative domestic sales of
main models (As of the end of May, 2017)

|  | Release date | Cumulative sales |
| :--- | :---: | :---: |
| Mira | June 1980 | $6,087,974$ |
| Move | August 1995 | $3,580,979$ |
| Tanto | December 2003 | $1,934,609$ |

Sales of welfare vehicles (mini vehicles)

|  |  | Release date | Number of vehicles sold in FY2017 (comparison with previous year) | Cumulative sales (as of March 2017) |
| :---: | :---: | :---: | :---: | :---: |
| Wheelchair accessible vehicles | Hijet/Atrai Sloper | September 2001 | 868( 60\%) | 17,312 |
|  | Tanto Sloper | August 2006 | 3,777( 88\%) | 29,356 |
| Vehicles with lifting seat | Hijet/Atrai Rear Seat Lift | March 1995 | 90( 78\%) | 3,258 |
|  | Move Front Seat Lift | September 1997 | 652(100\%) | 9,306 |
|  | Tanto Welcome Seat | September 2008 | 1,310(107\%) | 7,792 |
| Total |  | - | 6,697( 87\%) | 84,965* |

[^1](4) Overseas sales (by region/main country, by local production/export)
(Unit: Vehicles)

|  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
| Asia | 405,261 | 108.9\% | 372,084 | 95.8\% | 388,404 | 101.4\% | 383,027 | 106.8\% | 358,498 | 109.9\% |
| Malaysia | 211,057 | 103.3 | 204,235 | 97.3 | 209,960 | 107.9 | 194,657 | 101.2 | 192,431 | 106.2 |
| Indonesia | 194,171 | 116.0 | 167,402 | 94.1 | 177,843 | 94.8 | 187,572 | 113.4 | 165,410 | 114.8 |
| Europe | - | - | - | - | - | - | - | - | 4,706 | 46.4 |
| Central and South America | - | - | 3,556 | 81.7 | 4,352 | 94.9 | 4,585 | 100.7 | 4,551 | 97.9 |
| Venezuela | - | - | 30 | 31.9 | 94 | 28.1 | 335 | 43.6 | 769 | 82.0 |
| Oceania | - | - | 36 | 65.5 | 55 | 25.2 | 217 | 68.0 | 319 | 167.0 |
| Africa | - | - | 1,926 | 46.3 | 4,162 | 85.9 | 4,835 | 85.4 | 5,662 | 89.2 |
| Middle and Near East | - | - | 5,445 | 46.9 | 11,611 | 91.7 | 12,661 | 86.0 | 14,719 | 76.9 |
| Pakistan | - | - | 24 | 114.3 | 21 | 30.0 | 70 | 8.5 | 820 | 17.5 |
| Total | 405,261 | 105.8 | 383,047 | 93.7 | 408,584 | 100.8 | 405,325 | 104.3 | 388,455 | 106.0 |

(5) FY2017 overseas sales (by region/main country/model)
(Unit: Vehicles)

|  | Viva | Myvi | Alza | Axia | Bezza | Rusa | Xenia | Telios | Gran Max | Hi-Max | Luxio | Ayla | Sigra | Sirion | Copen | Total |
| :--- | ---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Malaysia | 3 | 47,758 | 34,419 | 77,196 | 50,817 | 1 | - | - | - | - | - | - | - | - | - | 210,194 |
| Indonesia | - | - | - | - | - | - | 46,226 | 14,282 | 54,807 | 913 | 4,463 | 35,811 | 35,007 | 2,661 | 1 | 194,171 |

Export record (by fiscal year)
(1) Export (by region, excluding Parts for Overseas Production)
(Unit: Vehicles)

|  | FY 2017 |  | FY 2016 |  | FY 2015 |  | FY 2014 |  | FY 2013 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year | No. of vehicles | Year-on-year |
| Asia | 1 | 0.2\% | 632 | 140.8\% | 449 | 76.6\% | 586 | 125.8\% | 466 | 135.9\% |
| Europe | - | - | - | - | - | - | - | - | 540 | 12.6 |
| Central and South America | 0 | 0.0 | 3,737 | 94.7 | 3,946 | 100.9 | 3,912 | 128.9 | 3,035 | 85.3 |
| Oceania | 0 | 0.0 | 27 | 57.4 | 47 | 75.8 | 62 | 29.1 | 213 | 53.9 |
| Africa | 0 | 0.0 | 214 | 15.6 | 1,369 | 89.8 | 1,525 | 95.0 | 1,606 | 58.2 |
| Middle and Near East | 0 | 0.0 | 2,238 | 103.0 | 2,172 | 113.2 | 1,919 | 112.4 | 1,708 | 20.2 |
| Total | 1 | 0.0 | 6,848 | 85.8 | 7,983 | 99.7 | 8,004 | 105.8 | 7,568 | 38.2 |

List of main models
Main domestic production models

|  |  |  |  |  |  | Drive |  |  | Transmission |  |  | Engine |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  | $\stackrel{\vdash}{\Sigma}$ | $\stackrel{\vdash}{\gtrless}$ | $\stackrel{\vdash}{১}$ | 660cc |  | 1000cc |  |  |  |  |
|  |  | 晏 |  |  |  | 딴 | $\underset{\forall}{0}$ |  |  |  | $\underset{\text { ¢ }}{\substack{\text { ¢ }}}$ | $\begin{aligned} & \stackrel{-}{u} \\ & \stackrel{1}{\mid} \\ & \dot{\mid} \end{aligned}$ | $\begin{aligned} & \text { 山 } \\ & \stackrel{\rightharpoonup}{\dot{c}} \\ & \stackrel{y}{c} \end{aligned}$ | $\begin{aligned} & \stackrel{\leftarrow}{\underset{\sim}{c}} \\ & \underset{c}{\dot{c}} \end{aligned}$ |  |  |  |
|  | Move |  | 95.08 | 14.12 | 56,823 | 3,128,646 | - |  | $\bullet$ |  |  | - | - | - |  |  | $\bullet$ | 4 | 2-row seats |
|  | Move Canbus |  | 16.09 | 16.09 | 50,999 | 50,999 | - |  | $\bullet$ |  |  | - | - |  |  |  | - |  |  |
|  | [Move Series] | - | - | ${ }^{* 1} 113,155$ | ${ }^{+1} 3,612,170$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Tanto | 03.11 | 15.12 | 141,209 | 1,835,324 | - |  | $\bullet$ |  |  | - | $\bullet$ | - |  |  | - |  |  |  |
|  | [Tanto Series] | - | - | ${ }^{*} 141,209$ | ${ }^{*} 1,938,483$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Mira | 80.06 | 06.12 | 3,092 | 3,173,416 | - |  | $\bullet$ | - |  |  | $\bullet$ |  |  |  |  |  |  |  |
|  | Mira Cocoa | 09.08 | 14.08 | 9,337 | 248,960 | - |  | $\bullet$ |  |  | - | $\bullet$ |  |  |  | $\bullet$ |  |  |  |
|  | Mira e:S | 11.09 | 17.05 | 54,279 | 553,992 | $\bigcirc$ |  | $\bigcirc$ |  |  | $\bullet$ | $\bigcirc$ |  |  |  | $\bullet$ |  |  |  |
|  | [Mira Series] | - | - | 72,275 | ${ }^{* 1} 4,107,476$ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Wake | 14.11 | 14.11 | 32,771 | 111,236 | - |  | $\bullet$ |  |  | - | $\bullet$ | - |  |  | $\bullet$ |  |  |  |
|  | Cast | 15.09 | 15.09 | 55,110 | 55,110 | - |  | $\bigcirc$ |  |  | - | $\bullet$ | $\bullet$ |  |  | $\bullet$ |  |  |  |
|  | Atrai Wagon | 99.06 | 07.09 | 4,115 | 284,589 |  | $0^{-2}$ | $\bullet$ |  | - |  |  | $\bullet$ |  |  |  |  |  |  |
|  | Copen | 02.06 | 14.06 | 4,124 | 86,641 | - |  |  | - |  | $\bullet$ |  | $\bullet$ |  |  | $\bullet^{-3}$ | 2 | Single-row seats |  |
|  | Thor | 16.11 | 16.11 | 4,680 | 4,680 | $\bigcirc$ |  | $\bullet$ |  |  | - |  |  | $\bullet$ | $\bullet$ | $\bullet$ | 5 | 2-row seats |  |
|  | Boon | 04.06 | 16.04 | 6,429 | 238,532 | - |  | $\bigcirc$ |  |  | - |  |  | - |  |  |  |  |  |
|  | Mira Van | 80.06 | 07.12 | 5,567 | 2,408,377 | - |  | - | - |  | $\bullet$ | $\bullet$ |  |  |  |  | 2/4 | Single-row/2-row seats |  |
|  | Hijet (Truck) | 64.03 | 14.09 | 73,586 | 4,028,852 |  | $0^{2}$ | $\bigcirc$ | $\bigcirc$ | $\bullet$ |  | $\bigcirc$ |  |  |  |  | 2 | Single-row seats |  |
|  | Hijet (Cargo) | 65.10 | 07.12 | 57,728 | 2,563,452 |  | ${ }^{-2}$ | $\bigcirc$ | $\bullet$ | $\bullet$ |  | $\bigcirc$ | $\bullet$ |  |  |  | 2/4 | Single-row/2-row seats |  |
|  | Hijet Caddie | 16.06 | 16.06 | 3,466 | 3,466 | $\bigcirc$ |  | $\bigcirc$ |  |  | - | $\bigcirc$ | $\bigcirc$ |  |  | $\bigcirc$ | 2 | Single-row seats |  |
|  | [Hijet Series] | - | - | 134,780 | 6,595,770 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

(Note) The numbers of produced units include vehicles for export.
*1: Including discontinued models
*2: MR
*3: CVT vehicles only
(Note) The current model release date including full model change, a minor change (except for some improvement)
Main overseas production vehicles

|  |  |  |  |  |  | Drive |  | Trans mission |  | Engine |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 는 |  |  |  | ̛ㅏㄴ | $\stackrel{\llcorner }{\Sigma}$ | $\stackrel{\leftarrow}{<}$ | $\begin{gathered} 1000 \\ C C \\ \hline \end{gathered}$ |  | $\begin{gathered} 1200 \\ \text { CC } \\ \hline \end{gathered}$ | $\begin{gathered} 1300 \\ \text { CC } \\ \hline \end{gathered}$ |  | $\begin{array}{\|c\|} \hline 1500 \\ C C \end{array} \left\lvert\, \begin{gathered} \\ \hline \mathrm{N} \\ \hline \end{gathered}\right.$ |  |  |
|  |  | 줖 |  |  |  |  |  |  | Ш | $\stackrel{\sim}{\sim}$ | $\underline{\square}$ | $\frac{\stackrel{r}{z}}{}$ |  |  |  |
|  | Xenia |  | 04.01 | 15.08 | 46,903 | 632,614 |  | - | - | - |  | - |  |  | - |  | 7 | 3-row seats |
|  | Terios ${ }^{\text {¹ }}$ | 07.01 | 10.10 | 14,155 | 221,077 |  | - | - | - |  |  |  |  |  | - |  |  |  |
|  | Luxio | 09.02 | 09.02 | 4,501 | 58,226 |  | ${ }^{\text {- }}$ | $\bullet$ | - |  |  |  |  |  | - | 8 |  |  |
|  | Ayla | 13.09 | 17.04 | 36,609 | 106,086 | - |  | - | - | - |  | $\bullet$ |  |  |  | 5 | 2-row seats |  |
|  | Sigra | 16.08 | 16.08 | 41,870 | 41,870 | - |  | - | - | - |  | - |  |  |  | 7 | 3-row seats |  |
|  | Gran Max (Van) ${ }^{2}$ | 07.11 | 07.11 | 50,109 | 597,738 |  | $0^{* 3}$ | - | - |  |  |  | - |  | - | 2/8/9 | Single-row/forward-facing 3-row/face-to-face 3-row seats |  |
|  | $\begin{aligned} & \text { Gran Max }{ }^{\text {G2 }} \\ & \hline \text { Pickup) } \end{aligned}$ | 07.12 | 07.12 |  |  |  | $0^{* 3}$ | - | - |  |  |  | - |  | - | 3 | Single-row seats |  |
|  | Hi-Max | 16.11 | 16.11 | 1,187 | 1,187 |  | $\bullet$ | $\bullet$ |  | - |  |  |  |  |  | 2 |  |  |
| $\begin{aligned} & \frac{\pi}{\omega} \\ & \frac{\pi}{\widetilde{N}} \\ & \frac{\pi}{\pi} \end{aligned}$ | Myvi | 05.05 | 11.06 | 53,622 | 1,070,517 | - |  | $\bullet$ | - |  |  |  | - |  | - | 5 | 2-row seats |  |
|  | Axia | 14.09 | 17.01 | 74,137 | 295,340 | - |  | $\bullet$ | - | - |  |  |  |  |  |  |  |  |
|  | Bezza | 16.07 | 16.07 | 55,944 | 55,944 | - |  | $\bullet$ | - | - |  |  |  | $\bullet$ |  |  |  |  |
|  | Alza | 09.11 | 09.11 | 31,172 | 361,888 | - |  | $\bullet$ | - |  |  |  |  |  | - | 7 | 3 -row seats |  |

(Note) The numbers of produced units include vehicles for export.
*1: September 2007-Middle East, Africa etc. CBU export. *2: April 2009-Middle East, Africa etc. CBU export *3: MR

## Review of Operations

## Consigned production/OEM business

As a consolidated subsidiary of Toyota Motor Corporation (hereinafter referred to as "Toyota"), Daihatsu collaborates with Toyota in various areas, mainly focusing on small cars, as its specialized field. In 2008, Daihatsu, Toyota and Fuji Heavy Industries Ltd., which has a business tie-up with Toyota, established a solid cooperative system for development and production. Daihatsu will further strengthen the cooperative relationships with those companies through the development of competitive vehicles that offer superb fuel efficiency, affordable pricing and conservation of resources.

## (1) Consigned production/OEM business arrangement

Consigned production $\qquad$ Production of vehicles or engines developed by another company and sold under that company's brand at Daihatsu's plant
OEM $\qquad$ Supply of vehicles developed and produced by Daihatsu and sold under another company's brand
Joint development $\qquad$ Development of vehicles jointly with another company (Vehicles sold under another company's brand are classified as consigned vehicles (consigned production).)

## (2) History of business tie-up with Toyota

November 1967 Business alliance with Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd.
September 1998 Toyota Motor Corporation obtained the majority of the shares of Daihatsu (current controlling shares: 51.2\%)
August 2016 Daihatsu Motor Corporation, a wholly owned subsidiary by the Corporation stock exchange by Toyota Motor Corporation.

## (3) Domestic production

| Commencement period | Brand | Daihatsu-brand vehicle name (Number of vehicles produced in FY2017) ${ }^{\text {+1 }}$ | Another company's vehicle name (Number of vehicles produced in FY2017) ${ }^{\text {¹ }}$ | Arrangement | Developed by | Produced by | Market |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| From June 2002 | Toyota | - | Probox/Succeed $(204,361)$ | Consigned production | Toyota | Daihatsu | Japan |
| From May 2004 |  | $\begin{gathered} \text { Boon } \\ (6,429) \end{gathered}$ | $\begin{aligned} & \mathrm{Passo}^{\circ} \\ & (75,319) \end{aligned}$ | OEM | Daihatsu |  |  |
| $\begin{aligned} & \text { From January } \\ & 2006 \end{aligned}$ |  | - | $\begin{gathered} \text { Rush } \\ (2,132) \end{gathered}$ |  |  |  |  |
| From August 2009 | Subaru | Atrai Wagon $(4,115)$ | Dias Wagon (546) | OEM | Daihatsu |  |  |
| From April 2010 |  | $\begin{gathered} \text { Mira } \\ (3,092) \\ \hline \end{gathered}$ | $\begin{aligned} & \text { Pleo } \\ & (535) \\ & \hline \end{aligned}$ |  |  |  |  |
|  |  | $\begin{gathered} \text { Mira Van } \\ (5,567) \end{gathered}$ | Pleo Van (760) |  |  |  |  |
| From April 2011 |  | $\begin{gathered} \text { Move } \\ (56,823) \end{gathered}$ | $\begin{gathered} \hline \text { Stella } \\ (10,317) \\ \hline \end{gathered}$ |  |  |  |  |
| $\begin{gathered} \text { From September } \\ 2011 \\ \hline \end{gathered}$ | Toyota | $\begin{gathered} \text { Move Conte } \\ (5,333) \\ \hline \end{gathered}$ | $\begin{gathered} \text { Pixis Space } \\ (3,481) \\ \hline \end{gathered}$ |  |  |  |  |
| $\begin{aligned} & \text { From December } \\ & 2011 \end{aligned}$ |  | $\begin{gathered} \text { Hijet Cargo } \\ (57,728) \end{gathered}$ | $\begin{gathered} \text { Pixis Van } \\ (5,028) \end{gathered}$ |  |  |  |  |
|  |  | Hijet Truck $(73,586)$ | Pixis Truck $(3,595)$ |  |  |  |  |
| From April 2012 |  | $\begin{aligned} & \text { Mira e:S } \\ & (54,279) \\ & \hline \end{aligned}$ | $\begin{gathered} \text { Pixis Epoch } \\ (6,724) \\ \hline \end{gathered}$ |  |  |  |  |
|  | Subaru | $\begin{gathered} \text { Hijet Cargo } \\ (57,728) \end{gathered}$ | $\begin{gathered} \text { Sambar Van } \\ (5,375) \end{gathered}$ |  |  |  |  |
|  |  | $\begin{gathered} \text { Hijet Truck } \\ (73,586) \\ \hline \end{gathered}$ | $\begin{gathered} \text { Sambar Truck } \\ (7,239) \end{gathered}$ |  |  |  |  |
| $\begin{aligned} & \text { From December } \\ & 2012 \\ & \hline \end{aligned}$ |  | $\begin{aligned} & \text { Mira e:S } \\ & (54,279) \end{aligned}$ | Pleo Plus $(4,814)$ |  |  |  |  |
| From July 2015 | Toyota | $\begin{gathered} \text { Wake } \\ (32,771) \end{gathered}$ | Pixis Mega $(6,888)$ |  |  |  |  |
| From August 2016 |  | $\begin{gathered} \text { Cast } \\ (55,110) \\ \hline \end{gathered}$ | $\begin{gathered} \text { Pixis Joy } \\ (4,001) \\ \hline \end{gathered}$ |  |  |  |  |
| From November 2016 |  | $\begin{gathered} \text { Thor } \\ (4,680) \end{gathered}$ | Roomy/Tank $(60,198)$ |  |  |  |  |
|  | Subaru | $\begin{aligned} & \text { Thor } \\ & (4,680) \end{aligned}$ | $\begin{gathered} \text { Justy } \\ (2,478) \end{gathered}$ |  |  |  |  |
| $\begin{aligned} & \text { From December } \\ & 2016 \end{aligned}$ |  | $\begin{gathered} \text { Tanto } \\ (141,209) \\ \hline \end{gathered}$ | $\begin{aligned} & \text { Chiffon } \\ & (4,931) \end{aligned}$ |  |  |  |  |

[^2]
## (4) Indonesia ADM production

| Developed by | Arrangement | Daihatsu-brand vehicle name (Number of vehicles produced in FY2017)* | Another company's vehicle name (Number of vehicles produced in FY2017)* | Commencement period | Remarks |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Toyota and Daihatsu | Joint development / consigned production | $\begin{gathered} \text { Xenia } \\ (46,903) \end{gathered}$ | $\begin{gathered} \text { Avanza } \\ (172,649) \end{gathered}$ | $\begin{aligned} & \text { From December } \\ & 2003 \end{aligned}$ | * Xenia $\binom{$ Produced by Astra Daihatsu Motor }{ Marketed by Astra International } <br> * Avanza $\binom{$ Produced by Astra Daihatsu Motor }{ Marketed by Toyota Astra Motor } |
| Daihatsu | OEM | $\begin{aligned} & \text { Terios } \\ & (14,155) \end{aligned}$ | $\begin{gathered} \text { Rush } \\ (25,682) \end{gathered}$ | From December 2006 | Base vehicle: Be-go (in Japan) <br> * Terios $\binom{$ Produced by Astra Daihatsu Motor }{ Marketed by Astra International } <br> * Rush $\binom{$ Produced by Astra Daihatsu Motor }{ Marketed by Toyota Astra Motor } |
|  | OEM <br> (Exported to Japan) | $\begin{gathered} \text { Gran Max } \\ (50,109) \end{gathered}$ | Townace / Liteace $(14,929)$ | From January | $\begin{aligned} & \text { * Gran Max } \\ & \binom{\text { Produced by Astra Daihatsu Motor }}{\text { Marketed by Astra International }} \\ & \text { * Townace/Liteace } \\ & \binom{\text { Produced by Astra Daihatsu Motor }}{\text { Marketed by Toyota (Japan) }} \\ & \hline \end{aligned}$ |
|  | OEM | $\begin{gathered} \text { Ayla } \\ (36,609) \end{gathered}$ | $\begin{gathered} \text { Agya } \\ (37,949) \end{gathered}$ | From September 2013 | $\begin{aligned} & \text { * Ayla } \\ & \binom{\text { Produced by Astra Daihatsu Motor }}{\text { Marketed by Astra International }} \\ & \text { * Agya } \\ & \binom{\text { Produced by Astra Daihatsu Motor }}{\text { Marketed by Toyota Astra Motor }} \\ & \text { * Wigo } \\ & \binom{\text { Produced by Astra Daihatsu Motor }}{\text { Marketed by Toyota Motor Philippines }} \end{aligned}$ |
|  |  |  | $\begin{gathered} \text { Wigo } \\ (18,789) \end{gathered}$ | From January 2014 |  |
|  |  | $\begin{gathered} \text { Sigra } \\ (41,870) \end{gathered}$ | $\begin{gathered} \text { Calya } \\ (74,447) \end{gathered}$ | From August | * Sigra $\binom{$ Produced by Astra Daihatsu Motor }{ Marketed by Astra International } * Calya $\binom{$ Produced by Astra Daihatsu Motor }{ Marketed by Toyota Astra Motor } |

* Daihatsu-produced vehicles only
(5) Consigned engine production

| Engine type | Displacement | Number of units produced in FY2017 (units) | Representative models equipped with the engine |  |
| :---: | :---: | :---: | :---: | :---: |
| KR | 1000cc gasoline | 178,338 | Toyota | Vitz |
| NR | $1300 \mathrm{cc}, 1500 \mathrm{cc}$ gasoline | 115,899 |  | Auris, Vitz, Sienta, Probox, Succeed |
| SZ | 1300, 1500cc gasoline | 2,845 |  | Rush |
| TR | 2700 cc gasoline | 55,364 |  | Hiace, Coaster, Land Cruiser Prado |
| KD | 3000 cc diesel | 100,625 |  | Land Cruiser Prado, Hiace, Dyna, Toyoace |
| B | $3700,4100 \mathrm{cc}$ diesel | 1,565 |  | Dyna, Coaster |


[^0]:    (Note) "Production" refers to domestic production only and "export" excludes Parts for Overseas Production.

[^1]:    * The above totals include discontinued models.

[^2]:    *1: Daihatsu-produced vehicles only
    2: Passo is May to March - 20162015 Contract Manufacturing April 2016 - OEM

