

Initiatives for the New Seven Priority Challenges

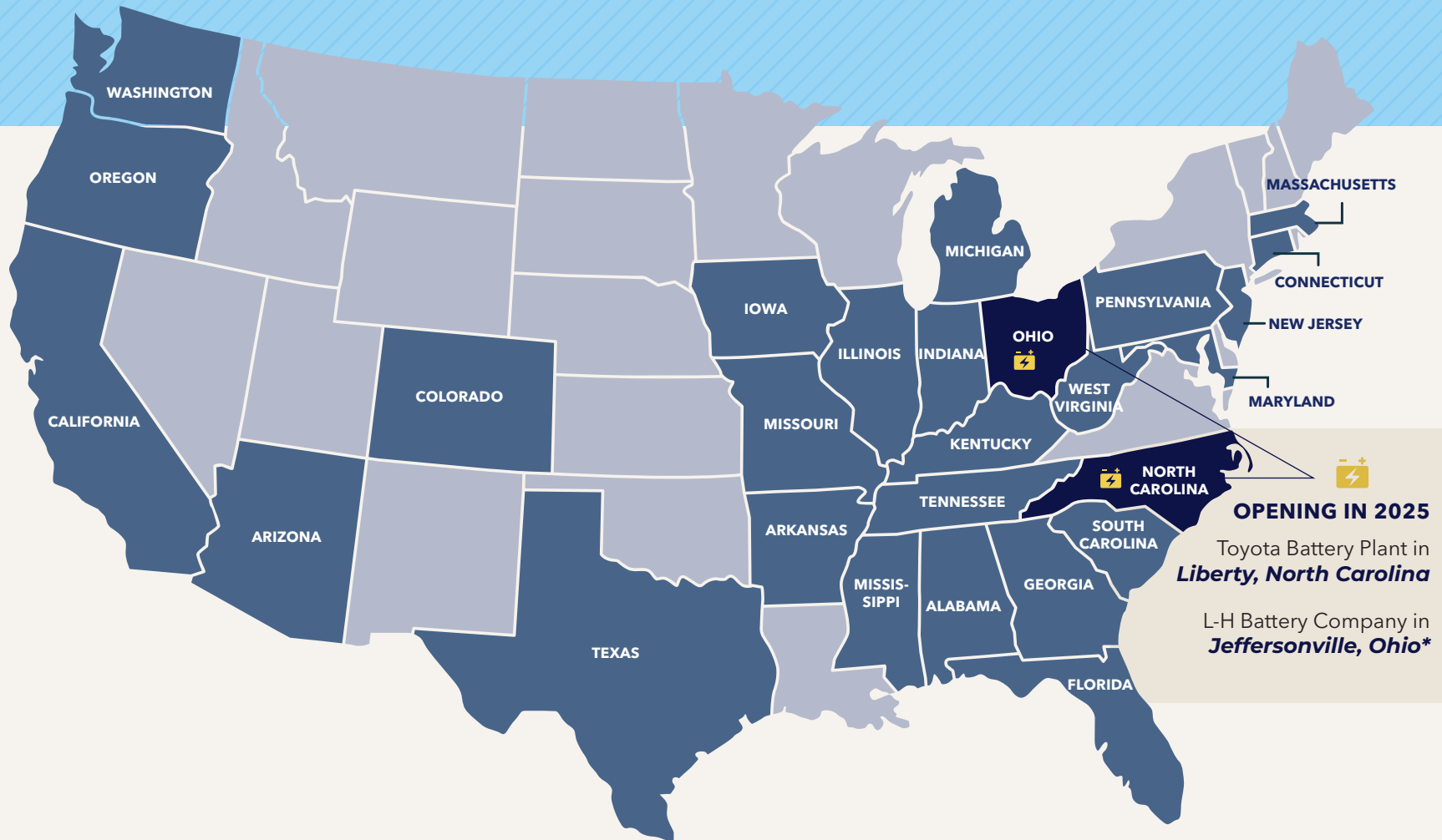
As of March 19, 2026

New Seven Priority Challenges	Related Initiatives (■ New/ ● Ongoing)	Current Status
<p>1. Securing Stable Procurement of Critical Resources and Components</p> <p>Eliminating production stoppages caused by shortages of resources or parts</p>	<ul style="list-style-type: none"> ● Risk mitigation and building of mechanisms that prevent backsliding • Strengthen industrywide responsiveness for resource procurement. • Clarify competition vs. collaboration and define commitments. 	<p>Ongoing</p>
<p>2. Implementing Multi-Pathway Strategies to CN</p> <p>Towards carbon neutrality (CN) in 2050, promoting deployment of decarbonized products across all pathways</p>	<ul style="list-style-type: none"> ■ Hydrogen: Deployment of hydrogen trucks for long-haul transport • Create hydrogen supply and demand starting with commercial vehicles. ■ Electrification: Implementation of dynamic wireless charging • Accelerate real-world implementation through the development and demonstration of a public-private highway electrification plan. ● Early deployment of carbon-neutral fuels • Promote E10 adoption to enable the early market introduction of E20. 	<p>Ongoing</p> <p>Under review</p> <p>Under review</p>
<p>3. Building Mechanisms for a Circular Economy (CE)</p> <p>Building systems for parts and resource circulation to enhance economic security and environmental sustainability</p>	<ul style="list-style-type: none"> ● Batteries: Commercialization of the reverse supply chain industry • Implement a system to visualize the value of domestic recycling, overseas second-life loops, and used batteries. 	<p>Ongoing</p>
<p>4. Strengthening Human Resource Foundations</p> <p>Building systems that ensure the continuous recruitment and development of talent to support</p>	<p>[TBC]</p>	<p>Decision on initiatives to be adopted now in progress</p>

<p>stable development, production, sales, and services</p>		
<p>5. Creating Transportation Systems Integrating Automated Driving Building an integrated system that combines vehicles, people, and infrastructure to achieve a safe and secure mobility society</p>	<ul style="list-style-type: none"> ■ Redesign of local transportation premised on the integration of automated driving • Standardize the transportation system infrastructure to provide a safe and secure automated-driving environment. 	<p>Under review</p>
<p>6. Promoting Fundamental Reform of Automobile-Related Tax Systems Prioritizing a simpler, less onerous, and more user-acceptable tax framework</p>	<ul style="list-style-type: none"> ● Simplification/streamlining of auto-related taxes and reduction of the tax burden • Further develop the roadmap targeting simplification and burden reduction presented in the last tax reform outline. 	<p>Ongoing</p>
<p>7. Enhancing Competitiveness Across the Entire Supply Chain Rebuilding the supply chain to enhance competitiveness and increasing on-site capacity in response to electrification, intelligentization, and labor shortages</p>	<ul style="list-style-type: none"> ■ Standardized platform for shared logistics • Accumulate cargo and transport data on a shared data platform to further expand collaborative logistics and improve logistics efficiency. ■ Components/materials standardization to strengthen supply chain resilience • Improve productivity across the entire supply chain through standardization. 	<p>Under review</p> <p>Initiatives for adoption under consideration</p>

Investment

IN 27 STATES



24

MANUFACTURING PLANTS

43

R&D AND DESIGN FACILITIES

70

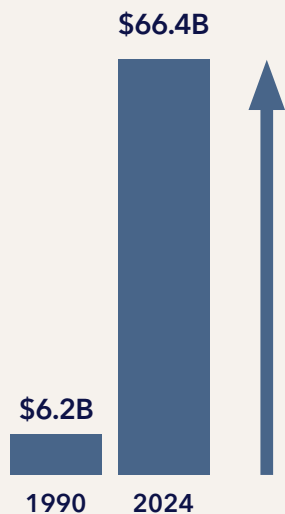
DISTRIBUTION CENTERS

JAMA MEMBERS' U.S.

Economic Impact

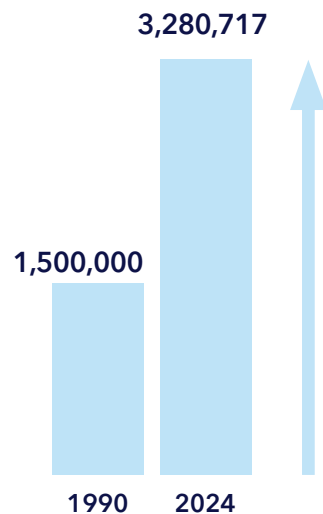
Cumulative
Manufacturing
Investment (USD)

+966%



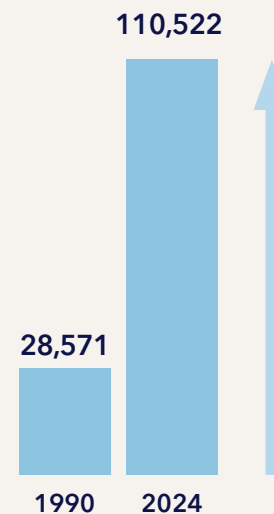
Vehicle Production
(Units)

+120%



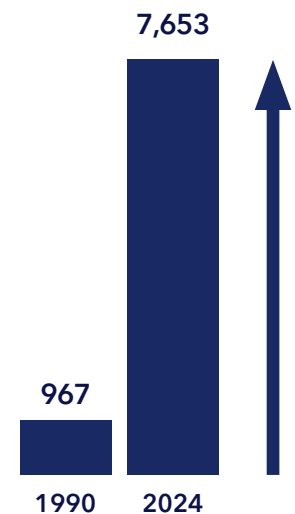
Direct
Employment

+287%



R&D/Design
Employment

+691%



Geotargeted Ad Campaign Images

(March 18-20)

