

Multi-stakeholder policy

We place a strong emphasis on establishing shared values with a diverse range of stakeholders. This includes not only shareholders, but also encompasses employees, business partners, customers, creditors, and local communities. In consideration of this, we aim to collaborate with multiple stakeholders.

Furthermore, the equitable allocation of profits and outcomes resulting from this co-creation of value among these stakeholders will help sustain the momentum of wage growth and foster long-term economic development. We are committed to recognizing the significance of reciprocity with our employees and showing consideration to our business partners, and we will proceed with the following initiatives.

1. Giving back to employees

Our primary focus will be on optimizing the creation of added value and promoting sustainable growth and enhanced productivity. We intend to achieve this by strategically allocating management resources to areas with growth potential and by enhancing the abilities and skills of our employees. Our objective is to consistently share the added value generated by our initiatives with our employees. This will be accomplished through two means: firstly, through a judicious approach to wage increases that align with the company's specific circumstances, in accordance with the Basic Principle of Wage Determination. Secondly, by proactively implementing initiatives that prioritize investments in human resources as a comprehensive enhancement of employee benefits. These efforts are expected to contribute significantly to boosting employee engagement and motivation. More specifically, for wage increase, on top of the regular merit increase, we have been giving a base increase for the past 10 years since 2014. For human resources investment, we have implemented the IDP (Individual Development Plan), which is a tool for developing individual abilities and skills. By developing skills tailored to each employee, we strive to create job satisfaction, employee engagement through a sense of growth, create a comfortable work environment by improving the quality and quantity of work, and promote innovation by broadening perspectives and improving problem-solving abilities. We are also committed to diversity and inclusion and are building a corporate culture that is discrimination-free and where everyone with high aspiration is treated equally, with an emphasis on equal pay for equal work.

2. Consideration for business partners

Our company will continue to strive to comply with the contents of the Partnership Building Declaration.

- Date of registration of partnership building declaration: February 4, 2021

URL of partnership building declaration: <https://www.biz-partnership.jp/declaration/1036-05-23-kanagawa.pdf>

3. Other stakeholder initiatives

As a commercial vehicle manufacturer, our vision of “leading sustainable transportation development” drives our commitment to ESG (Environmental, Social, and Governance) activities. On the environmental front, we are aiming to achieve CO₂-neutral production for our plants in Japan by 2025. We are diligently working towards ensuring that by 2039, all new trucks and buses we produce in Japan

for domestic use are locally emissions-free. In tandem, we are actively collaborating with our direct suppliers to offer CO2-neutral products and services by 2039. Socially, we aim to stand out as an employer of choice, nurturing a culture imbued with diversity, equity, inclusion, and a pervasive sense of belonging at all organizational levels and regions. We staunchly uphold and advocate for human rights, expecting unwavering support and adherence from our business partners along the value chain. Governance serves as the bedrock of our ESG activities, ensuring transparency, accountability, and ethical conduct in all our operations. We will steadily move forward with efforts while confirming the status of our efforts.