





# Materiality (Key Issues)

	Social Issues/Megatrends	Opportunities and Risks	Time of occurrence			Corporate impact	
			Short-term	Medium-term	Long-term	Positive (Opportunities)	Negative (Risks)
Business Operations	 <ul style="list-style-type: none"> <li>Provide both innovations in automotive technology (electrification and intelligence) and a safer mobility society</li> <li>Changes in company competitiveness with accelerating digital/IT transformation</li> </ul>	Expansion of CASE (BEV/FCEV) market	● ● ●			↑↑	↓↓
			● ● ●			↑	↓↓
			● ● ●			↑↑	
			● ● ●			↑↑↑	
			● ● ●			↑↑↑	
			● ● ●				↓↓
		Expansion of MaaS market	● ● ●			↑↑	↓↓
		Market changes	● ● ●			↑↑↑	
		Accelerate adoption of digitalization, IoT, and DX	● ● ●			↑↑↑	
	 <ul style="list-style-type: none"> <li>Increasingly serious problems in the global environment</li> <li>Business transformation due to climate change and resource shortages (tightening of regulations)</li> </ul>	Environment and resources	● ● ●			↑↑↑	↓↓
			● ● ●			↑↑↑	↓↓↓
			● ● ●			↑↑↑	↓↓
			● ● ●			↑↑	↓↓↓
			● ● ●			↑↑↑	
Management Base	 <ul style="list-style-type: none"> <li>Demographic changes (declining birthrate and aging population)</li> <li>Changing values and diversifying work styles</li> </ul>	Human capital	● ● ●			↑↑↑	
			● ● ●			↑↑↑	
			● ● ●				↓↓
	 <ul style="list-style-type: none"> <li>BCP risks</li> <li>Rising geopolitical risks</li> </ul>	Supply chain	● ● ●			↑↑	↓↓↓
			● ● ●				↓↓↓
		Governance	(●) (●) (●)				↓↓↓
			(●) (●) (●)				↓↓
			(●) (●) (●)				↓↓

\* Green technology:  
Technologies and products that solve or mitigate environmental problems (e.g., technologies and products that contribute to more lightweight designs and decarbonization)

Short-term (within 3 years),  
medium-term (until 2029),  
long-term (after 2030)

↑ : Positive impact,  
↓ : Negative impact