May 21, 2026

Press Conference Schedule

Time	Contents	Speakers
11:20-11:40	**1． Briefing**	Yoji Matsuyama Chair, General Policy Committee
	Implementing Multi-Pathway Strategies to CN (#2) - Hydrogen trucks for long haul transport	Takanori Kimata (Toyota) Hironobu Ando (Fuso) Koichi Ohata (Hino)
	Enhancing Competitiveness Across the Entire Supply Chain (#7) - Standardized platform for shared logistics	Takehito Nagano, Chair, Logistics Subcommittee (Honda) Teruo Yoshida, Vice-chair, Logistics Subcommittee (Toyota)
	Strengthening Human Resource Foundations (#4) - Revising labor calendar to improve the attractiveness of the auto industry	Hiroyuki Sukegawa, Chair, Human Resources Subcommittee (Honda)
11:45-12:30	**2． Press Conference**	
	Remarks	Koji Sato, Chairman
	Q&A Session	Koji Sato, Chairman Naohiro Yamaguchi, Vice Chairman Toshihiro Suzuki, , Vice Chairman Ivan Espinosa, Vice Chairman Toshihiro Mibe, Vice Chairman Motofumi Shitara, Vice Chairman Akira Matsunaga, Vice Chairman

# # #

Initiatives for the New Seven Priority Challenges

As of May 21, 2026

New Seven Priority Challenges	Related Initiatives (■New/●Ongoing)	Current Status
1. **Securing Stable Procurement of Critical Resources and Components** Eliminating production stoppages caused by shortages of resources or parts	●**Risk mitigation and building of mechanisms that prevent backsliding** ・Strengthen industrywide responsiveness for resource procurement. ・Clarify competition vs. collaboration and define commitments.	Ongoing
2. **Implementing Multi-Pathway Strategies to CN** Towards carbon neutrality (CN) in 2050, promoting deployment of decarbonized products across all pathways	■**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.	Kickoff Under review Under review
3. **Building Mechanisms for a Circular Economy (CE)** Building systems for parts and resource circulation to enhance economic security and environmental sustainability	●**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.	Ongoing
4. **Strengthening Human Resource Foundations** Building systems that ensure the continuous recruitment and development of talent to support	*As AI and robotics continue to advance, the areas that need to be strengthened will also evolve. Therefore, taking into account the impacts on the industry, we will accordingly identify and define key areas of focus going forward.* ● Revising labor calendar to improve the attractiveness of the auto industry	Decision on initiatives to be adopted now in progress

stable development, production, sales, and services		
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	**■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.	Under review
6. Promoting Fundamental Reform of Automobile-Related Tax Systems Prioritizing a simpler, less onerous, and more user-acceptable tax framework	**●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.	Ongoing
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	**■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.	Kickoff Initiatives for adoption under consideration

1. Why We Focus on Hydrogen

Rationale for JAMA's commitment to hydrogen

(1) Energy Security	Prepare diverse options aligned with a diversified energy landscape
(2) Ensuring Industrial Competitiveness	Enhance global competitiveness by deploying Japan’s leading hydrogen technologies overseas
(3) Decarbonization and GX (Multi-Pathway)	Achieve decarbonization in mobility through widespread hydrogen use, including POVs (multi-pathway approach)

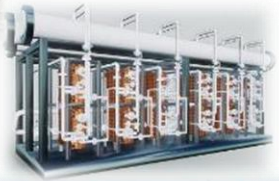
Global Hydrogen Compass 2025

2. Japan's Path to Success and Roadmap

Japan's Path to Success

Leverage Japan's three competitive hydrogen technologies to expand supply and demand through industry collaboration and enhance industrial competitiveness

Production:
① Water Electrolysis



Asahi Kasei / NEDO-Supported Project

- Achieve high-efficiency hydrogen production and stable operation
- Provide high service reliability
- Aim to capture the global hydrogen production market

Transport / Storage:
② Liquefied H2-Related Technologies

HySTRA / NEDO-Supported Project

Iwatani

- Enable high-efficiency transport and storage at cryogenic temperatures
- Contribute to hydrogen procurement from a wide range of supply sources

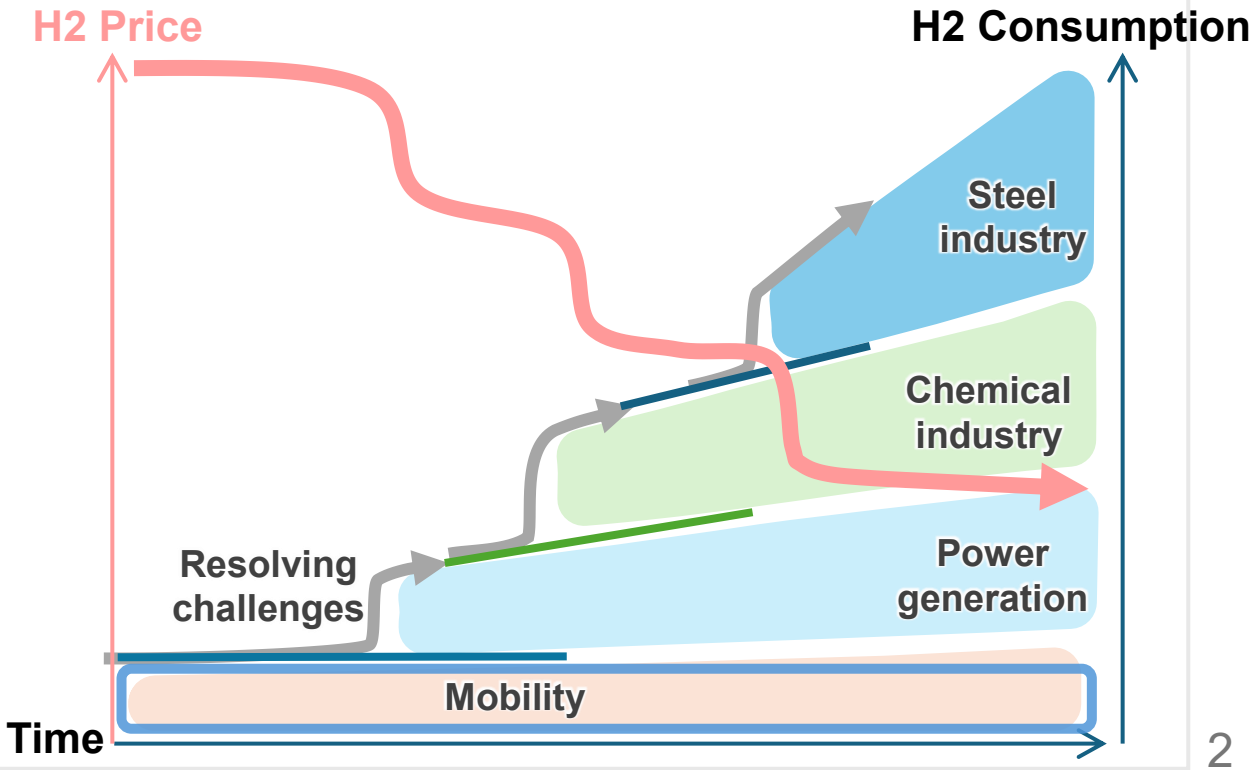
Utilization:
③ Fuel Cells / H2 Mobility

- Pioneer the multi-pathway approach globally
- Deliver performance and durability proven in market

Roadmap

Mobility, as a core industry, will lead the expansion of hydrogen use across sectors.
(Solving production, transport, and storage challenges through mobility)

Increasing hydrogen consumption will lead to lower costs.
Promote its use as an alternative energy source



3. JAMA's Initiatives

- **Develop and implement "Hydrogen Backbone Network" by public and private sectors to expand hydrogen use along arterial roads**
  Promote hydrogen truck deployment in trunk-line transport (JAMA initiative)
- **Over the next 10 years, based on a benchmark of "1,500 heavy-duty trucks (7,500 t/year H2 demand), 30 additional stations, and 1,000 JPY/kg H2 price," JAMA (OEMs) will work together with national and local governments, users, and station operators.**

Develop a model case with proven economic viability and scale it nationwide

Approx. 80 vehicles, 250 t/year with positive profitability (Heiwajima station estimate)

Government
(Framework) Design

Vehicles
H2 engine
FC

Users
Start with major shippers/users
Logistics providers
Shippers
Motomiya

Hydrogen Backbone Network Concept

Integrating related industries to promote hydrogen adoption through trunk-line transport between Fukushima and Fukuoka

Heiwajima

H2 ST
Liquid H2
Compressed H2
ST Candidate
*Subject to change based on user needs
Existing Major ST
H2 Plant

H2 (Electrification)
Logistics DX
Autonomous Driving

H2 Energy
Approach to low-cost and stable Supply

Actively leveraging by-product H2 from domestic production

Iwatani

Utilizing diverse domestic and international supply sources to achieve parity with low-carbon H2

HySTRA, NEDO Supported Project

Utilizing domestic technologies to achieve low-cost and stable energy

1. Current Situation

Factors (Characteristics) Impacting the Japanese Economy

- Limited natural resources
- Natural disasters
- Declining labor population

What Logistics Must Achieve

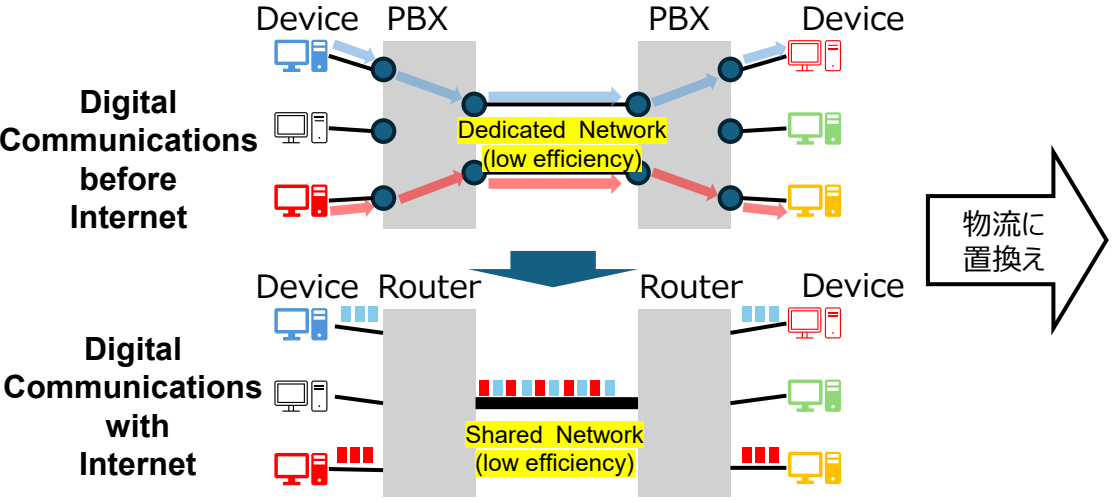
- Establish logistics ensuring productivity, sustainability, and resilience, from perspectives of economic security and growth
- Introduce logistics with "Physical Internet" (PI) concept
  In addition to strengthening "port logistics," one of the 17 strategic sectors identified by the Japanese government

Become a strong "logistics nation"
and overcome constraints on economic growth

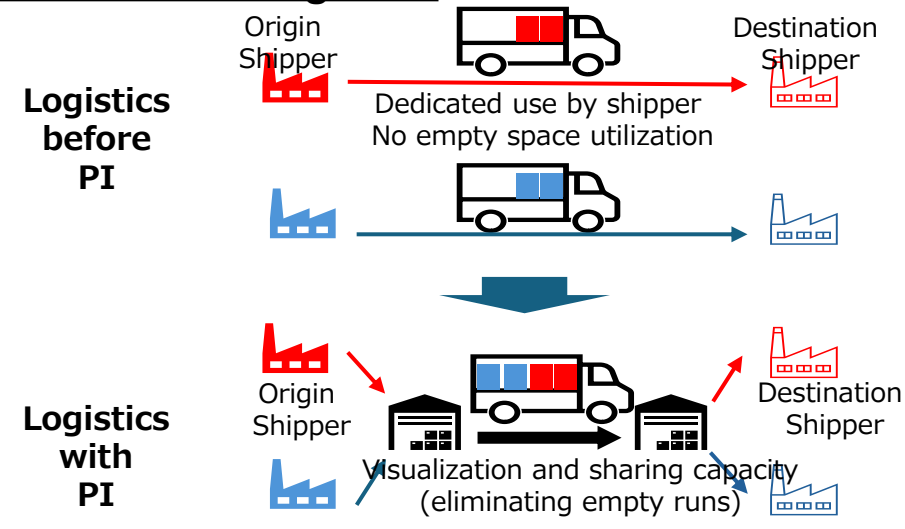
What is the Physical Internet (PI) concept?

- Collaborative logistics system using digital technologies, networking warehouses and vehicles
- Originally proposed in Europe around 2010, the concept is now being advanced in Japan, led by METI and MLIT, with 2040 the target year for full implementation

Evolution of Communications



Evolution of Logistics



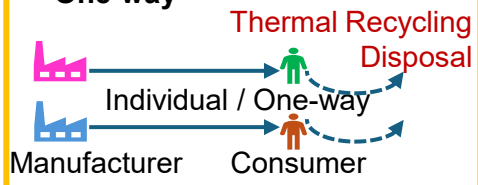
2. Target Logistics Models and JAMA's Initiatives

Target 1 Support Circular Economy

➡ **Enable highly efficient, low-loss, resource-circulating logistics**

Current

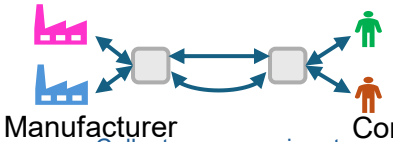
- **Individually** designed and optimized
- Focus on **outbound**
- **One-way**



Rising raw material costs directly impact consumers

Target

- **Industry collaboration overall** optimized
- Utilize **inbound** (return)
- Round-trip **loop / circular**



Collect resources in return (materials recycling)
Stable procurement, production, and supply

Target 2 Resilience

➡ **Ensure continuity of Japan's economy and daily life**

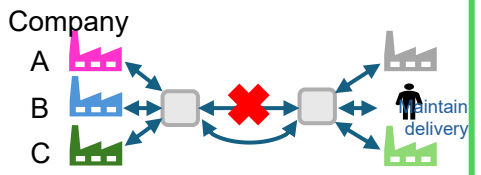
Current

- **Disrupted** easily (no backup)
- **Rely on individual company** = Take time to prevent / recover

Directly impact economic activity and distribution of essential goods

Target

- **Alternative route** / multi-path
- **Cross-industry collaboration** = Rapid detour / reallocation



"Always-on" logistics to ensure continuity

JAMA's Role and Actions

➡ **Drive logistics transformation across industries ("All Japan")**

1

OEM collaboration

(Collaborative logistics and data platform)

Improve logistics efficiency across the automotive industry to solve structural challenges such as driver shortages

2

Integrate automotive logistics into PI ecosystem

Collaborate with industries leading PI implementation

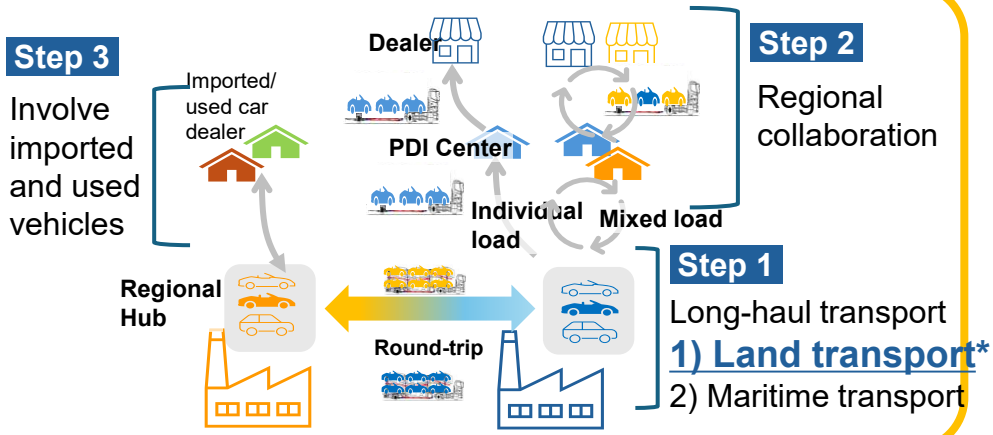
Establish a platform synchronizing physical (transportation, goods) and data (information) flow

3. Automotive Logistics Network Optimization

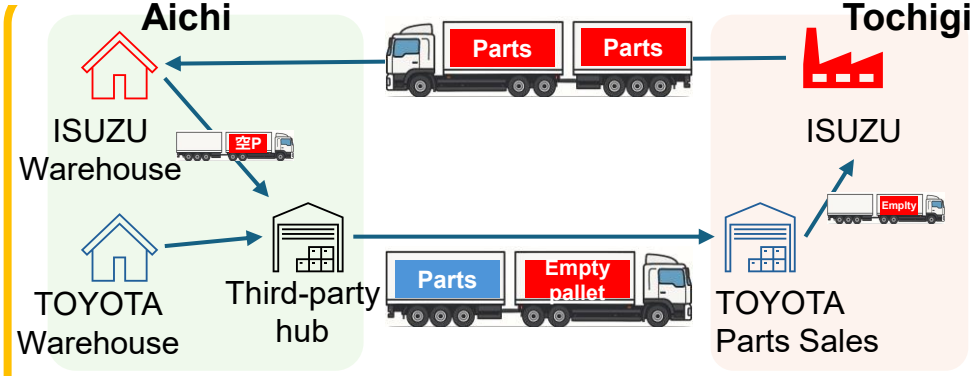
Efficiency Improvement Plans

1. Start with completed vehicle logistics, where significant benefits are expected from utilizing return trips (reverse logistics)
2. Accumulate case examples such as parts and accessories logistics, where similar benefits are anticipated

1. Collaboration on long-haul transport



2. Example of parts & accessories logistics

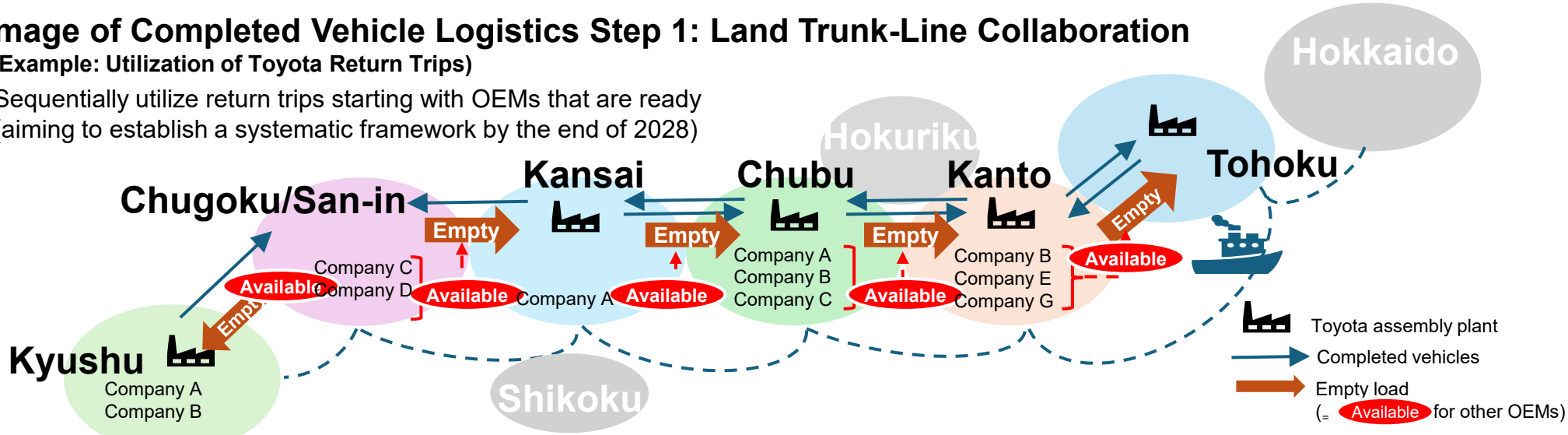


*Transport Toyota service parts on Isuzu return trips (using 25m articulated trailers)

Image of Completed Vehicle Logistics Step 1: Land Trunk-Line Collaboration

(Example: Utilization of Toyota Return Trips)

Sequentially utilize return trips starting with OEMs that are ready (aiming to establish a systematic framework by the end of 2028)



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Enhancing the Attractiveness of the Automotive Industry to continue as a “chosen” industry for the future

- By addressing the “**New Seven Priority Challenges**,” we aim to fundamentally resolve critical industry challenges. At the same time, by promoting industry-wide “workstyle reform,” we strive to achieve meaningful “productivity improvement” across the entire sector.
- As an initial step, starting in FY2027, we will revise the automotive industry calendar—where public holidays have traditionally been treated as working days. Key changes include designating certain weekdays as working days in the Golden Week holiday, and introducing “Happy Mondays” by making certain weekdays, e.g. January 10 and September 20, official holidays.

→ As a result, we aim to transform the industry into a more attractive and sustainable structure—one that supports diverse workstyles, including increased days off.

Start “Workstlye Reform”

～2026

2027

Mid-Term

Challenging the Reform of the Industry Calendar
By leveling the workload—such as construction and facility changeover activities that tend to concentrate around long holiday periods—we expect to stabilize project planning, improve workforce allocation efficiency, and secure talent over the medium to long term, ultimately contributing to “**productivity improvement**.”

20XX

Future

By stabilizing and streamlining production activities, we aim to evolve into an industry structure that can accommodate **diverse workstyles—including increased days off**.

Productivity Improvement

Challenging fundamental resolution of industry issues through “New Seven Priority Challenges”