

Editorial Policy

This year, the Isuzu Group is issuing an integrated report for the first time. This report aims to communicate to our stakeholders the Isuzu Group's medium- to long-term business strategies, the business foundation that supports them, and the Group's initiatives to solve social issues through our business.

Through this report, we hope to offer a deeper understanding of the management's objectives for the company, and provide a tool to engage in dialogue with the company.

Scope of Report	This report covers financial and non-financial information of Isuzu Motors Limited (non-consolidated) and other Isuzu Group companies in Japan and overseas. <small>*In this report, <i>Isuzu</i> refers to <i>Isuzu Motors Limited</i> on a non-consolidated basis, and the <i>Isuzu Group</i> refers to the entire Isuzu Group, including Group companies.</small>
Period Covered	In principle, the report covers activities from April 1, 2020 to March 31, 2021. In addition, some activities after the reporting period are also described.
Publication Information	Published October 2021 (Next report: scheduled for September 2022)
Referenced Guidelines	Value Reporting Foundation <i>International Integrated Reporting Framework</i> Ministry of Enterprise, Trade and Industry <i>Guidance for Collaborative Value Creation</i>
Forward-Looking Statements	This report contains forward-looking statements about the Isuzu Motors plans, prospects and forecasts in regard to future business performance, based on currently available information and judged to be reasonable by the company's management. Please note that actual results may differ materially from the plans, prospects and forecasts in this report due to changes in various factors. Such factors include, but are not limited to, changes in the economic conditions and product demand in major markets, fluctuations in exchange rates, and changes in Japanese and international regulatory standards, and accounting standards and practices.
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Status of the publication

Publication	Content
Integrated report (this report)	Provides stakeholders with a deeper understanding of the Isuzu Group's management strategies and initiatives to create value for society on a sustainable basis.
<u>Sustainability Report</u>	Describes our activities in the fields of environment, society, and governance to help provide a comprehensive understanding of the Isuzu Group's ESG initiatives.
<u>Annual Securities Report</u> <small>(Available in Japanese only)</small>	Produced in accordance with Article 24, paragraph 1 of the Financial Instruments and Exchange Act. Please click here for detailed information on the Company's financial status.
<u>Corporate Governance Report</u> <small>(Available in Japanese only)</small>	Describes Isuzu's basic approach to corporate governance and its systems, in accordance with Japan's Corporate Governance Code. Please Refer to it in tandem with this report for information on organizational design, operational status, etc.

Building Relationships of Trust with Stakeholders

Isuzu Group fulfills its corporate social responsibility while building relationships of trust through dialogue with stakeholders.

Key Stakeholders	Main Stakeholder Needs	Providing Value by the Isuzu Group	Main Opportunities for Dialogue and Information Disclosures
Customers	<ul style="list-style-type: none"> Provision of valuable products and services that are safe, secure and environmentally friendly Accurate response and support Stable supply of products and services 	<ul style="list-style-type: none"> Products and services that contribute to improving productivity and preventing traffic accidents Products and services that contribute to decarbonization Initiatives to increase service quality Supply chain-integrated quality control and BCP/BCM systems 	<ul style="list-style-type: none"> Daily sales activities (sales and services) Isuzu Customer Center Customer satisfaction surveys Customer Information (Isuzu website)
Shareholders	<ul style="list-style-type: none"> Appropriate return of profits Timely and appropriate corporate information disclosure Maintaining and increasing corporate value 	<ul style="list-style-type: none"> Provide stable and continuous dividends Strengthening decision-making transparency and accountability Management initiatives that contributes to the sustainable development of the environment and society 	<ul style="list-style-type: none"> General Shareholders' Meeting Various reports and information disclosures (financial results presentation, annual securities reports, quarterly financial reports, etc.) Plant tours for shareholders*1
Business partners	<ul style="list-style-type: none"> Fair and equitable selection and dealings Support for CSR activities Quality improvement and technological support 	<ul style="list-style-type: none"> Procurement under fair and equitable competition both in Japan and overseas Dissemination of Supplier CSR Guidelines Supplier quality evaluation and improvement activities, promotion of joint R&D 	<ul style="list-style-type: none"> Daily purchasing activities Production briefings Procurement policy briefings Evaluation and questionnaire for suppliers
Employees	<ul style="list-style-type: none"> Fair and equitable evaluation and treatment Respect for human rights Promotion of diversity Appointment, utilization, and development of appropriate human resources Promotion of work-life balance Consideration for occupational health and safety 	<ul style="list-style-type: none"> Personnel evaluations based on individual work, role, ability to develop and level of achievement Promote active participation of diverse human resources and creation of comfortable working environments Promote skill acquisition and technology transfer through training Workstyle reforms to improve productivity Safety activities based on the <i>Three Safety Principles</i> and other concepts 	<ul style="list-style-type: none"> Employee satisfaction (ES) surveys Labor-management council Reporting and consultation channels Helpline (Suggestion Box) Occupational Health and Safety Committee In-house newsletter
Administration	<ul style="list-style-type: none"> Complying with laws Payment of taxes Cooperation with various measures and policies 	<ul style="list-style-type: none"> Establishment of a Compliance Committee and other systems, promotion of internal awareness Participation in public-private sector joint projects 	<ul style="list-style-type: none"> Dialogue through organizations such as the Japan Automobile Manufacturers' Association Dialogue through public-private sector joint projects
Local communities	<ul style="list-style-type: none"> Protecting and respecting local culture, customs, and nature Contributing to community development Preventing accidents and disasters in and around business sites, and responding to emergencies 	<ul style="list-style-type: none"> Promote activities to protect local ecosystems Creating employment, supporting education, and interacting with local communities in areas where we have businesses Preventing violations of environmental laws and regulations, and accidents Contribute to transportation during disasters Social contribution activities aimed at coexisting with local communities 	<ul style="list-style-type: none"> Participation in community events*2 Invitations to events at business sites*2 Isuzu Plaza*2 Hosting social studies excursions*2 Recruitment activities

*1 Not implemented in FY2021 and FY2022 due to the COVID-19 pandemic. Implementation for FY2023 onward is yet to be decided.

*2 Not carried out or temporarily suspended in FY2021 due to COVID-19. Implementation in FY2022 under consideration, depending on the situation.

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