

Corporate Philosophy



The ISUZU ID logo represents a ribbon tying together the four elements of Isuzu's corporate philosophy: its purpose, vision, mission, and core value. The ribbon symbolizes the Group's rebirth and its ability to be unified in its actions and spirit while flexibly changing its shape to meet diverse trends and challenges, thereby unraveling the potential of the company and each individual.

Isuzu: Moving the World - for You



For more details on the ISUZU ID, please refer to our website.



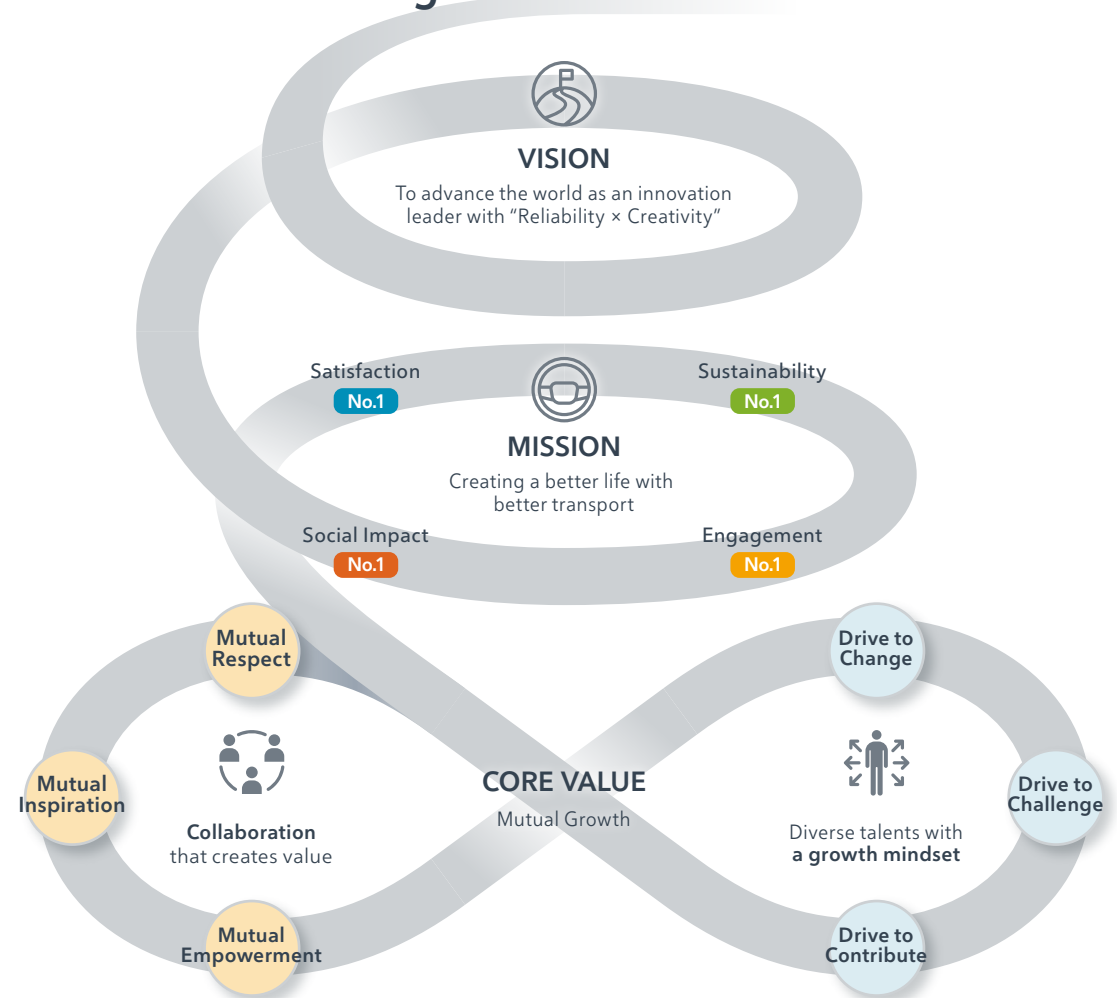
ISUZU
IKIGAI



ISUZU
IDEALS



Moving the World - for You



Vehicle and Product Lineup

Commercial Vehicles

N-Series light-duty truck

N-Series EV

F-Series medium-duty truck

C&E Series heavy-duty truck

Quon heavy-duty truck

ERGA route and shuttle bus



Light- and Heavy-Duty Trucks

To address the diverse challenges of the logistics industry, we manufacture products that boast exceptional fuel efficiency, reliability, durability, advanced safety, and low environmental impact, offering them both in Japan and abroad.

Buses

As a form of public transportation, buses are required to deliver safety, comfort, and environment-friendly performance to support people's daily lives and mobility needs. Isuzu buses are manufactured by J-Bus Ltd., a joint venture with Hino Motors, Ltd., and are sold throughout Japan under both the Isuzu and Hino brands.

Light Commercial Vehicles

Pickup truck D-MAX

PPV MU-X



Our pickup trucks are primarily geared toward emerging markets. Pickup trucks, which can be used as both passenger cars and commercial vehicles, are mainly produced in Thailand and have been sold in approximately 120 countries and regions, where they support economic growth and day-to-day life.

After-Sales Services



We provide a variety of after-sales services that ensure optimal operation of our vehicles and products, both to our customers in Japan and internationally.

- **Connected services**
- **Maintenance services offered by our dealerships**
- **Used vehicle sales**
- **Leasing businesses**

Powertrains

4LE2X



UM6HK1



We supply diesel engines to manufacturers in a variety of fields, including construction machinery, agricultural equipment, power generators, and commercial vessels. Our diesel engines contribute to the growth of these industries by offering power and environmental performance developed for use in automobiles.

Isuzu at a Glance

Areas of Operation

Over **150** countries

No. 1 Market Share*¹ in

35 countries

Global Unit Sales*²

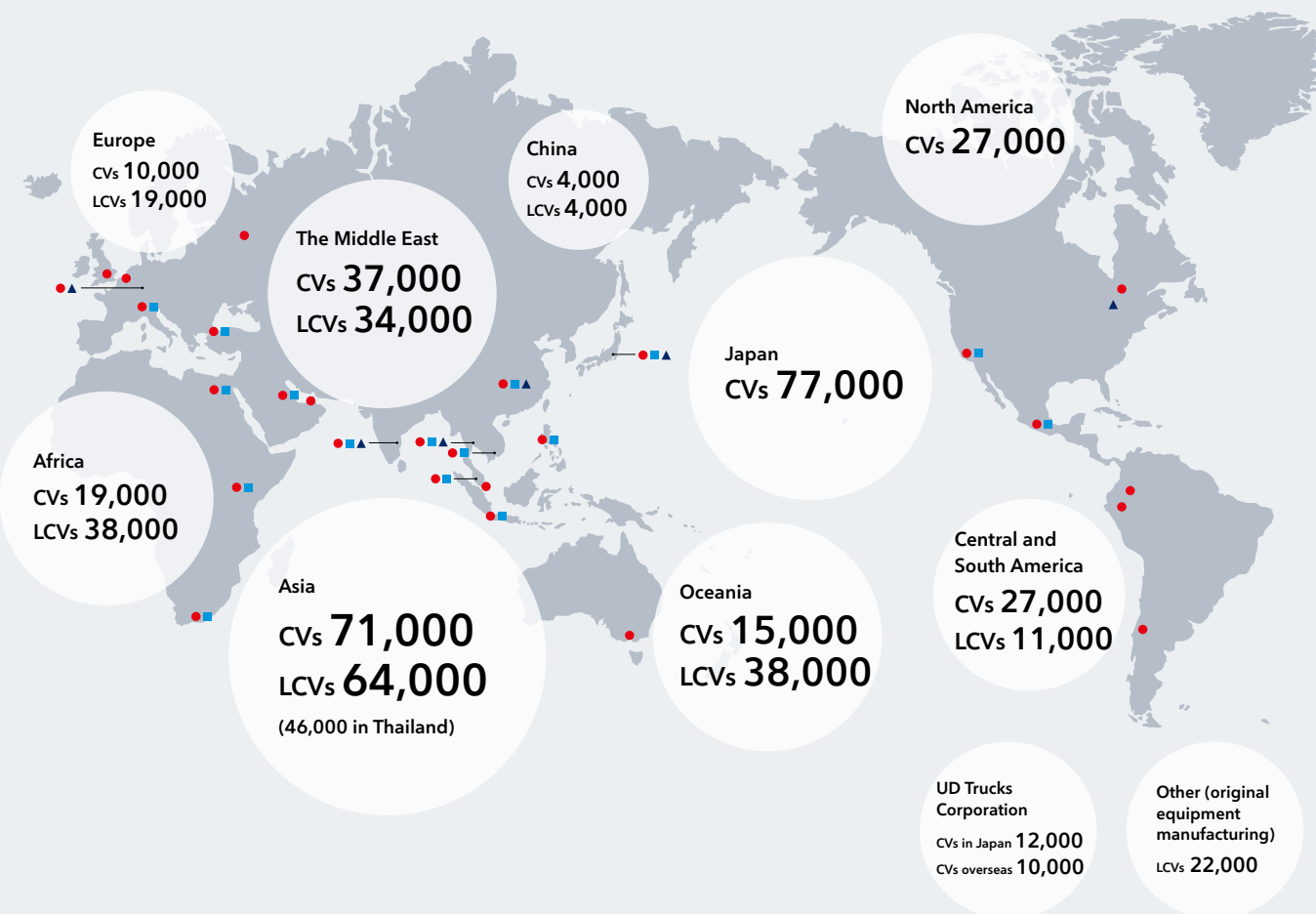
Approx. **540,000**

Founding

April 9, 1937

Share Capital

¥40.6 billion



● Fiscal 2025 unit sales*² ● Sales site ■ Manufacturing site ▲ Development site

CVs: Commercial vehicles such as light-, medium-, and heavy-duty trucks and buses
LCVs: Light commercial vehicles such as pickup trucks

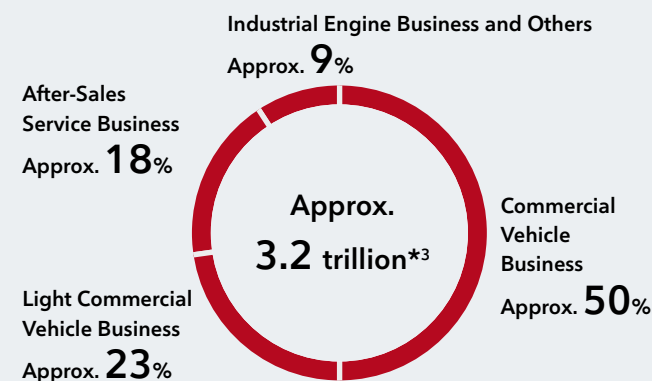
*¹ CY2024 results (January 2024–December 2024)

Please refer to Isuzu's website for details regarding countries in which Isuzu holds the No. 1 market share.

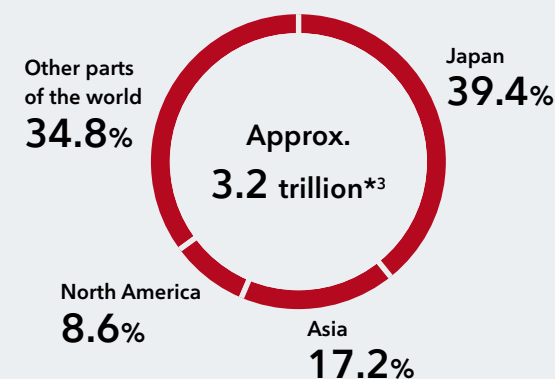
🌐 <https://www.isuzu.co.jp/company/glance.html> (Japanese only)

*² Figures include units delivered by knockdown shipment and assembled locally.

Revenue by Business



Revenue by Region



*³ Consolidated fiscal 2025 results: ¥3,235,648 million

Note: The Company has voluntarily adopted the International Financial Reporting Standards (IFRS) starting with its consolidated financial statements in the Annual Securities Report for fiscal 2025.

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Editorial Policy

ISUZU MOTORS LIMITED Integrated Report 2025 aims to describe to stakeholders the Isuzu Group's medium- to long-term business strategies, the business foundations that support them, and its business activities for solving social issues.

We hope that this report enables all readers to develop a deeper understanding of the Company's management objectives and that it functions as a tool facilitating two-way communication.

• Scope of Report

This report covers financial and non-financial information regarding Isuzu Motors Limited on a non-consolidated basis and regarding its Group companies in Japan and overseas.

• Period Covered

Generally, this report covers the Company's business activities in fiscal 2025, the year ended March 31, 2025. However, information pertaining to Company activities before and after the reporting period is also featured.

• Time of Publication

Published in September 2025
(The next report is slated for issuance in September 2026.)

• Referenced Guidelines

- The International Integrated Reporting Framework and the Sustainability Accounting Standards Board (SASB) Standards advocated by the IFRS Foundation
- Guidance for Collaborative Value Creation, published by the Ministry of Economy, Trade and Industry
- The GRI Standards of the Global Reporting Initiative

**• Forward-Looking Statements**

Forward-looking statements, performance forecasts, and the Company's plans contained in this report are based on the latest available information at the time of publication and represent management's reasonable assumptions. Please note that actual results may differ materially from these statements, forecasts, and plans due to various factors, including but not limited to changes in economic conditions and product demand in major markets, fluctuations in exchange rates, changes in Japanese and international regulatory standards, and revisions to accounting standards and practices.

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• Positioning of Published Documents

Financial
Information

Non-Financial
Information