Trucks for life

ISUZU

ISUZU MOTORS LIMITED

Environmental & Social Report

2010

This report is released on July, 2011
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Corporate Vision and Corporate Mission

Our Corporate Vision

Isuzu will always mean the best
A leader in transportation,commercial vehicles and diesel engines,
supporting our customers and respecting the environment

Our Corporate Mission

Trust,Action,Excellence
A global team delivering inspired products and services
committed to exceeding expectations

Commitment from the Top

We aim to be a driving force in life around the world.

A leader in transportation, commercial vehicles and diesel engines, supporting our customers and respecting the environment.

Isuzu Motors has the vision of being a global leading company in commercial vehicles and diesel engines.
Today, responses to environmental issues such as reducing CO_2 emissions and preventing global warming are pressing tasks in the global political and economic field. With such background, diesel engines are attracting worldwide praise and attention. The pursuit of further advances and the associated costs of diesel engine development have led to global technical cooperation and new partnerships among commercial vehicle manufacturer in an effort to lower the individual burden on manufacturers.
In these circumstances, there are growing expectations for our company as it offers a full line-up of diesel engines that meet the strict environmental standards of Japan, the United States and Europe. The mission of Isuzu Motors is to provide the cleanest, most fuel-efficient diesels developed in the most cost-effective way and to ensure stable supplies.

The latest products to embody Isuzu's advanced diesel and commercial vehicle technologies come from the 700 Project (700P), which covers ELF light-duty and FORWARD medium-duty trucks. Eliminating the conventional framework of light-duty / medium-duty and domestic / overseas, 700P series vehicles are developed as global standards and represent our drive for global leadership.

The key to the commercial vehicle business in both domestic and overseas markets is to look at things from the standpoint of customers, providing optimal products and service which satisfies customers' needs so that their trucks are always up and running. Based on this idea, in addition to superb "hardware," we also support customers from the "soft" side in such areas as extensive after-sales service and advice on reducing vehicle lifecycle costs. Overseas, our local manufacturing is structured to guarantee supplies of consistent quality as we strengthen our sales system and after-sales service.
In our diesel engine operations, we have established the unique position of offering a full line-up of products to cover a broad spectrum of vehicles, from light-duty passenger vehicles to heavy-duty trucks. Moreover, we supply not only the engines for our own commercial vehicles but also the power plants for other manufacturers' commercial and passenger models as well as industrial-use engines.

The role of Isuzu Motors is to contribute to a rich lifestyle by clearly living up to domestic and global expectations of commercial vehicles and diesel engines. We continue to take up the challenge of becoming a driving force in the lives of people around the world.

細井 行

President and
Representative
Director
Susumu Hosoi

Editorial Policy

Editorial Policy

The objectives of this Report are to help people understand the Isuzu Group's initiatives toward achievement of a sustainable society, and to communicate with our stakeholders including customers, business partners, shareholders, employees, and citizens of local communities in order to improve these initiatives.

From 2010, the Report is publicized not in a form of a booklet which had been issued until last year, but on a website that is regarded as a basic reporting medium, in an attempt to enhance contents, improve usability, and disclose information in an appropriate and timely manner.

We analyze the materiality of themes considered important both from a social viewpoint, and in light of Isuzu Group's corporate vision and the "Isuzu Charter on the Global Environment", report details of activities mainly with important themes. In addition, the past contents that Isuzu regards as critical is also continuously reported.

Scope of Report

Centering on Isuzu Motors' environmental and social activities, we also report about activities by domestic and overseas group companies.

* There is no significant change in Scope of Report from the previous year.

Period Covered

This Report includes activities in FY2009 (from April 1 2009 to March 31, 2010). However, significant matters in the other periods are partly included in this Report. The latest information on matters which have greatly progressed is also reported.

Publication Information

Last Issue: September 2009

This Issue: October 2010

Next Issue: October 2011

Reference Guidelines

For preparing this Report we referred to "GRI (Global Reporting Initiative) Sustainability Reporting Guideline 2006", which is an international guideline for sustainability reports, as well as "the Environmental Report Guideline (2007)" published by the Ministry of Environment.

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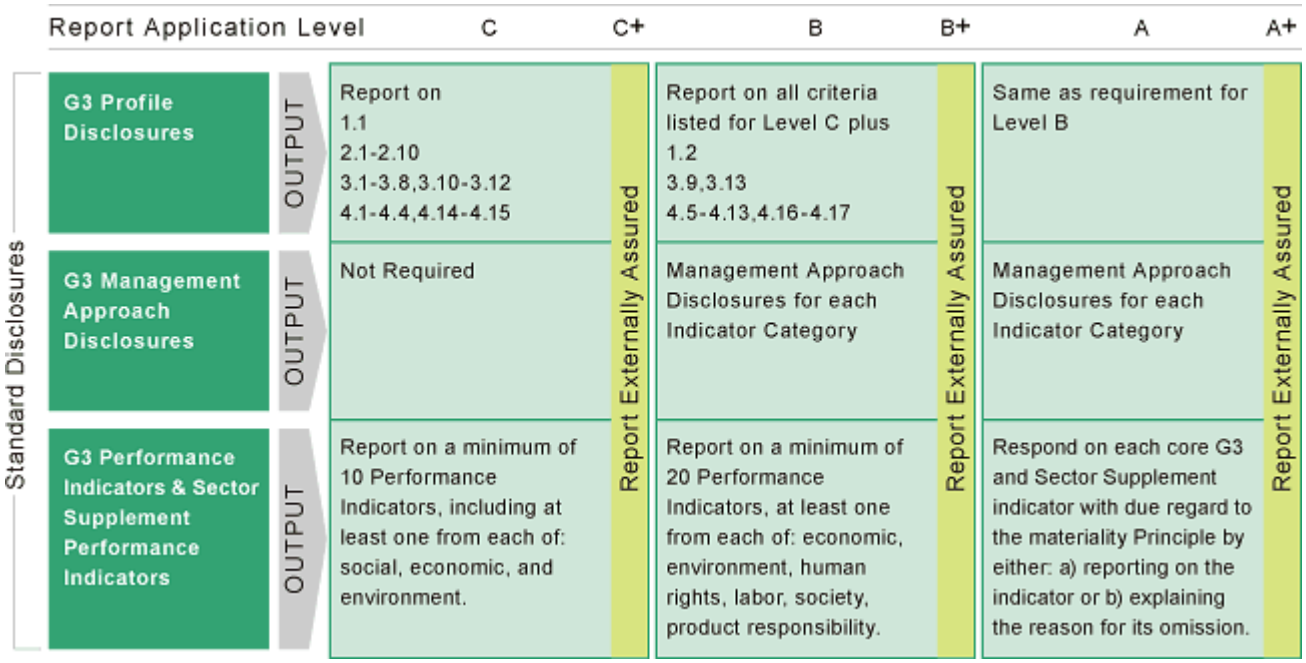
GRI Context Index

This Report was made in compliance with GRI Guideline (GRI Sustainability Reporting Guideline) 2006 (G3). GRI Guideline is a unified international guideline formulated by GRI (Global Reporting Initiative), an international NPO, in an attempt to improve quality, reliability and comparability of contents of CSR reports (sustainability reports). In this Index, matters corresponding to indices of "GRI Guideline 2006 (G3)" are disclosed with judgment of Isuzu Motors Limited.
This Report falls under the category of application level C as defined in the GRI Sustainability Reporting Guideline 2006 (G3).



Items		Indicator	Pages in relevant Isuzu Websites
1. Strategy and Analysis			
1.1		Statement from the most senior decision-maker of the organization.	▸ Top Commitment
1.2		Description of key impacts, risks, and opportunities.	▸ Top Commitment

Items		Indicator	Pages in relevant Isuzu Websites
2. Organizational Profile			
2.1		Name of the organization.	▸ Corporate Profile ▸ Corporate Data
2.2		Primary brands, products, and/or services.	▸ Corporate Profile ▸ Product Lineup ▸ Distributors Network ▸ Corporate Data ▸ Global Business – Products –
2.3		Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	▸ Corporate Profile ▸ Corporate Data
2.4		Location of organization's headquarters.	▸ Corporate Profile ▸ Corporate Data
2.5		Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	▸ Each group company ▸ Global Business – Overseas Subsidiaries Offices –

Items		Indicator	Pages in relevant Isuzu Websites
2. Organizational Profile			
2.6		Nature of ownership and legal form.	▸ Corporate Profile ▸ Corporate Data
2.7		Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	▸ Global Business – Results – ▸ Global Business – Overseas Subsidiaries Offices – ▸ Annual Report 2010 – At a Glance – (933KB)
2.8		Scale of the reporting organization, including: • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided.	▸ Corporate Profile ▸ Corporate Data ▸ Summary of Consolidated Financial Data ▸ Summary of Non-Consolidated Financial Data ▸ Consolidated Production Results
2.9		Significant changes during the reporting period regarding size, structure, or ownership including: • The location of, or changes in operations, including facility openings, closings, and expansions; and • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	▸ Editing Policy
2.10		Awards received in the reporting period.	▸ Awards

Items		Indicator	Pages in relevant Isuzu Websites
3. Report Parameters			
Report Profile			
3.1		Reporting period (e.g., fiscal/calendar year) for information provided.	▸ Editing Policy
3.2		Date of most recent previous report (if any).	▸ Editing Policy
3.3		Reporting cycle (annual, biennial, etc.)	▸ Editing Policy
3.4		Contact point for questions regarding the report or its contents.	▸ Editing Policy

Items		Indicator	Pages in relevant Isuzu Websites
3. Report Parameters			
Report Scope and Boundary			
3.5		Process for defining report content, including: • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report.	▸ Editing Policy
3.6		Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	▸ Editing Policy
3.7		State any specific limitations on the scope or boundary of the report.	▸ Reduction in waste ▸ Global warming prevention (CO_2 reduction) ▸ Fujisawa Plant (water, air, PRTR) ▸ Tochigi Plant (water, air, PRTR)
3.8		Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	▸ Editing Policy
3.9		Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	▸ Global warming prevention (CO_2 reduction) ▸ Environmental Accounting ▸ Fujisawa Plant (water, air, PRTR) ▸ Tochigi Plant (water, air, PRTR)
3.10		Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	▸ Editing Policy
3.11		Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	▸ Editing Policy

Items		Indicator	Pages in relevant Isuzu Websites
3. Report Parameters			
GRI Content Index			
3.12		Table identifying the location of the Standard Disclosures in the report.	▸ GRI Guidelines Index
Assurance			
3.13		Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	

Items		Indicator	Pages in relevant Isuzu Websites
4. Governance, Commitments, and Engagement			
Governance			
4.1		Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	
4.2		Indicate whether the Chair of the highest governance body is also an executive officer.	
4.3		For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	
4.4		Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	▸ Compliance ▸ Outline of compliance structure
4.5		Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	

Items		Indicator	Pages in relevant Isuzu Websites
4. Governance, Commitments, and Engagement			
Governance			
4.6		Processes in place for the highest governance body to ensure conflicts of interest are avoided.	
4.7		Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	
4.8		Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	▸ Corporate Vision and Conduct Guidelines ▸ Isuzu Charter on the Global Environment
4.9		Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Include frequency with which the highest governance body assesses sustainability performance.	
4.10		Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	

Items		Indicator	Pages in relevant Isuzu Websites
4. Governance, Commitments, and Engagement			
Commitments to External Initiatives			
4.11		Explanation of whether and how the precautionary approach or principle is addressed by the organization.	▸ Compliance ▸ Consolidated Environmental Management ▸ Environmental Risk Management
4.12		Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	
4.13		Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic.	
Stakeholder Engagement			
4.14		List of stakeholder groups engaged by the organization.	▸ Editing Policy
4.15		Basis for identification and selection of stakeholders with whom to engage.	▸ Editing Policy
4.16		Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	▸ Isuzu Customer Center
4.17		Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	▸ Isuzu Customer Center

Items		Indicator	Pages in relevant Isuzu Websites
5 Management Approach And Performance Indicators			
Economic			
Management Approach			▸ Mid-term Business Plan
Economic Performance			
EC1	Core	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	
EC2	Core	Financial implications and other risks and opportunities for the organization's activities due to climate change.	▸ Message from President
EC3	Core	Coverage of the organization's defined benefit plan obligations.	▸ Annual Report 2010 –Financial Section– (640KB)
EC4	Core	Significant financial assistance received from government.	
Market presence			
EC5	Add	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	
EC6	Core	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	▸ Relations with Business Partners
EC7	Core	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	

Items		Indicator	Pages in relevant Isuzu Websites
5 Management Approach And Performance Indicators			
Economic			
Indirect economic impacts			
EC8	Core	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	▸ Social Contribution Programs ▸ Initiatives in Other Countries ▸ Development and popularization next-generation automobiles
EC9	Add	Understanding and describing significant indirect economic impacts, including the extent of impacts.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Environmental			
Management Approach			▸ Goals & Achievements ▸ Isuzu Charter on the Global Environment ▸ Isuzu Global Environment Committee ▸ Environmental Education & Training ▸ Environmental Risk Management
Materials			
EN1	Core	Materials used by weight or volume.	▸ Reduction in waste
EN2	Core	Percentage of materials used that are recycled input materials.	▸ Reduction in waste
Energy			
EN3	Core	Direct energy consumption by primary energy source.	▸ Reduction in waste
EN4	Core	Indirect energy consumption by primary source.	▸ Reduction in waste
EN5	Add	Energy saved due to conservation and efficiency improvements.	▸ Global warming prevention (CO_2 reduction)
EN6	Add	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	▸ Development and popularization next-generation automobiles ▸ Improve fuel efficiency (Preventing global warming)
EN7	Add	Initiatives to reduce indirect energy consumption and reductions achieved.	▸ Activities in Logistics
Water			
EN8	Core	Total water withdrawal by source.	▸ Reduction in waste ▸ Reduction in environmentally hazardous substances
EN9	Add	Water sources significantly affected by withdrawal of water.	
EN10	Add	Percentage and total volume of water recycled and reused.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Environmental			
Biodiversity			
EN11	Core	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	▸ Environmental Communication
EN12	Core	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	▸ Environmental Communication
EN13	Add	Habitats protected or restored.	▸ Environmental Communication
EN14	Add	Strategies, current actions, and future plans for managing impacts on biodiversity.	▸ Environmental Communication
EN15	Add	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Environmental			
Emissions, effluents and waste			
EN16	Core	Total direct and indirect greenhouse gas emissions by weight.	▸ Global warming prevention (CO_2 reduction)
EN17	Core	Other relevant indirect greenhouse gas emissions by weight.	▸ Activities in Logistics
EN18	Add	Initiatives to reduce greenhouse gas emissions and reductions achieved.	▸ Global warming prevention (CO_2 reduction)
EN19	Core	Emissions of ozone-depleting substances by weight.	
EN20	Core	NOx, SOx, and other significant air emissions by type and weight.	▸ Reduction in waste ▸ Fujisawa Plant (water, air, PRTR) ▸ Tochigi Plant (water, air, PRTR)
EN21	Core	Total water discharge by quality and destination.	▸ Reduction in environmentally hazardous substances ▸ Reduction in waste
EN22	Core	Total weight of waste by type and disposal method.	▸ Reduction in waste
EN23	Core	Total number and volume of significant spills.	▸ Environmental Risk Management
EN24	Add	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	
EN25	Add	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Environmental			
Products and services			
EN26	Core	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	▸ Development and popularization next-generation automobiles ▸ Cleaner emissions ▸ Improve fuel efficiency (Preventing global warming) ▸ Reduction in environmentally hazardous substances
EN27	Core	Percentage of products sold and their packaging materials that are reclaimed by category.	▸ Promoting recycling ▸ Automobile Recycling Law
Compliance			
EN28	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	▸ Environmental Risk Management
Transport			
EN29	Add	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	▸ Activities in Logistics
Overall			
EN30	Add	Total environmental protection expenditures and investments by type.	▸ Environmental Accounting

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Social: Labor Practices and Decent Work			
Management Approach			▸ Relationship with Employees
Employment			
LA1	Core	Total workforce by employment type, employment contract, and region.	▸ Employees' circumstances ▸ Principal Overseas Subsidiaries, Affiliates and Offices
LA2	Core	Total number and rate of employee turnover by age group, gender, and region.	
LA3	Add	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	▸ Relationship with Employees
Labor/management relations			
LA4	Core	Percentage of employees covered by collective bargaining agreements.	
LA5	Core	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	
Occupational health and safety			
LA6	Add	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	
LA7	Core	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	
LA8	Core	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	▸ Relationship with Employees
LA9	Add	Health and safety topics covered in formal agreements with trade unions.	▸ Relationship with Employees

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Social: Labor Practices and Decent Work			
Training and education			
LA10	Core	Average hours of training per year per employee by employee category.	▸ Relationship with Employees
LA11	Add	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	▸ Relationship with Employees
LA12	Add	Percentage of employees receiving regular performance and career development reviews.	▸ Relationship with Employees
Diversity and equal opportunity			
LA13	Core	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	▸ Employees' circumstances
LA14	Core	Ratio of basic salary of men to women by employee category.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Social: Human Rights			
Management Approach			▸ Compliance
Diversity and equal opportunity			
HR1	Core	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	
HR2	Core	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	
HR3	Add	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	▸ Compliance ▸ Relationship with Employees
Non-discrimination			
HR4	Core	Total number of incidents of discrimination and actions taken.	▸ Compliance
Freedom of association and collective bargaining			
HR5	Core	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Social: Human Rights			
Child labor			
HR6	Core	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	
Forced and compulsory labor			
HR7	Core	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	
Security practices			
HR8	Add	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	▸ Compliance
Indigenous rights			
HR9	Add	Total number of incidents of violations involving rights of indigenous people and actions taken.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Social: Society			
Management Approach			▸ Goals & Achievements ▸ Social Contribution Programs
Community			
SO1	Core	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	
Corruption			
SO2	Core	Percentage and total number of business units analyzed for risks related to corruption.	
SO3	Core	Percentage of employees trained in organization's anti-corruption policies and procedures.	▸ Compliance
SO4	Core	Actions taken in response to incidents of corruption.	
Public policy			
SO5	Core	Public policy positions and participation in public policy development and lobbying.	
SO6	Add	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	
Anti-competitive behavior			
SO7	Add	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	
Compliance			
SO8	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Social: Product Responsibility			
Management Approach			▸ Safety Technology ▸ Initiatives for Safety ▸ Manufacturing Quality ▸ Fundamental Development Concept: SEE Technologies
Customer health and safety			
PR1	Core	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	▸ Manufacturing Quality
PR2	Add	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	▸ Recall
Marketing communications			
PR3	Core	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	
PR4	Add	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	
PR5	Add	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	▸ Isuzu Customer Center

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Social: Product Responsibility			
Marketing communications			
PR6	Core	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	▸ Compliance
PR7	Add	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	
Customer privacy			
PR8	Add	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	
Compliance			
PR9	Core	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	

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▸ Adobe Systems Co., Ltd. Website (Adobe Reader download)

Environmental Initiatives

The entire Isuzu Group is taking initiatives to address ecological preservation.

Isuzu Charter on the Global Environment

Isuzu Motor has revised the "Isuzu Charter on the Global Environment".

Environmental Management

Led by our Global Environment Committee, Isuzu practices Consolidated Environmental Management to tackle global environmental issues group-wide.

Activities of Isuzu

Manufacturing Environmentally Friendly Products

"Pursuit of people's trust" underlies product development at Isuzu. As a matter of principle, the vehicles we manufacture must be worthy of the trust of all customers and stakeholders.

Building Environmentally Friendly Plants

Under the policy of "thinking globally and acting locally", Isuzu aims to establish ideal production sites.

Activities in Sales and Service

Isuzu proactively conducts environmental conservation programs at dealers and logistics divisions.

Activities in the Offices

Isuzu's headquarters, the Isuzu Hospital and its six non-manufacturing group companies in Japan tackle environmental activities at offices.

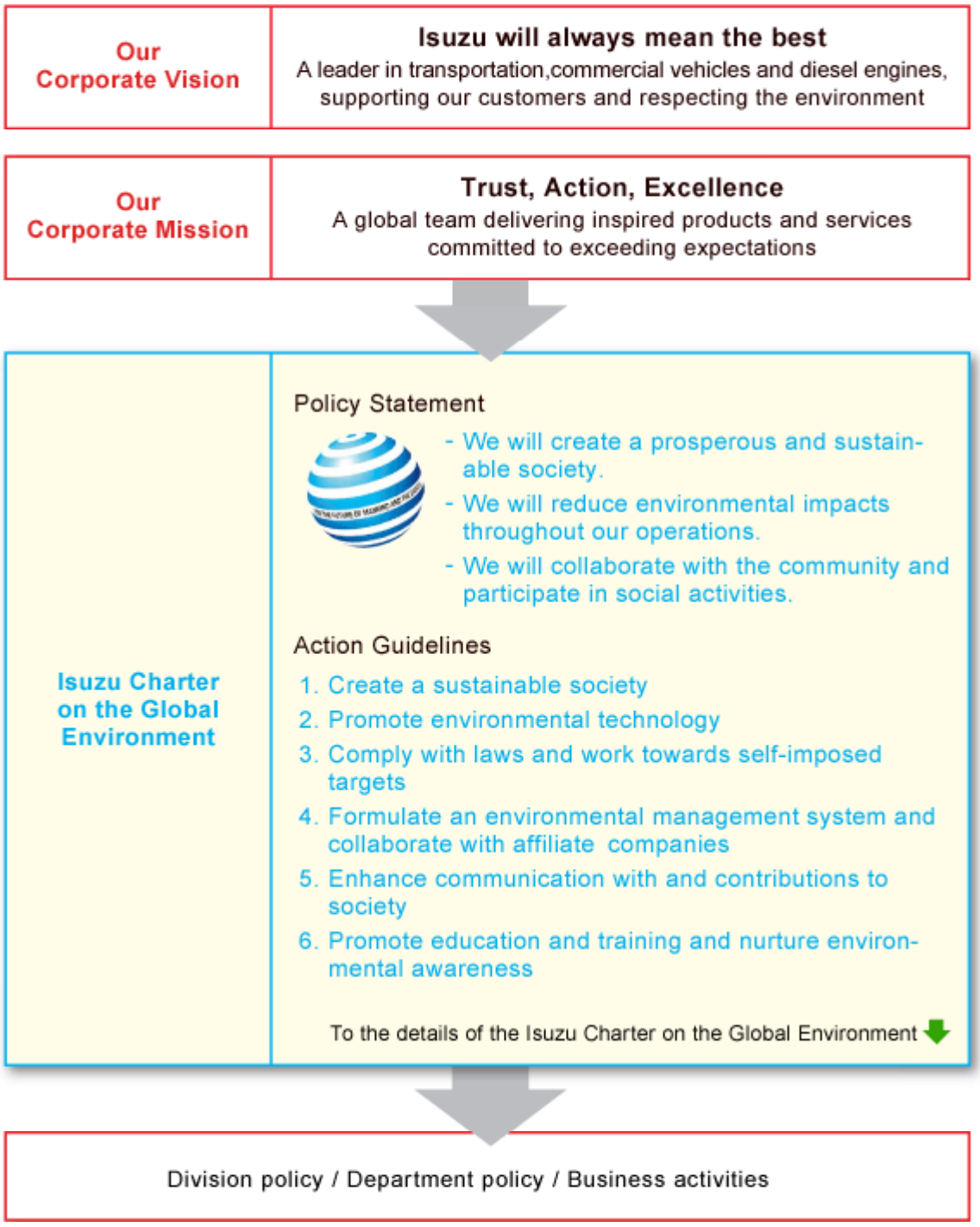
Environmental Impact Data

We report results of activities for reducing environmental impact at the Isuzu Fujisawa Plant and Tochigi Plant.

Isuzu Charter on the Global Environment

Isuzu Motors has revised the “Isuzu Charter on the Global Environment".

In the eighteen years since Isuzu adopted its first Charter on the Global Environment in 1992, both global environmental issues and the environment facing the automobile industry have experienced significant change. Therefore, Isuzu revised the ″Isuzu Charter on the Global Environment″, and decided three basic policies suitable for the times to come as well as six activity guidelines as targets of specific activities.
Isuzu will continue, under its Charter on the Global Environment and guided by its corporate vision and corporate mission, to promote environmental initiatives aimed at bringing about the realization of a sustainable society.



The New Isuzu Charter on the Global Environment

We pledge anew to continue our efforts for humanity and
the global future, focusing on the next ten years.

Policy Statement

We will create a prosperous and sustainable society.

We will conduct our corporate activities in harmony with the ecosystem to protect this beautiful planet with myriad lives on it, while meeting future generations' hopes for economic and technological progress.

We will reduce environmental impacts throughout our operations.

In collaboration with group and affiliate companies, we will continue to reduce impacts to the environment by cutting carbon emissions and recycling resources through all our operations including trucks and other products and services.

We will collaborate with the community and participate in social activities.

As a corporate citizen of the Earth, we will take part in national or community-based ecological or social activities as much as possible to strengthen partnership with the community.

Action Guidelines

1. Create a sustainable society

We will achieve an optimum tradeoff between economy and ecology, while offering environmentally-friendly, high-value added products and services to meet customers' needs.

2. Promote environmental technology

We will take the lead in developing technologies aimed at reducing environmental impacts through the product life cycle from charging raw materials in manufacturing process through to end-of-life scrapping.

3. Comply with laws and work towards self-imposed targets

We will thoroughly comply with environment-related laws and regulations, while setting our own goals for critical environmental items, with the aim of ecological preservation.

4. Formulate an environmental management system and collaborate with affiliate companies

We will construct an environmental management system together with all the group companies with which we do business. Through mutual cooperation, we will continue to raise the standards of our environmental activities.

5. Enhance communication with and contributions to society

We will help create a good society by effectively interacting with local communities through products, services and human resources.

6. Promote education and training and nurture environmental awareness

We will make all Isuzu group companies and employees more environmentally aware through education and training.

Revised on April 1, 2010

Environmental Management

Led by our Global Environment Committee, Isuzu practices Consolidated Environmental Management to tackle global environmental issues group-wide.

Isuzu Global Environment Committee

Recognizing the environment as one of our most important management concerns, the "Isuzu Global Environment Committee" established in August 1990 has been leading our environmental conservation efforts in keeping with the "Isuzu Charter on the Global Environment" revised on April 2010.

Message from Chairman of the Global Environment Committee

We support the manufacture of transportation with less environmental impact in order to open the door to a better environment and future.

Consolidated Environmental Management

Isuzu practices Consolidated Environmental Management to tackle global environmental issues group-wide.

Environmental Goals and Achievements

Below we report on Isuzu's environmental conservation initiative targets and achievements for FY2009.

Environmental Education & Training

Isuzu continuously provides environmental education for members of Isuzu group to raise employee awareness for the environment so that they can always execute their own business activities, taking the environment into account.

Management of Environmental Risks

Isuzu identifies environmental risks associated with business activities to reduce those risks, and implements thorough compliance with laws and reinforcement of environment risk management.

Environmental Communication

Isuzu conducts business activities enjoying the blessings of nature (ecological service), and therefore considers biodiversity conservation activities as an important responsibility for corporate citizens living on our planet Earth. We have taken initiatives on biodiversity conservation in accordance with the Basic Act on Biodiversity promulgated in June 2008 as well as the "Isuzu Charter on the Global Environment".

Environmental Accounting

In order to continuously and effectively conduct environmental conservation programs, we must accurately understand comprehend the costs and effects of environmental conservation programs to reflect them in management.

Isuzu Global Environment Committee

Recognizing the environment as one of our most important management concerns, the “Isuzu Global Environment Committee” established in August 1990 is leading our environmental conservation efforts in keeping with the “Isuzu Charter on the Global Environment” revised on April 2010.

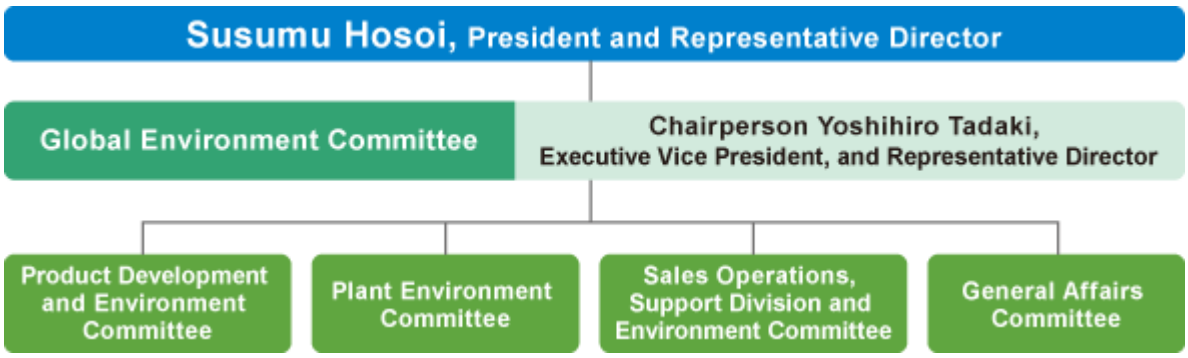
The roles of Global Environment Committee

- Establishment of policy on environmental issues
- Progress management of activities based on the policy on environmental issues
- Discussion on important matters regarding environmental issues
- External PR activities, Internal education

Issues that the Committee should address

- Trend survey
- Formulation of action policy
- Preparation of promotion program (mid- and long-term)
- Resource calculation
- Development in production lines and check on performance
- Report to the Global Environment Committee
- Response to instructions from the Global Environment Committee
- Establishment and abolition of working groups (WG)

Promotion system of the Isuzu Global Environment Committee in fiscal 2010 (Revised in April 2010)



Message from Chairman of the Global Environment Committee

We support the manufacture of transportation with less environmental impact in order to open the door to a better environment and future.

Yoshihiro Tadaki
Chairman of the Isuzu Motors Limited Global Environment Committee, Executive Vice President and Representative Director (Senior Division Executive: Engineering Division, Operations Headquarters)

Revising the "Isuzu Charter on the Global Environment" established in 1992, Isuzu Motors declared a new vow in 2010. This is also expression of our will for 2010 to start new activities focusing on the next decade or two, summing up results of environmental activities which we had conducted in the past.

Environmental issues have been discussed as the most critical global issue since the Kyoto Protocol was adopted in 1997. Under such a circumstance, Japan expressed to the world its determination of a 25% reduction in CO_2 emissions by 2020 compared to the level of 1990. In addition, the Basic Law for Prevention of Global Warming decided by the cabinet in March 2010 will impact on our lives in 2011 at the earliest, in the form of an environmental tax and emissions trading system.

Although the 25% reduction in CO_2 emissions within the next ten years is a very severe target value, we are aware that it is one of the most important corporate issues to provide products and services which link environmental issues with economic efficiency, as people have drastically become conscious about the environment in recent years.

Isuzu Motors supply products deeply related to the environment to our customers all over the world. In the age to come, it will be apparently needed to take the environment into account in any facet of corporate activity, as products other than those without environmental impact will hardly survive. Therefore, considering it as the most important to enhance our environmental activities, we have newly revised the "Isuzu Charter on the Global Environment" in order partly to express our will.

Of course, we have made various environmental efforts so far. We already achieved our company target, a 50% reduction in CO_2 emissions at Isuzu production plants compared to the level of fiscal 1990 in fiscal 2003, and established a 70% reduction or more in the last year. Moreover, the goal of a reduction in the final disposal of industrial wastes, zero emission, has been attained.

Based on these results, we intend to set additional goals and achieve them. For example, in terms of environmental conservation, we will aim to achieve procurement of materials and production plants without further impact to the environment by making more efforts for energy savings and waste reduction. In production development, we have addressed the development of CNG (compressed natural gas) vehicles, the next generation of trucks and buses such as diesel hybrid and plug-in hybrid vehicles, as well as clean and light diesel vehicles with fewer CO_2 emissions. We have also worked on vehicle design focusing on recyclability. In sales, we promote sales bases taking into consideration the impact to the environment such as improvement in the recycling rate of scrap vehicles, while making further efforts to propagate fuel-saving driving habits with our customers.

Under our corporate vision of "Isuzu will always mean the best", Isuzu Motors will provide advanced products suitable to the times as we refine our technologies to respond promptly to customers' requests. Desiring to be a company which evolves with its customers, Isuzu Motors will steadily advance toward the future.

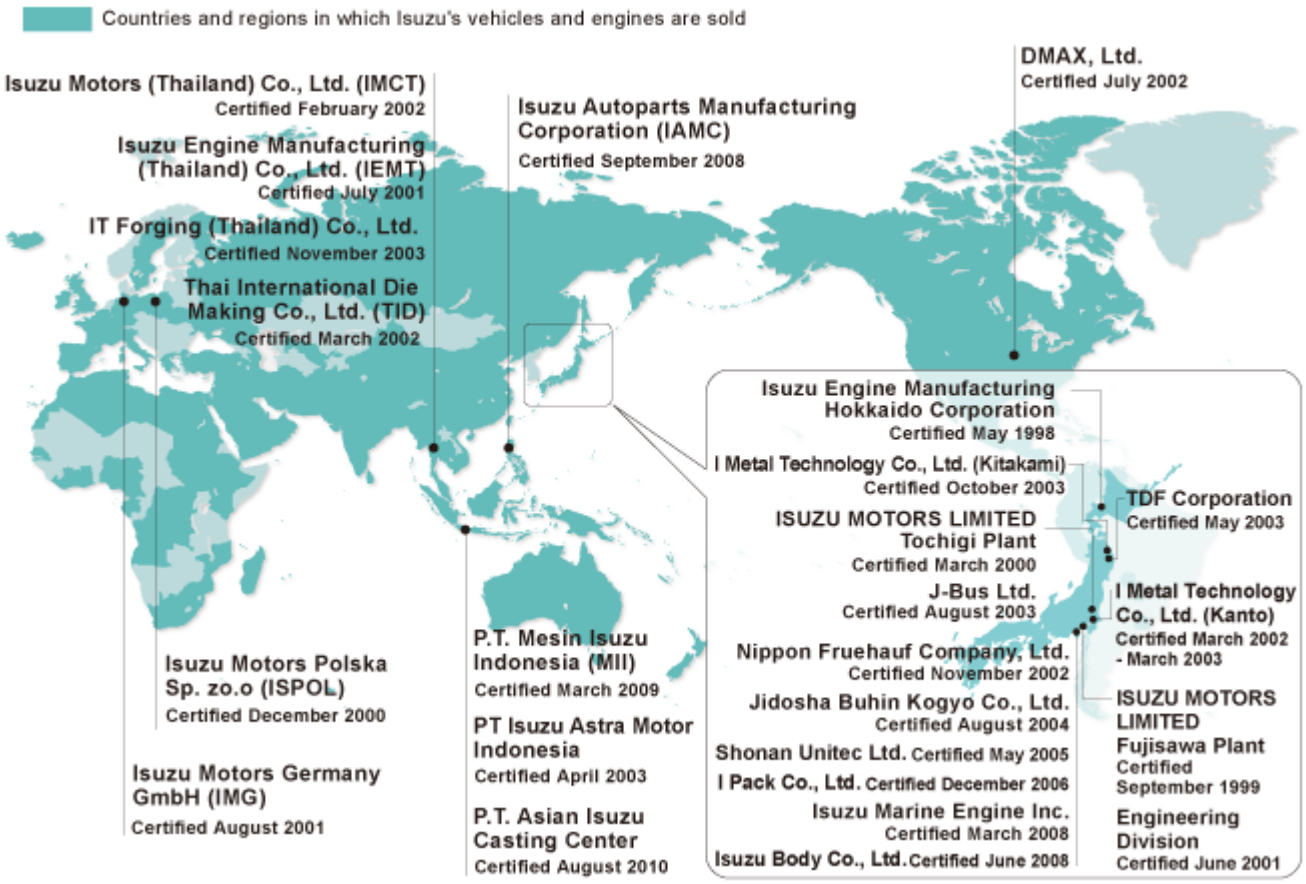
Activities of Consolidated Environmental Management

Recognizing the environment as one of our most important management concerns, the "Isuzu Global Environment Committee" established in August 1990 is leading our environmental conservation efforts in keeping with the "Isuzu Charter on the Global Environment" revised on April 2010. Moreover, the environmental management system we have implemented is working continuously to reduce the environmental impact of our business activities and to strengthen Isuzu's environmental management.
The Isuzu Group as a whole has shared the "Isuzu Charter on the Global Environment" since 2004, working together to conduct Consolidated Environmental Management initiatives for reducing our environmental impact.
In the Isuzu Group's manufacturing division, in fiscal 2008 a consolidated system was established comprising 10 production companies in Japan and 13 companies overseas.
Our domestic dealers, meanwhile, began their own initiatives in April 2005 following Isuzu's original Environmental Measures Guidelines.
From fiscal 2008, Isuzu's head office as well the six other group companies commenced Activities.
Isuzu's activities for the environment is a coordinated effort that includes manufacturing plants, product development, material and parts procurement functions, dealers and offices. Hereafter, we will be further enhancing our group-wide activities and consolidating our overseas environment activities.

Domestic production group companies: Ten group businesses: Isuzu Engine Manufacturing Hokkaido Corporation; I Metal Technology Co., Ltd.; J-Bus Ltd.; Nippon Fruehauf Company, Ltd.; Jidosha Buhin Kogyo Co., Ltd.; Shonan Unitec Ltd.; I Pack Co., Ltd.; Isuzu Marine Engine Inc.; Isuzu Body Co., Ltd.; TDF Corporation (companies listed in random order).

Overseas consolidated group companies: Thirteen group businesses: Isuzu Motors (Thailand) Co., Ltd.; Isuzu Engine Manufacturing (Thailand) Co., Ltd.; IT Forging (Thailand) Co., Ltd.; Thai International Die Making Co., Ltd.; Isuzu Motors Polska Sp. zo.o; DMAX, Ltd. ; PT Isuzu Astra Motor Indonesia; P.T. Mesin Isuzu Indonesia; P. T. Asian Isuzu Casting Center; Isuzu Philippines Corporation; Isuzu Autoparts Manufacturing Corporation; Isuzu HICOM Malaysia Sdn. Bhd; Isuzu Vietnam Co., Ltd. (companies listed in random order)

ISO 14001-Certified Worksites



(Acquisition date of ISO14004 certification)

Environmental Goals and Achievements

Below we report on Isuzu's environmental conservation initiative targets and achievements for FY2009.

Manufacturing Environmentally Friendly Products

Mid- and Long-term Targets	FY2009 Achievements
Improve fuel efficiency (Preventing global warming) • Compliance with laws and regulations on fuel efficiency and CO_2 emissions in each country • Development of leading fuel efficiency enhancement technology (top-level fuel efficiency)	**Supplying vehicles which achieved 2015 fuel efficiency standards for heavy-duty vehicles** • Isuzu supplied vehicles which achieved fuel efficiency standards for heavy-duty vehicles accounting for about 70% of all registered Isuzu vehicles such as ELF, FORWARD, GIGA, and buses.
Cleaner emissions • Establishment of technology components to comply with stricter emissions regulations	**Compliance with the post new long-term regulation** • We are developing vehicles adapted to the post new long-term emission gas regulation.
Reduction in vehicle noise levels • Development of low-noise diesel-powered vehicles (lowest noise levels)	**Measures against engine and drive-train noise** • In order to reduce noise and improve noise quality during idling and driving, we are developing and studying product architecture, noise absorption and suppression materials.
Development and popularization next-generation automobiles • Research and development of alternative-fuel vehicles and electric vehicles that excel in environmental design	**Development of alternative-fuel vehicles and electric buses** • CNG (compressed natural gas)-MPI vehicles were adapted to the post new long-term regulation for the first time in commercial trucks. • Keio University which has been entrusted with R&D projects by the Ministry of Environment is participating in the development of an electric barrier-free bus with flat floor in business-academia cooperation with Kanagawa prefecture and Isuzu Motors, and others. • A demonstration experiment of a truck fueled by dimethyl ether (DME) which is currently under consideration as alternative fuel was started. (Isuzu Advanced Engineering Center, Ltd. is taking part in the project of the Ministry of land, Infrastructure, Transport and Tourism.)

Mid- and Long-term Targets	FY2009 Achievements
Promoting recycling • Promotion of recycle-conscious design • Achievement of an effective recycling rate of 95% or more of used vehicles by 2015	**Expand usage of recycled materials** • Use of recycle materials has begun for some trays at the back of center sheet, in addition to the center console boxes of the ELF, FORWARD, and GIGA models.
Reduction in environmentally hazardous substances • Further control and reduction of environmentally hazardous substances	**Heavy metals have been successively eliminated.** • Mercury and cadmium have been totally eliminated except for exempt cases. • JAMA targets for lead were achieved. • Targets for hexavalent chromium have been almost achieved except for substances from parts used in vehicles that are still in production.
Air conditioner refrigerant • Maintain low level of refrigerants for current cooling systems • Switching to new refrigerants	**Greenhouse gases emitted from refrigerants were reduced.** • Since existing refrigerants (134a) are greenhouse gases, we aimed to reduce its use by 20% from 1995 levels and managed to cut refrigerant use by 78%. • We have begun to consider the use of a new refrigerant (1234yf) with far lower greenhouse effects than the existing one.
Promotion of reduction in interior VOC • Measures for low-VOC vehicles in global markets • Compliance with various regulations overseas and in Japan	**Development of low-VOC vehicles** • Development of low-VOC vehicles are continuously in progress.

Building Environmentally Friendly Plants

Mid- and Long-term Targets	FY2009 Achievements
Global warming prevention (CO_2 reduction) • Isuzu group companies: Decrease units by 5% or more from the FY2010 level by FY2015	**CO_2 emissions reduction** • Achieved 131,922 tons of CO_2 emissions (the target value was 157,026 tons or less).
Reduction in waste • All domestic group production companies will attain zero emission by FY2015.	**Landfill waste (non-consolidated) reduction** • Achieved 5.9 tons of landfill waste (non-consolidated) (against a target value of 8.8 tons or less) per year.
Control and reduction of environmentally hazardous substances • VOC emissions in the painting process in FY2015 will be less than 50% of the level of FY2000.	**Reduction in VOC emissions in the painting process** • Achieved 18.3g/m^2 or less of VOC emissions in the painting process (against a target value of 20.7g/m^2 or less).
Logistics • 5% or greater reduction in energy usage (for the five-year period 2011 – 2015)	**Reduction in energy usage in logistics** • Achieved a 1.2% reduction exceeding a year to year 1% reduction of the annual target by pursuing more efficient transportation and promoting eco-drive.

Environmental Management

Mid- and Long-term Targets	FY2009 Achievements
Expansion of scope of companies subject to environmental activities • Jointly reducing environmental impact by sharing common environmental vision in group production plants • Promoting and improving the environmental activities of domestic dealers	**Implemented environmental activities in cooperation within the group** • Built a system to share data on environmental impact among domestic 10 companies and overseas 13 group production companies, and enhanced communication and accuracy of target management. • 278 of the sites achieved Step 1 of the guidelines (99% certification rate); 266 of the sites achieved Step 2 of the guidelines (94.7% certification rate)
Promoting green procurement • Expanding and promoting introduction of environmental management systems into cooperative companies • Promoting reduction in the use of environmentally hazardous substances • Reform completely the guidelines of green procurement	**Promoted introduction of environmental management system by suppliers** • Held a briefing session of purchase policy to promote introduction of the environment management system, and request participants for green procurement and establishment of IMDS.

Environmental Education & Training

In accordance with the action guideline of the Isuzu Charter on the Global Environment of "Promote education and training and nurture environmental awareness: We will make all Isuzu group companies and employees more environmentally aware through education and training", we proactively implement environmental education.

Results in FY2009

Company-wide

Date of implementation	Curriculum	Scope	Classification
18th September 2009	Workshop on the Wastes Disposal and Public Cleansing Act (Application of outsourced operations and manifest management operations)	29 members of the Isuzu Environment Committee and domestic group companies' Environment Committee	Special Environment Training Program
25th November 2009 26th November 2009	Training course for internal auditor for ISO14001	30 employees of Isuzu, 2 of cooperative companies, and 2 of domestic group companies	Special Environment Training Program
26th February 2010	Workshop on Wastes Disposal (Audit of contractors)	31 members of the Isuzu Environment Committee and domestic group companies' Environment Committee	Special Environment Training Program

Fujisawa Plant

Date of implementation	Curriculum	Scope	Classification
29th May 2009 18th June 2009	Present state of global warming and Isuzu's environmental activities	Total 466 including 429 employees of Isuzu and 37 environment managers of cooperative companies	General environmental education
22nd October 2009	Tour of waste disposal firms and facilities	Total 39 employees of Isuzu consisting of environmental and recycle staff	General environmental education
29th October 2009	Promotion of 3Rs: Waste-related laws, Reduction & Separation	Total 125 employees of Isuzu consisting of environmental and recycle staff	General environmental education
24th February 2010	Example of household energy saving, The concept of energy saving as a plant	Total 139 employees of Isuzu consisting of environmental and recycle staff	General environmental education
5th March 2010	Compliance with the revised Energy Saving Law, Guideline for regulated material management, etc.	29 environment managers of cooperative companies	Special Environment Training Program

Tochigi Plant

Date of implementation	Curriculum	Scope	Classification
June 5, 2009	Present state of global warming and Isuzu's environmental activities	Total 62 employees of Isuzu consisting of members of the Global Environment Committee and environmental staff	General environmental education
October, 2009	Promotion of 3Rs: Workshop on waste-related matters & separation method	Total 39 employees of Isuzu consisting of members of the Global Environment Committee and environmental staff	General environmental education

* For both the Fujisawa Plant and Tochigi Plant, the number of representative participants in general environmental education is indicated.
The representative participants raised all employees' awareness by publicizing the same contents to employees in their own departments.

Dealers

Date of implementation	Curriculum	Scope	Classification
September 16, 2009 September 17, 2009	Workshop on Wastes Disposal (Application of outsourced operations and manifest management operations)	50 environment managers of dealers	Special Environment Training Program
March 5, 2010	Workshop on Wastes Disposal (Audit of contractors)	37 environment managers of dealers	Special Environment Training Program


Workshop on energy saving in production division


Tour of facilities for waste disposal firms


Workshop on waste disposal for dealers

Environmental Risk Management

In developing environmental conservation activities in Isuzu Motors and domestic and overseas group companies, Isuzu is making efforts for continuous improvement in those activities by building the environmental management system. We strive to reduce environmental risks with stricter voluntary standards than environmental laws and regulations established, while decreasing the impact to the environment with optimum ways for each business activity, and thoroughly conforming to environmental laws and regulations.
Especially, the latest information on revision of environmental laws and regulations are publicized within the entire group in a timely manner, and workshops regarding it are held in order to raise employees' awareness of environmental laws and regulation. In addition, we are making efforts for prevention of environmental risks with daily checking, drills, and other measures.

In FY2009, we implemented the following activities in order to reduce environmental risks.

- Implemented workshops on the Energy Saving Law and the Waste Disposal and Public Cleansing Act for group companies in production and sales divisions
- Implemented workshops on internal audit of production division, and enhanced auditing functions with changing auditing method
- For developing activities for reducing wastes and preventing global warming in domestic and overseas groups, defined roles of the expert committee.

No environmental accidents and events falling under the category of violation of environmental laws took place in FY2009.

We will enhance the environmental risk management in the entire group, aiming to allow our customers and stakeholders to choose Isuzu with a sense of security.

Environment-related recall of products

Isuzu makes efforts for ensuring product security and preventing pollution with appropriate operation of a recall system for the purpose of preventing accidents and protecting users of vehicles and other products.

There was one case of environment-related product recall in FY2009. The vehicle was recalled and is being dealt with appropriately.

Recall details: Exhaust gas-related problem in ERGA with CNG & motor (gas mixer)
For details of this recall, see the page shown below.

- Recall of Isuzu ERGA

For other recall information, see the page shown below.

- Recall Information

Environmental Communication

Isuzu, as it conducts business activities whilst enjoying the blessing of the nature (ecological service), considers biodiversity conservation activities as an important responsibility of corporate citizens living on planet Earth. Therefore, we have worked on biodiversity conservation, in accordance with the Basic Act on Biodiversity promulgated in June 2008, and the “Isuzu Charter on the Global Environment”.

Considering biodiversity: Mt. Fuji Forestation Project

Isuzu has participated in ″Mt. Fuji Forestation Project″ in terms of both environmental conservation and social contribution, in accordance with the basic policy of the ″Isuzu Charter on the Global Environment″. In ″Mt. Fuji Forestation Project″, Yamanashi Prefecture, multiple companies and organizations, and NGO jointly conduct activities to rejuvenate defoliated prefectural forests affected by pests and diseases in Narusawa Village, Yamanashi Prefecture, which spread in Mt. Fuji at 1,600m to 1,700m elevation.
Isuzu has taken part in this project as volunteers for the tree planting activities since 2008. In 2010, 149 of our employees and their family members planted 1,000 seedlings of trees native to this region over an area of 1 hectare. So far, 3,400 seedlings have been planted over an area of about 3.4 hectare, including five kinds of trees (beech tree, queues crispula, maple tree, alnus japonica, and mountain cherry tree). The tree planting activities are expected to contribute to multiphase environmental conservation over the future, for example, revitalization of trees, prevention of damage from a landslide, ensuring of water resources, conservation of ecosystem in the peripheral environment, and absorption of CO_2. As the participation in ″Mt. Fuji Forestation Project″ is also greatly valuable experience for employees and their family members, Isuzu intends to continuously contribute to revitalization of beautiful nature of Mt. Fuji in the next year.

Isuzu plans to address biodiversity conservation activities in a stepwise manner in the future, using experiences in the above-mentioned activities. We will make efforts for further moving up, including reinforcement of guidelines, in consideration of results of the 10th meeting of the Conference of the Parties (COP10) to the Convention on Biological Diversity to be held in Nagoya in October 2010.

Related pages
The Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) homepage
- http://www.oisca.org/project/japan/fuji_report2010-4.html

Environmental Accounting

Fiscal 2009 Environmental Accounting

To ensure that we are efficiently and continually protect the environment, Isuzu adds up its environmental conservation costs and effects. The objective of this type of accounting is to provide a tool for making decisions on how to invest efficiently in environmental conservation, and this information is additionally disclosed as a measure of our business.

Environmental Conservation Costs

Total amount of investment and costs was 22.9 billion yen, significantly falling 51% over the last year due to decreased costs caused by the economic depression. Details are shown in the table below.

Target period: April 1, 2008 to March 31, 2009

(Unit: million)

Classification of environmental conservation costs		Amount of investment	Costs	Major activities
Business-area cost	Costs for pollution prevention	6	123	Prevention of air pollution & Wastewater treatment, Maintenance of facilities for pollution prevention
	Costs for environmental conservation	112	48	Introduction of equipment for low-carbon fuel, Improvement for energy saving
	Costs for resource circulation	0	259	Costs for waste reduction efforts
Upstream and downstream costs		0	787	Engine and transmission rebuilding costs, boiler and wastewater treatment facility operating and control costs
Management activity costs		92	166	Costs for internally addressing the Recycling Law, costs related to ISO 14000 compliance
Research and development costs		1,967	19,259	Introduction of product development and production facilities to comply with domestic emissions regulations
Social activity costs		0	96	Recycling activity costs, costs of supporting environmental conservation activities and sending a delegation to the South Pole etc.
Environmental damage recovery costs		0	20	Surcharge on pollution impact etc.
Total		2,177	20,757	

* Our accounting methods are based on Environment Ministry guidelines.

Effects of environmental conservation

In R&D activities, we tried to improve product performance. In plants, equipment responding to fuel conversion (LPG → LNG) was introduced, and high-pressure electric substation equipment was made more efficient.

(Unit: ¥1 million)

Effects of Cost Reductions	
Cost reductions through energy conservation	1,255
Reduction in waste disposal costs	109
Reduction in costs for tap water and water for industrial use	12
Total	1,376

Substance Reduction Effect	
CO_2 emissions	24,000 tons
Amount of landfill waste	0 tons
Water usage	750,000m^3

Manufacturing Environmentally Friendly Products

Pursuit of people's trust underlies product development at Isuzu. As a matter of principle, the vehicles we manufacture must be worthy of the trust of all customers and stakeholders.

Fundamental Development Concept: SEE Technologies

Isuzu develops technologies based on the basic development concept, "See Technology".

Eight Major Tasks

We have identified the following eight priority tasks in engineering environmentally friendly vehicles to develop technologies that minimize environmental impact throughout vehicle life cycles.

- Improve fuel efficiency (Preventing global warming)
- Reduction in external vehicle noise
- Promoting recycling
- Air conditioner refrigerant
- Cleaner emissions
- Development and popularization of next-generation automobiles
- Reduction of environmentally hazardous substances
- Promotion of reduction in interior VOC

Isuzu Product Life Cycle and CO_2 Emissions

Isuzu proactively strives to reduce environmental impact, comprehending them in the entire lifecycle of vehicles from material procurement through disposal & recycle.

Fundamental Development Concept: SEE Technologies

"Pursuit of people's trust" underlies product development at Isuzu. As a matter of principle, the vehicles we manufacture must be worthy of the trust of all customers and stakeholders.
This philosophy guides us in perfecting technology applied for Safety, Economy, and the Environment, which form the acronym SEE and represent our fundamental development concepts.
In this way, our development philosophy and basic approach inspire us to develop technologies and create new value for society that combines lower environmental impact with greater safety and economy."

Improve fuel efficiency (Preventing global warming)

Mid- and Long-term Targets

- Compliance with laws and regulations on fuel efficiency & CO_2 emissions in each country and region
- Development of leading-edge fuel efficiency enhancement technology (top-level fuel efficiency)

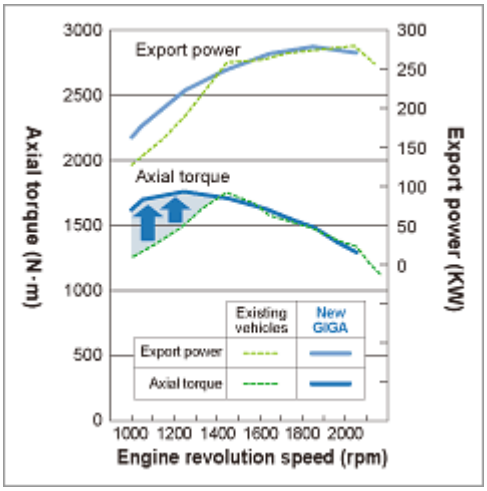
FY2009 Achievements

Engine technology

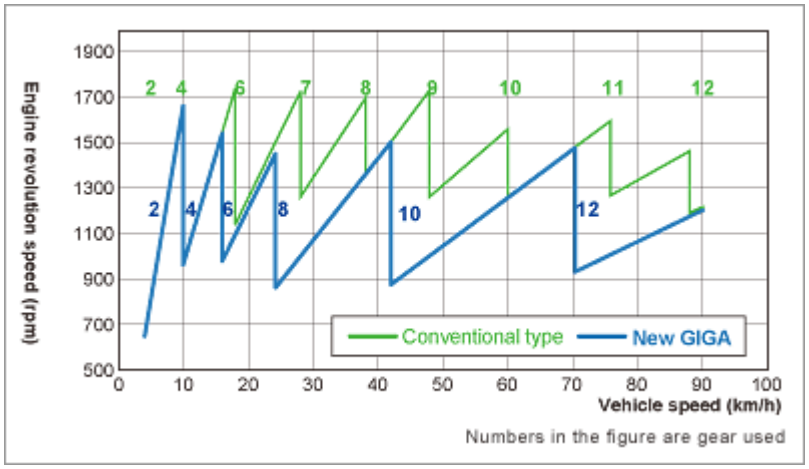
Single step control of computerized variable geometry turbocharger (8 steps → Single step)

The variable geometry turbocharger was upgraded from eight-step control to single-step to improve low-speed torque, and make generation torque flat (constant torque speed from low-speed revolution to medium-speed).

6UZ1-TC engine performance curve



Shift pattern, engine revolutions per minute and vehicle speed



Numbers in the figure are gear used

Related pages

- GIGA engine (technology)

Expanding a fuel-efficient zone to the low revolution range

Generally, in a conventional technology, it was difficult to increase fuel efficiency in the low revolution range in which injected fuel and intake air are not well mixed. Adoption of the advanced electronically controlled common rail system enables the optimum and flexible control of fuel injection timing, amount, and pressure. Finally, fuel-efficiency improved by expanding a fuel-efficient zone in the low revolution range.

Related pages
- GIGA engine (technology)

Combination of DPD and Urea SCR system

With a combination of DPD and Urea SCR system, measures for reducing exhaust gas are shifted from a combustion chamber to after treatment system. As a result, fuel efficiency-oriented engine combustion control became possible, and fuel efficiency increased.

Related pages
- GIGA engine (technology)
- FORWARD engine conforming to the post new long-term regulations (technology)

Adoption of electronically controlled common rail high-pressure fuel injection system

By adopting the electronically controlled common rail high-pressure fuel injection system, the amount of PM is reduced and fuel-efficiency improves due to finer particles of injected fuel.

Related pages
- GIGA engine (technology)
- FORWARD engine conforming to the post new long-term regulations (technology)

Adoption of electronically controlled fan

As adoption of an electronically controlled fan enabled measurement of water temperature in an engine with each engine control sensor, unnecessary rotation energy of fan decreased. Consequently, cooling and fuel efficiency improved.

Related pages
- GIGA engine (technology)

Adoption of Isuzu Total Engine Control System

To enable finely-tuned control of the sophisticatedly computerized diesel engines, we developed in-house engine control software. As a result, cleaner gas emission and an improvement in fuel efficiency were achieved.

Related pages
- GIGA engine (technology)
- FORWARD engine conforming to the post new long-term regulations (technology)

Supplying vehicles which achieved the 2015 fuel efficiency standard for heavy-duty vehicles

Vehicle name	Ratio of vehicle which achieved the standard (%)
GIGA	99% (100% in motorcycle)
FORWARD	80%
ELF	85%

Related pages

- GIGA engine (performance)
- FORWARD engine adapted to the post new long-term emissions regulation (performance)
- ELF three new values

Vehicle & Control technologies

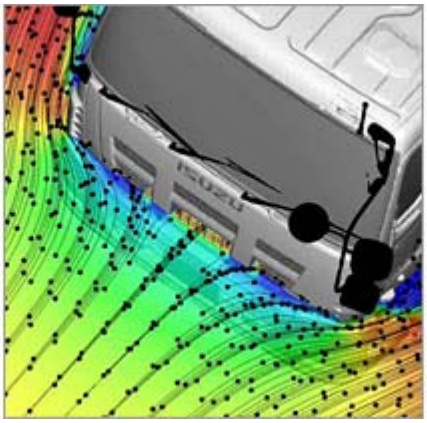
Improvement in fuel efficiency with increased cooling efficiency

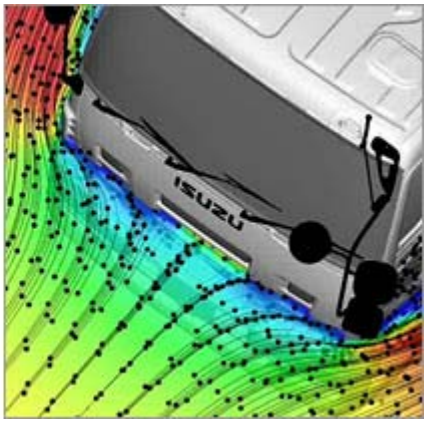
Comprehensive development of functions of cooling fan, radiator and intercooler led to an increase in cooling efficiency, and finally an improvement in fuel efficiency.

Improvement in fuel efficiency with a reduction in air resistance

We achieved compatibility between cooling performance and aerodynamic performance by thoroughly conducting analysis and wind tunnel tests from the early stage of development. As the result of optimization of cooling system and improvement in a round shape of cab and heavy-duty air dam bumper, air resistance decreased without impairing cooling performance, and then fuel efficiency increased.

Compatibility between cooling and aerodynamic performance (air resistance coefficient, CD value improved 2%).





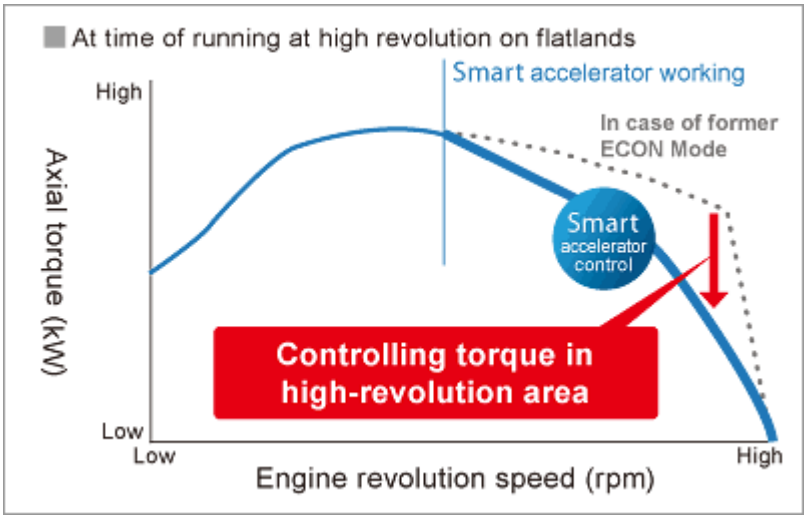
Related pages

- GIGA Exterior

Adoption of "Smart Accelerator Control" and "Eco Cruise Function" for ECON Mode of Smoother G

"Smart Accelerator Control" to restrain fuel consumption due to unnecessary acceleration and "Eco Cruise Function" linked with auto cruise were adopted for Smoother G "ECON Mode" which automatically changes gear in the low combustion range of engine. Preventing unnecessary acceleration, and ineffective and repetitive acceleration and deceleration at the time when freight is light, these systems improved fuel efficiency.

Torque control of Smart accelerator



Related pages

- GIGA SmootherG

Cleaner emissions

Mid- and Long-term Targets

- **Establishment of technology components to comply with stricter emissions regulations**

FY2009 Achievements

Conformed to the post new long-term emissions regulation

- A part of models of heavy-duty truck "GIGA" and medium-duty truck "FORWARD" were adapted to the post new long-term emissions regulation and released.
- Released "GIGA Tractor" adapted to the post new long-term emissions regulation.
- Released "ERGA", heavy-duty route & private bus, and "GALA", heavy-duty sightseeing bus, adapted to the post new long-term emissions regulation.

* The post new long-term emissions regulation in 2009 and 2010.
Website of Ministry of Land, Infrastructure, Transport and Tourism
- http://www.mlit.go.jp/kisha/kisha08/09/090325_.html

Related pages
- Isuzu released heavy-duty truck "GIGA" and medium-duty truck "FORWARD" adapted to the post new long-term emissions regulation.
- GIGA engine (performance)
- FORWARD engine adapted to the post new long-term emissions regulation (performance)
- Isuzu released "GIGA Tractor" adapted to the post new long-term emissions regulation.
- Isuzu released "ERGA", heavy-duty route & private bus, and "GALA", heavy-duty sightseeing bus adapted to the post new long-term emissions regulation.
- Environmental performance of ERGA, heavy-duty route bus
- Mechanism of GALA 12-meter-long chartered bus

New technologies adopted in GIGA

- Electronically controlled non-step variable geometry turbocharger
- Electronically controlled common rail high-pressure fuel injection system
- Large high efficient intercooler & electronically controlled fan
- DPD + Urea SCR
- Isuzu total engine control

Related pages
- GIGA engine (technology)

New technologies adopted in FORWARD

- 2 stage turbo (built in 4HK1 engine vehicle)
- DPD + Urea SCR (built in 6HK1 engine vehicle)
- Isuzu total engine control

Related pages

- FORWARD engine conforming to the post new long-term regulations (technology)

New technologies adopted in ERGA

- DPD + Urea SCR system

Related pages

- Environmental performance of ERGA heavy-duty route bus (technology)

New technologies adopted in GALA

- Electronically controlled non-step variable nozzle turbocharger
- New common rail high-pressure fuel injection system
- Electronically controlled high-capacity cooled EGR
- New PM removal device + Urea SCR (12-meter-long bus)
- Advanced PM removal device (9-meter-long bus)

Related pages

- Mechanism of GALA 12-meter-long chartered bus
- Mechanism of GALA 9-meter-long chartered bus
- Mechanism of GALA express route bus

Reduction in external vehicle noise

Mid- and Long-term Targets

- **Development of low-noise diesel-powered vehicles (at level of the lowest noise)**

FY2009 Achievements

Measures against noise of engine, drive-train, and exhaust system

In order to reduce noise at time of idling and running, and comply with stricter regulations on vehicle noise in the future, we are developing technology to analyze noise emitted from the surface of each equipment and part and exhaust sound, and studying light and low-cost sound-absorbing and damping materials to improve noise reduction ability of vehicles.

Development and popularization next-generation automobiles

Mid- and Long-term Targets

- **R & D of vehicles using alternative fuels and electricity which are superior in environmental performance**

FY2009 Achievements

Development of alternative-fuel vehicles

CNG (compressed natural gas) MPI (multi point injection) vehicle

CNG car is attracting global attention as a low-pollution and alternative-fuel vehicle which produces almost no PM emissions. Since its release in 1997, ELF CNG-MPI truck has enjoyed popularity as the most common CNG truck in Japan, with accumulated sales volume over 12,000 units. Showing overwhelming emission ability which reduced NOx by about 55% in comparison with the post new long-term emissions regulation value for diesel vehicles which are considered as the most strict in the world, ELF CNG-MPI truck complied with the post new long-term emissions regulation for the first time in commercial trucks.

* Post new long-term emissions regulation value for diesel vehicles: 0.7g/kWh. Value reported on ELF CNG-MPI NOx: 0.3g/kWh.

Related pages

▸ Expanding development of ELF eco series

DME vehicle

We are conducting a demonstration experiment of a truck fueled by dimethyl ether (DME*) which is under consideration as alternative fuel. (Isuzu Advanced Engineering Center, Ltd. taking part in the project of the Ministry of land, Infrastructure, Transport and Tourism.)

* Since DME has the same cetane number as light oil (index to show ignition performance of fuels), only relatively minor modification of diesel engine is needed. In addition, as it contains oxygen, almost no PM is generated from an engine.

Vehicle for DME demonstration experiment

Development of an Electric Bus

In business-academia collaboration, Keio University, Kanagawa prefecture, and Isuzu have been entrusted with and working on development of a barrier-free electric bus with very low and fully flat floor and in-wheel motor which is promoted by the Ministry of Environment. In FY2009, basic specifications and interior and exterior design were decided.

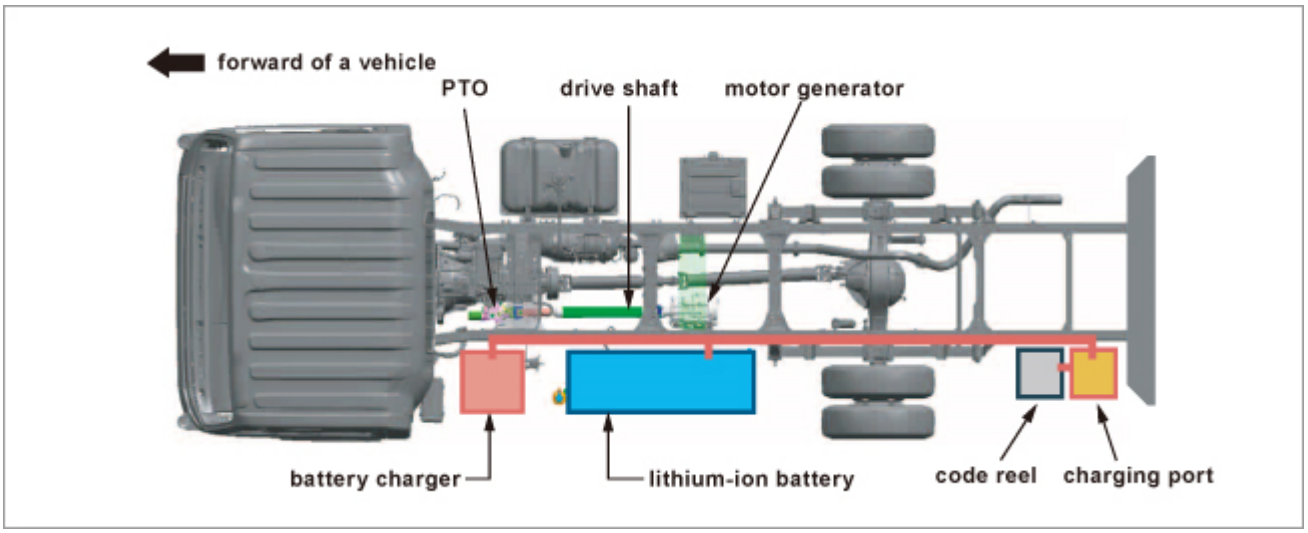
Promotion of development of plug-in hybrid vehicles (PHV)

Isuzu is developing a plug-in hybrid vehicle (PHV) rechargeable at 100V or 200V, based on ELF hybrid vehicle (HV). Fuel efficiency will improve and CO_2 emissions decrease by increasing the rate of motor drive. Actual vehicle driving assessment is scheduled in FY2010.

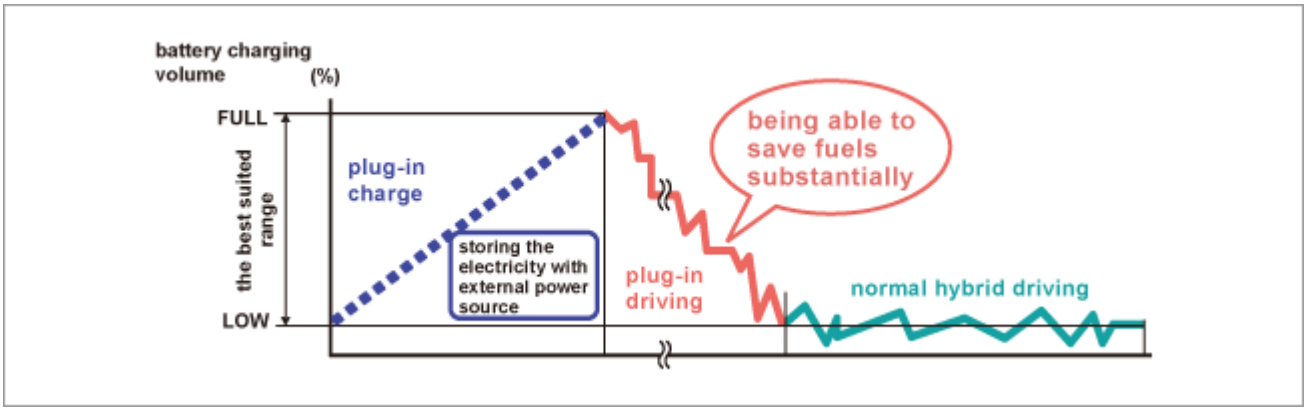
Applicable to variable power and charging system	Rough estimate of the necessary charging time
● Three-phase 200V socket ● Single-phase 200V socket ● Single-phase 100V socket ● Stationary charging stand	● 20min (Three-phase 200V) ● 30min (Single-phase 200V) ● 60min (Single-phase 100V)

Advantages・・・an improvement in fuel efficiency and CO_2 reduction
Actual vehicle driving assessment is scheduled from FY2010.

Design of component parts of Plug-in Hybrid Vehicle (PHV)



Fuel saving with plug-in charge and plug-in running



Related pages

- Outline of Isuzu Human and Vehicle Technology 2010

Promoting recycling

Mid- and Long-term Targets

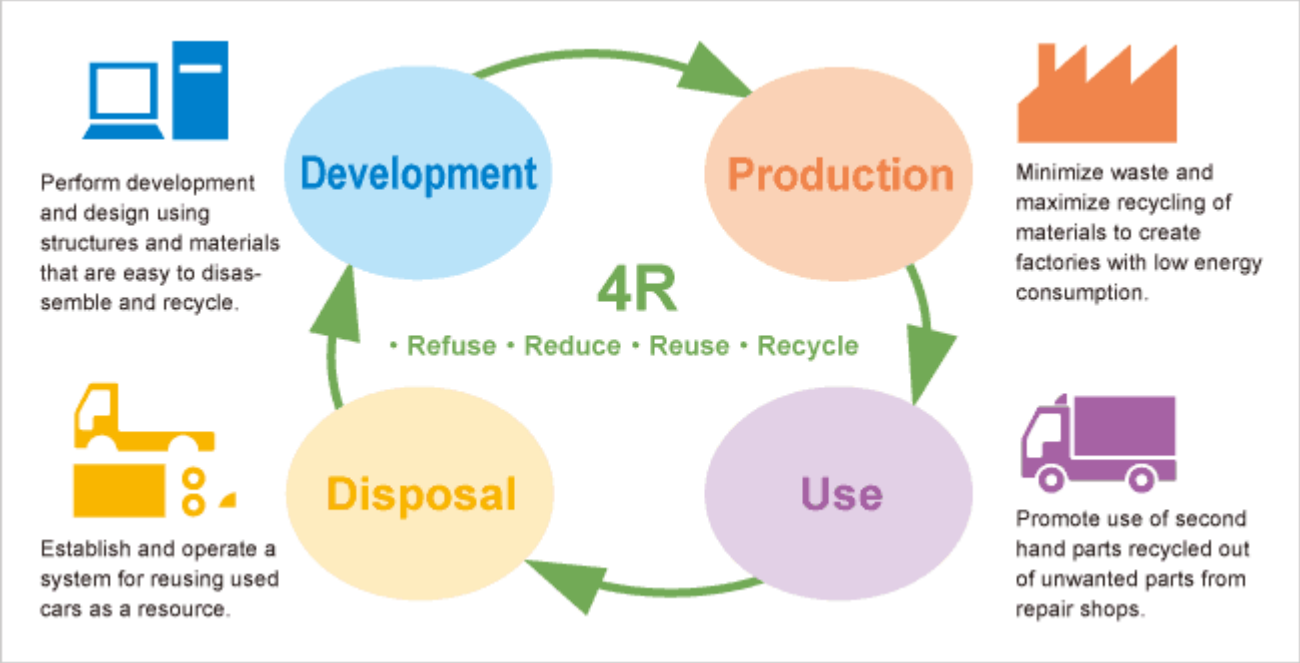
- Promotion of recycle-conscious design
- Achievement of an effective 95% or more recycling rate of used vehicles by 2015

FY2009 Achievements

Efforts for recycling resources

With a recycling-oriented society in mind, Isuzu Motors upholds 4R* practices throughout product life-cycles, from product planning and research to disposal, as we increase recycling rates and reduce our environmental impact.

* 4R: Refuse (no use of environmental load substances), Reduce (reduction in environmental load substances, Reuse (reuse of parts), Recycle (recycle of used goods)



Outline of efforts for recycling

Aiming to build a recycling society, Isuzu Motors implements recycle-conscious design, taking into account "4R" throughout the entire lifecycle of products from planning to disposal. Therefore, we improve regulations and provide education on a regular basis. Also for the purpose of reducing wastes, we study how to use recycled materials for interior parts. The recycling rate of ASR* on the stage of disposal is shown in "Recycling rate of end-of-life vehicles, etc." below.

* ASR: It stands for Automobile Shredder Residue, meaning shredder residue generated during crushing process of scrap cars.

Recycling rate of end-of-life vehicles, etc.

We achieved the recycle rate of ASR (shredder residue) at 80.8%, and the statutory standard of 70% in FY2015 ahead of schedule. We also achieved the recycle rate of air bags at 94.7%, exceeding the statutory standard of 85%.

Expand usage of recycled materials

Expand usage of recycled materials in a tray on the back of center sheet

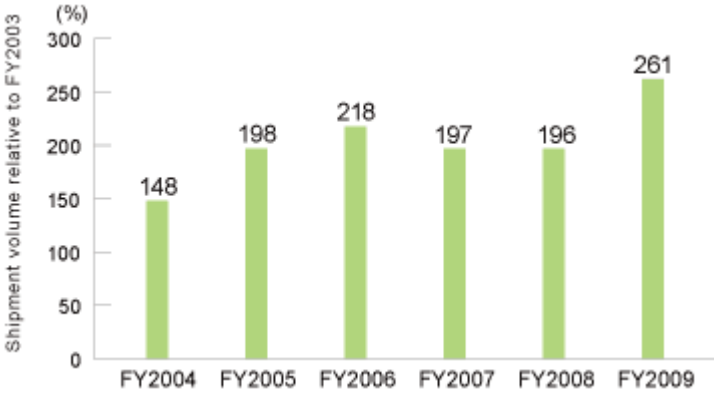
In addition to a center console box, usage of recycled materials made from resin bumpers collected from end-of-life vehicles was expanded to "a tray on the back of center sheet". It became possible to mix over 40% of bumpers collected from end-of-life vehicles by using new technology. These products are certified to be eligible for eco mark by Japan Environment Association.

Tray on the back of center sheet

Remanufacturing

Isuzu dealers are linked to our internal remanufacturing network, enabling us to promote the recycling of ELV components, meet diverse customer needs, and respond promptly to supply requests.

Trends in Remanufactured Part Shipments, Including Engines



Reduction in environmentally hazardous substances

Mid- and Long-term Targets

- **Control and reduction of environmentally hazardous substances**

FY2009 Achievements

Elimination of heavy metals

- Mercury and cadmium have been totally eliminated except in exempt cases.
- Achieved JAMA targets for lead.
- Hexavalent chromium has been totally eliminated in vehicles subject to control.
  (Although the substance has been continuously used for some parts of vehicles which are not subject to control, we are striving to eliminate all of them.)

Response to EU REACH regulation *1

- Completion of preliminary registration of each supplier for materials and parts has been confirmed for objects which are handled by business establishments in EU (substances and liquid contained in parts) subject to preliminary registration.
- To obtain information on substances of very high concern (SVHC) *2 contained in products and parts, we confirm contained amount in products (vehicles) upon each SVHC announcement using IMDS*3.

*1 EU REACH regulation: The new EU chemicals regulation entered into force in June 2007. It provides for registration of all produced and imported chemicals, security evaluation, authorization of SVHC in products, and restriction of substances to use.
*2 Substances of Very High Concern (SVHC): Substances listed by REACH as potential to have harmful impacts on human health and the environment. Such substances which cannot be used without license.
*3 IMDS: International system to collect information on materials composing parts used in the automobile industry and contained amount of chemicals.

Reduction in environmentally hazardous substances regarding products

As to substances expected to be regulated in the future, we steadily reduce those substances to be used in vehicle parts by revising our material standards concerning chemicals contained in products, as reflecting a tendency of the regulations.

Air conditioner refrigerant

Mid- and Long-term Targets

- Promotion of reduction of existing refrigerant
- Switch to new refrigerant system

FY2009 Achievements

Reduced greenhouse gas emitted from refrigerant

Reduced use of existing refrigerant (HFC-134a)

The existing refrigerant, HFC-134a, is a greenhouse gas with a GWP (Global Warming Potential) of 1,300. We targeted a 20% reduction from 1995 levels and achieved it, significantly exceeding the target value. In FY2009, we promoted a reduction in existing refrigerant with the goal of maintaining the status quo.

Developed device technology to reduce existing refrigerant (HFC-134a)

- Developed and adopted a highly efficient small heat exchanger
- Downsized compressor
- Shortened refrigerant pipes

Considering new refrigerant (HFO-1234yf)

We started considering use of new refrigerant (HFO-1234yf), which has far less (99.7% in the Global Warming Potential value) greenhouse effects than existing refrigerant.

- Considering measures for prevention of fire and explosion of filling equipment as new refrigerant is slightly combustible gas.

Promotion of reduction in interior VOC

Mid- and Long-term Targets

- **Response of low-VOC vehicles to global markets**
- **Compliance with various regulations overseas and in Japan**

FY2009 Achievements

We have complied with guideline values of thirteen substances decided by Ministry of Health, Labour and Welfare in both private and route buses adapted to the post new long-term regulation by striving to reduce interior VOC *1 according to the policy of voluntary activity established by JAMA.

*1 VOC: Volatile organic compounds such as formaldehyde and toluene

Related pages

- ERGA, heavy-duty route bus, universal design

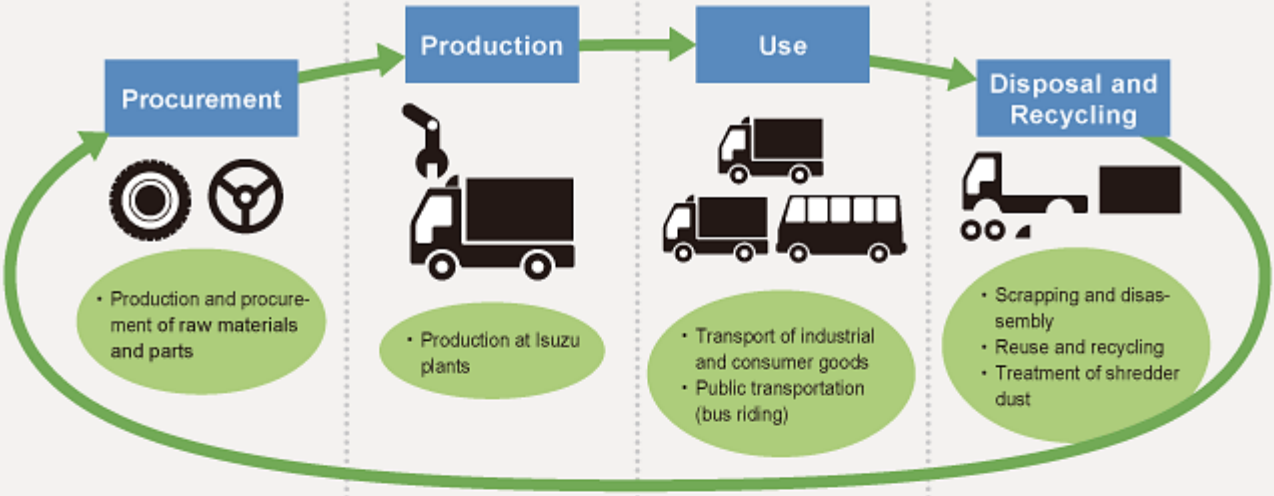
Isuzu Product Life Cycle and CO_2 Emissions

Overview of Isuzu Activities towards Climate Change

To reduce the environmental impact of vehicles, Isuzu is fully committed to lowering emissions of CO_2 and other environmentally hazardous substances over the course of vehicle life cycles from materials procurement to disposal and recycling.
We have identified key issues by studying life-cycle assessment (LCA) methods.
The environmental impact throughout a vehicle life cycle mainly occurs in use when more than 90% of the life cycle has expired.
Environmentally hazardous substances primarily consist of exhaust gases, much of which is CO_2. The rest is made up of relatively small quantities of CO, PM, NOx, HC and other substances.
For this reason, Isuzu works diligently to apply measured data and simulations to improve fuel efficiency (which has the effect of lowering CO_2 emissions) and reduce emissions of exhaust such as CO, PM, NOx and HC.
Meanwhile, we facilitate recycling by applying DFE* principles to design vehicles that are easier to disassemble and sort into reusable materials after use.

* DFE : Design For Environment

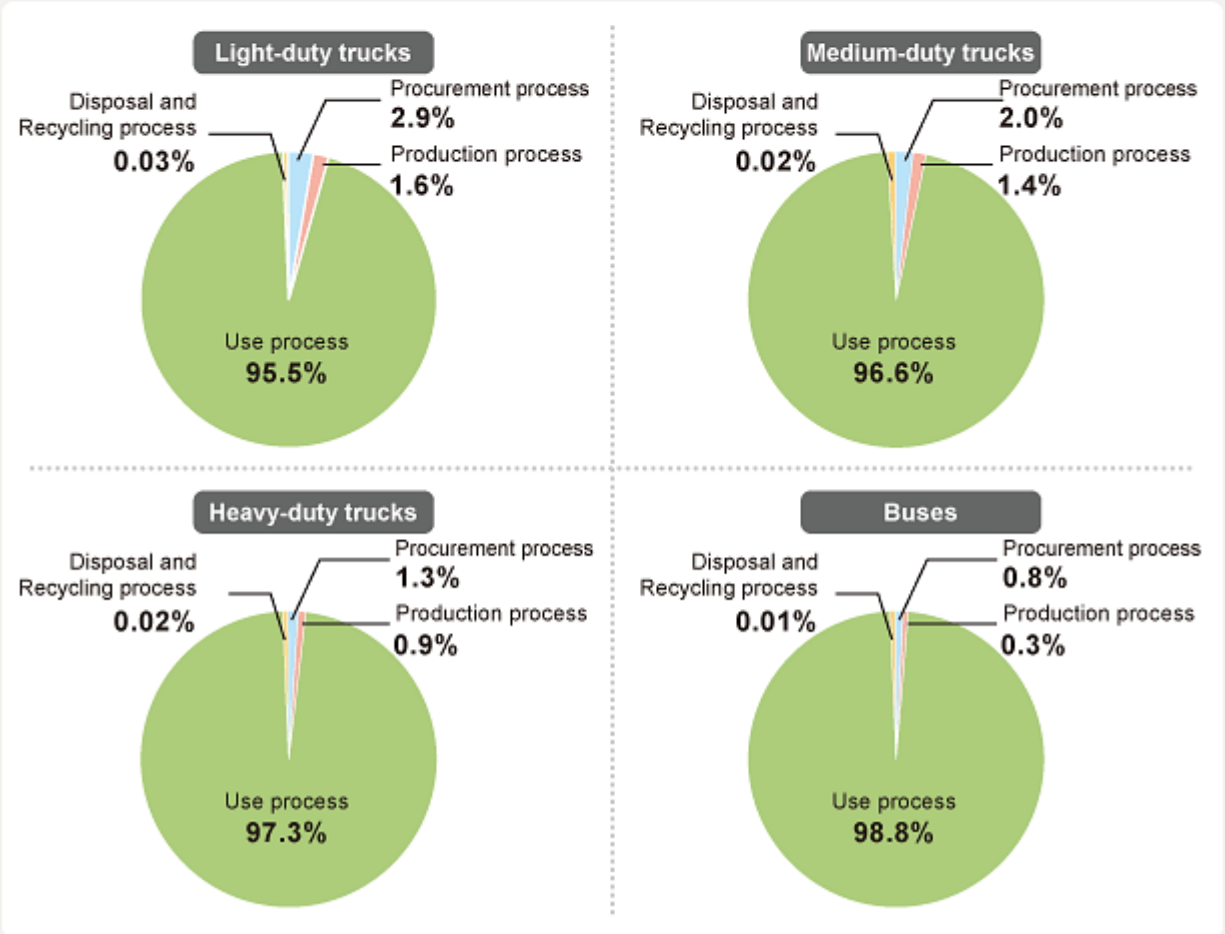
Isuzu Product Life Cycle and CO_2 Emissions



Main factors for environmental impact

Procurement	Production	Use	Disposal and Recycling
• Consumption of resources and energy • Discharge of industrial waste • Discharge of NOx, dust and soot, and other substances into air and water • Use of environmentally hazardous substances	• Consumption of resources and energy • Discharge of industrial waste • Discharge of NOx, dust and soot, and other substances into air and water • Use of environmentally hazardous substances	• CO_2 Emissions • Exhaust (PM, NOx) • Noise pollution • Waste packing materials	• Disposal of shredder dust • Discharge of industrial waste • Discharge of environmentally hazardous substances

Rate of CO_2 Emissions



Building Environmentally Friendly Plants

Under the policy of "thinking globally and acting locally", Isuzu aims to establish ideal production sites.

global warming prevention (CO_2 reduction)

We will address further energy saving (reduction in CO_2) activities, introducing energy saving facilities and activating the energy conservation committee's activities.

Control and reduction of environmentally hazardous substances

We are making efforts for reducing and thoroughly controlling environmentally hazardous substances, as well as preventing contamination.

Reduction of waste

We will expand zero emission activities to domestic and overseas group companies, and promote a reduction in wastes, and effective use of resources.

Global warming prevention (CO_2 reduction)

Activities towards Climate Change at Plants

As a target to meet by fiscal 2010, the manufacturing division at Isuzu will halve CO_2 emissions relative to FY1990 levels. In fiscal 2009, CO_2 emissions totaled 132,000 tons, or 23.7 tons/100 million yen units.

Primary activities are as follows:

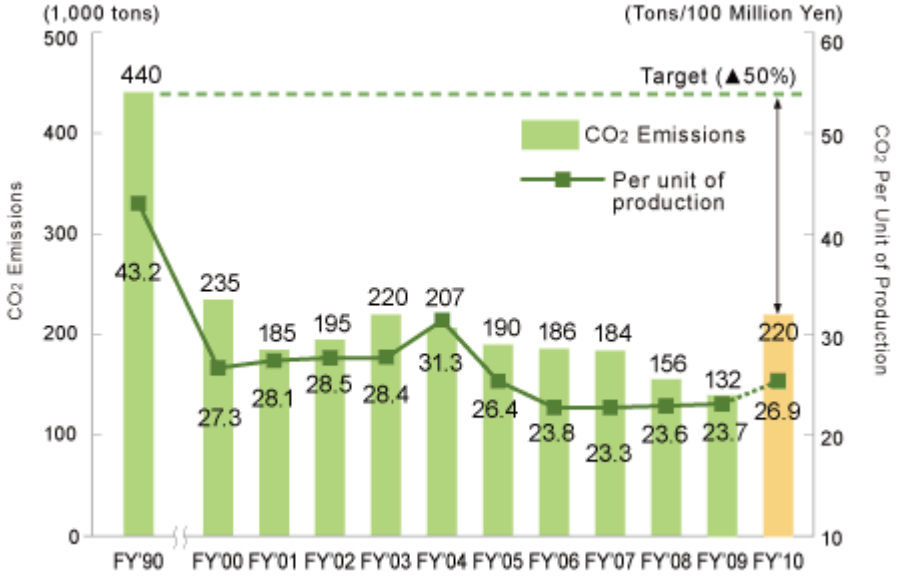
- Fuel-switching and adoption of natural gas at Tochigi Plant (started in FY2009)
- Replacing oil-burning unit heaters with far-infrared heaters powered by natural gas
- Use of large-scale cogeneration system to provide electricity and heat source for plants
- Adoption of cogeneration system (distributed) taking into account air-conditioning capacity of new building
- Introduction of highly efficient multi-can boilers
- Equipping accumulators (pressure reservoirs) with general-purpose hydraulic units
- Use of inverter air-conditioning equipment and power equipment
- Painting booth relocation and consolidation
- To promote patrols by our Energy Conservation Committee
- To promote Eco stop and idling-stop practices

We will continue to study fuel switching and adoption of natural gas, process-specific approaches, and energy that supports natural recycling mechanisms as we plan renewed efforts by the Energy Conservation Committee and other initiatives.

Promotion of Energy Conservation Committee Activities

The Energy Conservation Committee in our plant division, comprising members of Isuzu's manufacturing, technical and engineering departments as well as its affiliate companies, implement meticulous energy-saving activities. In particular, patrols are made by the committee not only during operating hours but also when the factories are shut down between day time and night time shifts and during holidays to make sure that the lights have been turned off in order to minimize leakage of conditioned air and to monitor environmental devices to raise awareness among individual staff members and enhance energy conservation activity levels.
The Committee will take on a challenge to attain the effects of various measures and further energy saving measures with a survey on energy usage distribution by division and time.

CO_2 Emissions Record and Trends



* CO_2 emissions resulting from energy use by production division

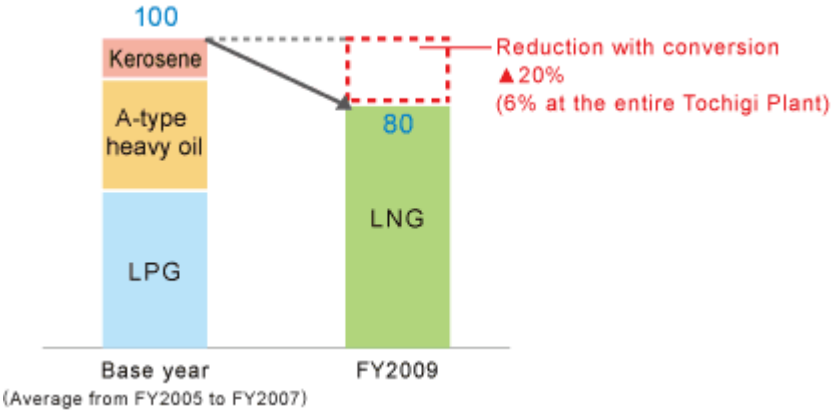
Reduction in CO_2 emissions with energy conversion and use of natural gas

Tochigi Plant started operating LNG plant in April 2009, and completed energy conversion from petroleum fuel to natural gas with less CO_2 emissions by switching the fuel of heat treating furnace from LPG in August 2009. Consequently, CO_2 emissions from converted energy decreased about 20% compared to the level of base year (a 6% reduction in the entire Tochigi Plant).

Liquefied natural gas (LNG) plant


Switchover of heat treating furnace

Rate of reduction in CO_2 emissions derived from converted energy (base year = 100)



Reduction of waste

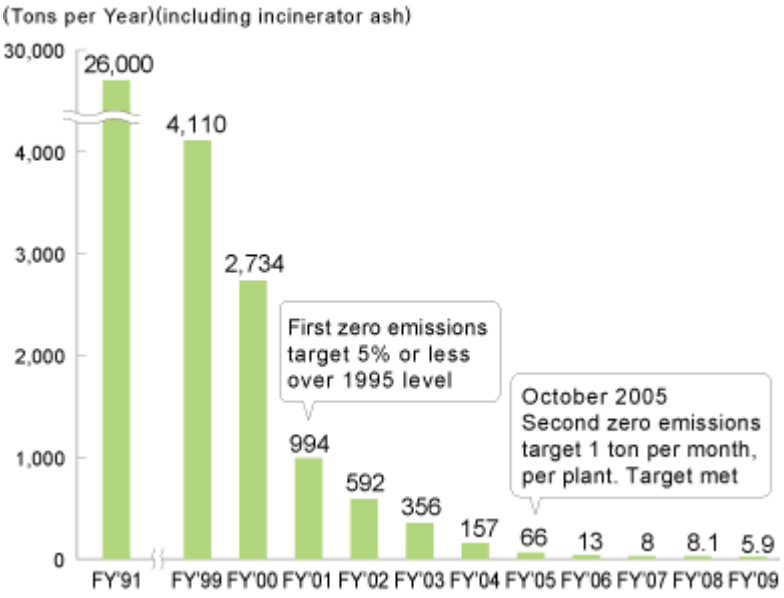
Efforts for recycling resources at plants

Defining zero emission as "Reducing landfill waste 95% compared to the level of 1995 by FY2001", Isuzu has addressed activities for reduction in waste. As a result, we achieved zero emission with a 97.6% reduction in FY2001.
Based the result, we set a new upgraded goal of reducing landfill waste to 1 ton or less per month per plant by the end of 2005 (24 tons or less per year in two plants including incinerators), and achieved this goal in October 2005.
Presently, our target for the final amount of landfill waste has been revised to 12 tons per year for two plants. We continued to recycle incinerator ash in FY2009 and reduced the final amount of industrial waste to 5.9 tons.
Furthermore, we have enforced careful sorting and recycling for further reduction of the total amount of waste. We are also addressing the reduction of related by-products.
After promoting the expansion of zero emissions programs at group companies in Japan and overseas, in FY2009, seven of ten companies have succeeded in reducing the ratio of final amount of landfill waste to total amount of waste to less than 1%.
We will continue to expand zero emissions activities in the years ahead.

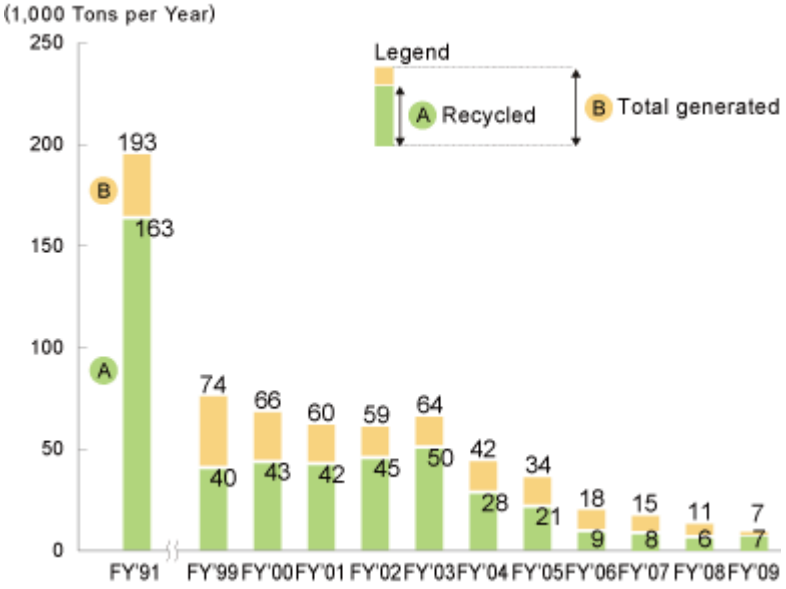
Examples of waste reduction and efficient resource use

- Promotion of voluntary collection of waste
- Careful sorting and collection; recycling after disassembly and scrapping
- Reduction of the total amount of waste and reduction of related by-products
- Promotion of reuse of waste cloth
- Reduction of waste from incineration; use of less wood for packaging
- Recycling of incinerator ash; converting waste plastic to valuable resources
- Collaboration with other companies to promote joint environmental declarations with waste operators and zero emissions programs

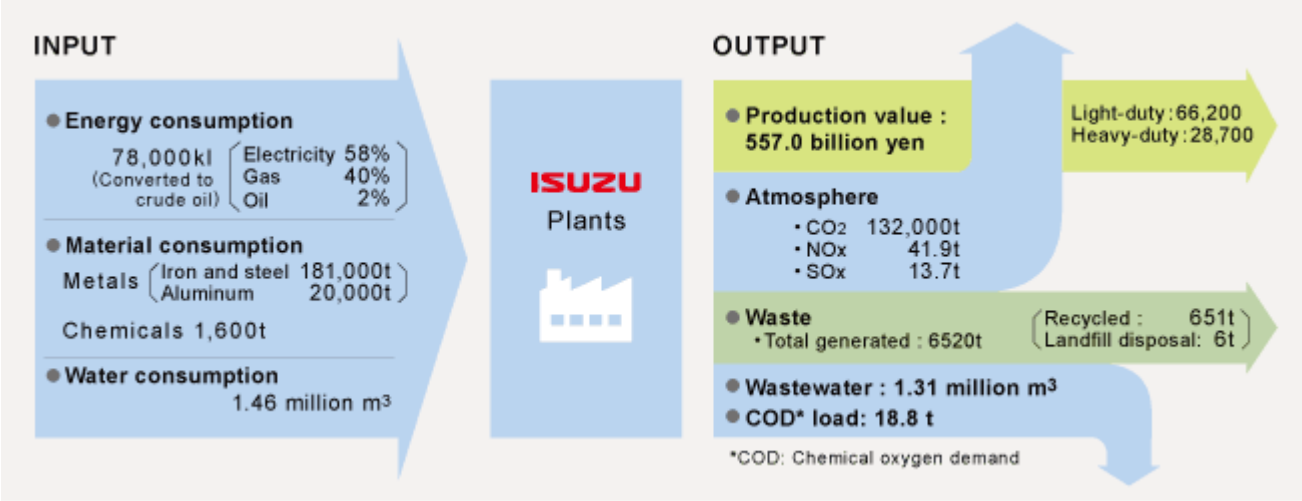
Changes in the final amount of industrial waste



Changes in generated waste and recycling



Material balance at production plant (Input vs. Output amount)



Control and reduction of environmentally hazardous substances

Efforts to reduce Environmentally Hazardous Substances at Plants

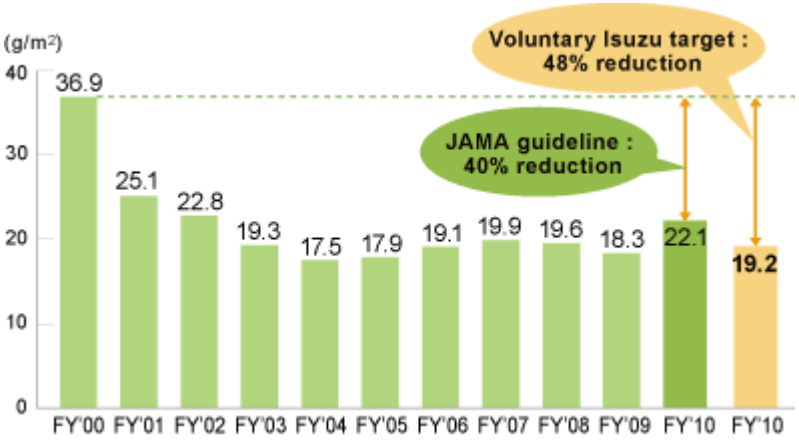
Reduction of Environmentally Hazardous Substances at Plants

Reduction of Volatile Organic Compounds (VOC)

Emission of VOCs,* which are a factor in photochemical oxidants and smog, was restricted in the amended Air Pollution Control Law of 2006. Anticipating regulatory restrictions, Isuzu took the initiative at an early stage to reduce organic solvents used in painting. The Isuzu reduction target of 48% (19.2 g/m2, fiscal 2010) surpasses the 40% target established by JAMA. We have made gains by cutting back on paint solvents, recovering thinner, utilizing painting robots, and introducing a drying furnace with exhaust combustion equipment. In FY2009, emission of VOCs was reduced to 18.3/m2, less than the self-imposed target. We will continue to work toward lower VOC emissions.

* VOC: Volatile organic compounds (mainly organic solvents)

VOC Emission Trends

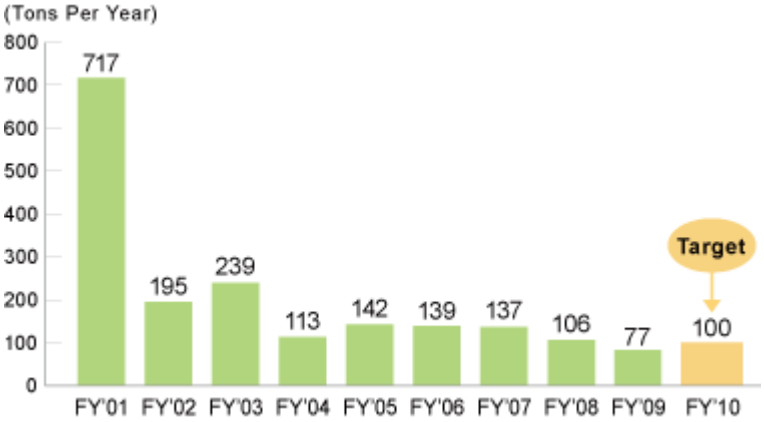


Chemical substance management and response to the PRTR Law

Supplementing official regulations, Isuzu has established an internal management rule for potentially harmful chemicals that classifies substances as prohibited, conditionally permitted, and permitted (but requiring caution) for appropriate management and reduction. In response to the PRTR Law*, we have designed a chemical substance management system that links purchase management information with a PRTR system. These efforts to understand, manage, and reduce targeted substances have enabled us to reduce emissions in fiscal 2009 by 27% over the previous year. We will continue with our efforts to comply with amendments to the PRTR Law and promote improved management at plants as we pursue further reductions.

* PRTR (Pollutant Release and Transfer Register) Law: Law to promote an understanding of the amount of particular chemical substances released to the environment, as well as improved management of these substances

Trends in Emission of PRTR-Targeted Substances



Prevention of Air and Water Pollution, Regulatory Compliance

Isuzu regards the prevention of air and water pollution as a cornerstone of environmental conservation. Our own standards are stricter than official pollution regulations, and we apply these standards to monitor discharge and emissions constantly. Our Plant Environmental Committee is kept informed of the status of management and regulatory compliance, enabling appropriate action and administration within the framework of our environmental management system.

Preventing dioxin emissions

For safety, the Tochigi Plant has suspended incinerator operations since 2002, and waste disposal has been contracted to an outside firm. Also at Fujisawa Plant, incinerator operations were suspended in fiscal 2008 while also instigating efforts to reduce waste and facilitate recycling through more meticulous sorting. We will continue with our commitment to waste reduction so as to cut back on contracted waste disposal volumes.

Effective use of water resource and management of discharge

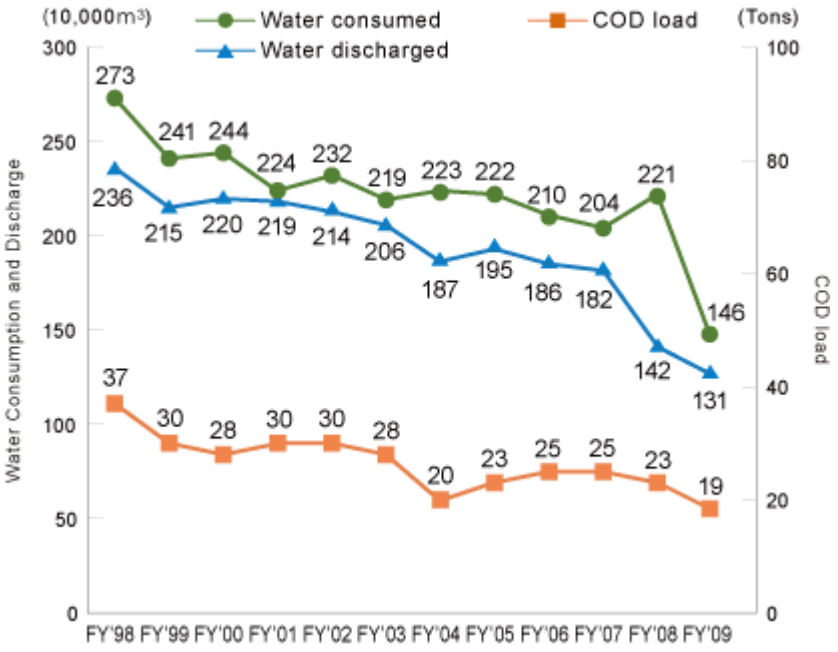
We try to effectively use water resources, while saving water consumption for domestic use and production process, and reusing water at the final water treatment process. In FY2009, water consumption was reduced about 34% over the last year to 1,460,000m3. We intend to promote effective use of water resource, and implement thorough management of discharge in the future.

Prevention of soil and groundwater contamination

Isuzu has terminated the use of three chlorinated organic solvents* that were formerly used. We have conducted independent studies on the effect of these solvents on soil and groundwater at plants and offices since 1996 to confirm that no contamination spreads outside from affected areas. We have also taken steps to detoxify affected areas, and we report the results to the government.

* Three substances: trichloroethylene, 1-1-1 trichloroethane, and dichloromethane

Trends in Water Consumption, Discharge and COD Load



Activities in Sales and Service

Isuzu is proactively promoting environmental conservation programs at dealers and logistics divisions.

Activities of Japanese Dealers

Isuzu local dealers are addressing environmental conservation programs together with local citizens.

Activities in Logistics

Isuzu is promoting energy saving activities in logistics by pursuing transportation efficiency and promoting eco-drive.

Activities of Japanese Dealers

Environmental Management Activities of Dealers in Japan

Isuzu's customer interface is its dealers, who sell and equip vehicles and provide after-sale services. Their business activities give them close connections, not just to customers but also to the local communities they serve. Isuzu maintains a nationwide network of dealers and field offices and in April 2005, introduced its Environmental Measures Guidelines to focus on the environmental activities of dealers with their close relationships to the community. Activities are conducted at the field office level. In this guideline, the standards are divided into two stages; dealers proceed with activities starting with Step 1 and working up to Step 2.
In Step 1, based on standards of basic activities such as setting of policies, establishment of systems, compliance with laws and regulations, and setting of goals, a field office meeting the standards is certified as Silver Eco Dealer. In Step 2, based on standards of activities such as environmental assessment, establishment of PDCA control cycle, and promotion of education and training, a field office meeting the standards is certified as Gold Eco Dealer. At the end of FY2009, of total 267 field offices, 259 (97% of all) have acquired Silver Eco-Dealer certification, and 252 (94.4% of all) among them have acquired Gold certification.
At field offices that have already acquired Gold Eco-Dealer certification, we will drive forward with and continue our activities aimed at maintaining and improving existing environment commitments and to firmly establish these efforts by enforcing the PDCA cycle.

Development of environmental staff

We held ISO 14001 internal auditor training sessions to develop environmental staff at dealers. A total of 18 trainees qualified as new internal environmental auditors bringing the total of qualified auditors to 147. Training sessions are also planned in fiscal 2010 to continue developing environmental staff.

Environmental Management Activities at Dealers in Japan: Kanto Isuzu Motors Co., Ltd.

Kanto Isuzu Motors, Co., Ltd. started activities based on "Isuzu Environmental Activities Guideline" in April 2005. All their field offices acquired Silver Eco-Dealer certification in September 2006, and then moved up to Gold Eco-Dealer certification in March 2008.
Kanto Isuzu also started environmental management activities in order to acquire ISO14001 certification in April 2005 which was obtained on 8 December, 2005.
In addition, the Takasaki branch received the "Eco-friendly automobile service factory" award from the Director-General of the Takasaki Transport Bureau, and the Tokorozawa Miyoshi and Koshigaya branches received an award from the Director-General of the Saitama Transport Bureau. In this way, all employees are proactively addressing environmental activities.

Eco-friendly automobile service factory
Each Transport Bureau strictly examines automobile service factories for appropriate disposal of end-of-life vehicles or CFCs for car air conditioners or air bags, as well as proactive environmental efforts such as promotion of use of recycled parts and proper management of manifest toward the establishment of a recycling society. The factories meeting the criteria received an award from the Bureau.

The Tokorozawa Miyoshi branch that received the "Eco-friendly automobile service factory" award is the newest branch which opened from May 2009 at Kanto Isuzu Motors. Aiming to be a top runner of environmental activities in branches, all employees are promoting activities as a whole.

Related pages
- Isuzu: Sales & Service Network (Tokorozawa, Miyoshi branch)

Activities in Logistics

Environmentally Sound Approaches in Distribution

Isuzu reviews freight shipping methods to improve transport efficiency and reduce energy consumption. Additionally, we promote widespread adoption of Mimamori-kun (Mr. Driving Guide) online services and CNG vehicles as part of our commitment to environmental conservation.

Reduction Targets in Energy Consumption

1. By FY2015: Reduce energy consumption by 5% or more over FY2010
2. FY2009-2010 target for energy-saving activities: Reduce consumption by 1% or more over the previous year

Efforts to Meet Our Reduction Targets

In fiscal 2009, we made good progress in our plans. We reduced energy consumption by 2.4% over the previous year.

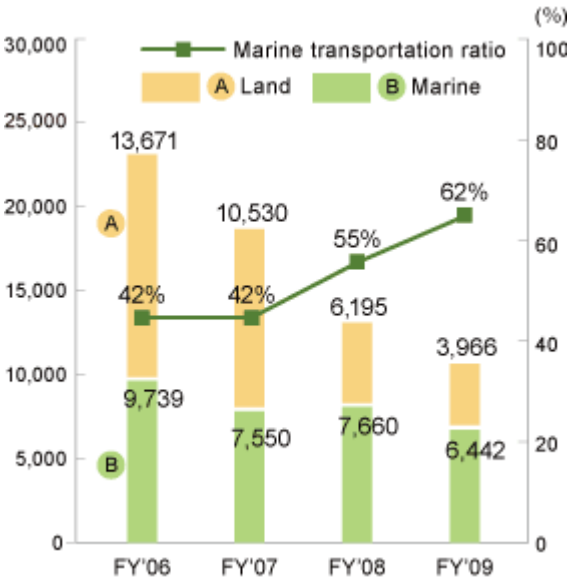
Main Activities

Isuzu sought to achieve greater transport efficiency and promote eco-driving in order to promote energy-saving activities in each transportation field.

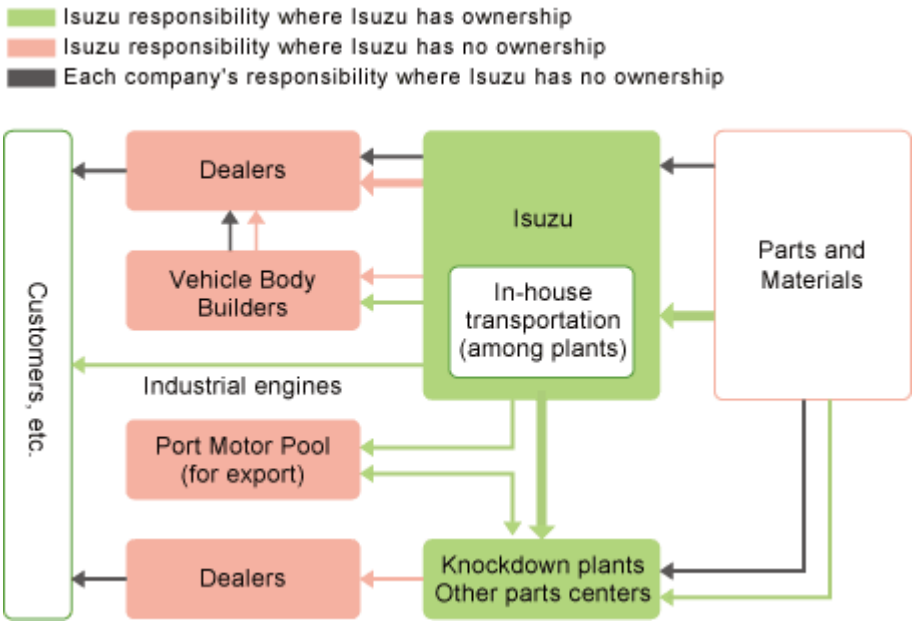
1. Increased efficiency of truck transportation
   - Thorough management of truck transportation according to load
2. Improvement in export container transportation
   - Expansion of transportation by trailer and Increased filling rate in a container
3. Promotion of modal shift
   - Increased marine transportation by 7% in cooperation with dealers in the transportation of product vehicles
4. Expansion of use of returnable containers
   - Reduced material usage and improved transportation efficiency by expanding range of use.
5. Promotion of eco-driving
   - Promoted improvement in energy-saving drive and fuel efficiency management in cooperation with partner delivery companies.

Improved truck transportation efficiency by using car carriers (delivery vehicle).

Improvement regarding logistics of productvehicles<Change in marine transportation ratio>



Scope of Isuzu Responsibility in Distribution



Quantified Results Under Amended Energy Saving Law (Transport Volume & Energy)

	Transport Category	FY2008	FY2009
Transport Volume (1,000 ton-kilometers)	Vehicles (products)	112,430	90,435
	Procurement for production	177,902	147,997
	Parts supply	37,002	34,660
	Kit parts and components	11,888	9,352
	Other	3,036	2,429
	Subtotal	342,258	284,873
Energy (GJ)	Vehicles (products)	146,602	101,188
	Procurement for production	296,746	213,003
	Parts supply	57,109	55,176
	Kit parts and components	22,080	16,249
	Other	10,727	8,644
	Subtotal	533,264	394,260
CO_2(t)		36,600	27,053

Activities in the Offices

The following activities are taking place at the offices of Isuzu's headquarters, the Isuzu Hospital and its six non-manufacturing group companies in Japan*.

* ISUZU MOTORS SALES LTD.; Isuzu Estate Co., Ltd.; Isuzu LINEX Corporation; ICL Co. Ltd.; Isuzu Systems Service Ltd.; Isuzu UMAX Corporation (companies listed in random order)

Energy-saving Activities

In addition to switching the lights off during lunch breaks and encouraging Cool Biz and Warm Biz dress codes, efforts have been made to curb electricity use in the offices in order to reduce CO_2 emissions*.

Since 2009, the Omori district and six non-manufacturing group companies in Japan have confirmed the progress of each energy saving activity by aggregating and sharing energy consumption every month.

* Isuzu Motors introduced an energy-saving server

Energy-saving server introduced (Isuzu's headquarters)

Participation in the Tanabata Lights Down event

Since 2008, we have participated in the Tanabata Light-Down event held as part of the "CO_2 Reduction & Lights Down Campaign". In 2009, continuing from the prior year, Isuzu as well as group company employees and their families were requested to switch off any unnecessary lights between 8 and 10 pm on July 7. At the same time, lights in the executive office and those illuminating the ISUZU symbol at head office were also turned off.

Isuzu's sign is turned on

Isuzu's sign after turning off the lights

Green Purchasing of Stationery

Since June 2007, Isuzu preferentially select products that comply with green purchasing guidelines and thus have less impact on the environment when purchasing office stationery and copier & printer paper.

Environmental Impact Data

We report results of activities for reducing environmental impact at the Isuzu Fujisawa Plant and Tochigi Plant.

Fujisawa Plant (water, air, PRTR)

Typical emissions status at the Fujisawa plant, as expressed in primary indicators of air and water quality and the presence of PRTR regulated substances

Tochigi Plant (water, air, PRTR)

Typical emissions status at the Tochigi plant, as expressed in primary indicators of air and water quality and the presence of PRTR regulated substances

Fujisawa Plant (water, air, PRTR)

The following information represents the typical emissions status at the Fujisawa plant, as expressed in primary indicators of air and water quality and the presence of PRTR regulated substances.

Fujisawa Plant

Address: 8 Tsuchidana, Fujisawa-shi, Kanagawa, Japan

FY2009 Emissions Report for PRTR-Regulated Substances, Fujisawa Plant

(Unit: kg)

No.	Chemical	Amount Managed	Amount of Emissions					Amount Transferred
			Atmos-pheric Emiss-ion	Dis-charge in Public Water	Emiss-ion to Soil	Landfill Waste	Total Emiss-ions	Total Trans-ferred
1	Water-soluble compound of zinc	3,500						690
16	Diamino-ethanol	1,200		11			11	110
30	Bisphenol A epoxy resin	1,000						30
40	Ethyl-benzene	12,000	10,000				10,000	11
43	Ethylene glycol	530,000						0
63	Xylene	98,000	46,000				46,000	20

(Unit: kg)

No.	Chemical	Amount Managed	Amount of Emissions					Amount Transferred
			Atmos-pheric Emiss-ion	Dis-charge in Public Water	Emiss-ion to Soil	Landfill Waste	Total Emiss-ions	Total Trans-ferred
176	Organotin compounds	4,100						160
224	1,3,5-trimethyl-benzene	2,800	2,100				2,100	
227	Toluene	24,000	6,200				6,200	
232	Nickel compounds	590						140
299	Benzene	860	2				2	

Air Quality

Item	Facility	Regulatory Value	Actual Measurement	
			Maximum	Average
NOx(ppm)	Boiler	60	17	14
	Metal melting furnace	200	79	48
	Heat-treating	200	22	21
	furnace	230	23	11
Dust and soot (g/Nm3)	Boiler	0.1	0.0047	0.0037
	Metal melting furnace	0.2	0.11	0.031
	Heat-treating furnace	0.2	0.002	0.002
	Paint drying furnace	0.1	0.001	0.001
SOx(Nm3/h)	(Regulatory Total)	21.82	0.086	0.07

* The regulatory value used is the more stringent of the Air Pollution Control Law and the prefectural regulation.

Water Quality

(Discharged to Hikichi River)

Item	Regulatory Value	Actual Measurement		
		Maximum	Minimum	Average
pH	5.8～8.6	7.7	7.2	7.54
COD mg/l	60	28	5	15.4
BOD mg/l	60	14	6.2	9.3
SS mg/l	90	12	Less than 5	6
Oil content mg/l	5	2.7	1.0	1.23

* The regulatory value used is the more stringent of the Water Pollution Prevention Law and the prefectural regulation.

- No environmental incidents
- No environmental complaints

Tochigi Plant (water, air, PRTR)

The following information represents the typical emissions status at the Tochigi plant, as expressed in primary indicators of air and water quality and the presence of PRTR regulated substances.

Tochigi Plant

Address: 2691 Oh-Aza Hakuchu, Ohira-machi, Shimotsuga-gun, Tochigi, Japan

FY2009 Emissions Report for PRTR-Regulated Substances, Tochigi Plant

(Unit: kg)

No.	Chemical	Amount Managed	Amount of Emissions					Amount Transferred
			Atmos-pheric Emiss-ion	Dis-charge in Public Water	Emiss-ion to Soil	Landfill Waste	Total Emiss-ions	Total Trans-ferred
40	Ethyl-benzene	3,900	3,900				3,900	
43	Ethylene glycol	14,000	0				0	14,000
63	Xylene	6,700	6,500				6,500	
227	Toluene	3,100	2,600				2,600	

Air Quality

Item	Facility	Regulatory Value	Actual Measurement	
			Maximum	Average
NOx(ppm)	Boiler	250 or lower	62	59
	Metal melting furnace	180 or lower	64	26
Dust and soot(g/Nm3)	Boiler	0.3 or lower	0.006	0.0043
	Metal melting furnace	0.25 or lower	0.061	0.0177
SOx(Nm3/h)	(Regulatory Total)	17.5	0.89	0.28

* The regulatory value used is the more stringent of the Air Pollution Control Law and the prefectural regulation.

Water Quality

(Discharged to Nagano River)

Item	Regulatory Value	Actual Measurement		
		Maximum	Minimum	Average
pH	5.8～8.6	7.4	6.6	7.1
COD mg/l	20	12.4	1.2	7.2
BOD mg/l	20	10.7	0.6	3.3
SS mg/l	40	15.0	1.0	3.9
Oil content mg/l	5	0.5>	0.5>	0.5>

* The regulatory value used is the more stringent of the Water Pollution Prevention Law and the prefectural regulation.

- No environmental incidents
- No environmental complaints

Notes

1. Period: FY2009 measurement data (April 2009 to March 2010)
2. Regulatory values represent the strictest values specified in environmental laws and regulations, ordinances, and pollution prevention agreements.
3. Abbreviations: PRTR: Pollutant Release and Transfer Register Law; COD: chemical oxygen demand; BOD: biochemical oxygen demand; SS: suspended solids in water.

Social Initiatives

Isuzu Aims to Become a Company
that is Trusted and Respected by Society.

Social Goals and Achievements

Below we report on Isuzu's social contribution program targets and achievements for FY2009.

Relationship with Local communities

Isuzu proactively communicates with the society as a corporate citizen living on our Earth.

Relationship with Customers

Isuzu shares customer feedback received through our communication with them to the entire group, and reflects them for the development of better products and services.

Relationship with Business Partners

Isuzu is working with suppliers and other business partners both inside and outside Japan to address environmental issues.

Relationship with Shareholders

Isuzu is strengthening measures to meet shareholder expectations.

Relationship with Employees

Employees are Isuzu's most precious asset, and we aim to realize a working environment where they can do their jobs in good health and good spirits.

Social Report

Mid- and Long-term Targets	FY2009 Achievements
Promotion of social contribution activities and communications • Active promotion of social contribution activities and environmental communication	**Publication of environmental and social reports** • Publication of 'Environmental & Social Report 2009' in September 2009. **Active promotion of social contribution activities** • Educational aid program at a vocational school for auto mechanics in Philippines: Built a boarding school and a dormitory in Tacloban City, Philippines and opened the school in October 2008 with students who needed scholastic financial aid. In FY2009, we provided livelihood support and educational materials to students, prepared educational programs, fostered teachers, and sent lecturers (Isuzu employees) to the school. • For tree planting activities, 134 of our employees and their family members took part in the Mt. Fuji Forestation Project as volunteers, who planted 1,400 seedlings of five kinds over an area of 1.4 hectares on June 6, 2009. In this project which started in 2008 and is now in its second year, we will continuously try to rejuvenate beautiful forests of Mt. Fuji. **Implementation of fuel-efficiency and safe driving seminars** • Sponsored fuel-efficiency and safe driving seminars in collaboration with Japanese and overseas dealers. **Relations with local communities** • The Kanagawa Prefecture Chemicals Seminar was held at the Fujisawa Plant on February 8, 2010. Inviting people in the region, the seminar had a lecture on ″Measures for Chemicals in Kanagawa prefecture″ by the Environment and Agriculture Department, Air and Water Section of Kanagawa Prefecture. Isuzu explained our measures for chemicals, introduced the next-generation environment-conscious vehicles, and conducted a plant tour.

Relationship with Local communities

Isuzu proactively communicates with the society as a corporate citizen living on our Earth.

Initiatives in Japan

Isuzu proactively promotes activities to contribute to local societies in which our business establishments are located in order to build good communication with the society.

Initiatives in Other Countries

Isuzu proactively promotes activities to contribute to local societies overseas as a global company.

Awards

Isuzu's activities are valued by people and have received various awards. Major awards we received in 2009 are as follows.

Social Contribution Programs

Isuzu promotes social contribution programs in accordance with our corporate vision, and contributes to the ″creation of affluent lifestyle″.

Cleanup activities in the neighborhood of the Plants

Isuzu Fujisawa Plant implements cleanup activities in the neighborhood of its plant for the purpose of contributing to the local society, in accordance with the Fujisawa Plant's basic environmental policy, "communication and social contribution". Activities are carried out by departments and affiliated companies located in Fujisawa Plant in turn. In FY2009, about 1,300 employees took part in the activity.
Isuzu Tochigi Plant also implements cleanup activities at the plant and its neighborhood. In FY2009, about 100 employees from all departments in Tochigi Plant took part.

Gifts of Christmas cakes to local governments of domestic offices

Since 1979, Isuzu has continued activities to present Christmas cakes every December to Shinagawa-ku, Tokyo, at which Isuzu's head office is located.
In FY2009, we presented Christmas cakes to local administrative organizations in three areas at which there are Isuzu domestic establishments (head office, Fujisawa Plant, and Tochigi Plant) for use as social welfare purpose.

Omori head office: presented 550 cakes to child-support centers and nursery schools in Shinagawa-ku, Tokyo.
Fujisawa Plant: presented 600 cakes to 107 welfare facilities in Fujisawa city, Kanagawa prefecture.
Tochigi Plant: presented 165 cakes to a total of nine kindergartens and nursery schools in Ohira-cho and Iwafune-cho, Tochigi city, Tochigi prefecture.

Holding a prefectural seminar on chemicals

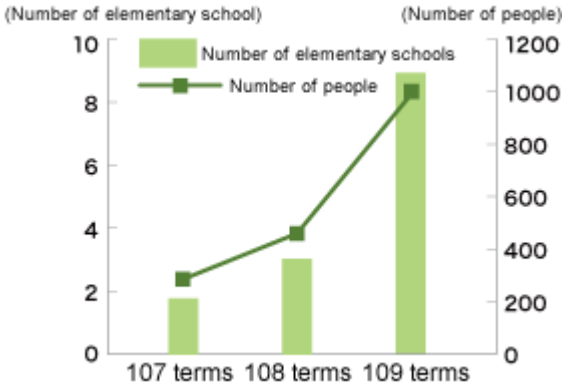
On February 8, 2010, Isuzu Fujisawa Plant held a prefectural seminar on chemicals hosted by Kanagawa Prefecture. This seminar was implemented at the request from the prefecture for the further understanding of chemicals by the residents of the prefecture, and was attended by 29 neighborhood residents.
The lecture was entitled "Measures for Chemicals in Kanagawa Prefecture" by the Environment and Agriculture Department, Air and Water Section of Kanagawa Prefecture. Isuzu explained our measures for chemicals, introduced next-generation environmentally-conscious vehicles, and implemented a plant tour in order to increase the participants' interest and understanding of chemicals.

Related pages
Kanagawa prefecture homepage
- http://www.pref.kanagawa.jp/osirase/05/0515/kagaku/prtr/event/seminar/h21/gaiyoiu.html

Fujisawa Plant tour for neighborhood elementary schools

Isuzu Fujisawa Plant conducts plant tours for neighborhood elementary schools in Fujisawa city and Ayase city as an activity to contribute to a local society. In FY2009, 487 children from three schools visited Fujisawa Plant and studied the production process of trucks and environmentally conscious trucks, and then observed actual production lines to assemble the trucks. As this plant tour has received popular acclaim from the schools, about 1,000 children from nine schools are scheduled to participate in the tour in FY2010.

Changes in number of pupils accepted for plant tours



Initiatives in Other Countries

Initiatives in Vietnam

In June 2009, ISUZU VIETNAM CO., LTD. (IVC) exhibited an Isuzu booth with I-mark salon Kabusco which is an affiliate dealer of IVC, in「Nha Trang sea festival」which is held in every two years in Nha Trang which is a resort in Khánh Hòa province in south Vietnam. In the booth, D-MAX, a pickup truck, and Light and Medium-duty trucks were displayed, as a result, the booth was crowded with customers.
On a simple stage which was established on the bed of a truck, dancing, magic and a customer participatory quiz which targeted Isuzu products were conducted. A person who gave the right answer was given a present, then audiences got really excited.

Initiatives in Philippines

ISUZU PHILIPPINES implements several social contribution program as activities of the anniversary of its founding.
As one of the activities, ISUZU PHILIPPINES conducts a program, aiming at recovering domestic tropical forest which could occupy one million ha by 2020.
In FY2009, employees planted 3,000 pieces of domestic young trees on September in Luzon, 1,000 pieces on October in Cebu Island and Mindanao, so the total is 5,000 pieces.

Disaster relief

Disaster relief conducted in FY2009 is as follows.

In October 2009, Philippines

ISUZU PHILIPPINES and Isuzu Autoparts Manufacturing Corporation distributed sleeping bags, emergency provisions, water, first-aid kits and so on as a support for victims in relation to the big typhoon which hit Philippines in September 2009, for 800 households (4,000 people) in Kabuyaw in Laguna province where severely suffered from flood.

In January 2010, Haiti

Due to the fact that the damage of Auto et Mecanique.S.A which is a sales company in Haiti was not so serious, it helped establishing an emergent medical office of Red Cross Japan as disaster relief for Haiti earthquake occurred in January 12th 2010. As a result, several hospital practices were conducted at there.

In January 2010, Dominican Republic

In January 26th 2010, 1 unit of Isuzu NPS (Light-duty truck) was donated to an emergent hospital practices team of Red Cross Japan, which was sent to Port of France where was the most serious disaster area of Haiti earthquake, as a support for rescue and support activities for victims in relation to the Haiti earthquake. This truck played an important role to carry clothing goods of Red Cross and building materials for a temporary medical clinic.

Awards

Major awards in FY2009

February

The 'Annual Report 2008 Challenging the Next Generation' won an award for excellence in transportation at the 22nd International Mercury Awards 2008 & 2009.

March

For the Thai Car of the Year announced at the 30th Bangkok International Motor Show, D-MAX, a 1-ton pickup truck, won the "Best Seller Pickup", "Best Fuel Economy 2500cc Pickup" and "Best High-Lifted 3000cc Pickup". MU-7, a passenger pickup vehicle, also won the "Best 2WD Diesel Passenger Pickup" for the second year in a row.

May

"Automated top-coat booth", part of a coating line for truck bodies in Fujisawa Plant, won the 38th technology award, having been recognized as Japan's first fully automated booth for applying top-coats by the Japan Coating Technology Association. The booth also won a special award in Paris with a Surcar 2009 Award, presented by the biennial Surcar International conference for automotive body finishing.

June

D-MAX, a 1-ton pickup truck, won Ute of the Year selected by "Delivery Magazine", Australian automobile magazine. "Delivery Magazine" is a magazine specialized in articles regarding pickups, vans and trucks, and "Ute of the Year" is an award presented to excellent pickup trucks sold in Australia.

November

Mr. Teruo Sasaki, Machine & Tools Sec., PT Manufacturing Engineering Dept. at the Fujisawa Plant was honored with a Health Ministry prize as contemporary master craftsman in FY2009.

Social Contribution Programs

Developing Isuzu Heart & Smile Project

Isuzu is developing a social contribution program entitled the 'Isuzu Heart & Smile Project' which was established to commemorate the 70th anniversary of the company's founding in April 2007. According to the action policy and the conduct guidelines, we are addressing educational assistance for children in developing countries and environmental protection activities that contribute to the development of sustainable societies.

Action policy

Isuzu Group contributes to "the creation of affluent lifestyle", promoting "Social Contribution Programs" consistent with the corporate vision in order to fulfill a role and responsibility as a member of the global society.

Conduct Guidelines

- Select activities which are required by society and consistent with our corporate philosophy, and continuously address these from a long-term perspective.
- Take initiative in effectively using management resources of the Isuzu Group.
- Proactively encourage group employees to participate in activities, aiming to improve activities.

Support for the Mt. Fuji Forestation Project

Since 2008, Isuzu has participated in the "Mt. Fuji Forestation Project" to revitalize defoliated prefectural forests affected by pests and diseases in Narusawa Village, Yamanashi Prefecture, in cooperation with Yamanashi Prefecture, many corporations and organizations, and an NGO (OISCA).

For three years from FY2008 to FY2010, approximately 400 of our employees and their family members took part in the tree planting activities as volunteers, planting 3,400 seedlings over an area of 3.4 hectares.

We will contribute to revitalization of beautiful forests in Mt. Fuji and continue the planting activities until 2011.

Related pages

The Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) homepage

- http://www.oisca.org/project/japan/fuji_report2008.html#1
- http://www.oisca.org/project/japan/fuji_report2009-6.html
- http://www.oisca.org/project/japan/fuji_report2010-4.html

Educational aid program at a vocational school for auto mechanics

Since November 2008, Isuzu has conducted an educational aid program at a vocational school for auto mechanics called "The TESDA* Auto Mechanic Training Center in Tacloban" in Tacloban City on the island of Leyte, Philippines. Selecting students for a scholarship from among capable but underprivileged youths and fostering auto mechanics to contribute to the development of the automobile industry in Philippines, we intend to assist in the elimination of poverty and especially unemployment of young people in the Philippines.

* TESDA: Technical Education and Skills Development Authority

Relationship with Customers

Isuzu shares customer feedback that we receive through our communications with them to the entire group and reflects them for the development of better products and services.

Initiatives for safety

Our awareness for the "improvement in safety technology" as a significant social responsibility of a truck maker, Isuzu makes constant efforts for achieving a high level of safety so that every customer can mutually live in a safe society of mobility.

Initiatives in Japan

Isuzu Customer Center

Isuzu has established a Customer Center to receive customer inquiries and comments about our products for the purpose of meeting customers' needs.

HaKoBu Community Site

Isuzu has been hosting an interactive community website called "HaKoBu" on the Internet in order to communicate with our stakeholders.

Initiatives in Other Countries

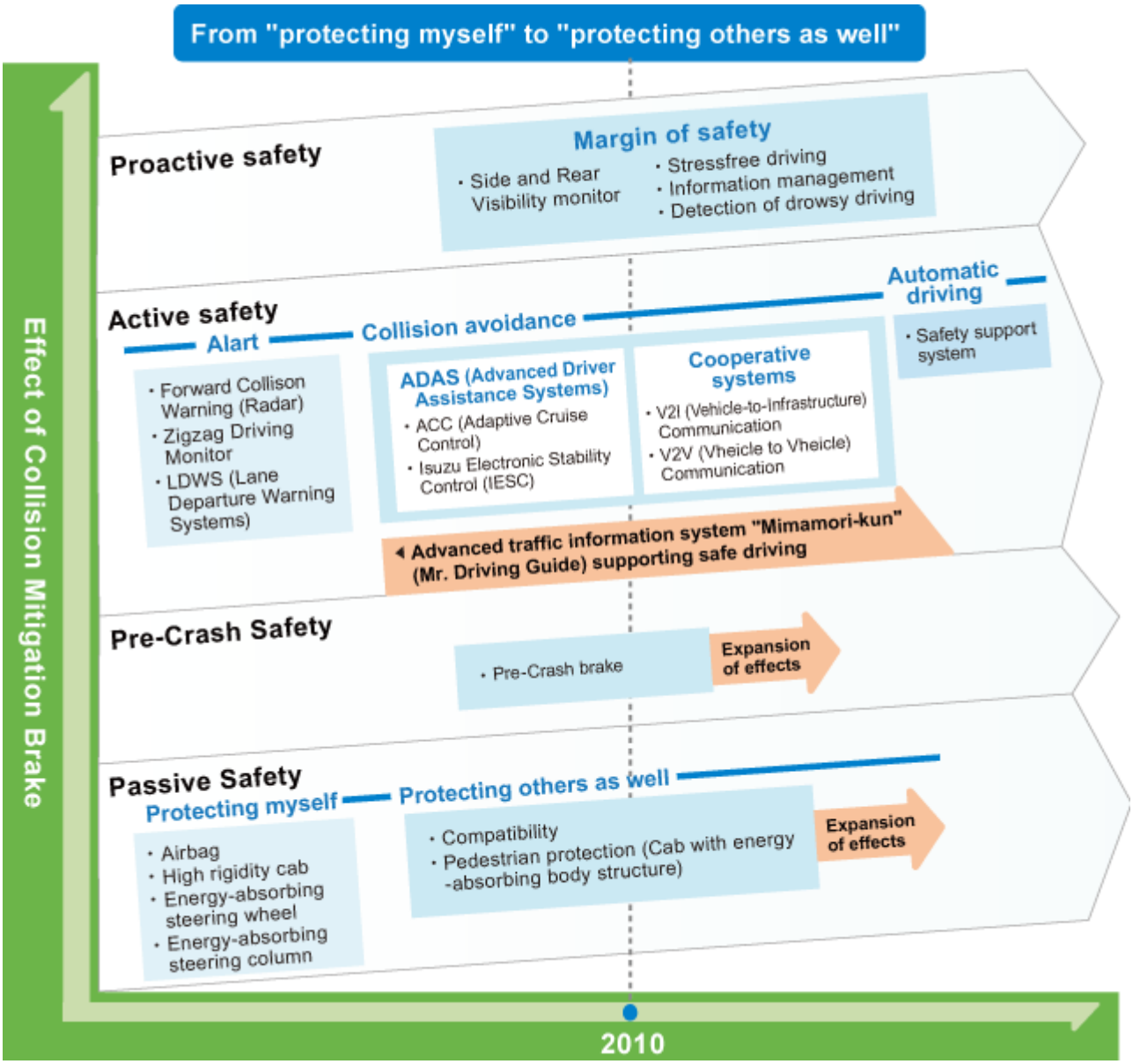
Also in foreign countries, Isuzu has addressed issues of "environmental protection" and "safety", proactively sponsoring fuel-efficiency seminars for dealers and customers.

Initiatives for Safety

Our awareness for the "improvement in safety technology" as a significant social responsibility of a truck maker, Isuzu makes constant efforts for achieving a high level of safety so that every customer can mutually live in a safe society of mobility.

Direction of safety technology

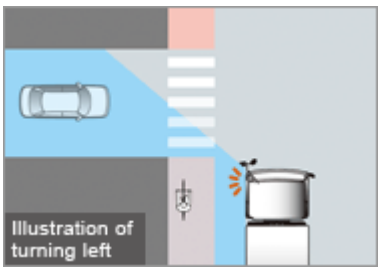
Shifting the concept for developing safety technologies from ″protecting myself″ to ″protecting others as well″, Isuzu has developed safety equipment from the viewpoint of active safety (safety technology to prevent accidents) and passive safety (collision safety technology), and has provided our vehicles with such equipment as standard.
We will promote the development of safety technologies also from the viewpoint of proactive safety to fundamentally avoid hazardous situations in driving.



Safety technologies installed in FY2009

Side and Rear Visibility monitor (installed in heavy-duty truck GIGA as optional equipment)

A 130-degree wide-angle side view camera installed on the left mirror stay moves in conjunction with left blinker, showing a clear image of the left side of vehicle which was conventionally a blind spot on a room-mirror-type color LCD monitor. The image of rear-view camera working in conjunction with the reverse gear is also indicated on the same monitor.



* Side and Rear Visibility monitor supports safe driving by enabling a driver to see a previously unseen approaching vehicles when turning left, merging or leaving a parking lot as shown in the figure.

Contributing to prevention of accidents when turning left or reversing, covering the blind spots of the side mirrors

Safety technologies provided

Light-duty truck ELF
- ISUZU: ELF Safety

Medium-duty truck FORWARD
- ISUZU: FORWARD Vehicle complying with the post new long-term regulations Safety

Heavy-duty truck GIGA
- ISUZU: GIGA Safety

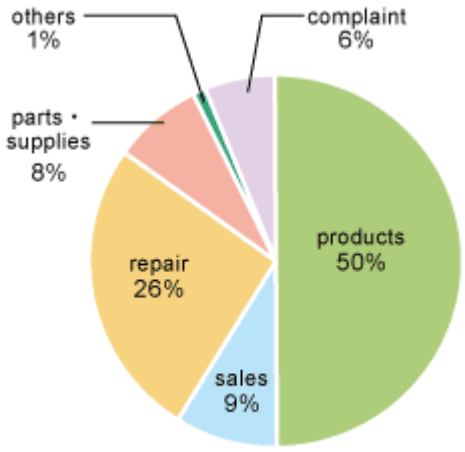
Bus series
- ISUZU: ERGA Heavy-duty route bus Safety Performance

Isuzu Customer Center

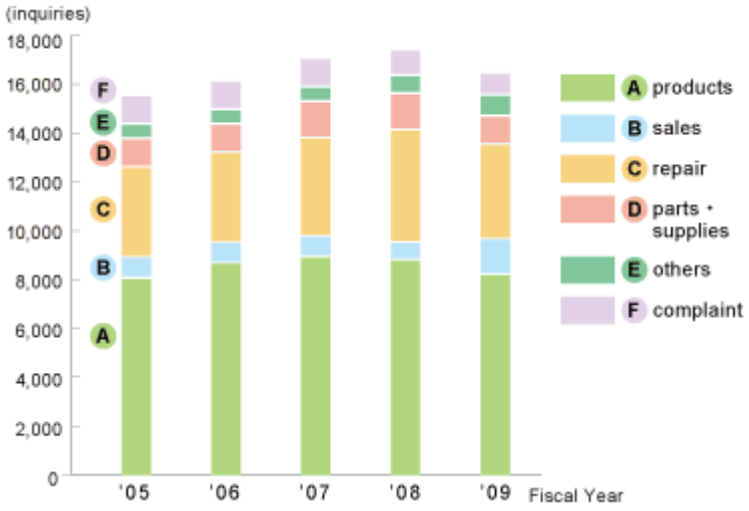
Isuzu has established a Customer Center to receive customer inquiries and comments about our products.
During fiscal year 2009, we received about 16,000 inquiries and comments through our toll-free telephone service and e-mail. The enquiries were categorised as product-related 50%, repair-related 26%, and sales-related 9%.
Customer inquiries and comments are shared throughout the entire Isuzu Group and used as feedback in product development and operating activities.Frequently asked questions are posted on our website for more convenient access. We will continue responding promptly to the feedback we receive from our customers.

▸ Isuzu Customer Center

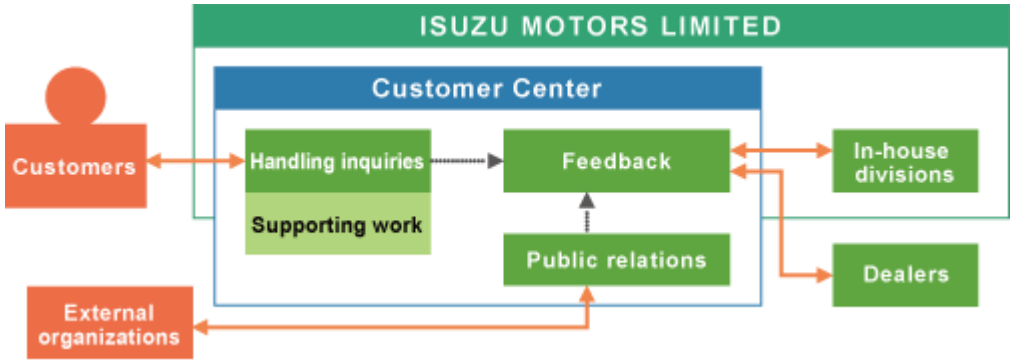
Breakdown of inquiries in the 108th term



Change in the number of inquiries



Customer Center Operation Flow Chart



HaKoBu Community Site

Since March 2007, Isuzu has hosted an interactive community website "HaKoBu" on the Internet.

Valuing the ties with our customers, "HaKoBu" was established to enable them to feel more familiar with Isuzu's vehicles and trucks. Through a simple online registration procedure at this website, customers can post their comments at any time. This is an interactive website facilitating mutual communications with the exchange of information from customers and information from Isuzu.

Major contents include a column entitled "Nadeshiko Driver" featuring women drivers working on trucks and buses, and "Tsunagi de Kizuna" in which kids reporters visit dealers and plants.

In this way, the website is made by our customers and Isuzu together with content created by the participation of our customers.
Our employees who hope to let people know about Isuzu by their own efforts gather information and prepare all manuscripts in the community site with a grass-roots feel.
We will host this website as a place in which customers and Isuzu can talk together by enhancing content through interactive communication.

HaKoBu
▸ http://www.i-hakobu.jp/

Origin of "HaKoBu"
"HaKoBu" was named after the word (hakobu) which means "Transportation" in Japanese.

Initiatives in Other Countries

Also in foreign countries, Isuzu has addressed issues of "environmental protection" and "safety", and proactively holds fuel-efficiency seminars for dealers and customers.

Sponsored a fuel-efficiency seminar

Isuzu Philippines (IPC) held the first fuel-efficiency seminar for medium-duty truck users in August 2009. Mass media covered this news attracting attention.

Isuzu Vietnam held fuel-efficiency seminars for small-duty truck users during the period from July to September 2009. The seminar included lectures on the causes of accidents and how to prevent them, how to conduct daily vehicle maintenance checks, as well as skill practices. In the skill practice, some participants noticed an improvement in fuel-efficiency by 35% or more. As almost all customers noted a reduction in fuel consumption, the seminar was completed to good acclaim.

Implementation of driving guidance

General Motors Venezolana C.A., which is a dealer of Isuzu in Venezuela, conducted a driving guidance for customers to participate in a tractor race in May 2009. Among the 46 vehicles used in the race, customers who took part in the guidance placed in the top 8. Both the dealer and customers could feel the importance of such training.

Eco-run Competition

In order to show customers about fuel-efficient driving, Isuzu Vietnam held the Eco-run* Competition jointly with dealers in May 2009. In the competition, 25 groups including 70 people took part, driving 25 units of D-MAX and pickup trucks from Ho Chi Minh to Vung Tau from early morning until noon.

* Eco-run: Participants compete in driving a prescribed course with as little fuel as possible.

Relationship with Business Partners

Basic Philosophy

Isuzu conducts procurement according to three basic policies:

1. With quality as a first priority, we seek to create and offer products that satisfy customers.
2. We aim to procure domestic or overseas products under fair competition, if they are satisfactory in quality, pricing and delivery.
3. With the benefit of our customer as the top priority, we act for the good of the public and society with the greatest concern for people's lives and safety, and always with respect for human rights, while working with our business partners to act in accordance with compliance programs.

Specific Measures

Reduction in environmentally hazardous substances / Improvement in recycle ratio

Continuous collection of material data using IMDS

Extend application of the environmental management system

Business partners acquire ISO 14001 certification or construct environmental management systems equivalent to ISO certification such as Eco-stage & Eco-action 21

Reduction in interior VOC

Promoting a reduction in parts containing highly concentrated VOC / Survey on newly regulated substances

Full-scale introduction of LCA assessment

Data on input energy for assessed parts / Collection of waste data

IMDS: International Material Data System
System to collect material component of parts and information on chemicals through the Internet
VOC: Volatile Organic Compounds
Volatile organic compounds such as formaldehyde, acetaldehyde, toluene, xylene, ethyl benzene, styrene, and tetradecane
LCA: Life Cycle Assessment
Method to quantitatively assess the environmental property of products and system throughout the lifecycle

Assessment of Present Status and Outstanding Issues

We will promote the management of environmentally hazardous substances, reduction in greenhouse gas emissions and construction of an environmental management system.

Relationship with Shareholders

Basic Philosophy

We promote the following activities to gain our shareholders' trust and meet their expectations:

1. We aim to continuously post profits from appropriate business activities, as well as to achieve long-term growth and raise corporate value.
2. We assure management transparency and fulfill accountability through appropriate and timely disclosure of management information.
3. We determine profit distribution in light of returning profits to shareholders, strengthening the management base, and preparing for future business operations.

Major Activities

Starting from the 2006 regular shareholders meeting, a system to enable shareholders to exercise their voting rights over the Internet was introduced for their greater convenience. We are committed to disclosing corporate information promptly and fairly to our shareholders and investors. For this purpose, we hold regular briefings for analysts and institutional investors, and we post IR *1 information on our website.
We also distribute our annual report through the IR Hotline *2 in order to make a broader range of Isuzu activities more widely known.
In future, we intend to continue upgrading the Isuzu IR website and promote transparent, fair and continuous disclosure of corporate information.

▸ Investor Relations

*1 IR (Investor Relations): Activities to provide information necessary for making investment decisions to investors in a fair and timely manner.
*2 IR Hotline:
▸ http://www.irhotline.com

Relationship with Employees

Employees are Isuzu's most precious asset, and we aim to realize a working environment where they can do their jobs in good health and good spirits.

Creating Safe and Sound Workplaces

The Isuzu safety and health concept states that safety is created through the united cooperation of all employees. On this basis, Isuzu is striving to create a safe and lively workplace that is free from accidents. We will continue promoting the creation of a workplace that ensures employee safety by adhering to guidelines, supporting compliance programs, improving facilities, and reinforcing health management. Our ongoing efforts emphasize preventive measures. Our specific themes are the prevention of industrial, traffic, and fire accidents; the improvement of the workplace environment; and the promotion of health.
Isuzu has set up a system to address mental health concerns by outsourcing counseling services that employees can use on an individual basis. We plan to deploy a company-wide program for education of managers (supervisors) in mental health issues.

Key Issues and Initiatives

Key Issues	Initiatives
Prevention of industrial accidents	• Increase in safety knowledge and awareness • Ensure safety during work (Review procedure manuals, work safety instructions, etc.) • Confirm intrinsic safety of production facilities
Prevention of fire accidents	• Appropriately maintain and control facilities and equipment that use hazardous materials • Understand and eliminate factors causing fire accidents
Prevention of traffic accidents	• Prevent traffic accidents of commuters by car and motorcycle • Improve traffic safety awareness campaigns
Health promotion	• Interview employees working excessive overtime with industrial physicians • Implement training of mental health administrators
Improvement of work environment	• Continue performing environmental evaluation during safety assessments • Promote the creation of a comfortable work environment

USE21: A Voluntary Employee Activity

USE21 is a voluntary activity engaged in by non-clerical employees from the engineering division. Members are divided into several focus groups that are actively engaging in programs to achieve workplace safety and comfort by preventing workplace accidents, traffic accidents and fires, educating younger employees, and improving product quality and technical skills. Each group engages in education through lectures and practical training, as well as safety programs. The safety and health group holds first-aid workshops for emergency preparedness; the industrial accident, fire and disaster prevention group carries out workplace safety patrols and gives tours of the Atsugi Disaster Prevention Center (hands-on training); and the traffic safety group holds seminars on how to adjust rear-view mirrors and ensure visibility, demonstrating the importance of installing them on both sides. These groups have contributed significantly to the prevention of workplace accidents. The exchange group is carrying out regular recreational activities to promote exchange and good health among USE21 members. During fiscal year 2007, the use of automated external defibrillators (AED) was added to the content of basic first-aid courses. In fiscal year 2008, the groups have initiated and are continuing to provide support for quality control education to incoming employees.

Promoting Total Health

We are promoting the mental and physical health among our employees and their families, with a focus on the prevention of lifestyle diseases.
Health guidance and ongoing support is provided to those who need to improve their eating and exercise habits. We have also initiated a system that enables employees to receive 24-hour telephone health counseling as well as mental health counseling from outside specialists.
In order to aid the early detection of illnesses, we encourage medical examinations by providing health care financial assistance such as complete medical checkups or breast cancer examinations.
In addition, we are conducting campaigns that focus on building health among employees and their families. Many families took part in "Gargling and Hand Washing" as well as "Tooth Brushing" campaigns, which not only help to build health, but also promote family communication.

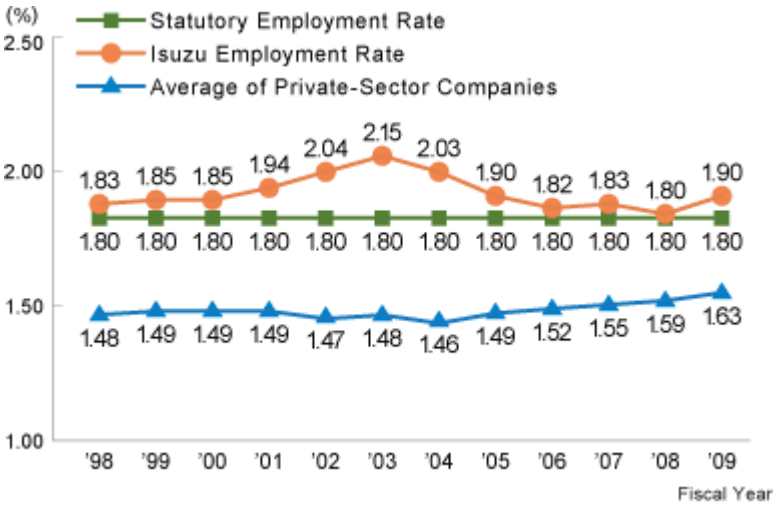
Health Promotion Center Activities

	FY2009 Results
Specific health guidance	399persons
Complete medical check-ups	4,911persons
Mental health counseling	28persons
24-hour telephone health counseling	279persons
Participants in recreational sports	379persons
Home visits to the elderly	17persons
Seminar participants	11persons
Lifestyle disease prevention, Gargling and Hand-washing campaign, Walking Challenge events etc.	2,670persons

Promoting Employment with an Emphasis on Diversity

Isuzu has been engaged in revising the personnel system to accord with the amended laws, and we have been working to put operational updates into effect. We are realizing the equality between male and female employees in everything from hiring to compensation. We are actively promoting people with strong motivation and excellent abilities to work in a global society, and have assigned management and overseas posts to female employees as well. With a view to supporting child rearing, we have created a childcare leave system that provides longer leave than legally required so that women can have more opportunities to work productively in society. The legally mandated childcare leave is for one year and six months, but Isuzu allows a maximum of two years and six months of absence for child rearing.
Isuzu is also promoting the employment of people with disabilities with the aim of realizing a society where all people with and without disabilities can support each other.

Changes in the Employment Rate of Disabled Persons



Changes in Childcare Leave Utilization

(unit: Persons)

	FY 2006	FY 2007	FY 2008	FY 2009
Men	1	0	0	0
Women	23	22	19	9
Total	24	22	19	9

Changes in Seasonal Regular Recruitment

(unit: Persons)

			FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Clerical and technical staff	Clerical	Men	21	24	24	34	9
		Women	10	5	7	6	1
		Total	31	29	31	40	10
	Technical	Men	107	90	116	93	68
		Women	2	0	3	4	1
		Total	109	90	119	97	69
	Total	Men	128	114	140	127	77
		Women	12	5	10	10	2
		Total	140	119	150	137	79
Professional staff		Men	260	181	175	146	31
		Women	10	6	3	4	0
		Total	270	187	178	150	31
Clerical and technical staff Total		Men	388	295	315	273	108
		Women	22	11	13	14	2
		Total	410	306	328	287	110

Personnel Development

Isuzu considers it important for the company's employees to make the most of the abilities they possess, and in doing so to achieve results for the company. Recognizing that increasing the individual's abilities is linked to raising collective achievements and thus Isuzu's achievements, we have been pursuing a variety of educational programs for employees. Even though different positions and jobs may require different qualities, we offer support to improve employees' performance through various training activities.
The purpose is to have our employees acquire the knowledge and insight required to survive in this competitive world. The company motivates employees to build their own careers and provides management personnel with opportunities to communicate with their subordinates regarding career building so that they can practice career-oriented management. Isuzu has a system in place to provide follow-up on these efforts, and it is proving useful in fostering people's awareness of their particular roles as well as in invigorating communication.
Isuzu also has a "job challenge system" (an in-house free agent system) to help employees tackle challenging jobs on their own responsibility and achieve self-improvement. Under this system, personnel reassignments can take place at the employee's request.
In fiscal year 2010, we will direct our attention on the "Isuzu Mind" and "Communication Skills" parts of the skill map with the key phrase being "Continuity and Depth".

Changes in Number of Persons Receiving Training

(unit: Persons)

	FY 2006	FY 2007	FY 2008	FY 2009
Training by job role	1,031	928	1,125	873
Career design	66	80	150	150
Business skills	443	759	490	0
Human skills	127	174	375	58
Special training	210	278	193	95
Language training	119	46	96	95
Total	1,996	2,265	2,429	1,271

Skill Map