Driving progress.





Driving progress.



Opening up the sea. Making land more convenient.

What we have created.

A driving force to enrich society.

Our goal is not to simply go forward.

We want to proceed in a sustainable manner.

Combining INFINITY and EARTH,

our new company name embodies our commitment

to realizing people's dreams for the planet.

Enriching lives with technology

through low environmental impact fuels and electrification.

For the sake of the Earth,

which will continue to exist for generations to come.

Progress.

Giving shape to the aspirations of individuals and society.

Believing that our work will create a new legacy.





What is DAIHATSU INFINEARTH?

"INFINEARTH" in "DAIHATSU INFINEARTH"

This word is a combination of the words "Infinity" and "Earth."

Our mission is to create a sustainable society by striving for harmony with the global environment through technology, guided by our slogan "TECHNOLOGY FOR THE EARTH."

To make this promise eternal, we have inscribed "INFINEARTH" in our company name.

We will continue our commitment to advancing technology for people and the planet.

Driving progress.

<u>VISION</u> 2050

This is the vision we want to create by 2050. Our goal by 2050 is to achieve zero CO² emissions from shipping, vessels, and all maritime-related activities.

To realize this vision, we will introduce new services focused on utilizing alternative fuels. In our commitment to protecting the Earth for future generations, we will leverage advanced technology.

Reducing GHG emissions from products

- Achieve the highest level of combustion efficiency globally using ammonia fuel and advanced gas-fueled engines.
- Enhance emission gas purification technologies.
- Offer engines compatible with various synthetic fuels.

Our Business Areas

Opening up the Sea Marine engine-related

We are committed to pioneering the world's oceans by developing highly reliable and environmentally friendly marine engines.



Auxiliary engine for power generation

These engines provide electrical power to operate various systems on a ship and contribute to stabilizing the onboard environment.



Main engine for propulsion

Main engines generate the thrust necessary for ships to navigate through water.

Making land more convenient

Land engine-related

Safe and efficient power generators and gas turbines drive infrastructures around the globe in an environmentally friendly manner.





Normal-duty diesel engine





Emergency gas turbine

Gas turbine for pump drive

Strategic policy

Establish a framework for long-term growth and enhance profitability.

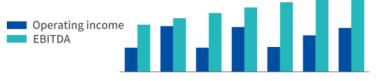
Individual strategies

Commercialize new fuel-compatible engines.

Strengthen the servitization business structure.

Expand business areas through M&A and alliances.

Performance image



Profitability is under pressure due to depreciation associated with growth investments. We aim to improve ROE through the establishment of the servitization business and disciplined M&A practices.

2025

2030

2040

2050

Product GHG Reduction Roadmap

Methanol

Basic tests → Actual equipment test

Target for release in June 2026

Ammonia

Basic tests -

Actual equipment test

Target for release in the late 2020s

Hydrogen

2021-2023 Conduct basic tests for the MLIT grant project (continuing from FY2024 onward)

Bio

Respond to customer trial requests (Prepare for future fuel conversion)

Others

Explore the introduction of FC, carbon capture technologies, renewable energy sources, and other solutions to achieve zero GHG emissions.

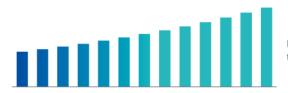


Accelerate growth to achieve our vision based on the new structure.

Increase sales of new fuel-compatible engines.

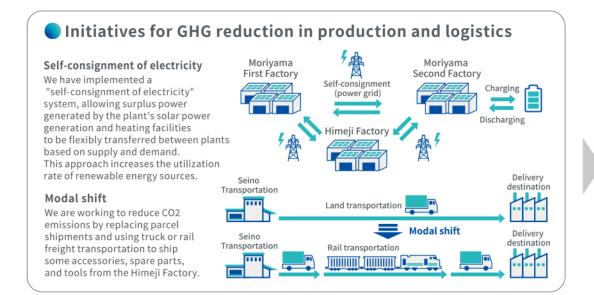
Expand the servitization business.

Provide a broader range of solutions.



Make significant contributions to initiatives from now through 2030

Position ourselves as one of the core companies in the ship equipment industry



Contributing to net zero emissions



Support next-generation fuels

Aim to expand our market presence.
We will develop engines compatible with
next-generation fuels,
such as methanol and ammonia,
as well as build production facilities.

Results are anticipated from 2030 onward.



Develop technology and improve productivity

Plan to reduce the costs of existing products and restructure production facilities.
Enhance competitiveness through cost reduction and improvements in production efficiency, which will lead to increased sales and profitability.

Results are anticipated from March 2025.



Strengthen production bases

Invest in group-affiliated companies to manage manufacturing costs.

Additionally, focus on increasing added value.

Results are anticipated from 2026 onward.

Growth Investment Plan

In light of upward revisions and changes in the business environment, growth investments will be increased, with the allocation likely to be adjusted. Investments will focus on areas such as compliance with new fuel regulations, in-house production, and DX.



Digital technology

Boost productivity and LTV by digitally transforming (DX) business models.

Results are anticipated from 2026 onward.



Logistics reformation

Optimize logistics and implement DX alongside the transition to multiple production sites.

Aim to reduce logistics losses and achieve zero sales opportunity losses.

Results are anticipated from 2028 onward.



Others

Achieve net-zero emissions as soon as possible, and enhance initiatives for managing human capital.

Results are anticipated from 2030 onward.

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History



and general-purpose diesel engines, was separated to form the new company, Daihatsu Diesel Co., Ltd.

diesel engine.

friendly diesel engine.

established in 50 years since the opening of the Moriyama Factory in 1969. Tourism for a Business Infrastructure Reinforcement Plan, based on the Maritime Industry Reinforcement Act.