

Third Party Opinion

To ensure accuracy and fairness, we sought a third-party opinion on this report. This will be reflected within future efforts by Isuzu toward the creation of a sustainable society.



Jiro Adachi

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In comparison to previous years, we see a number of significant achievements this year in terms of both product manufacturing and improvement of the plant environment, namely through such efforts as the attainment of certification for low-emission vehicles, compliance with the 2015 fuel efficiency standard, early achievement of the fiscal 2010 CO₂ emission target, significant reduction of the amount of landfill disposal of waste, and so on.

In addition, companies in the group have worked hard to involve drivers, and such efforts have been highly evaluated by outside parties as can be seen through the Award of the Minister of the Environment presented to Isuzu Engine Manufacturing Hokkaido Corporation and the MCPC Award 2007 Grand Prix for the *Mimamori-kun* system.

Such results are the fruit of efforts at both the top management and employee level, and I was delighted to read of them in this report.

I would like to take this opportunity to make the following suggestions on how Isuzu can further enhance its corporate presence as a valued global leading company.

The first point is integration of the “back-casting perspective,” under which companies review their current status from the forecast future status. Indeed, some companies have already set short-term targets based on medium- to long-term forecasts of how society will

evolve, such as in 2050. How about integrating such a long-term perspective in setting corporate targets, and using it to review your existing short-term targets such as that for achieving reductions in CO₂ emissions by fiscal 2010? For this purpose, it may be useful to establish a mechanism such as a consultation committee to incorporate external specialists.

The second point is reinforced implementation of positive actions and accounting via external parties. To be specific, we will propose reinforcement of environmental measures through tie-ups with automobile parts manufacturers. As a leading company in the automobile industry, which is coming under increasing pressure to reduce its environmental impact, and to enhance the trust of society, it may be worthwhile to consider more dynamic allocation of corporate profits to support environmental and social contribution activities, giving greater consideration to contemporary trends, under which companies are now offering full-scale support of nonprofit organizations (NPOs) or similar.

In this report, we saw no mention of the Tokyo Action on Air Pollution, though this may be attributable to the fact that the participants are still in the process of reaching an amicable settlement. However, presentation of the opinion of top management in regard to this issue in the next report should be considered as an important measure to further boost the trust of society.

Response to Third Party Opinion

We very much appreciate the encouraging evaluation of our efforts, including in regard to product manufacturing, improvement of our plants and the *Mimamori-kun* system. Also, the frank advice on the challenges we need to address is extremely valuable in the process of determining our future strategies.

We are aware of the significance of the proposed points—namely “setting long-term targets based on the ‘back-casting perspective’” and “reinforcing implementation of initiatives via external parties along with boosting contributions to society”—in our efforts to assume corporate responsibility as a member of society and enhance social trust. We will make utmost efforts to achieve these objectives as early as possible and understand that further resources need to be allocated in regard to these aspects.

As to the proposal on “improvement of software” cited in the fiscal 2006 version of this report, we worked to enhance the *Mimamori-kun* system, and

reported this progress in this year’s report.

Meanwhile, as to the suggestion on our description of overseas consolidated management, we still have many things to do in the future. This is largely due to the great focus we have placed on environment-based initiatives, which have seen improvement, while social-based activities have been somewhat delayed.

Isuzu recognizes activities geared toward protecting the global environment as a top priority for corporate management. Indeed, we have positioned activities to halt global warming as an important challenge to be addressed at all levels of the company and accordingly expect each and every employee to make utmost efforts on a continuous basis to achieve the related goals. We will continue to serve society and improve its welfare by identifying what we can do to help, while reflecting the valuable comments on our future strategy.



ISUZU

Cover message: The cover design expresses our wish to treasure and handover this beautiful earth to the next generation. It also symbolizes our hope that our global business activities will help contribute to the symbiosis of man and earth.



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