

A Strong Management Foundation for Sustainable Growth

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Promotion of Sustainability

Isuzu has established a sustainability promotion structure centered on the Sustainability Committee. The committee promotes sustainability activities throughout the Group by discussing and reporting on sustainability-related policies, plans, progress, and other key matters. By reflecting changing social trends and society's expectations of companies in Isuzu's medium- to long-term business activities, the committee aims to enhance the sustainable growth of society and the Company.

Message

The Isuzu Group promotes sustainability activities with the aim of achieving its mission of becoming No. 1 in the four areas of sustainability, satisfaction, engagement, and social impact, as set forth in its corporate philosophy, the ISUZU ID.

In April 2024, Isuzu announced its medium-term business plan ISUZU Transformation–Growth to 2030, which outlines in concrete terms the Group's vision and road map toward 2030, aligned with the mission defined in the ISUZU ID. In the area of sustainability, we are actively addressing global environmental issues, including climate change, and promoting respect for human rights. In the fiscal year ended March 31, 2025, the Sustainability Committee furthered discussions on plans and progress related to sustainability activities, deliberating on matters such as the shift toward procuring carbon-neutral energy based on the 2030 Environmental Roadmap and human rights due diligence activities. At the same time, the committee worked to strengthen its existing initiatives.

Recognizing the growing importance of sustainability-related disclosures, we established the Sustainability Disclosure Subcommittee under the Sustainability Committee in April 2025. This cross-functional body will lead efforts to enhance the quality and consistency of our disclosures and foster a deeper understanding of the Isuzu Group's sustainability initiatives.



Naohiro Yamaguchi

Chair of the Sustainability Committee, Director of the Board, and Managing Executive Officer

Isuzu's Structure for Promoting Sustainability

To promote sustainability throughout the Group, Isuzu has established the Sustainability Committee, which is chaired by a director and comprises officers responsible for each of our business domains serving as standing members.

The Sustainability Committee meets regularly (at least four times a year) to deliberate on climate change risks, human rights, and other matters pertaining to sustainability. Depending on the importance of the issues discussed, the committee reports to the Management Meeting and the Board of Directors as necessary. Specialized environmental and social subcommittees have also been established under the umbrella of the Sustainability Committee to conduct detailed discussions on individual issues. In addition, in fiscal 2026 the new Sustainability Disclosure Subcommittee was established in response to trends in sustainability-related disclosures, aiming to improve the quality and transparency of information disclosure.

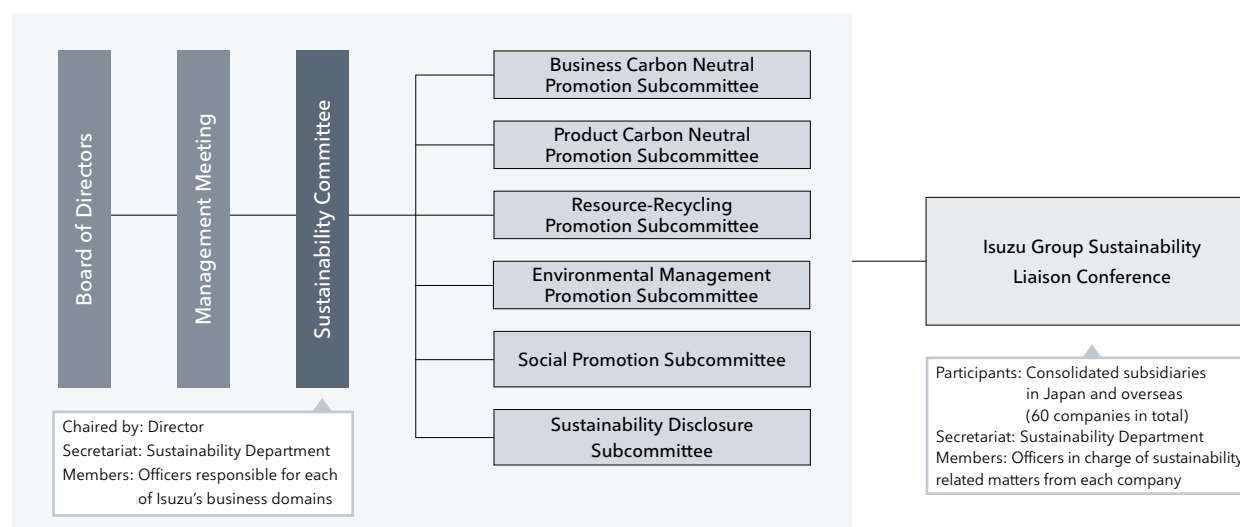
Furthermore, the Isuzu Group Sustainability Liaison Conference is held for consolidated subsidiaries to facilitate information sharing and promote sustainability activities across the Group.

Sustainability Committee Fiscal 2025

Meetings held: 5

Main agenda items:

- Report on the shift to procuring carbon-neutral electricity
- Discuss and report on promotion of the 2030 Environmental Roadmap
- Report on progress regarding human rights due diligence
- Discuss sustainability-related disclosure trends and consider actions
- Discuss activities of each subcommittee



Environmental Initiatives

As part of the mission of the ISUZU ID, the Isuzu Group aims to be No. 1 in sustainability by proactively addressing environmental conservation considerations in all business fields.

Based on Isuzu Environmental Vision 2050, the Company will advance the preservation of the global environment and economic development by reducing environmental impact, promoting circular business, and creating innovations to promote decarbonization.









Management Framework

Isuzu has established a framework for promoting sustainability, including with regard to the environment, through the Sustainability Committee [page 48](#), chaired by a director.

Under the Sustainability Committee, we have established four environmental subcommittees, each with members from Isuzu Group affiliates involved in a particular area, to promote environmental activities aimed at resolving individual issues. The activities of each subcommittee are reported to the Board of Directors and the Management Meeting through the Sustainability Committee.

Environmental Bodies

Business Carbon Neutral Promotion Subcommittee	Focusing mainly on production activities, which are the Group's main source of CO ₂ emissions, this subcommittee promotes cross-divisional activities, aiming to achieve carbon neutrality in the Isuzu Group's business activities.
Product Carbon Neutral Promotion Subcommittee	This subcommittee promotes various activities that contribute to the carbon neutrality of products, including decarbonization technologies and decarbonized energy sources, aiming to achieve well-to-wheel carbon neutrality.
Resource-Recycling Promotion Subcommittee	This subcommittee promotes waste control and recycling activities throughout all of Isuzu's business activities, including those pertaining to products and services, with the goal of achieving a 100% resource-recycling rate.
Environmental Management Promotion Subcommittee	This subcommittee promotes environmental activities in coordination with Group companies, centered mainly on environmental management measures such as ISO 14001 certification acquisition, environmental risk management, and biodiversity preservation.

Isuzu Environmental Vision 2050		2030 Environmental Roadmap		Progress
Aspiration	Goals	Global Action		
 Zero GHG emissions from operations	Halve CO ₂ emissions* from fiscal 2014 levels by 2030 * Scope 1 and Scope 2	<ul style="list-style-type: none">• Reduce total energy use• Install and expand clean energy use• Leverage innovative technologies		<ul style="list-style-type: none">• Isuzu’s Strategy to Achieve Carbon Neutrality  Page 38• Disclosure Based on the TCFD Framework  Page 50• Introduction of virtually 100% renewable electricity at the Fujisawa Plant through an off-site corporate power purchase agreement scheme (from April 2025)• Launch of the ERGA EV, a flat-floor battery-electric route bus (May 2024)
 Zero GHG emissions across product life cycles	Build a carbon-neutral vehicle lineup that meets diverse needs	<ul style="list-style-type: none">• Identify necessary technologies by 2025• Increase the number of mass-produced models by 2030 while promoting the practical implementation of carbon-neutral vehicles		
 100% recycling of waste and end-of-use vehicles	Advance a circular economy	<ul style="list-style-type: none">• Thoroughly manage output* of all operating sites• Increase resource efficiency• Transition to circular business model		<ul style="list-style-type: none">• Monitoring of all bases ongoing to manage and optimize resource emissions• Total number of units in operation for maintenance lease of heavy-duty remanufactured unit vehicle GIGA type-Re: 20 (as of March 2025)• Commencement of operation of medium-duty remanufactured unit vehicle FORWARD type-Re under maintenance lease (January 2025)
 Safe, reliable operations and products	Strengthen environmental management and supplier engagement	<ul style="list-style-type: none">• Build Group-wide environmental management system• Build a sustainable supply chain• Identify and promote adaptation to environmental/nature risks in operations		<ul style="list-style-type: none">• Implementation of data collection using calculation standards common to the Group• Start of rollout of the Isuzu Group Supplier Sustainability Guidelines to the entire Group (April 2024)• Response rate of suppliers to Environmental Management Self-Evaluation Report: 99.2% (Fiscal 2025)
 Conservation of native biodiversity in local communities	Promote conservation of native local biodiversity	<ul style="list-style-type: none">• Partner with local communities to advance conservation• Communicate our conservation efforts actively• Raise awareness and train employees to be environmental stewards		<ul style="list-style-type: none">• Launch of study on dependence and impact on nature in the value chain <p> For details, please see “Biodiversity Conservation” page of the “Sustainability” section of our website.</p>

Environmental Initiatives

→ Disclosure Based on the TCFD Framework

Governance

To promote sustainability throughout the entire Group, Isuzu has established the Sustainability Committee, which is chaired by a director and comprises officers responsible for each of our business domains as well as other senior management personnel serving as standing members.

The Sustainability Committee meets regularly (at least four times a year) to deliberate and make decisions on a wide variety of matters pertaining to sustainability, such as risks associated with climate change and the Company's response to human rights and diversity issues. Depending on the level of importance of matters discussed, the contents of the deliberations are reported to the Management Meeting and the Board of Directors as necessary.

Specialized environmental and social subcommittees, each chaired by a relevant standing committee member, have also been established under the umbrella of the Sustainability Committee, wherein detailed discussions are held on individual issues.

In particular, with regard to efforts to achieve carbon neutrality, we have established a system for examining specific response policies and activities and implementing them in practice through the Business Carbon Neutral Promotion Subcommittee, which promotes activities to achieve carbon neutrality in business activities with a focus on production, and the Product Carbon Neutral Promotion Subcommittee, which promotes various activities that contribute to the carbon neutrality of products through decarbonization technologies and decarbonized energy.

Please see [page 48](#) for details on Isuzu's structure for promoting sustainability and [page 49](#) for details on our environmental management framework.

Risk Management

Overall risks related to climate change are managed under a Group-wide risk management system led by the chief risk management officer (CRMO). The Sustainability Committee identifies and assesses specific climate change risks and manages the progress of countermeasures based on each risk's potential impact on the Company's businesses.

For more information, please see Risk Management on [page 67](#).

Metrics and Targets

The Company has established Isuzu Environmental Vision 2050 with the aim of realizing zero greenhouse gas (GHG) emissions throughout the life cycles of its products by 2050. To this end, we have set a target—as outlined in the 2030 Environmental Roadmap—to reduce the Group's Scope 1 and 2 GHG emissions by 50% from fiscal 2014 levels by 2030.

Furthermore, we endorse the Paris Agreement's aim to limit the global temperature increase to 1.5°C, and we are working to set science-based

targets to achieve this goal. As part of this pursuit, we have submitted a letter of commitment to the Science Based Targets initiative and will continue our efforts to realize a decarbonized society.

Strategy

Isuzu conducted a scenario analysis under the long-term environmental scenarios of a 1.5°C and 4°C rise in temperature compared with preindustrial revolution levels and identified the risks and opportunities that climate change poses to the Isuzu Group's business activities and products. Measures to address these risks include compliance with strengthened environmental regulations and the development of new technologies. At the same time, society expects innovations that will contribute to a decarbonized society, and Isuzu recognizes that responding appropriately will lead to new business opportunities.

The Group is working to develop multi-pathway carbon-neutral solutions and reduce direct GHG emissions from our business activities, aiming to become carbon neutral by 2050. Through these efforts, we aim to reduce risks and capitalize on opportunities.

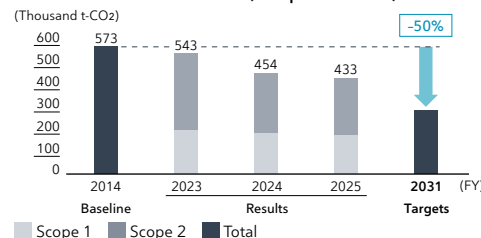
► Deployment of Carbon-Neutral Solutions

For more details, please see Isuzu's Strategy to Achieve Carbon Neutrality on [page 38](#).

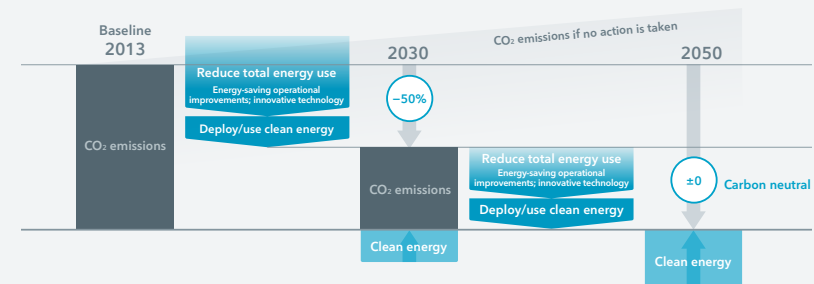
► Reduction of GHG Emissions Directly from Business Activities

We will reduce GHG emissions produced directly by our business activities by improving energy efficiency through energy conservation and the electrification of facilities, reducing total energy consumption through the introduction of innovative technologies, and promoting the introduction and use of clean energy, such as renewable energy.

Trends in CO₂ Emissions (Scope 1 and 2)



Notes: 1. Scope of calculation: Isuzu Motors Limited and 59 major domestic and overseas consolidated subsidiaries
2. Baseline year emissions may be recalculated retroactively in accordance with the Greenhouse Gas Protocol
3. The results for the fiscal 2025 are provisional, as they include companies still in the process of compiling their data.



Environmental Initiatives

→ Disclosure Based on the TCFD framework

⌕ Long-Term Environmental Scenarios

The 4°C Scenario (RCP8.5*¹ and SSP3*²)

- Society's dependence on fossil fuels continues, climate change progresses, and natural disasters increase.
- There is a scramble for fossil fuels and anti-globalization advances due to increasing inequality, leading to the dysfunction of international governance.
- Economic stagnation due to vulnerability to disasters is anticipated.

The 1.5°C Scenario (RCP2.6,*¹ SSP1,*² and 2DS*³)

- A carbon-neutral society in which social and industrial structures have changed dramatically due to stricter regulations and technological innovation.
- The Isuzu Group's product lineup is expected to undergo major changes depending on how each product will be used, and there will be major changes in business activities.

► Products

Vehicles

- The development and provision of next-generation powertrains continues for light commercial vehicles that support short distance, low-volume transportation, such as electric vehicles
- New trends such as electrification emerge for medium- and heavy-duty commercial vehicles
- Internal combustion engines continue to play a major role in vehicles that support long-distance, high-volume transportation, such as medium- and heavy-duty commercial vehicles

Powertrains

- The use of sustainable, decarbonized clean energies
- A need arises to develop and market energy loss-free powertrains with unprecedented fuel-efficiency, as well as products equipped with such powertrains

► Services

- Automated driving, platooning, and full trailer trucks currently undergoing demonstration tests become commonplace
- More efficient transportation methods are routinely used

► Business Activities

- The Company switches to decarbonized clean energy in production and other business activities
- The Company minimizes resource input volumes and strictly enforces the efficient use of waste with a view to achieving carbon neutrality

*1 Climate scenario created by the United Nations Intergovernmental Panel on Climate Change (IPCC)

*2 Socioeconomic scenario created by the United Nations IPCC

*3 Socioeconomic scenario created by the International Energy Agency (IEA)

⌕ Risks and Opportunities

Category	Risks	Opportunities	Countermeasures	Level of Impact on Operations
Risks and opportunities that arise from the process of transitioning to a decarbonized society	Government policy regulations	<ul style="list-style-type: none"> • Increase in demand for zero-emission vehicles 	<ul style="list-style-type: none"> • Promote initiatives to establish a full lineup of products compatible with carbon neutralization 	High
	Technologies	<ul style="list-style-type: none"> • Increase in development and production costs to enable the compatibility of a wide range of powertrains in electric, fuel-cell, and other vehicles • Expansion of open innovation • Widespread adoption of affordable clean energy 	<ul style="list-style-type: none"> • Implement efficient joint development projects that leverage alliances • Reduce carbon emissions from operations and curb costs by switching to affordable clean energy 	High
		<ul style="list-style-type: none"> • Decrease in brand power due to inability to respond to various needs in the logistics infrastructure 	<ul style="list-style-type: none"> • Increase in need for automated driving and platooning systems as well as full trailer trucks • Generate innovative logistics processes that contribute to carbon neutralization through co-creation activities with customers 	High
	Markets	<ul style="list-style-type: none"> • Shrinking of the market for internal combustion engine vehicles that use fossil fuels 	<ul style="list-style-type: none"> • Leverage existing internal combustion engine technologies and infrastructure in the use of next-generation, carbon-neutral fuels 	High
	Reputation	<ul style="list-style-type: none"> • Increase in energy costs and reputational risk due to delays in the introduction of renewable energy as a countermeasure to reduce GHG emissions in all of our business activities 	<ul style="list-style-type: none"> • Cost reduction and enhancement of corporate image due to early introduction of renewable energy • Introduce and expand renewable energy • Reduce energy costs through further promotion of energy-saving activities 	Moderate
Material risks and opportunities that arise from increased natural disasters, depleted water supplies, and other such events	<ul style="list-style-type: none"> • Impact on operations from increased flooding, typhoons, and other extreme weather events 	<ul style="list-style-type: none"> • Increase in demand for disaster response vehicles • Increase in need for robust infrastructure services at times of disaster 	<ul style="list-style-type: none"> • Provide disaster response vehicles • Provide restoration services for water-damaged vehicles • Reinforce corporate structure through expansion of business continuity plan 	High

Respect for Human Rights

The Isuzu Group Human Rights Policy

In February 2022, we established the Isuzu Group Human Rights Policy by a Board of Directors' resolution. In December 2023, we revised this policy based on the contents of the ISUZU ID, our new corporate philosophy announced in May of the same year.

Further information on [the Isuzu Group Human Rights Policy](#).

Management Structure

Human rights issues are deliberated on by the Sustainability Committee, which is chaired by a director and consists of executive department heads and other members of management, and important matters discussed are reported to the Management Meeting and the Board of Directors. Execution is mainly conducted by the Sustainability Department, which is a dedicated department, together with related departments. At meetings of the Social Promotion Subcommittee, a working group under the Sustainability Committee that deals with social issues, representatives from all departments discuss human rights issues. In addition, at the Isuzu Group Sustainability Liaison Conference, information is shared with sustainability managers from Group companies both in Japan and overseas. We have also appointed a human rights officer at each company to promote a Group-wide approach to respecting human rights.

Human Rights Due Diligence

Based on the Isuzu Group Human Rights Policy, the Isuzu Group is building a human rights due diligence process with reference to the OECD Due Diligence Guidance for Responsible Business Conduct, the Japanese government's Guidelines on Respecting Human Rights in Responsible Supply Chains, and other standards and is working to put respect for human rights into practice. In our efforts to implement these efforts, it is important to raise awareness, and we therefore regularly provide basic human rights education to employees of our Group companies both in Japan and overseas. In addition, to promote business activities that respect human rights throughout our supply chain, we have been holding human rights seminars for our business partners every year since fiscal 2022.

Identifying and Assessing Negative Impacts

In February 2024, Isuzu identified human rights risks within the Group and its supply chain and determined prominent human rights risks through quantitative evaluation. In addition, from among the prominent issues identified, we selected themes that should be prioritized in the short to medium term and formulated prevention and mitigation measures based on these priority themes.

Isuzu's Process for Evaluating Human Rights Risks



Priority Themes

- 1) Issues of foreign workers within the Group, including sales companies and the broad supply chain
- 2) Management of human rights issues and initiatives in the value chain, including logistics and downstream operations

Preventing and Mitigating Negative Impacts

Currently, many foreign workers, including foreign technical intern trainees, are employed in Japan's automobile industry, and we have confirmed that many companies within the Isuzu Group and among our business partners also accept foreign technical intern trainees. Therefore, we consider issues related to foreign workers to be an important human rights theme in the Isuzu supply chain and are taking various measures to address them.

On-Site Surveys on Working Conditions of Foreign Workers

Since fiscal 2023, Isuzu has been conducting interviews with foreign workers of Group companies and business partners. In fiscal 2025, we upgraded our program to include document verification and the inspection of working environments in accordance with both global and in-house standards. We conducted the surveys in person with the cooperation of the Global Alliance for Sustainable Supply Chain. As a result, although some minor issues were identified regarding labor safety, it was confirmed that employee management was highly transparent and that a sound management system was in place.

Respect for Human Rights

➤ Mechanisms for Redress and Handling Grievances

Isuzu has established in-house and third-party consultation services for employees, business partners, and workers in the supply chain. In response to reports of human rights violations, we are committed to providing fair and equitable remedies to those affected in accordance with the United Nations Guiding Principles on Business and Human Rights.

Regarding foreign workers, who we are focusing efforts on as a matter of priority, from October 2022 we have been participating in the consultation and relief contact point project of the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI). This project utilizes the JP-MIRAI portal site to provide necessary information to foreign workers; provide anonymous, multilingual external consultation services; and provide feedback to participating companies. Currently, eight companies, including Isuzu and some of its Group companies and business partners, are participating in this for the sake of their foreign workers.

➤ Dialogue with Stakeholders

Isuzu believes that it is important to understand the negative impact of its business activities on human rights from the perspectives of various stakeholders. As such, we are working in collaboration with a wide range of stakeholders, including companies, academic institutions, and nongovernmental organizations.

In September 2024, we participated in a local study tour in Thailand for Japanese companies. The tour gave participants a valuable opportunity to engage in direct dialogue with various local stakeholders, including civic groups, labor unions, and workers, with the aim of deepening their understanding of supply chain management issues, such as the challenges facing migrant workers in Thailand.

Third-Party Review of Human Rights Activities

In February 2025, Yosuke Sakurai, an associate professor at Hosei University, conducted a review of Isuzu's human rights due diligence activities. Isuzu believes that third-party reviews from outside human rights experts can ensure the objectivity of its human rights activities and increase social credibility and transparency. In addition, by receiving expert advice on how to comply with new laws and regulations and international standards, we will be able to manage human rights risks and make improvements in response to changes in society.

🌐 Please refer to the "Human Rights" page of the "Sustainability" section of our website for specific details on our efforts to respect human rights.

Supply Chain Management

Basic Approach

We share the ISUZU ID purpose of "Moving the World - for You" with our business partners and work together in our purchasing activities. We will conduct open and fair trade, engage in two-way communication with various business partners related to the supply chain, and build trusting relationships.

We have also formulated our Basic Purchasing Vision and Basic Purchasing Policy and are thoroughly educating our employees on said vision and policy. In addition, for our business partners we formulated the Isuzu Group Supplier Sustainability Guidelines and the Isuzu Green Procurement Guidelines with the aim of ensuring an understanding of Isuzu's approach and initiatives among our business partners. Isuzu will continue to conduct purchasing activities based on mutual trust with its business partners and aim to build a stronger supply chain to ensure a stable supply of quality products.

Management Structure

Isuzu's Purchasing Division holds monthly quality meetings to report on and discuss the quality status of purchased parts in the previous month, the audit results on new suppliers, and ISO/IATF-related internal and external audit results. Furthermore, the Purchasing Division's quality, compliance promotion, and environmental meetings are held once a month, and information from each committee is disseminated to each department within the Purchasing Division. The Purchasing Division's activity policies related to compliance and the environment are determined by these meeting bodies.

Business Partner Consultation Service

We have established a business partner consultation service within our Enterprise Risk Management Department's Compliance Promotion Group's office as an impartial consultation service for our business partners, and we welcome compliance-related inquiries from our business partners.

The Isuzu Group Supplier Sustainability Guidelines

We have worked to enhance the content of the Isuzu Group Supplier Sustainability Guidelines to share sustainability-related values on matters such as the environment and human rights throughout the Isuzu Group's supply chain, as well as requesting that both our business partners and those in their supply chains make efforts to familiarize themselves with the guidelines and understand the actual status of their sustainability efforts.

We ask our business partners to sign a consent form to confirm that they comply with the requirements of these guidelines. As of March 31, 2025, we have received signatures from business partners who account for approximately 99% of our annual purchasing in Japan.

Supply Chain Management

We have also prepared a self-assessment questionnaire (SAQ) to evaluate whether initiatives are being implemented in line with the sustainability guidelines and began implementing the SAQ in fiscal 2024. In fiscal 2025, we asked 375 major suppliers (representing approximately 99% of annual monetary purchasing in Japan) to submit SAQs and found that 10 suppliers had sustainability-related risks. For suppliers where risks were identified, we conducted on-site or remote interviews and are working to make improvements.

Monitoring of Business Partners' Initiatives

> Quality

Every month, to monitor the quality of delivered products and the market quality of our business partners and suppliers, we calculate evaluation scores based on factors such as incidences of defects, number of individual defects, and severity of defects. As a result, suppliers whose delivery quality evaluation score and number of defects do not reach a certain standard are classed as "managed companies," and suppliers whose delivery quality requires improvement as their evaluation score has reached a certain level but the number of defects was above a certain level are classed as "monitored companies." Following these efforts, approximately 90% of our business partners met the standards for delivery quality evaluation scores in fiscal 2025. Although there were no suppliers classified as "managed companies," several were designated as "monitored companies." We worked collaboratively with these suppliers on improvement activities to help enhance their quality standards.

> Business Continuity Plan

From the perspective of business continuity, there are many production-related risks that must be carefully considered, such as those arising from changes in production plans and operational adjustments due to parts supply shortages. These risks include sudden supply disruptions caused by natural disasters, prolonged supply reductions due to infectious diseases, and recent geopolitical tensions. Each scenario presents numerous challenges that must be addressed from both short-term and medium- to long-term perspectives.

We are putting together a business continuity plan/business continuity management system, and we will work on visualizing the supply chain as a new challenge. In the event of a natural disaster, we utilize the system to immediately obtain reports on the degree of impact on deliveries from suppliers. Through these activities, we will clarify vulnerabilities in the supply chain and promote strategic inventory retention, thus shortening lead times and mitigating geopolitical risks. We are also making efforts to minimize the time required for the resumption of operations, and we are building a system for responding to disasters by speeding up the initial response and collaborating with our business partners to restore operations as quickly as possible as well as minimize the impact on the sales of Isuzu products.

> Environment

We ask our suppliers to report on their environmental management system promotion activities using the Environmental Management Self-Evaluation Report. In fiscal 2025, we received responses from 359 business partners, and the response rate reached approximately 99%, an improvement on the previous year, with the average score also reaching a record high. The responses from suppliers participating in these activities are becoming more detailed and articulate.

In fiscal 2023, we adopted the CDP Supply Chain program to monitor our suppliers' climate change-related initiatives and greenhouse gas emissions.

> Cybersecurity

Starting from fiscal 2022, we have been asking our suppliers to review the JAMA/JAPIA Cybersecurity Guidelines and to conduct a self-assessment using the Automobile Industry Security Checklist in order to confirm and improve the status of their Company-wide cybersecurity measures. In addition, in order to comply with the international regulation UN-R155 on cybersecurity for vehicle products and domestic regulations (Road Transport Vehicle Act safety standards) from fiscal 2023, we have been asking our suppliers who handle applicable products to build and confirm the status of operation of their cybersecurity management systems.

> Responsible Procurement of Minerals and Raw Materials

Isuzu is working to examine its suppliers' sustainability initiatives, including responsible mineral procurement and human rights activities.

We regard the use of conflict minerals, which cause human rights violations, environmental destruction, and illegal mining in conflict regions and serve as a source of funding for armed groups, as a serious issue. In the Isuzu Group Supplier Sustainability Guidelines, we request confirmation that there is no involvement in such conflicts throughout the supply chain. Starting in fiscal 2023, we have been using the unified formats of the Conflict Minerals Reporting Template and the Extended Minerals Reporting Template provided by the RMI* to conduct surveys of our suppliers regarding the use of conflict minerals in their supply chains and the status of their efforts regarding responsible mineral sourcing. In fiscal 2024, we formulated the Isuzu Group Responsible Minerals Sourcing Policy. We will continue to request this of our suppliers and encourage responsible mineral sourcing.

* Responsible Minerals Initiative: U.S. organization working on the issue of conflict minerals

🌐 For details on specific initiatives, please refer to the "Supply Chain Management" page of the "Sustainability" section of our website.