



SUSTAINABILITY REPORT 2025

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Editorial Policy

This report is being published to set out the Isuzu Group's activities regarding ESG issues that are considered important by both stakeholders and the Isuzu Group.

Scope of Report

The report covers activities undertaken by the Isuzu Group in Japan and overseas, centered on Isuzu Motors Limited.

*The term Isuzu and Isuzu Corporation in this text refer to Isuzu Motors Limited as an individual entity. On the other hand, Isuzu Group and consolidated refer to the Isuzu Group, including its subsidiary companies.

Period Covered

This report focuses on the Company's activities during fiscal2025 (from April 1, 2024, to March 31, 2025). However, it also includes information on activities conducted up until the time of publication, as well as future plans.

Publication Information

Published September 2025
Next report schedule:
September 2026 (Previous publication: September 2024)

Referenced Guidelines

GRI Sustainability Reporting Standard
Sustainability Accounting Standards Board (SASB) Standards

*Unified international guidelines formulated by the GRI (Global Reporting Initiative), an international NPO, in an attempt to improve the quality, reliability, and comparability of the content of Sustainability reports.

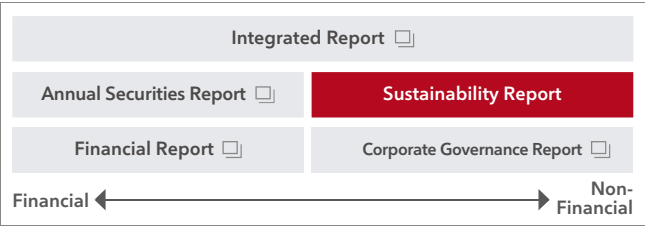
Independent Assurance

To enhance the reliability of this report, environmental data has undergone independent assurance since fiscal2018, and social data has undergone assurance since fiscal2023.

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Status of the Publication



Forward-looking Statements

This report contains not only information on the past and present but also future projections based on plans, forecasts, and management policies and strategies as of the date of publication. These forward-looking statements are based on assumptions and judgments made in light of the information available to us at the time they were made. Please note that changes in various factors could cause actual results or events to differ materially from what is described in our projections. Any revisions or repetitions of the information provided in previous reports and material changes to this information are included in this report. We ask our readers to be cognizant of the above.

Promotion of Sustainability

Message from the Chairperson of the Sustainability Committee

The Isuzu Group is promoting sustainability activities to achieve its goal of becoming No. 1 in the four areas of satisfaction, sustainability, employee engagement, and social impact, as set forth in the MISSION Statement of its corporate philosophy, the ISUZU ID.

In ISUZU Transformation—Growth to 2030, the medium-term business plan announced in April 2024, we have set forth a specific vision and path for the Isuzu Group to pursue by 2030, in line with the MISSION Statement.

In fiscal 2025, the Sustainability Committee advanced discussions on the planning and progress of key initiatives, such as carbon-neutral electricity procurement in line with the 2030 Environmental Roadmap and human rights due diligence, thereby strengthening the Group's ongoing efforts.

Furthermore, in response to evolving trends in sustainability disclosure, we established the Sustainability Disclosure Subcommittee in April 2025 under the Sustainability Committee. This cross-functional body is tasked with information disclosure, helping to further enhance transparency and promote a deeper understanding of the Isuzu Group's sustainability activities.



Naohiro Yamaguchi
Director of the Board,
and Managing Executive Officer

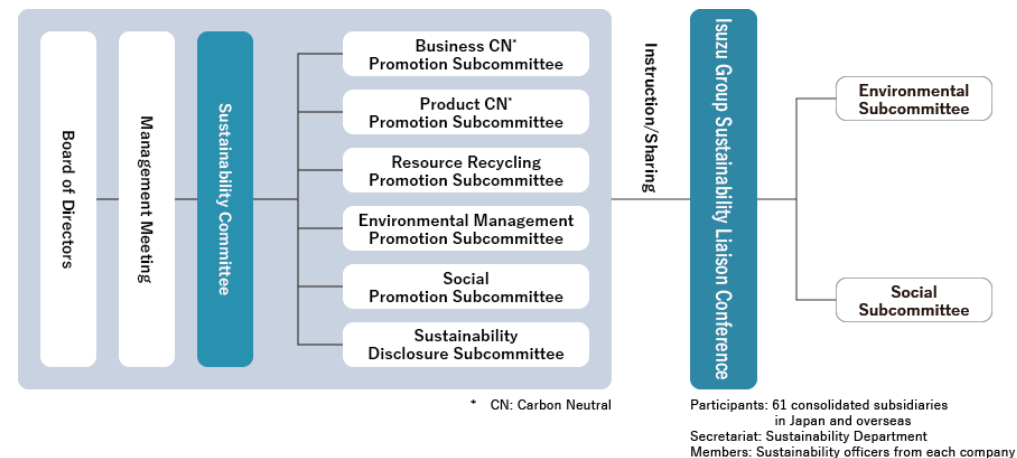
Sustainability Promotion System

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

The Sustainability Committee meets regularly (at least four times annually) to discuss and decide on matters related to sustainability, such as climate change risks and human rights. The matters discussed by the Sustainability Committee are reported to the Management Meeting and the Board of Directors as necessary, depending on their importance.

Under the Sustainability Committee, specialized environmental and social subcommittees have been established to address specific issues. Additionally, in fiscal 2026, we established a new Sustainability Disclosure Subcommittee to improve our information disclosure in light of trends in sustainability information disclosure.

We also hold the Isuzu Group Sustainability Liaison Conference, targeting consolidated subsidiaries, to share information for promoting sustainability activities throughout the Group.



Sustainability Committee Meetings in Fiscal 2025

Meetings Held	5
Main Agenda Items	<ul style="list-style-type: none"> Progress report on the CN plan for procured electricity Deliberation and reporting on the promotion of the 2030 Environmental Roadmap Progress report on human rights due diligence Trends in sustainability information disclosure and measures taken in response Activity reports of each Subcommittee

Building Relationships of Trust with Stakeholders

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

> Building Relationships of Trust with Stakeholders

Environment

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Environmental Management

Basic Approach

The Isuzu Group actively strives to consider environmental conservation in all business segments, aiming to achieve Sustainability No.1, one of the MISSION outlined in ISUZU ID.

Additionally, through the development and operation of an environmental management structure, we work to reduce environmental impact in all aspects and are committed to achieving Isuzu Environmental Vision 2050 and contributing to the realization of a sustainable society.

Isuzu Group's Charter on the Global Environment

All Isuzu Group members use the Charter as a guideline when pursuing environmental activities.

Basic Policy

► Realization of a prosperous and sustainable society

We, the members of the Isuzu Group, regard it as an important business challenge to preserve the global environment so that our planet remains prosperous and sustainable and can be passed on to future generations. In this regard, we pursue our business activities in all areas with an awareness of environmental conservation.

► Reduced environmental burden for all business operations

The Isuzu Group recognizes our responsibility in supporting transportation, offers enhanced products and services to our global customers through close cooperation with all Group companies, and develops and operates our environmental management system to reduce the environmental burden of all of our business areas.

Action Guidelines

► 1 Create a sustainable society

We coordinate our business operations and environmental initiatives, thereby offering environmentally-aware, high-value-added products and services to society.

► 2 Comply with environmental laws and minimize the environmental load

In an effort to minimize the impact on the environment from our business operations, we ensure that we comply with environmental laws and engage in key environmental issues in all of our business areas from development to production, distribution, sales and servicing, addressing climate change, resource recycling, prevention of environmental risks from hazardous substances, environmental measures and conservation of biodiversity.

► 3 Promote environmental technology

We promote the development of technology to reduce the environmental load applied throughout the product lifecycle.

► 4 Maintain proactive social communication

We maintain a positive attitude toward the disclosure of product, service, and business activity information on the environment, promoting good communication with members of society and communities, and work toward realizing a prosperous society.

► 5 Foster environmental awareness as corporate citizen

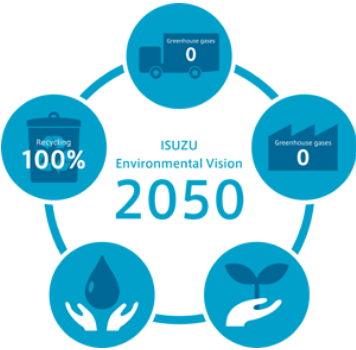
We engage in perpetual efforts to foster environmental awareness in each Group member as a corporate citizen operating in a local community, encouraging them to learn about and act toward environmental conservation.

Isuzu Environmental Vision 2050

In order for society to be prosperous and sustainable in 2050, and for Isuzu to continue to support transportation, in March 2020 the Isuzu Group formulated our Isuzu Environmental Vision 2050.

The Environmental Vision represents the Isuzu Group's desired future state, established through a scenario analysis of 2050 based on climate-related and socio-economic scenarios.

The Environmental Vision identifies four key environmental challenges (Climate Change Measures, Resource Recycling Promotion, Environmental Risk Prevention Measures, Biodiversity Conservation), and by collaborating with stakeholders to advance these initiatives, we aim to achieve five Aspirations.








Environmental Management

2030 Environmental Roadmap

To achieve the Environmental Vision, we established the 2030 Environmental Roadmap (hereinafter referred to as the roadmap) in 2022. This roadmap outlines the goals (2030 Challenge) and specific action plans (Global Action) to be pursued by 2030 as intermediate stepping stones. This roadmap represents Isuzu's collective commitment to realizing the Environmental Vision, formulated through discussions with our stakeholders, as of 2022. Technological advancements and societal changes may significantly alter the situation in the future. While flexibly adapting to various changes, Isuzu will promote Green Transformation (GX) across all of its business activities to achieve the Aspirations in the Isuzu Environmental Vision.

Isuzu Environmental Vision 2050 and 2030 Environmental Roadmap

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	Goals	Global Action
 <p>Zero GHG emissions from operations</p>	<ul style="list-style-type: none"> Halve CO₂ emissions* from 2013 levels by 2030 * Scope 1 + Scope 2 	<ul style="list-style-type: none"> Reduce total energy use Install and expand clean energy use Leverage innovative technologies
 <p>Zero GHG emissions across product life cycles</p>	<ul style="list-style-type: none"> Build a carbon-neutral vehicle lineup that meets diverse needs 	<ul style="list-style-type: none"> Identify necessary technologies by 2025 Increase the number of mass-production models by 2030 while promoting practical implementation of carbon-neutral vehicles
 <p>100% recycling of waste and end-of-use vehicles</p>	<ul style="list-style-type: none"> Advance a circular economy 	<ul style="list-style-type: none"> Thoroughly manage outputs* of all operating sites Increase resource efficiency Transition to circular business model * Outputs refers to waste, emissions and wastewater here.
 <p>Safe, reliable operations and products</p>	<ul style="list-style-type: none"> Strengthen environmental management and supplier engagement 	<ul style="list-style-type: none"> Build Group-wide environmental management system Build a sustainable supply chain Identify and promote adaptation to environmental/nature risks in operations
 <p>Conserve native biodiversity in local communities</p>	<ul style="list-style-type: none"> Promote conservation of native local biodiversity 	<ul style="list-style-type: none"> Partner with local communities to advance conservation Communicate our conservation efforts actively Raise awareness and train employees to be environmental stewards

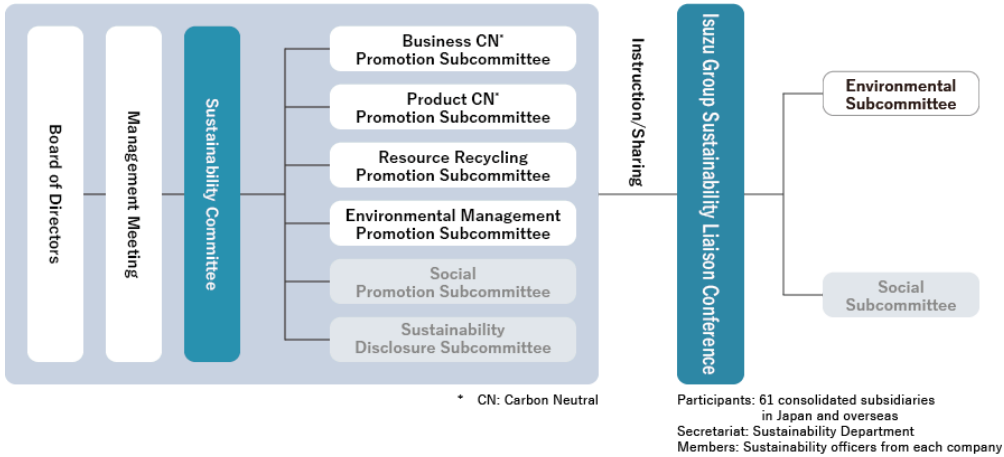
> Isuzu Environmental Vision 2050

Management Structure

The Isuzu Group has established a Sustainability Committee chaired by a director and comprises officers responsible for each area, in order to promote sustainability throughout the Group.

Regarding the environment, Four Environmental Bodies have been established under the Sustainability Committee, with consolidated subsidiaries from each segment as members. These bodies work to address various environmental challenges. The activities of each body are reported to the Board of Directors and the Management Meeting through the Sustainability Committee.

In fiscal 2024, we established the Group Environmental Meeting under the Isuzu Group Sustainability Liaison Conference, targeting consolidated subsidiaries. In this meeting, subsidiaries are grouped based on factors such as region and business type, and activities are promoted across the entire Isuzu Group.





Four Environmental Bodies

Business CN Promotion Subcommittee	Focusing mainly on production activities, which are the Group's main source of CO ₂ emissions, the subcommittee promotes cross-divisional activities to achieve the 2050 carbon neutral goal, aiming to achieve carbon neutrality in the Isuzu Group's business activities.
Product CN Promotion Subcommittee	The subcommittee promotes various activities that contribute to the carbon neutrality of products, including decarbonization technologies and energy, aiming to achieve well-to-wheel carbon neutrality.
Resource Recycling Promotion Subcommittee	The subcommittee promotes waste controls and recycling activities in all Isuzu's business activities including products and services, toward achieving 100% recycling of resources.
Environmental Management Promotion Subcommittee	The subcommittee promotes environmental activities in coordination with Group companies, centered mainly on environmental management measures such as ISO 14001 certification acquisition, environmental risk management, and biodiversity preservation.

Climate Change Measures

Basic Approach

Many different natural disasters, linked to climate change, are significantly affecting our society and addressing climate change has become a globally recognized urgent and top-critical issue. Based on this awareness, carbon-neutral strategies are rapidly being introduced in Japan and many other countries. The move toward a decarbonized society is gaining momentum worldwide. The Isuzu Group has set the goals of 'Zero GHG emissions from operations' and 'Zero GHG emissions across the product lifecycle' as Aspirations in Isuzu Environmental Vision 2050. We view addressing climate change as an opportunity for further growth for the Isuzu Group and are advancing various initiatives to achieve these goals. Additionally, Isuzu expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2021 and is advancing the development of business strategies to address climate change through scenario analysis.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
 <p>Zero GHG emissions from operations</p>	<ul style="list-style-type: none"> Halve CO₂ emissions* from 2013 levels by 2030 * Scope 1 + Scope 2 	<ul style="list-style-type: none"> Reduce total energy use Install and expand clean energy use Leverage innovative technologies
 <p>Zero GHG emissions across product life cycles</p>	<ul style="list-style-type: none"> Build a carbon-neutral vehicle lineup that meets diverse needs 	<ul style="list-style-type: none"> Identify necessary technologies by 2025 Increase the number of mass-production models by 2030 while promoting practical implementation of carbon-neutral vehicles

Disclosure Based on the TCFD Framework

Governance

To promote sustainability throughout the entire Group, Isuzu has established the Sustainability Committee, which is chaired by a director and comprises officers responsible for each of our business domains serving as standing members. The Sustainability Committee meets regularly (at least four times a year) to deliberate on a wide variety of matters pertaining to sustainability, such as risks associated with climate change and human rights issues. Depending on the level of importance of matters discussed, the contents of the deliberations are reported to the Management Meeting and the Board of Directors as necessary. Specialized environmental and social subcommittees have also been established under the umbrella of the Sustainability Committee, wherein detailed discussions are held on individual issues. In addition, in fiscal 2026, a new Sustainability Disclosure Subcommittee was established to improve our information disclosure efforts in light of trends in sustainability information disclosure. In particular, with regard to efforts to achieve carbon neutrality, we have established a system for examining specific response policies and activities and implementing them in practice through the Business CN* Promotion Subcommittee, which promotes activities to achieve carbon neutrality in business activities with a focus on production, and the Product CN* Promotion Subcommittee, which promotes various activities that contribute to the carbon neutrality of products through decarbonization technologies and decarbonized energy.

* CN: Carbon Neutral

- > Sustainability Promotion System
- > Environmental Management Structure

Risk Management

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

- > Risk Management Structure

Metrics and Targets

The Company has established Isuzu Environmental Vision 2050 with the aim of realizing zero greenhouse gas (GHG) emissions throughout the lifecycles of its products by 2050. To this end, we have set a target—as outlined in the 2030 Environmental Roadmap—to reduce the Group's Scope 1 and 2 GHG emissions by 50% from fiscal 2014 levels by 2030. Furthermore, we endorse the Paris Agreement's aim to limit the global temperature increase to 1.5°C, and we are working to set science-based targets to achieve this goal. As part of this pursuit, we have submitted a letter of commitment to the Science Based Targets initiative in 2022 and will continue our efforts to realize a decarbonized society.

Climate Change Measures

Strategy

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

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

> Initiatives

Scenario Analysis

Long-term Environmental Scenarios

4°C Scenario (RCP8.5*1, SSP3*2)

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

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

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

<div>Products</div> <div><Vehicles></div> <ul style="list-style-type: none"> The development and provision of next-generation powertrains continues for light commercial vehicles that support short-distance, low-volume transportation, such as electric vehicles New trends such as electrification emerge for medium- and heavy-duty commercial vehicles Internal combustion engines continue to play a major role in vehicles that support long-distance, high-volume transportation, such as medium- and heavy-duty commercial vehicles <div><Powertrain></div> <ul style="list-style-type: none"> The use of sustainable, decarbonized clean energies A need arises to develop and market energy loss-free powertrains with unprecedented fuel-efficiency, as well as products equipped with such powertrains <div>Service</div> <ul style="list-style-type: none"> Automated driving, platooning, and full trailer trucks currently undergoing demonstration tests become commonplace More efficient transportation methods are routinely used <div>Business Activities</div> <ul style="list-style-type: none"> The Company switches to decarbonized clean energy in production and other business activities The Company minimizes resource input volumes and strictly enforces the efficient use of waste with a view to achieving carbon neutrality
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*1 Climate scenario created by the United Nations Intergovernmental Panel on Climate Change (IPCC)

*2 Socioeconomic scenario created by the United Nations IPCC

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

Climate Change Measures

Risks and Opportunities

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

Initiatives

Products and Services

To achieve zero greenhouse gas (GHG) emissions across the entire lifecycle of Isuzu Group products by 2050, the Isuzu Group aims to make all new vehicle lineups sold worldwide carbon neutral by transitioning from fossil-derived energy to carbon-neutral energy sources. Isuzu is advancing the development of electric vehicles with an eye towards mass production and launched the new production model of the BEV (Battery Electric Vehicle) N-Series in 2023, and Japan's first BEV flat-floor route bus, ERGA EV in 2024. Additionally, for FCVs (Fuel Cell Vehicles), we are conducting demonstration experiments for social implementation and promoting their market introduction.

On the other hand, commercial vehicles used in various market conditions may still require internal combustion engines. Additionally, Isuzu Group's products are used worldwide, and in some countries or regions, electrification may be challenging. Therefore, Isuzu Group continues to advance the development of internal combustion engines that are compatible with carbon-neutral fuels*.

* Carbon-neutral fuels, including biofuels and synthetic fuels derived from renewable energy, are referred to as CN fuels.

Development and Diffusion of Next-Generation Vehicles

Light-Duty EV Truck

The N-Series (ELF in Japan) is the first mass-produced BEV truck developed by Isuzu to realize a carbon-neutral society. We are developing the N-Series by adding new dust trucks and aerial work platform trucks to our lineup in February 2025. Isuzu's proprietary electric Power Take Off (PTO) has been developed and adopted to supply power to truck upper structures.



> Light Electric Truck 

Heavy-Duty FCV Truck

Since 2020, we have been collaborating with Honda R&D Co., Ltd., and began public road testing in December 2023. Through this demonstration experiment, which will continue until September 2025, we will work on collecting data, accumulating insights, and identifying technical challenges in preparation for market introduction in 2027.

We will promote technological development in a multi-pathway approach based on Isuzu Environmental Vision 2050 and will develop FCVs as part of the product development and rollout that is suited to regional conditions and social trends.



> Heavy-Duty FCV Truck 

Climate Change Measures

Light-Duty FCV Truck

Light-duty FCV trucks have been jointly planned and developed by Isuzu and Toyota at Commercial Japan Partnership Technologies (CJPT) project starting in 2021.

We are supplying vehicles for initiatives for social implementation of hydrogen technology in Fukushima, Tokyo, and Fukuoka prefectures from 2023.

> CJPT 



BEV Flat-Floor Route Bus

In May 2024, we launched Japan's first BEV flat-floor route bus, the ERGA EV.

Isuzu believes that for route buses, which often travel on predetermined routes, BEVs are one of the most promising options as a carbon-neutral power source. Leveraging its long-standing experience in product development, Isuzu has developed a BEV flat-floor route bus, the ERGA EV, designed with consideration for passengers, drivers, and road conditions.

The ERGA EV has been adopted and is now in operation as shuttle buses operated by three bus operators at the 2025 World Exposition in Japan (Osaka-Kansai Expo).

> BEV Flat-Floor Route Bus 



North American Medium-Duty Battery Electric Trucks

To contribute to GHG reduction in North America, Isuzu announced its plan to launch medium-duty battery electric trucks equipped with Accelera by Cummins powertrains, aiming for a 2026 release.

Leveraging the strengths of both Cummins Inc. and Isuzu, we will support our customers in achieving zero emissions.

> Launch of Medium-Duty Electric Prototype Trucks in North America 



Provision of the Total Solutions Program for BEV Introduction and Operational Support, EVision

In 2023, Isuzu began offering EVision, a total solutions program for the introduction and operational support of BEVs, in conjunction with the market launch of the mass-produced BEV, the ELF EV.

EVision is a solution program designed to support customers in evaluating the introduction of commercial EVs, resolving implementation challenges, quantifying effects, and proposing further improvements to achieve carbon neutrality.

In anticipation of an increase in the number of EVs installed per customer location, we will develop energy management services that curb the rise in basic electricity rates due to recharging and will expand EVision service lineup so that a wide range of customers can use EVs without concerns.

> EVision 

EVision Cycle Concept (Commercial Vehicle Battery Swapping EV Concept)

As a new option for achieving carbon neutrality, Isuzu is developing and exploring battery swapping solutions. By separating the operation of the vehicle and the battery, this approach is expected to address various societal challenges. We have started in-house demonstration tests and are advancing the development of vehicles and battery stations with the goal of conducting demonstration experiments in Japan and Thailand by the end of fiscal 2026.



CN Gas Fuels (Initiatives for Low-Carbon Fuels)

Regarding methane gas, biomethane is already being used and the development of e-methane production technologies is already underway.

Biomethane, in particular, is already being used in mass-produced vehicles, and the use of methane gas as a fuel for natural gas vehicles will directly lead to low-carbon and decarbonization efforts. Isuzu considers LNG vehicles as one of the realistic solutions to carbon neutralization for large trunk line transportation vehicles, and is promoting demonstration activities for their widespread use in cooperation with various stakeholders.

Examples include a liquefied biomethane demonstration with Mitsubishi Corporation in Hokkaido, and a biomethane project in Maniwa City, Okayama Prefecture, where we supplied vehicles for the demonstration. We will continue to work with our stakeholders on the CN gas demonstrations and promote efforts for carbon neutralization of mobility.

Promotion and Adaptation of Carbon-Neutral Fuels

In April 2023, Isuzu established a division responsible for overseeing and advancing the Isuzu Group's CN strategy. As a company-wide cross-sectional activity, the Company is advancing its initiatives aimed at the societal implementation of CN fuels, including evaluating the impact of CN fuel use on vehicle performance and durability.

As a specific example, Isuzu, together with eight partner companies, applied for the Tokyo Metropolitan Government's 2024 Technology Development Support Project for the Promotion of New Energy, and our project, the Development of New HVO* Mixed Fuel, Supply Chain Construction and Its Social Implementation was selected.

The nine selected companies have long been aiming to contribute to the realization of a sustainable society through the use of biofuels and other resources. Each company will develop, produce, store, transport, and demonstrate the use of new HVO-based biofuels in their respective fields, and promote efforts to establish supply chains and achieve social implementation.

Additionally, to accelerate the adoption of CN fuels, we will engage with CN fuel producers to address fuel quality issues and propose improvements. We will also actively participate in creating systems that do not require additional investments in distribution processes, such as supply and sales.

* HVO: Hydrotreated Vegetable Oil. HVO is a fuel made by hydrogenating biomass (biological resources) and can be used either alone or mixed with diesel oil. It is one of the CN fuels that are more effective in reducing CO₂ emissions compared to petroleum-derived diesel oil.

Climate Change Measures

Business Activities

To achieve zero direct GHG emissions from business activities by 2050, the Isuzu Group is working on reducing overall energy consumption and expanding the use of renewable energy.

Reduction of Total Energy Consumption

We are continuing to implement energy-saving activities, including streamlining processes, reviewing and optimizing the operation of equipment, and visualizing energy consumption.

By reassessing our conventional operating methods and applying successful initiatives across the Group, we are contributing to a reduction in total energy consumption throughout Isuzu's business activities.

The Isuzu Group supports climate-related regulations in various countries, including domestic laws such as the Energy Conservation Law^{*1} and the Global Warming Prevention Law^{*2}, and addresses energy reduction through various reports to administrative agencies based on these laws and policies.

^{*1} The Energy Conservation Law, which relates to the rationalization of energy use and the shift to non-fossil energy

^{*2} The Act on Promotion of Global Warming Countermeasures

Expansion of Environmentally Conscious Sales Bases

When establishing or renovating sales bases, we are advancing the reduction of energy use by adopting LED lighting, skylights, and renewable energy systems. Additionally, during the establishment of new sites, we are promoting the expansion of environmentally conscious bases by adopting more environmentally friendly wastewater treatment equipment to prevent environmental pollution from wastewater generated during vehicle maintenance and washing.



Isuzu Motor Kinki Co., Ltd. Suminoe Service Center



Isuzu Motors Kyushu Limited Saga Service Center



Isuzu Motors Chubu Co., Ltd. Iida Service Center



Toyama Isuzu Co., Ltd. Toyama Sales Office

Creating Clean Energy

To generate clean energy, in Japan, we installed a 1,156-kW solar power generation facility at the Tochigi Plant in fiscal 2023, bringing the total solar panel capacity at both the Fujisawa and Tochigi plants to 1,389 kW.

Additionally, Isuzu Group companies in Thailand are also promoting the installation of large-scale photovoltaic power generation systems. Since fiscal 2019, Isuzu Motors Co., (Thailand) Ltd., and other companies have installed solar panel systems capable of a total output of 7,069 kW.

In the future, the Isuzu Group plans to continue actively introducing energy-saving equipment and expanding the installation of clean energy generation systems, including solar power facilities.



Solar power generation facility at Thai International Die Making Co., Ltd. (TID)

Climate Change Measures

Switching to Clean Energy

We are also progressively transitioning to clean energy for the energy used at our business sites.

Since fiscal 2020, Isuzu has been using the Aqua Premium electricity rate plan from TEPCO Energy Partner, Inc., which applies 100% hydroelectric power to a portion of the electricity purchased. Through this plan TEPCO Energy Partner, Inc. sells the CO₂-emission-free electricity that it generates hydroelectrically, offering an option for customers who want a portion of the electricity they purchase to be carbon-free.

Additionally, starting in fiscal 2023, Isuzu began purchasing electricity with non-fossil certificates and has been expanding its purchase of electricity derived from renewable energy sources.

Starting from fiscal 2024, Isuzu's Yokohama headquarters switched all of its electricity usage to power certified by non-fossil certificates. As a result, all electricity used by Isuzu Group offices located in the same building now comes from renewable energy sources. Through these efforts, approximately 26% of Isuzu's electricity consumption was decarbonized in fiscal 2025.

As for fuels, clean energy technologies such as electricity have not been established yet. In response to the current situation, Isuzu has been using carbon offset city gas (a global environmentally friendly fuel) as part of the fuel at its factories since fiscal 2022. Carbon offset city gas is liquefied natural gas that offsets the greenhouse gases emitted during the entire process from natural gas extraction to combustion using CO₂ credits (carbon offsets), thus being considered as not generating net CO₂ emissions on a global scale even when burned. The CO₂ credits are voluntary credits issued by internationally reputable organizations, and are the result of projects that meet the procurement requirements, quality standards, and other criteria of the adoption destination, ensuring that they have no significant adverse effects on the region or ecosystems.

To widely inform users of natural gas vehicles about these initiatives, Isuzu supplies carbon offset city gas to the natural gas station located at the Fujisawa Plant. All natural gas supplied at this station is carbon offset city gas.



Natural gas station at the Fujisawa Plant

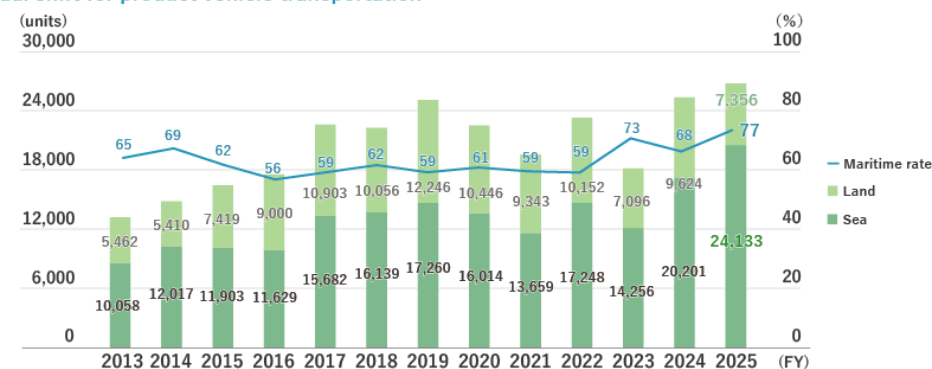
Reducing CO₂ Emissions in Logistics Processes

Isuzu aims to reduce CO₂ emissions in its logistics processes by 1% annually and is implementing measures to achieve this goal.

Main Initiatives

- Review transportation methods
- Promote fuel-efficient driving during transportation
- Increase marine transportation (modal shift) through the development of new shipping routes
- Strictly manage truck transport according to cargo volume
- Expand the use of returnable racks that can be folded during return
- Expand trailer transport and improving cargo fill rates within containers
- Increase the use of container round trips

Modal shift for product vehicle transportation



Climate Change Measures

Review of Transportation Methods

The Isuzu Group is continuously reviewing and optimizing the transportation routes for products and parts, and is working to reduce CO₂ emissions associated with transportation by engaging in joint transportation within the Group.

In fiscal 2025, we reduced the number of delivery trucks by 40 compared to the previous year and saved 1,053 liters of fuel by checking the days when dealers and repair shops were closed and coordinating delivery services from the nationwide parts distribution centers. In addition, while the Group used to deliver products from the Kansai Distribution Center to the Mie Anotsu Parts Center via the Nara Service Center, the route was changed to delivery from the Chubu Distribution Center, shortening the transportation distance by approximately 30 km and reducing CO₂ emissions.

Furthermore, in an effort to solve the 2024 logistics issue, our delivery service from the Fujisawa area to the Tochigi area used to travel on ordinary roads, but the entire route has been changed to use expressways for the round-trip delivery, thereby improving fuel efficiency and reducing CO₂ emissions.

We are also working to reduce the environmental impact of our warehouses, which are our delivery bases, by switching from diesel forklifts that use diesel oil as fuel to electric forklifts, with the goal of achieving zero diesel-powered forklifts by fiscal 2030. From fiscal 2025, LED lighting in the Tochigi area warehouse was replaced with lighting with motion sensors, and a system was established to automatically turn off lights when the warehouse is unmanned. As a result, CO₂ emissions were significantly reduced and the work environment improved.



Electric forklift



Warehouse with lights turned off when unmanned with motion sensors

Increasing Container Round Use

Isuzu is implementing carbon-neutral activities across the entire logistics sector, and in the areas of Tochigi, Fujisawa, Yokohama Port, and Ageo, we are working on the Container Round Use (CRU) system, which reuses empty containers as export containers after unloading from import containers.

Previously in the Tochigi area, empty export containers for knockdown (KD) parts packed at the Tochigi Plant were retrieved from Yokohama Port. However, now, the Company picks up import containers unloaded by other companies at a depot in an inland area near the Tochigi Plant, as designated by the shipping company, and reuses them as export containers for KD parts at the Tochigi Plant.

In the Fujisawa area, Isuzu collaborates with other companies to implement the CRU system by bringing empty containers, after unloading, to Isuzu Group warehouses near the Fujisawa Plant instead of returning them to Yokohama Port. These containers are then reused for the export of KD parts.

Since June 2024, we have also been working on the CRU system within the Isuzu Group. Empty containers used by overseas assembly plants to return returnable racks to the Fujisawa area are not returned to Yokohama Port, but are reused as export containers for KD parts in the same area.

These CRU activities in the four areas have enabled stable logistics and reduced fuel consumption during transportation by approximately 20,000 liters per year, leading to a decrease in CO₂ emissions.

Moreover, we received the Special Award of the Logistics Environment Grand Prize for fiscal 2023, 2024, and 2025, together with other cooperative companies, in recognition of our CRU activities from the Japan Association for Logistics and Transport.



Trophies for the Special Award of the Logistics Environment Grand Prize



Inside and outside of the container for shipping KD parts in the CRU system



Climate Change Measures

Reduction of Delivery Service for Cases for Packing Parts

As a further initiative, the Isuzu Group focused on the distribution of cases packed with KD parts to improve the efficiency of logistics operations. In the past, production and shipping plans were conducted separately, and cases packed with produced parts were transported from the KD parts plants to external warehouses for temporary storage, after which the parts were loaded into containers according to the shipping plan. In order to reduce the transportation of KD parts to external warehouses, production is now planned based on the shipping plan by destination. By working backward from the shipping date and setting the date for packing parts into cases at the KD parts plants, the next process of loading cases into containers can now be performed continuously at the KD parts plants, thus reducing the number of cases transported to external warehouses. As a result, we have reduced the number of transport services by heavy-duty truck by 1,250, fuel consumption by approximately 1,200 liters, and CO₂ emissions by approximately 3 tons per year since April 2024.



Loading parts into containers at a KD parts plant

Holding Fuel Efficient and Safe Driving Seminars

Considering the lifecycle of Isuzu products, the majority of CO₂ emissions comes from product (vehicle) use. Isuzu has been holding seminars on fuel-efficient and safe driving in Japan and overseas since 1995, to provide its customers with tips on fuel-efficient driving in accordance with the performance of their vehicles.

Seminar Participation over the Past 3 Years

	Number of Times	Number of Participants
FY2025	77	1,039
FY2024	76	999
FY2023	65	885



Fuel-efficient and safe driving seminar



Efforts with Our Business Partners

Isuzu conducts procurement activities based on the Isuzu Group Supplier Sustainability Guideline and requests our business partners to follow this guideline as well, including signing an agreement to confirm compliance. Additionally, we have established the Isuzu Green Procurement Guideline, which outline environmental requests by industry sector, to strengthen environmental management across the entire value chain in collaboration with our partners.

Since fiscal 2023, we have participated in the CDP Supply Chain Program, advancing efforts related to climate change and GHG emissions tracking, and further strengthening our collaboration with our business partners.

Climate Change Measures

Initiatives with Yokohama City

In October 2023, Isuzu signed a Collaboration Agreement for Achieving Carbon Neutrality in the Commercial Vehicle Sector in Yokohama City with Yokohama City. The agreement aims to promote the adoption of carbon-neutral vehicles in the commercial vehicle sector within Yokohama City and collaboration on initiatives to enhance transportation efficiency contributing to decarbonization.

As part of the initiatives, starting December 21, 2023, Isuzu participated in a demonstration project of the first public roadside charging station in Japan for BEV trucks. This project was initiated as collaborative activities to establish an efficient network of charging stations and has been promoted, aiming to create a regional model case.

The results of the demonstration tests conducted until March 2024 were highly evaluated, and it was decided to commercialize the charging stations from April 2024 onward. As a result, the public roadside charging stations are now in continuous operation and serve as important infrastructure in the promotion of electrification of commercial vehicles.

This transition to commercialization shows that our efforts with stakeholders to build a sustainable logistics system are steadily bearing fruit, and is an important step forward in laying the groundwork for the future promotion of BEV trucks.



Signed a collaboration agreement with Yokohama City



Commercialized public roadside charging station

> Yokohama City and Isuzu Motors have signed a collaboration agreement

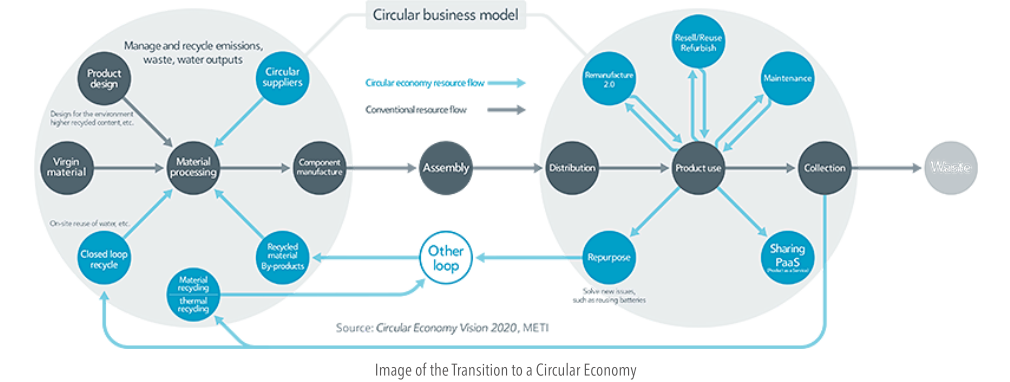
> Participated in the demonstration project of Japan's first public road charging station for BEV trucks in Yokohama City

Resource Recycling Promotion

Basic Approach

The transition to a sustainable society requires a shift from the linear economic system, which emerged from a mass production and mass consumption-based economic model, to a circular economic system. The Isuzu Group has set a goal of achieving 100% recycling of waste and end-of-use vehicles as part of the Aspiration in Isuzu Environmental Vision 2050. We are advancing initiatives to realize a circular economy by focusing on resource conservation, reuse, and circulation throughout our business operations to maximize added value.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
<div>100%</div> <div>100% recycling of waste and end-of-use vehicles</div>	<ul style="list-style-type: none"> Advance a circular economy 	<ul style="list-style-type: none"> Thoroughly manage outputs* of all operating sites Increase resource efficiency Transition to circular business model <p>* Outputs refers to waste, emissions and wastewater here.</p>



Initiatives

Promote Effective Resource Use

Reduced Packaging Materials: Expansion of the Introduction of Returnable Racks

As part of Isuzu Group's efforts to reduce environmental impact throughout logistics, we are promoting the expansion of environmentally friendly packaging materials, taking into account the entire process from packaging and shipping within the Group to disposal at overseas factories. In particular, since 2017, we have been advancing the introduction of returnable racks, which can be used repeatedly and are available for all destinations, and gradually expanding their use in the transportation of parts both in Japan and at overseas plants. The expanded use of returnable racks has enabled us to reduce the use of one-way racks for packaging knockdown (KD) parts, which previously became waste at overseas assembly plants.



Returnable racks

Resource Recycling Promotion

The previously wooden, one-way cab racks were switched to iron-made returnable racks. This eliminated the need for tasks such as removing nails during wood disassembly at the time of disposal, thereby improving safety during operations.

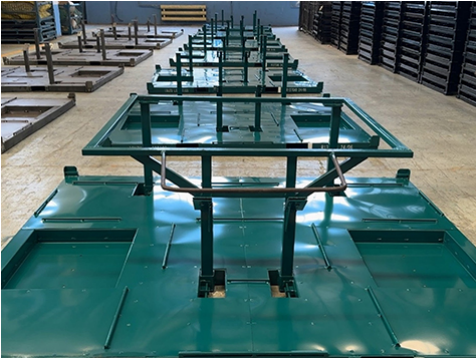
Additionally, starting in fiscal 2022, to make use of the upper space that arises when loading completed cabs into containers, we developed returnable parts racks that fit under the cab racks. This improved container fill rates through stacking. By loading large parts such as axles and parts that were previously shipped using other containers onto these returnable parts racks, we have been able to reduce the use of 40-foot shipping containers by approximately 300 containers annually, contributing not only to resource conservation but also to the reduction of GHG emissions during transportation.

In fiscal 2020, we also developed lightweight returnable racks that reduced individual rack weight by 33% compared to conventional ones, as well as two types of racks of varying heights to increase container fill rates. In fiscal 2024, the deployment of these racks to major destination countries was completed. Also, a new cab returnable rack, which has been developed for a new model vehicle type since fiscal 2025, was additionally introduced in fiscal 2026.

We will continue to promote the effective use of returnable materials to reduce environmental impact and improve logistics efficiency.



Cab returnable rack (orange) + parts returnable rack (blue)



New cab returnable rack

Reduction of Packaging and Packing Materials: Discontinuation of the Use of Stretch Film

As part of its resource recycling activities, the Isuzu Group is working to reduce the amount of materials used for transportation between domestic locations. When transporting parts between two locations in Japan, a two-tiered cart is used, and a rain cover is placed over the cart to protect it from rain during outdoor work. In the past, stretch film was wrapped around the rain cover to prevent the packaged parts from falling through the cover, and the stretch film was disposed of after transportation. In addition, lifting the stretch film, which is 50 cm in height and weighs 2 kg, and wrapping it around the two-tiered cart twice worsens the pack posture of workers, causing pack pain, and there is a risk of parts falling. Therefore, starting in October 2024, the stretch film has been replaced by a lashing belt that can be used repeatedly. This makes operations easier by simply wrapping two lightweight lashing belts around the cart, and in terms of quality management, it eliminates the possibility of parts falling from the cart. This initiative has reduced the amount of stretch film waste by approximately 5 tons per year and improved operational efficiency.



(Before replacement) Wrapping stretch film



(After replacement) Wrapping lashing belts

Resource Recycling Promotion

Reduction of Packaging and Packing Materials: Switching from Plastic Fixing Material to Corrugated Cardboard Fixing Material

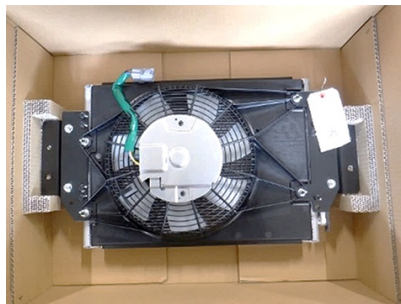
The Isuzu Group examines environmentally friendly packaging methods on a daily basis in order to create a sustainable society.

In fiscal 2025, with the first production of KD parts for EV vehicles, we started full-scale development and adoption of environmentally friendly packaging materials in line with the vehicle concept.

In the past, when designing packaging specifications, plastic foam, which is derived from petroleum, was mainly used as a fixing material for parts, but we worked on the introduction of corrugated cardboard fixing materials in line with the EV vehicle concept.

Although there were many challenges to be overcome in terms of quality and cost, we were able to reduce plastic foam material by 308 kg per year by introducing corrugated cardboard fixing material for eight parts including radiators of EV vehicles starting in June 2024.

We will continue to incorporate environmentally friendly designs and contribute to reducing the impact on the environment in packaging.



Packaging of parts using corrugated cardboard fixing material

Effective Utilization of Water Resources

Isuzu's business activities entail the consumption of a large quantity of water in vehicle manufacturing, plant maintenance, effluent treatment and many other situations.

To conserve limited water resources, we are working to reuse process water and wastewater, as well as to reduce water usage.

Initiatives Towards a Circular Economy

Maintenance Leases Utilizing Remanufactured Units

Isuzu provides maintenance lease services for reconditioned vehicles (remanufactured unit vehicles), using Isuzu's remanufacturing^{*1} technology. This technology restores reusable engines, transmissions, and other major components to like-new functionality after short-term, high-performance leasing. In addition to reconditioned heavy-duty trucks, the GIGA type-Re, we started offering medium-duty trucks, the FORWARD type-Re, in March 2025 in response to customer requests.

In the restoration process of remanufactured unit vehicles, the advanced genuine maintenance tool PREISM is used to assess the vehicle's condition and detect data on parts that need replacement.

By reusing parts, we not only contribute to resource circulation but also achieve a reduction in CO₂ emissions during manufacturing by approximately 76 tons per vehicle for heavy-duty trucks^{*2} and 28 tons per vehicle for medium-duty trucks^{*3} compared to new vehicles. This initiative supports our goal of reducing greenhouse gas (GHG) emissions.

In the future, we intend to utilize our implementation experience and knowledge to expand our services to other types of vehicles and equipment, such as tractor heads and refrigerated freezer trucks, which are also requested by our customers.

*1 The term "remanufacturing" refers to making used products into like-new products through disassembly, parts replacement, etc. following the collection of used products.

*2 Calculated based on a heavy-duty GIGA truck that has traveled approximately 1 million kilometers over five years.

*3 Calculated based on a medium-duty FORWARD truck that has traveled approximately 0.7 million kilometers over five years.

Promotion of Rebuilt Products

The Isuzu Group is engaged in rebuilding used engines and parts by disassembling, cleaning, inspecting, and replacing worn parts with new ones before reassembling them.

We sell remanufactured products that meet the same inspection standards as new parts from the production line under the Isuzu genuine recycled parts brand E-PARTS.

Isuzu Engine Manufacturing Hokkaido Co., Ltd. rebuilds engines and parts to reduce resource input and manufacturing energy. In the future, we will establish evaluation standards for parts recycling technologies and recycled parts, improve the parts recycling rate, and promote and expand rebuilding to further reduce resource and energy input.



Rebuilt engine assembly

Resource Recycling Promotion

Promoting Recycling

Compliance with the Automotive Recycling Law

The Isuzu Group is committed to reducing the total amount of waste generated by its business activities and promoting the effective use of waste to minimize and control emissions, including valuable materials.

We handle end-of-use vehicles according to regulations in each country, and in Japan, we promote recycling under the Act on Recycling, etc. of End-of-Life Automobiles. This includes recycling the three designated items (ASR*, airbags, and chlorofluorocarbons).

For the recycling of ASR, we operate the Automobile Shredder Residue Recycling Promotion Team (ART) in collaboration with 12 other automobile manufacturers to ensure proper handling of ASR.

* Automobile Shredder Residue

> Initiatives Concerning the Act on Recycling of End-of-Life Automobiles (Japanese Only)

Environmental Risk Prevention Measures

Basic Approach

The Isuzu Group has set the Aspiration of pursuing safe and reliable operations and products as part of Isuzu Environmental Vision 2050. By strengthening our environmental management foundation and supplier engagement, we will work to prevent environmental risks.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
 <p>Safe, reliable operations and products</p>	<ul style="list-style-type: none"> Strengthen environmental management and supplier engagement 	<ul style="list-style-type: none"> Build Group-wide environmental management system Build a sustainable supply chain Identify and promote adaptation to environmental/ nature risks in operations

Initiatives

Promoting Water Resource Conservation

Understanding and Responding to Water-Related Risks

In recent years, climate change is increasing concern about the ability to secure water resources and about water-related risks such as flooding. Since FY2016, Isuzu has been using AQUEDUCT, a global water risk evaluation tool, to conduct surveys on water risks. The surveys have confirmed that while Isuzu uses groundwater and tap water, there are no urgent issues related to water usage itself. However, they have also revealed that geographic conditions could lead to operational risks and impacts on the supply chain due to flooding, drought, or water source depletion caused by extreme weather conditions such as heavy rainfall. In light of these findings, we are advancing efforts to address water risks, taking into account operational and business risks, by reducing water resource consumption and mitigating these risks.

Building a Society Free of Water Stress

The Isuzu Group contributes to building a society free of water stress, where all people can have access to safe water without concern.

Isuzu Gives Water...for Life

Twenty-one Isuzu Group companies in Thailand are collaborating with Thailand's Department of Groundwater Resources and regional authorities on the Isuzu Gives Water...for Life project, which contributes to building a water-stress-free society. The goals of the project are to install water treatment systems and provide access to drinkable water at schools in outlying areas of Thailand struggling with polluted water. Through the project, teachers and students learn how to manage and maintain the system so they are able to sustainably secure access to drinking water. Launched in 2013, the project held 44 events by March 2025. In addition, from a carbon neutral perspective, solar panels have been installed on the roof of the buildings to provide clean energy for the electricity needed to operate the water purification facilities, which began operation in 2025.



Isuzu Gives Water...for Life Project



Solar panels for water purification facilities

Environmental Risk Prevention Measures

Thorough Chemical Substance Management

We take thorough measures to minimize the environmental risks associated with chemical substances used in our business activities and products. In FY2025, a halon leakage occurred in the Fujisawa area due to mishandling during fire extinguishing equipment inspection. Immediately after the occurrence, we immediately reported the incident to the relevant authorities, investigated the cause, and took measures to prevent recurrence.

Management of Chemicals Used in Business Activities

To reduce environmental risks and ensure employee safety associated with chemicals used in our business activities (such as paints and lubricants), we have established internal regulations that require advance applications for the use of new chemicals. These applications are reviewed based on laws such as the Chemical Substances Control Law^{*1}, the Industrial Safety and Health Act, and the Poisonous and Deleterious Substances Control Act to determine the appropriateness of the chemicals' use. Based on the results of these pre-screenings, necessary measures are implemented before using the chemicals.

In FY2025, we conducted pre-screening for 189 chemicals.

Additionally, we have created a database for the chemicals used at our business sites, which includes information on their chemical composition and usage amounts. We continuously register new information from advance applications and update the database accordingly to strengthen management. This database helps us properly report to the Pollutant Release and Transfer Register (PRTR)^{*2} under the Chemical Management^{*3}, and ensures we stay compliant with amendments to environmental regulations including the Chemical Substances Control Law, the Industrial Safety and Health Act, the Poisonous and Deleterious Substances Control Act, and the Chemical Management. Furthermore, by referring to this database, we are actively working to reduce the use of harmful chemicals by shifting to environmentally friendly chemicals and revising our processes.

*1 Chemical Substances Control Law: A law concerning the examination and regulation of chemical substances and their manufacture.

*2 PRTR Law: A law concerning the Promotion of the Management of Chemical Substances.

*3 Chemical Management: Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (Law concerning Pollutant Release and Transfer Register / PRTR)

Management of Chemicals Contained in Products

We take into consideration the chemicals contained in raw materials and components in the design and development stages and comply with the chemical regulations of various countries, including Japan's domestic laws, as well as the European REACH regulations, ELV directive, and the United States' TSCA. Isuzu has specified the chemicals that are prohibited or managed by Isuzu as part of the Isuzu Technical Standards considering national regulatory trends. These standards are applied to the raw materials and components used in our products.

We use the International Material Data System (IMDS), a global product substance information communication system for the automotive industry, to manage information about the chemicals contained in parts. We collect information from our business partners through IMDS and manage it in our internal system. We aggregate the data as needed, conduct checks for regulatory compliance, and make the necessary notifications and reports. Additionally, we utilize the data to reduce the use of chemicals that become subject to new regulations.

Reducing VOC Emissions

Isuzu is committed to reducing volatile organic compound (VOC) emissions in line with the voluntary initiatives promoted by the Japan Automobile Manufacturers Association. We work to decrease VOC emissions released from our facilities by implementing measures such as recovering VOCs and reviewing our painting processes.

Ozone-Depleting Substance Emission Control

In accordance with the 2015 Act on Rational Use and Proper Management of Fluorocarbons, Isuzu implements proper management across all its sites, including reinforcing inspections of refrigerants in fluorocarbon-using equipment such as commercial refrigeration and air conditioning systems. Additionally, during equipment upgrades, we promote the introduction of non-fluorocarbon equipment to advance the control of ozone-depleting substance emissions.

In fiscal 2025, the amount of fluorocarbon leakage was below the statutory reporting threshold of 1,000 tons-CO₂/year.

This commitment has been recognized, and in the 4th JRECO Fluorocarbon Measures Rating, Isuzu was selected as one of the top 94 companies (6% of surveyed companies) rated A, the highest rank, for fiscal 2025. This is the third consecutive year that Isuzu has been honored with this top rating, following fiscal 2023 and fiscal 2024. Moving forward, Isuzu will continue to promote initiatives to reduce fluorocarbon leakage through appropriate refrigerant management, thorough equipment inspections, and the adoption of non-fluorocarbon refrigerants.



4th JRECO Fluorocarbon Measures Rating Awards Ceremony

Environmental Risk Prevention Measures

Soil Contamination Management

To prevent health hazards caused by soil contamination, Isuzu conducts soil contamination surveys in accordance with the Soil Contamination Countermeasures Law and local regulations when undertaking construction projects of a certain scale or new building developments.

In FY2025, during the construction of the foundation for new equipment in the Fujisawa area, trichloroethylene exceeding the management standards was detected in the soil. Consequently, soil remediation work was conducted and completed in fiscal 2025, in compliance with legal requirements. (Trichloroethylene concentration: 0.022mg/L; Legal standard: 0.01mg/L; Note: There is no groundwater contamination.)

Isuzu will continue to thoroughly investigate contamination conditions and take appropriate measures in all construction activities.

Management of Air Pollutants and Wastewater

At Isuzu's factories, proper management of facilities that emit smoke, such as boilers, is ensured. We verify that air pollutants in exhaust gases, including NOx (nitrogen oxides) and SOx (sulfur oxides), are within regulatory limits.

Additionally, factory wastewater is treated by processing equipment before being discharged into sewers or public water bodies. The discharged water is regularly analyzed to confirm that it meets regulatory standards.

Management Across the Supply Chain


From the previous fiscal year, Isuzu utilizes the self-assessment sheet attached to the Guidelines for the Management of Chemical Substances in Products jointly formulated by the Japan Automobile Manufacturers Association and the Japan Auto Parts Industries Association to exchange information on our partners' management systems and efforts. Through this, we aim to enhance chemicals management throughout the entire supply chain.

Biodiversity Conservation

Basic Approach

Isuzu Group's business activities both depend on the natural world, which nurtures biodiversity, and also have various impacts on it. Therefore, Isuzu Group has developed its Biodiversity Policy, referring to guidelines such as the Ministry of the Environment's Guidelines for Private Sector Engagement in Biodiversity and the Keidanren Declaration for Biodiversity. We are committed to promoting actions that harmonize biodiversity with our business activities to achieve a sustainable society.

To achieve the Aspiration of conserving native biodiversity outlined in Isuzu Environmental Vision 2050, we work in collaboration with NGOs and other stakeholders to conserve the native biodiversity in the areas surrounding Isuzu Group operations. Additionally, Isuzu has supported the Keidanren Declaration for Biodiversity since January 2020.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
 <p>Conserve native biodiversity in local communities</p>	<ul style="list-style-type: none"> Promote conservation of native local biodiversity 	<ul style="list-style-type: none"> Partner with local communities to advance conservation Communicate our conservation efforts actively Raise awareness and train employees to be environmental stewards

Isuzu Group Policy on Biodiversity (Formulated in 2018)

Basic Vision

We, the Isuzu Group, understand the relationship all of our business activities have with the ecosystem.

We support action that helps achieve a sustainable society through a harmony of business activities and biodiversity.

Action Guidelines

- Each employee learns and has an understanding that our business activities are enabled by biodiversity and at the same time, are affecting it.
- We engage in activities that reduce our impact on biodiversity and protect it in all of our business activities.
- We protect biodiversity from a global perspective, taking into account the diversity of local communities.
- We promote cooperation and collaboration with our stakeholders in order to improve our conservation activities.
- We contribute to local communities, placing valuing on communication and cooperation with stakeholders through disclosing information on activities and other initiatives.

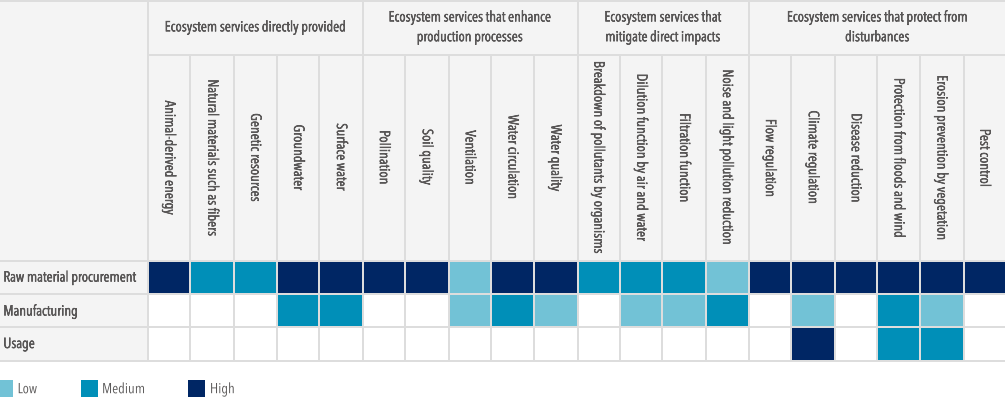
Initiatives

Assessment of Dependency and Impact on Nature

Isuzu uses the tool ENCORE*¹ to understand the extent of our dependence and impact on nature. We have assessed these dependencies and impacts throughout our value chain and created a heatmap. Moving forward, we will advance the evaluation of risks and opportunities related to natural capital based on these results and our business operations.

For raw material procurement, we will enhance engagement with our business partners through communication on reducing environmental impact and GHG emissions. For manufacturing and use, we aim to reduce risks and seize opportunities through initiatives aligned with our 2030 Environmental Roadmap.

Heatmap of Dependencies*²



Biodiversity Conservation

Heatmap of Impacts*2

	Land-use change			Direct extraction		Climate change	Pollution				Other
	Land use	Freshwater use	Marine use	Water use	Other resource use	GHG emissions	Air pollution	Water pollution	Soil pollution	Waste	Noise and light pollution, etc.
Raw material procurement											
Manufacturing											
Usage											

Low
 Medium
 High

*1 Exploring Natural Capital Opportunities, Risks, and Exposure

*2 Regarding raw material procurement, since various raw materials (such as petroleum, minerals, glass, natural rubber) and procurement processes (such as chemicals, metals, electronic components, tires) are involved, we take care to adopt those with significant levels of dependency and impact to ensure that we do not underestimate the degree of dependence and impact.

Promoting Biodiversity Conservation Efforts

Isuzu is working on biodiversity conservation activities at its Fujisawa and Tochigi Plants in collaboration with nearby universities.

Since 2013, Isuzu began conducting surveys of the flora and fauna on its plant premises. The results revealed that at both plants, insufficient forest maintenance was causing imbalances in the ecosystem and an overgrowth of invasive species, weakening the public functions of the satoyama (traditional rural landscapes). Based on advice from the universities, we have been maintaining the plant sites since fiscal 2017, including developing areas where native species can thrive. Since 2017, annual surveys have confirmed a decrease in invasive species and a trend towards improving the imbalance in the ecosystem.



Fujisawa Plant: Maintaining the site's forested area
(Left: Before, Right: After)



Tochigi Plant: Maintaining the site's greenery area
(Left: Before, Right: After)

Promoting Efforts to Protect Local Ecosystems

We promote efforts to protect regional ecosystems in local communities where we conduct business, working to conserve them along with their biodiversity. In addition, by encouraging these activities across the entire Isuzu Group, we remain committed to protecting global biodiversity.

Watarase-yusuichi Conservation Activities

Since 2016, Isuzu has been involved in conservation activities at the Watarase-yusuichi near its Tochigi Plant.

The Watarase-yusuichi is the largest reservoir area in Japan and is a Ramsar-registered wetland that serves an important flood control function to prevent flood damage in the region. Isuzu, along with volunteers from its Tochigi Plant, nearby Group companies, and their families, participates in activities such as reed cutting, removal of invasive plants, and litter cleanup, organized by local governments and NPOs. The ongoing conservation activities conducted with local residents have borne fruit and storks have been seen flying and nesting in the Watarase-yusuichi.

In fiscal 2022, Isuzu was recognized as an Environmental Conservation Organization by Tochigi City. Additionally, for four consecutive years, from fiscal 2022 to fiscal 2025, Isuzu received letters of appreciation from Oyama City as a Watarase-yusuichi Conservation Support Organization.

Furthermore, the Tochigi Plant is involved in tree planting activities in Ashio, located upstream along the Watarase River, which flows into the Watarase-yusuichi. Ashio was once devastated by smoke pollution from copper smelting, leading to the deforestation of the surrounding mountains. By participating in reforestation efforts, Isuzu aims to create opportunities for learning about environmental conservation through activities both upstream and downstream.



Invasive plant removal activities



Awarded by Oyama City for four consecutive years



Participants in Ashio reforestation activities

Biodiversity Conservation

Participating in Activities to Develop Forests That Supply Water in Kanagawa Prefecture

Since fiscal 2019, the Isuzu Fujisawa Plant has been participating in Kanagawa Prefecture's Forest Restoration Partner project, conducting conservation activities to protect the forests in the Ashigarakami District that serve as the water source for the groundwater used by the plant.

Since fiscal 2020, Group companies within the Fujisawa Plant have also joined these efforts. Through thinning work to restore neglected forests to a healthy state and nature observation activities, participants are reminded of the importance of biodiversity and the significance of preserving the forests that serve as water sources.

Although activities were suspended in fiscal 2021 and fiscal 2022 to prevent the spread of COVID-19, they resumed in fiscal 2023. In November 2024, 20 employees from three companies and their families participated in the conservation activities.



Signage with the naming right



Vine cutting under the guidance of instructors

Isuzu Plaza's Biotope

At Isuzu Plaza, a biotope has been established to replicate the unique ecosystem of the Fujisawa region, where the plaza is located. Since fiscal 2020, we have been collaborating with local university research labs. Our efforts include improvements like revising tree signage content to create a biotope that serves as a place of relaxation for the community, allowing everyone to feel closer to nature. We are actively seeking various pieces of advice to achieve this goal.

We encourage students to utilize this space for fieldwork and as a practical platform for considering community coexistence. We also provide them with opportunities to present their research findings to Isuzu. Additionally, employees are discovering the significance of ecosystem conservation afresh, while drawing inspiration from the innovative ideas of the students.

Promoting Sustainable Procurement

Adoption of Environmentally Friendly Materials

Isuzu has replaced traditional wood used for truck beds with bamboo, a member of the grass family, in consideration of forest conservation.

Bamboo, with its fast growth rate that allows it to be used as a material in about five years, along with its excellent durability, is considered a suitable material for truck beds.

Bamboo flooring material is being used in many vehicle models, including the new ELF released in March 2023.



A vehicle utilizing bamboo flooring material

Biodiversity Conservation

Developing Human Resources to Build a Society in Harmony with Nature

Isuzu has been conducting regular environmental education for employees since fiscal 2017 to raise environmental awareness and deepen understanding of Isuzu's environmental activities.

This education is provided through a combination of e-learning and in-person training, which also helps reduce CO₂ emissions associated with employee travel.

Starting in fiscal 2024, Isuzu introduced common environmental education for executives and personnel responsible for environmental activities across the entire Isuzu Group. This initiative aims to enhance understanding of Isuzu Environmental Vision 2050 and 2030 Environmental Roadmap. This activity will be expanded to all Isuzu Group employees in the future, facilitating human resource development so that each member of the Isuzu Group can contribute to the realization of Isuzu Environmental Vision 2050 alongside our customers and partners.

Communication with the Local Community Surrounding the Plant

At the Isuzu Fujisawa Plant, we provide an opportunity for members of local residents' associations from six neighboring areas to learn about Isuzu's and the Fujisawa Plant's environmental conservation initiatives.

In November 2024, 31 participants attended the event.



Explanation of environmental conservation initiatives

Social

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Social Contribution	61

Quality

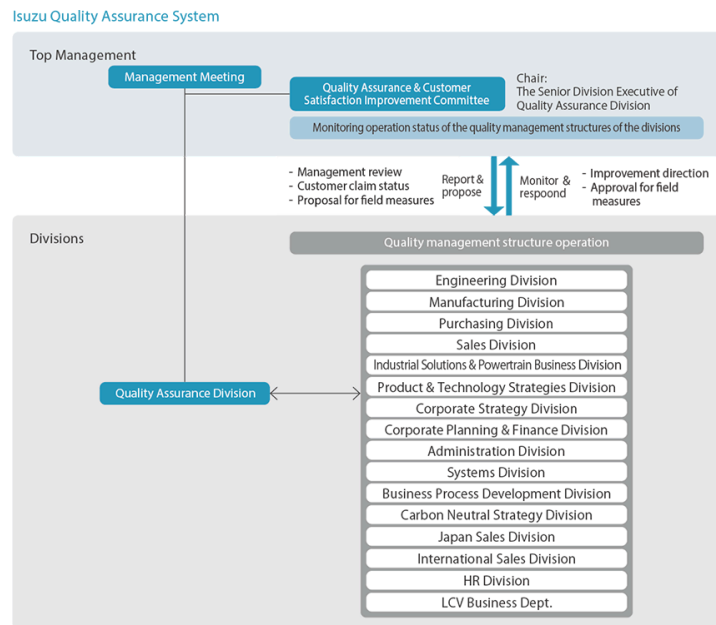
Basic Approach

We gain the trust of our customers by providing products and services of high quality to our customers from various angles so as to be able to contribute to the solving of social issues toward the creation of a prosperous society.

Management Structure

Group-Wide Quality Assurance System

Isuzu builds the quality assurance (QA) system illustrated below with the aim of fully meeting its social and quality responsibilities as a manufacturer. Led by the Quality Assurance Division, all companies of the Isuzu Group work together to enhance product quality. The Senior Division Executive of the Quality Assurance Division chairs a monthly meeting of the Quality Assurance & Customer Satisfaction Improvement Committee (Quality Assurance & CS Committee), where the senior management of all divisions discuss and share information on quality-related facts and CS improvement so that the Committee can monitor how the divisions operate their quality management structures. The outcomes are shared to drive forward the QA activities of the business divisions.



Improving Quality within the Isuzu Group

By giving priority to quality in everything, Isuzu creates products that fully satisfy our customers and contribute to society, aiming to grow as a corporate group rich in humanity. To ensure the quality of Isuzu's products and services, it is important that we work carefully in each of the different stages of the value chain surrounding our products and services. We build readiness to assure quality in each of the different stages, including development, procurement, manufacturing and market launch, and manage the process accordingly. Through this, Isuzu ensures that its products and services fully satisfy customers. In the event that a customer has trouble with an Isuzu vehicle, we are organizationally ready to provide service and service parts to facilitate a quick recovery.

Isuzu always seeks to ensure that customers can feel secure about using Isuzu's products every day, and is committed to building long-term relationships of trust with customers.

Additionally, Isuzu's quality policy is to create and deliver products and services that satisfy its customers. Staying true to this policy, all companies in the Isuzu Group work together in quality improvement activities. This is based on our belief that we can deliver better products and services to our customers by improving the quality of business operations of all divisions, including back-office divisions. More specifically, we communicate our quality policy and share quality manuals throughout the Isuzu Group in an effort to improve the quality of our daily business operations.

Quality Management Structure (ISO 9001 and IATF 16949 Certified)

All Isuzu business sites have earned ISO 9001:2015 certification, an international standard of quality management. Moreover, components to be delivered to General Motors Company have obtained IATF 16949:2016 certification, the standard for the automobile sector. Isuzu has been striving to enhance its operational quality using such measures.

Quality Activity Initiative Themes

The Isuzu Group has identified and is working on the following issues in an effort to promote business activities aimed at improving quality in all of its business areas.

1. Product Quality Improvement
2. Service Quality Improvement
3. Operation Quality Improvement

Quality

Initiatives

Product Quality Improvement

Basic Approach Behind Product Quality Improvement

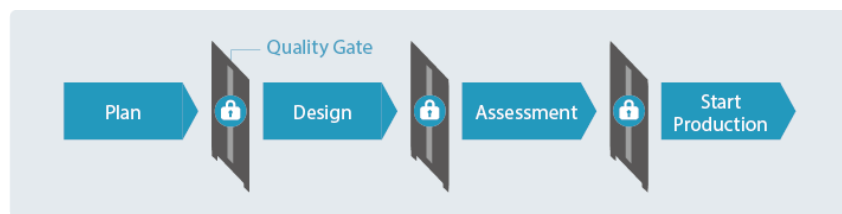
Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape.

To achieve this, a number of activities have been undertaken to improve quality at every stage, from product development and manufacturing to market operation.

Initiatives at the Development Stage

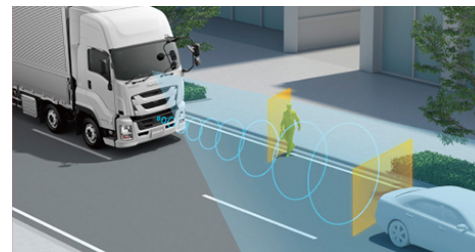
Our product development philosophy is to gain the trust of every person. This is supported by the basic concept of SEE Technology, where S.E.E. stands for the three important issues of Safety, Economy, and the Environment. To acquire the high quality needed to underpin this philosophy, we set quality gates (milestones) at different stages in product development where the quality and the maturity of the products are confirmed so that product development can proceed. During the development stages below, Isuzu focuses on failures and preventing the recurrence of failures. Failure Mode and Effects Analysis (FMEA*) and other methods are used to enhance reliability and durability.

* Failure Mode and Effects Analysis: This systematic analysis approach helps to discover and prevent potential failures and defects.



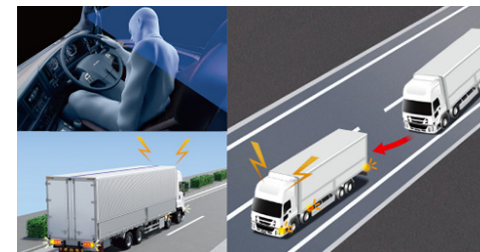
Safety Technologies

The quest for even higher safety in trucks—which have close ties to people and society—is a priority theme that does not change with the times. This is especially so for heavy- and medium-duty trucks, which have high total vehicle weights, as the damage caused is even larger. Therefore, the latest and most advanced responses are always required. In addition, trucks transport not only people, but also important goods. For example, even if an accident can be avoided by emergency braking when there is imminent danger, besides injury to people, there is still a high risk of causing damage to important goods such as when goods fall over. At Isuzu, we install necessary safety features to prevent accidents and reduce damage according to the vehicle type.



Pre-Crash Braking (Collision Avoidance Assist/Mitigation of Collision Damage):
While driving, millimeter-wave radar and cameras continuously detect and analyze the area in front of the vehicle. Depending on the distance to preceding vehicles or pedestrians, an alarm and brake control are triggered. In addition to the alarm, full braking is applied at an early stage when there is an increased risk of a collision with a preceding vehicle or pedestrian moving at low speed.

- > ELF 
- > FORWARD 
- > GIGA 
- > GALA 
- > ERGA 
- > D-MAX, MU-X 

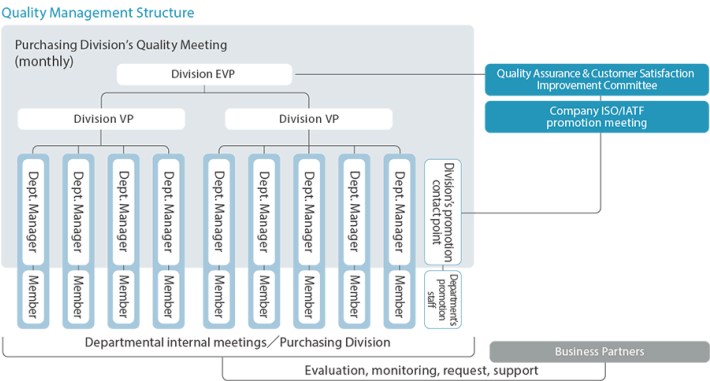


Emergency Driving Stop System (EDSS): If the driver experiences something abnormal such as sudden illness, the vehicle's Emergency Driver Stop System (EDSS) automatically applies the brakes and brings the vehicle to a stop. This is achieved through either the operation of the EDSS switch or abnormality detection by the Driver Status Monitor (DSM) system.

Quality

Initiatives at the Procurement Stage

Many of the parts and other items used in Isuzu's products are purchased from external business partners. When quality problems occur in purchased products, significant inconvenience is placed on customers using our products. While building relationships of trust with suppliers, Isuzu has established a quality management structure for products purchased from these suppliers to ensure a stable supply of good products to its plants. Going forward, we will continue to undertake quality improvement activities with our business partners and strive toward strengthening our supply chain.



In Japan, we have a total of 671 business partners, about 90% of which are located in Japan. In terms of transaction amount, the procurement of vehicle and engine parts makes up about 80% of the total.

To monitor the delivery quality and market quality of our business partners, we calculate a monthly evaluation score based on factors such as the number of defect occurrences, the number of defects, and the severity of defects.

As a result, business partners whose delivery quality evaluation scores and defect counts do not meet certain standards are classified as companies to be managed, while business partners whose evaluation scores meet a certain level but have defect counts exceeding a specific limit and require improvement in delivery quality are classified as companies to be observed. We strive to improve delivery quality through initiatives such as monthly quality meetings. Due to these initiatives, approximately 90% of our business partners met the criteria for delivery quality evaluation in fiscal 2025. While there were no companies classified as companies to be managed, there were several classified as companies to be observed. Improvement activities were conducted with these business partners to enhance quality.

Additionally, for some business partners, we conduct on-site audits during the direct supply contract renewal assessment, which occurs every three years, to verify the operation of their quality management systems. For new business partners, we conduct an on-site audit before beginning the business relationship to evaluate the effectiveness of their quality management systems and ensure they meet our criteria for trading.

We are also making progress with creating a Business Continuity Plan (BCP)/Business Continuity Management (BCM) system and carrying out measures to reconfirm our supply chain and minimize the time it takes to restart operations in the event of an emergency. By improving the speed of our initial response and cooperating with our business partners, we are working to facilitate rapid recovery and creating a system that minimizes the impact on Isuzu product sales.

Initiatives at the Manufacturing Stage

Isuzu's customers require products of different specifications, and therefore Isuzu's products are available in many different variations. This is a characteristic of Isuzu. Isuzu is constantly committed to the development of human resources and improvement of production systems as it seeks to improve the quality of its diverse products to the same, high level and make them globally available.

Isuzu systematizes and integrates its quality-first concept, methods, and manufacturing knowhow into ISUZU MONOZUKURI (IM). IM is a production method implemented in every Isuzu manufacturing plant in Japan and overseas. At heart, its concept is to ensure that Isuzu-badged vehicles can be manufactured based on a uniform concept of workmanship and quality control, in any plant around the world. To homogenize variation at a high level based on IM, production line managers gather each morning before starting work and have a quality audit meeting, through which we share information centering on quality and ensure that our production lines are always adaptable to changes.

Further, with IM-based efforts to deliver quality assurance on a global scale, Isuzu endeavors to become a company trusted by every customer who needs Isuzu's commercial vehicles and diesel engines. In addition to classroom and practical training on the fundamentals of IM, the employees involved in production are provided with applied practical training so they can apply the knowledge and skills acquired in basic training on the job site and make improvements according to the situation.

> Manufacturing Quality (Japanese Only)



Isuzu production line where IM has been introduced

Number of Employees Who Received the Training in Fiscal 2025

There were 973 participants in fiscal 2025, with an average activity rate of 20.4 hours per participant (2-5 days/person).

(Reference)

Core skills training: Group training on IM concepts and TPM* is provided.

Technical skills training: Approximately 30 types of practical skills training are delivered, including tightening training and engine assembly training.

* TPM (Total Productive Maintenance) refers to the review and improvement of production equipment to streamline manufacturing.

Quality

Initiatives for Higher Field Quality

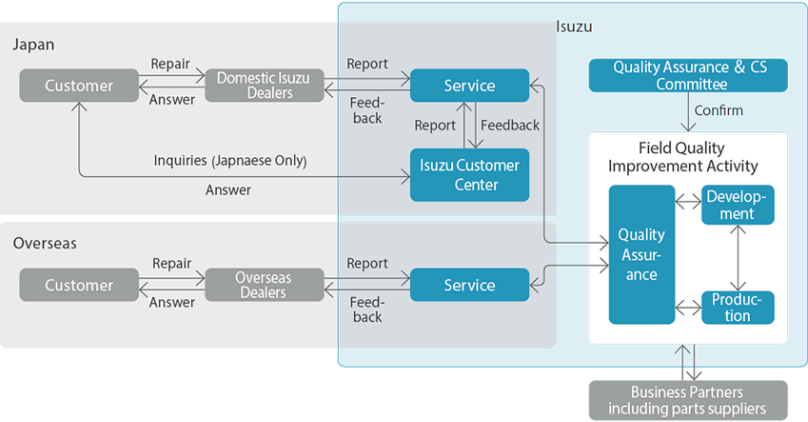
Isuzu strives to improve its field quality by paying close attention to customer opinions and analyzing and feeding them back to all quality-related processes to ensure that issues are addressed and improvements are made.

Initiatives Toward Improved Field Quality

Taking advantage of the FQ management structure*, Isuzu collects quality information from markets, then implements cause investigations and responds to issues promptly and accurately. Isuzu Customer Center (Japan) gathers customer opinions, warranty repair records, and improvement requests from sales dealers as field quality information to direct to our quality improvements. The collected information is used in our efforts to comply with and quickly respond to regulations from various countries, including domestic safety regulations for road vehicles. We also share information regarding the status of our response to field quality information and quality activities with top management and all employees on a monthly basis through our Quality Improvement Newsletter. Our Quality Improvement Newsletter features and shares quality activities such as the status of field quality improvement activities, the status of verification activities for the initial quality of newly launched vehicles in Japan, and the status of ISO/IATF activities. Through this, we seek to improve quality awareness throughout the entire Company.

* FQ (Field Quality) management structure: An initiative to gather and distribute quality information from markets for making improvements, based on the scheme illustrated below.

FQ Management Structure



Initiatives for Recall Campaigns

The aim of the recall system is to prevent defective vehicles from causing accidents and to ensure the safety and assets of our customers and drivers. Based on an understanding of the aim and its philosophy, Isuzu conducts recalls as required by the Road Transport Vehicle Act, improvement measures, and service campaigns in an effort to ensure smooth operation of our customers' vehicles. We are always prepared to take prompt and appropriate actions from the customer's perspective, taking into consideration the diversification of users' circumstances. Regarding complaints about safety-related defects, we conduct investigations and provide responses to 100% of the requests from authorities in each country.

- Recalls: Where a vehicle may not be able to meet safety regulations for road transport vehicles (regulations to ensure vehicle safety or prevent pollution) due to a problem in design or the manufacturing process, the vehicle may be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism. This is referred to as a recall.
- Improvement Measures: Where a vehicle cannot be left as is for safety reasons or for the prevention of pollution even though it complies with safety regulations, the system allows the vehicle to be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism, as long as the problem is attributable to design or the manufacturing process.
- Service Campaigns: A service campaign allows a vehicle to which neither recall nor improvement measures applies to be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism, for the purpose of improving its merchantability and quality.

Number of Recalls and Other Notifications

	FY2023	FY2024	FY2025
Recalls	12	8	9
Improvement Measures	0	0	0
Service Campaigns	3	4	11

(Reference) UD Truck Recalls in FY2025: 12

> Recall Information (Japanese only)

Service Quality Improvement

Basic Approach Behind Service Quality Improvement

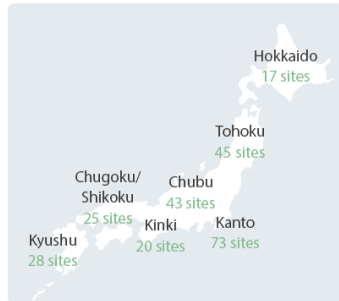
Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape. Consequently, it is important to ensure that our customers' vehicles keep working well and, if they don't, are quickly restored to working order. Isuzu provides standardized support both in Japan and overseas as part of its commitment to offering high-quality service and plays an important role in supporting the availability of medical supplies and daily commodities. We are aware of Isuzu's mission and social responsibility to, in all circumstances, unfailingly deliver the vehicles that customers need and help customers to keep the vehicles running satisfactorily by providing after-sales service without delay.

Quality

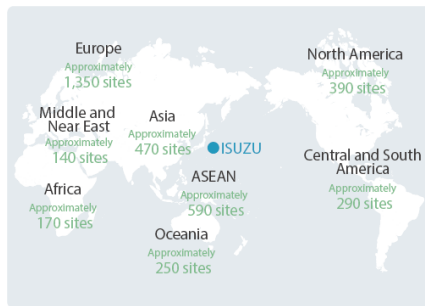
Thorough Service System

Isuzu is currently fully committed to post-delivery customer support. Our customers always expect high-quality service. Isuzu pursues the establishment of high-quality, integrated service systems both domestically and internationally.

Japan



Overseas



Parts Supply System

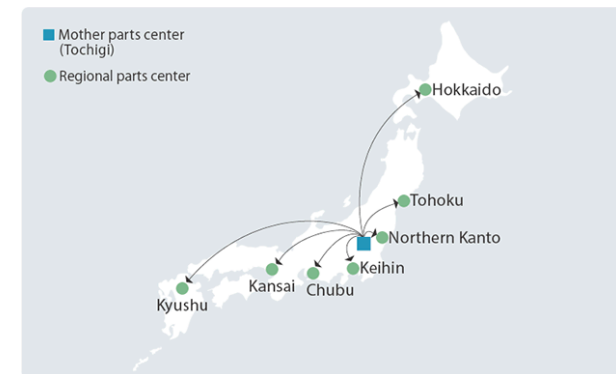
Isuzu delivers service parts in a timely and accurate manner to any place, leveraging its network of mother parts center (Tochigi, Japan) and regional parts centers in Japan and overseas. In addition, Isuzu Logistics Global Center commenced operations in April 2020. This is a state-of-the-art distribution warehouse designed to meet growing demand overseas for service parts. The new facility reinforces our readiness to supply parts to customers overseas. Moreover, the introduction of latest technologies has advanced the automation of in-warehouse work. Handling of heavy materials has been reduced in our in-warehouse work, which provides a better working environment for women and even elderly workers.



Isuzu Logistics Global Center commenced operations in April 2020

Japan

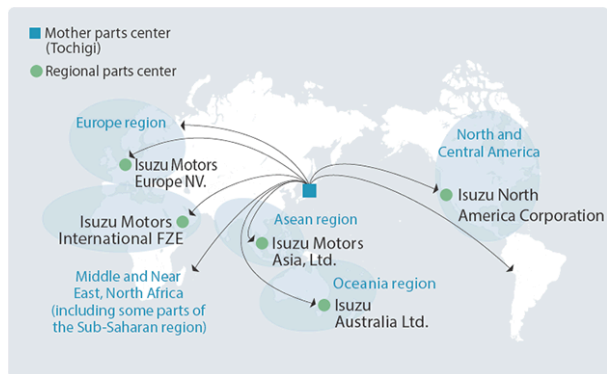
Seven regional parts centers ship the service parts to the service parts sites of Isuzu dealers.



Quality

Overseas

Isuzu's extensive service parts supply network includes regional parts centers in the Middle and Near East, North Africa, North and Central America, Europe, and the ASEAN and Oceania regions.



Improvement of Maintenance Engineering

Isuzu World Service Skills Competition (I-1GP)

The Isuzu World Service Skills Competition (I-1GP) gathers teams of servicing staff and engineers from different countries and regions across the world to compete in a skills and knowledge competition to find the world's best engineers. This is a global competition that aims to improve individuals' technical skills and the responsiveness of the engineers in Isuzu Group dealerships engineers (team technical skills). This international and interregional competition in skills and knowledge is aimed at improving service quality in their respective home fields so that Isuzu customers can enjoy the greatest satisfaction anytime, anywhere. The competition has been held since 2006.

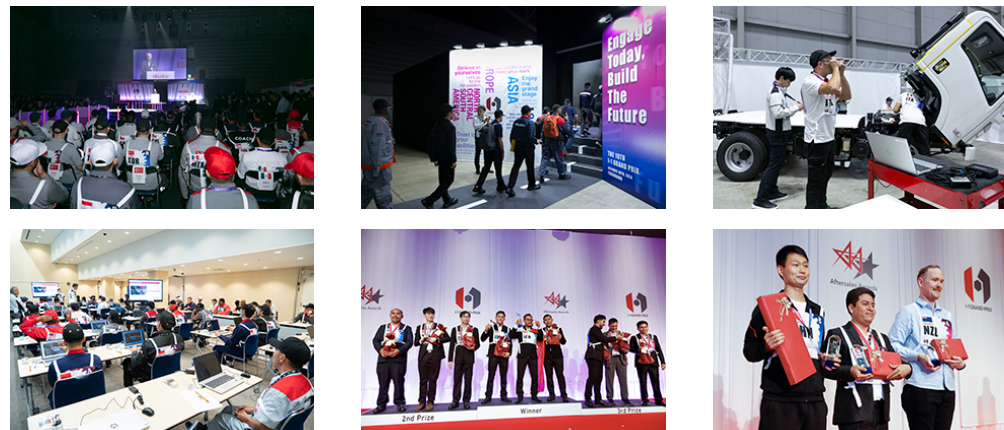
During the COVID-19 pandemic, the competition was held online, but in 2023 it returned to an in-person format. In 2024, finalists who advanced from the preliminary rounds were once again invited to Japan, where the event took place on October 30 at Pacifico Yokohama.

The contest included both individual and team categories. In the team practical competition, groups of two contestants and one coach carried out vehicle inspection and fault diagnosis using actual vehicles. Drawing on the competition system developed for the e-Competition—an online service skills contest held during the pandemic—the event also featured team and individual theoretical contests, as well as an individual practical event, Virtual Fault Diagnosis, where participants competed for overall team and individual honours.

The 2024 competition attracted 105 participants from 35 countries and regions, with a total attendance of around 1,000, including spectators. Through I-1GP, Isuzu aims to enhance maintenance skills, highlight the importance of technical training, and continuously improve service quality worldwide.

Results of the 19th I-1GP at CV Division

Team division: [1st] Indonesia, [2nd] Thailand, [3rd] Peru
Individual division: [1st] Peru, [2nd] China, [3rd] New Zealand



National Service/Parts Skill Competition

Isuzu holds an annual competition for workers to compete in the skills they have accumulated through their everyday work. The purpose of this contest is to improve the skills of Isuzu's after-sales staff, promote education, enhance customer satisfaction, and boost the morale and solidarity of Isuzu after-sales staff.



Quality

Training Employees of Isuzu Dealers

We actively offer training programs to the service staff and engineers at Isuzu dealers to improve their service operations and maintenance engineering skills.

We use a variety of training methods—including group training at the Isuzu Monozukuri Service Training Center (MSTC) and remote training using e-learning systems—to improve and enhance the skills of our workforce while taking into consideration the burden on the work sites.

Fiscal 2025 Results

	Number of Courses		Number of Participants	Training method
For service engineers	18 courses	130 sessions	1,009	Group
	4 courses	55 sessions	557	Group
For service staff	4 courses	11 sessions	200	Group
	7 courses	26 sessions	283	Remote
	1 courses	1 sessions	2	Group

Feedback from participants

- I was able to learn practical knowledge about maintenance tips and precautions regarding ELF(N-Series) EVs, which I did not fully understand from repair manuals and instruction manuals. [Service Engineer, Dealerships]
- I felt that the way of conducting and approach to failure diagnosis was very easy to understand. I would like to make good use of what I learned in this session in my future maintenance work. [Service Engineer, Dealerships]
- I was able to gain a solid understanding of the current state of our customers' vehicles and how to respond to complaints, exactly the skills I want to acquire now. I would like to put them into practice in my future work. [Service Staff, Dealerships]

Maintenance Engineering Workshop in Fiscal 2025

33 sessions

Customer Support

Various Support Programs, including Fuel Efficiency and Safe Driving Seminars

Isuzu has been offering its customers seminars on fuel-efficient and safe driving since 1995. In recent years, we have been conducting demonstrations of key points for the use of vehicle devices and accident prevention, workshops on legal and regulatory trends, and many other seminars based on customers' needs. Within Japan, these seminars are conducted at seminar facilities named Isuzu Premium Clubs located on the premises of our Fujisawa Plant and Isuzu Hokkaido Proving Ground. The Clubs are equipped with test courses and are exclusive for our customers. Seminars are also conducted at dealers all over Japan. To date, we have held these seminars overseas for customers from 31 countries. We strive to help our customers in Japan and all over the world to use our vehicles in safer and more eco-friendly ways.

Isuzu Customer Information

The Customer Information section of the Isuzu website draws the attention of users of Isuzu vehicles to potential incidents or failure risks arising from misuse or other problems.

> Customer Information (FY2025) (Japanese only) 

Long Periods of Use

In recent years, along with changes in economic circumstances and other factors, our customers have tended to use their vehicles for longer periods, and their mileage has been increasing. The safety of vehicles that have been in use for a long time can be guaranteed by ensuring that regular inspections and maintenance are performed. Isuzu keeps a sufficient stock of periodic replacement parts on hand to prevent failures from occurring and to meet customers' needs for periodic maintenance. We will keep working on inspection and maintenance, also taking into consideration the way in which vehicles are used and their use over extended periods.

Isuzu Customer Center

Isuzu Customer Center (Japan) was established for the purpose of applying customer feedback to product quality improvement. Customer feedback is shared with relevant departments both internally and externally to improve the quality of our products and services. We also provide opportunities to listen to the voices of our customers through internal training programs to enhance our customer-first approach and our sensitivity to what our customers want.

Customer Testimonials

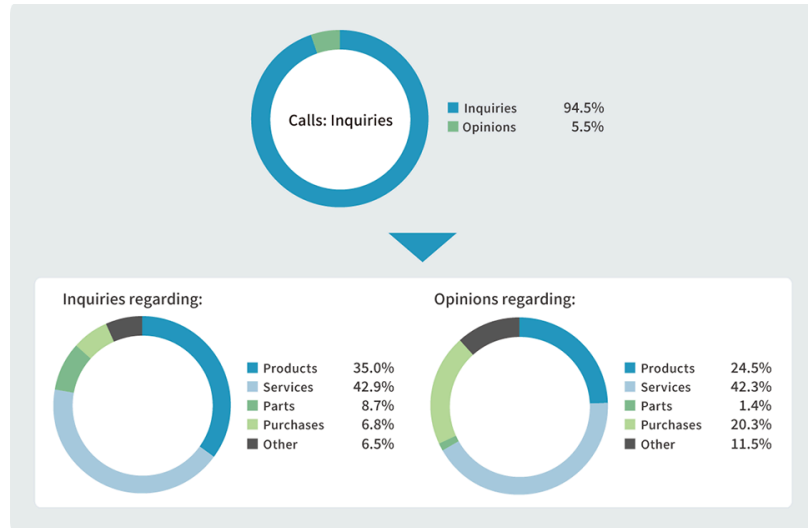
Among the customer inquiries about the ELF mio, we received comments such as, "I have never used a truck before, but I was interested when I saw the ELF mio," and "I have had no relationship with Isuzu, but I am considering purchasing an ELF mio." We also received very positive feedback from many people, including those who had never used trucks or Isuzu vehicles before, or those who faced problems due to a lack of drivers. Some of them said, "My current employees and those I will hire in the future have only a regular driver's license, so I am considering buying Isuzu vehicles," and "Thank you for providing a vehicle that we can drive with a regular driver's license."

Isuzu launched the ELF mio as the only vehicle in Japan that can be driven with a regular driver's license, as one solution to various social issues such as driver shortage. Many people expressed interest in the vehicle before its launch, and we have received favorable reviews from stakeholders as well as customers since the release.

We will continue to provide products and services that satisfy many people while addressing various social issues going forward. To this end, we will feed back customer opinions to the relevant departments for product development and service improvement, and Isuzu Customer Center will also make concerted efforts to improve customer satisfaction.

Quality

Actual Incoming Calls to the Isuzu Customer Center in Fiscal 2025



Intangible Support

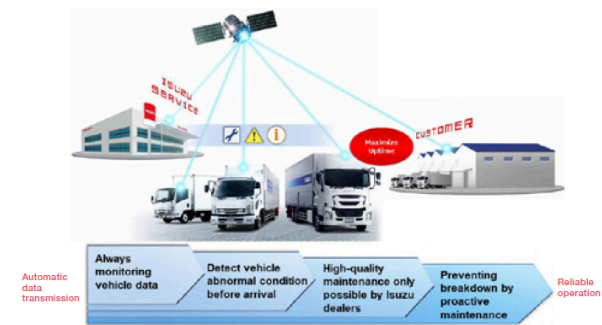
MIMAMORI (Telematics for Commercial Vehicles)

Isuzu has also been dedicated to supporting the software side of commercial vehicles. A symbol of this effort is the telematics system for commercial vehicles known as MIMAMORI. It reads data from the vehicle's onboard control computer and connects via information communication to support fleet management and dynamic monitoring. MIMAMORI offers a range of services, including support for daily legal compliance such as driving reports, digital tachographs, and labor management; advanced dynamic monitoring functions for tracking the vehicle's current location and condition; eco-driving support; safety driving encouragement; and driver training. This comprehensive service package significantly contributes to the efficiency of fleet management for our customers.

PREISM (Advanced Genuine Maintenance Service Utilizing Vehicle Data)

PREISM, an advanced genuine maintenance service, provides predictive and preventive maintenance at Isuzu service centers before a malfunction occurs, based on condition data transmitted from vehicles. This helps to shorten the downtime of vehicles and maintain their operation.

- Prevention: Servicing details and maintenance cycles differ depending on the status of use of the vehicle. However, PREISM tracks data on each vehicle's condition, thus enabling optimally predictive and preventive maintenance for each vehicle, which checks malfunctions.
- Immediate repairs: Even if a malfunction occurs, our Isuzu service centers can estimate servicing details from the malfunction data obtained prior to warehousing. Thus the vehicle's servicing time can be shortened. This can also reduce downtime and make the vehicle's operation more secure. The full lineup of the heavy-duty GIGA, medium-duty FORWARD, and light-duty ELF trucks comes with a data transmission terminal as a standard feature, providing PREISM to support stable operation of a customer's vehicle.



EVision

Alongside the launch of Isuzu's first mass production battery electric vehicle (BEV), the ELF (N-Series) EV, Isuzu has developed the total solution program EVision* to support customers considering introducing commercial BEVs and has begun service provision. The support provided in EVision includes finding solutions to EV introduction issues, quantifying the CO₂ emission reduction benefits, and proposing further decarbonization initiatives to move toward to carbon neutrality.

* "EVision" combines the "EV" of electric vehicles with "Vision" in its many senses including sight, foresight, and future aspirations. It expresses Isuzu's support and initiatives for transparency regarding the issues and operations involved in EV introduction and its determination to provide solutions, thereby showing customers the way toward achieving carbon neutrality.

Quality

Operational Quality Improvement

Basic Approach Behind Operational Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape.

The quality of our products and services is derived from the work quality of each and every employee. Isuzu leverages efforts to raise awareness about quality and knowledge since we believe that enhancing the performance quality of each individual employee—and not just those divisions directly involved in product quality—creates the quality that meets customer needs.

Education for Raising Awareness and Knowledge among Employees

The foundation of work is the experience, knowledge (tools and methods), and skills possessed by each individual. But even with experience, knowledge, and skills, it does not necessarily follow that the work will be performed to a high standard. For employees to maximize their skills and improve the quality of their work, it is essential that they remain motivated to do a good job. Isuzu therefore strives to improve the quality of its operations by educating employees to raise awareness and knowledge acquisition.

Discussions among Employees

To raise awareness about operational quality, Isuzu is holding a series of discussions for employees to talk about doing a good job from the customer's perspective, using customers' telephone inquiries received by the Isuzu Customer Center and the annual Quality Month* Message which is delivered from senior management to employees in November every year.

During Quality Month, the focus is on each individual reflecting on what constitutes good work, gaining insights and clues on how to achieve it, and taking concrete actions based on those insights.

* Quality Month: The Union of Japanese Scientists and Engineers, the Japanese Standards Association, and the Japan Chamber of Commerce and Industry have designated every November as Quality Month for the promotion of quality improvement activities.

Message for Quality Month Fiscal 2025

Theme: Let's create better quality and trust through "good work" that makes people smile!

Theme background:

In light of recent corporate scandals, such as data falsification and inspection fraud at other companies, Isuzu is committed to further strengthening customer and stakeholder trust while raising product quality to an even higher level. To achieve this, it is vital that employees feel fulfilled in their work and cultivate harmonious relationships. Two key elements underpin this: trust, which grows through mutual understanding among colleagues, and smiles, which emerge in a workplace that values diversity and fosters a supportive, open environment. We chose this theme because we believe that trust and a positive workplace culture are essential to preventing quality defects and sustaining a healthy corporate culture.

Quality Awareness Education for Isuzu Dealers

To raise the quality awareness of all Isuzu Group employees, quality awareness training is provided to dealers across Japan to reinforce the importance of quality-related tasks such as the accurate and prompt provision of information, reliable recall of defective parts, and early implementation of recall repairs.

Number of Locations Where Training Was Held in Fiscal 2025

22 places

Improving Knowledge (Knowledge-Enhancing Program)

As a quality-related knowledge education program for employees, we conduct legal education, focusing on the Road Transport Vehicle Act/Recall System. The aim is to ensure that our employees understand the laws related to the quality of Isuzu products. Additionally, we offer a course for developing experts skilled in the statistical analysis necessary for solving problems. The courses are aimed for employees to acquire problem-solving skills and practical skills for effectively encouraging quality improvement in the workplace.

Results in Fiscal 2025

Road Transport Vehicle Act/Recall System: Not conducted
 QC Seminar Basic Course*: 20 participants

* Conducted by the Union of Japanese Scientists and Engineers

Isuzu Technical High School

> For more information about Isuzu Technical High School

Respect for Employees

Basic Approach

Human Capital Management Rooted in the ISUZU ID

Through its corporate philosophy, ISUZU ID, the Isuzu Group has defined four core elements of its Mission, with a particular emphasis on people, where our goal is to be the leader in employee engagement.

In the Medium-Term Business Plan launched in April 2024, ISUZU Transformation Growth to 2030 (IX), we outlined our vision and roadmap toward 2030, focusing on the evolution of human capital management.

Building on our ongoing initiatives to respect and support employees, we are now advancing a range of measures to accelerate the transition to a human capital-centered management approach.

Management Structure

Key Measures for Transition to Human Capital Management

As key measures for the transition to human capital management, Isuzu has been promoting various initiatives to enhance our human capital portfolio, improve employee engagement, and strengthen the foundation for the future.

Specifically, we introduced a new personnel system, launched an engagement survey, improved systems related to work styles, and declared our health management.

In April 2025, we established our first CHRO, a new position, and clarified the structure to promote our human capital strategies. Human capital strategies and policies are discussed and reviewed by the leadership team of the HR Division, and then resolved by the Management Meeting as appropriate.

Initiatives

Enhancement of Human Capital Portfolio

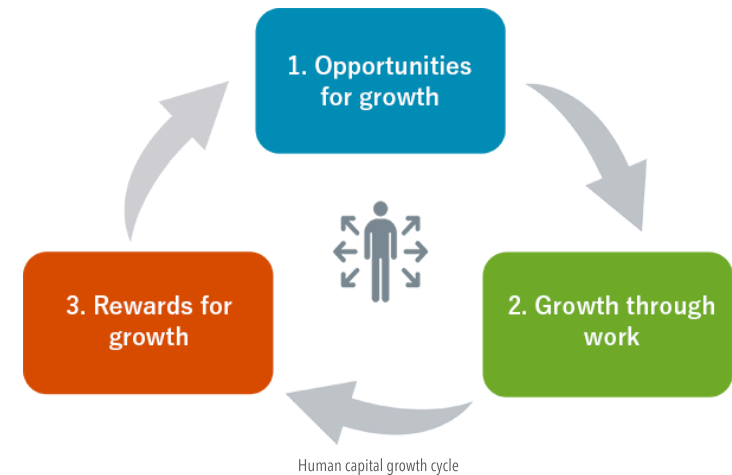
Human Capital Growth Cycle

To realize the vision embodied in ISUZU ID, we have set the goal of being an innovation leader, advancing the world through a combination of reliability and creativity. Achieving this vision depends on every employee adopting a growth mindset—embracing change, taking on challenges, and contributing to progress—and on fostering a culture where individuals can fully demonstrate their abilities and individuality. To support this, we introduced a new personnel system in April 2024.

The concept of this system is to operate a human capital growth cycle with the following elements:

- Opportunities for growth
Growth through work
Rewards for growth
- Through this cycle, the Company aims to maximize each employee's growth motivation, allowing employees to grow in their own way and contribute to the realization of ISUZU ID.

This system is planned to be rolled out across the entire Group by fiscal 2027.



Respect for Employees

Personnel Development System

Isuzu offers programs in the five areas of career development, self-development, expertise development, management skills development, and leadership development in order to link individual growth to corporate growth.

1. Career development: In order for each employee with diverse insights, abilities, and expertise to maximize his or her potential and realize the career he or she is aiming for, we will provide opportunities for employees to think independently and continuously about their own careers based on the medium- to long-term goals in the form of growth plan sheets. We will also strengthen training programs for new graduates, mid-career hires, and employees who have changed their careers through internal recruitment and other means.
2. Self-development: We provide employees with online learning programs that allow them to freely choose their necessary studies and the timing of their courses in order to achieve their medium- and long-term goals set in the career development program.
3. Expertise development: Each division is working to strengthen employees' specialized skills in line with their own duties and responsibilities. For skilled workers, we have a program to support step-by-step skill development to strengthen their expertise.
4. Management skills development: We provide opportunities to share company-wide common objectives and motivate employees, mainly through one-on-one training and workshops.
5. Leadership development: We have introduced a program to strengthen the leadership of Isuzu's future human resources.

Isuzu Technical High School

Isuzu Technical High School provides education and training programs for our new technical employees (trainees) who are high school graduates. There are two courses: a three-month early-selection course and a one-year trainee course. Both courses emphasize the knowledge and skills required to work as a technical employee in manufacturing, as well as the mindset expected of those who participate as full members of society. Highly motivated trainees challenge themselves in the annual National Skills Competition to test the results of their daily training and further improve their abilities. Moreover, school instructors to guide the trainees are selected from our employees working in the field. This allows the instructors to review their own operational knowledge, and at the same time to learn how to develop talent. As a consequence, the instructors will also improve. By not only training trainees to become full-fledged professionals, but also improving their related skills and passing on technical expertise, Isuzu is improving the quality of its products.

National Skills Competition

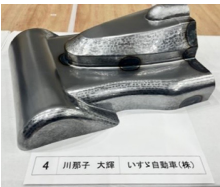
The 62nd National Skills Competition held from November 22 (Fri.) to 25 (Mon.), 2024, at Aichi International Exhibition Hall (Aichi Sky Expo)

Competition Results

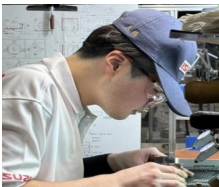
Automobile sheet metal section: 1 Gold Prize
Machine assembly section: 1 Silver Prize



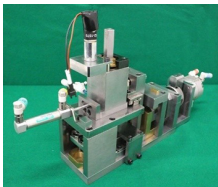
Competition scene in the automotive sheet metal work section, where the Gold Prize was awarded



Prize-winning work in the automotive sheet metal section



Competition scene in the machine assembly section, where the Silver Prize was awarded.



Prize-winning work in the machine assembly section



Training at Isuzu Technical High School (pacing training)



Practical training at Isuzu Technical High School (classroom lecture)



Practical training at Isuzu Technical High School (classroom lecture)



Practical training at Isuzu Technical High School (practical skills)



Practical training at Isuzu Technical High School (practical skills)

Respect for Employees

Skills Transmission and Development

Isuzu strives to enhance the skill levels of employees from the perspective of perpetuating and developing engineering skills by establishing a graded training system for technical staff.

Initiatives by Division

▶ Manufacturing Division

- Each workplace undertakes training activities to pass on the special skills that are advanced and require significant experience. In addition, the Manufacturing Division as a whole provides systematic training to pass on skills.
 - * Graded training for technical staff: New employee, young, mid-career, supervisor, etc.
- Isuzu workers enter the annual National Skills Competition with the aim of acquiring the highest skills in Japan, and have won higher prizes for successive years.

FY2021

Silver Prize: Machine assembly (1 person)
 Bronze Prize: Automobile sheet metal work (1 person)
 Honorable Mention: Automobile sheet metal work (1 person) and machine assembly (1 person)

FY2022

Bronze Prize: Machine assembly (1 person), Lathe (1 person)
 Honorable Mention: Machine assembly (1 person)

FY2023

Honorable Mention: Machine assembly (1 person), Lathe (1 person)

FY2024

Silver Prize: Automobile sheet metal work (1 person)
 Honorable Mention: Machine assembly (1 person)

FY2025

Silver Prize: Machine assembly (1 person)
 Gold Prize: Automobile sheet metal work (1 person)
- We provide advanced skills training and leadership training in collaboration with external training institutions. The number of workers who have passed the National Trade Skill Testing & Certification has doubled since 2011. The Administration Division is working with workplaces to run study sessions and practice sessions to support employees in acquiring qualifications.

▶ Engineering Division

- Every year we prepare career plans with career goals shared among superiors and subordinates, and implement training courses with varying curricula and QJT for employees to acquire skills according to their job level.
- Isuzu provides advanced skills training at the Isuzu Monozukuri Service Training Center and in collaboration with external training institutions such as polytechnic centers.
- Isuzu has established its own accreditation system for test vehicle driving with the aim of improving employees' driving skills.

HR Performance Evaluation System

Personnel Development/Deployment Cycle

As part of Category 3, “Rewards for Growth,” in the human capital growth cycle, Isuzu has introduced a system to track employee development and reward employees for their contributions to the company through that growth.

Fair Evaluation and Treatment

Isuzu has a system for evaluating each employee in terms of criteria such as job performance, role, degree of contribution, degree of growth, and degree of performance. The evaluation system helps to bring out the skills of each and every employee to the fullest and ensures that they are evaluated in a fair and equitable manner, without discrimination based on irrational reasons such as social standing, origin, race, beliefs, or gender. This leads to increased job satisfaction and a heightened desire for growth among employees.

Career Development Support

In addition to position-based education programs, Isuzu provides self-development support for employees to develop their careers, such as providing them with access to various business courses and online English conversation training.

Respect for Employees

Improvement of Engagement

Survey-Based Initiatives

To improve engagement, a survey of all employees was introduced in 2024 to provide a measurable indicator of strengths and challenges in the workplace, and then the entire workplace engaged in discussions and actions for improvement. In particular, we have set engagement of front-line management personnel as a company-wide priority and will work on a variety of measures in the future.

Plant Tour for Employees' Families

To promote understanding of the workplace environment among the families of employees and to encourage communication between the workplace and families, we hold plant tours for families. The tours were conducted on national holidays when the plant was in operation, as well as on weekdays during spring break and other vacations. In fiscal 2025, seven tours were held with 64 families and 169 participants.



Initiatives to Support a Diversity of Work Styles

Isuzu is working to achieve diverse work styles in order to create an environment in which diverse human resources can play an active role. At the same time, we are working to support work-life balance by establishing personnel policies specifically for employees who are required to balance work with childcare or nursing care.

Support for diverse work styles	Non-core flexible working hours	System allowing highly flexible working hours without setting core hours
	Telecommuting	System allowing working in the most suitable location for the type of work
	Setting no overtime days	Encouraging a balanced work style by setting Wednesdays and Fridays as no overtime days
	Promoting the use of annual paid leave	Creating an environment facilitating the use of annual paid leave in cooperation with the labor union, with a target of at least 18 days per year
	Hourly paid leave	System allowing flexible use of annual paid leave in one-hour units
Support for balancing work with childbirth/parenting	Parenting leave	System allowing leave until the end of the April after the child reaches the age of two (may be taken in installments)
	Leave for spouse's childbirth	Special leave for three days within a two-week period after the birth date
	Leave for nursing, etc.	System allowing leave for nursing care of children, etc. after the child reaches the third grade of elementary school
	Short working hours	System allowing the option of shorter working hours until the end of March after the child reaches the third grade of elementary school
	Telecommuting for parenting	System allowing the option of telecommuting until the end of March after the child reaches the third year of junior high school
Support for balancing work with nursing care	Nursing care leave	System allowing leave for a period required for nursing care (up to 1 year)
	Family care leave	System allowing leave for care for family members
	Short working hours	System allowing the option of shorter working hours for a period required for nursing care
	Telecommuting for nursing care	System allowing the option of telecommuting for a period required for nursing care

Respect for Employees

Employee-Participatory Bottom-Up Activities

To achieve work style reform reflecting employee opinions, Isuzu has organized an employee-led work styles review team called ISUZUTTO! ISUZUTTO! is a cross-divisional project launched in July 2023 to make Isuzu a rewarding workplace where everyone, regardless of gender or age, feels motivated to work long term. In fiscal 2025, we identified differences in how divisions and departments make use of work style support systems as a priority issue. To address this, we shared examples of workplaces effectively using these systems to encourage broader adoption and spark dialogue across the company.

ISUZUTTO!



Initiatives to Improve Work Styles in Plant Districts

At Isuzu, working days are set according to an annual working calendar, and holidays may also be working days. Employees are often forced to take annual paid leave to care for their children because many nurseries are closed on national holidays. In response to requests from those employees, we provide in-house childcare services within the Fujisawa district on workdays that fall on holidays to support the balancing of childcare and work for the working generation.



Utilization of Diverse Human Resources

Promoting Opportunities for Women

We are fully aware that the promotion of diversity and inclusion is an important factor to ensure our sustainable growth and continued contribution to society. In addition, in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace, we have established an action plan. We will continue to actively promote the development and advancement of women, implementing measures to support and enhance their participation in the workplace.

Action Plan for Promoting Opportunities for Female Employees

With the aim of becoming a global leader in employee engagement, as outlined in our corporate philosophy, ISUZU ID, Isuzu is committed to actively promoting an environment where everyone can thrive regardless of their background, including their gender, nationality, or work history. To this end, we have established the following action plan.

Plan Duration

3 years (from April 1, 2024, to March 31, 2027)

Goals and Initiatives

Goal 1

Increase the ratio of female managers to achieve a top level in the automotive industry (target of 4.7%).

Initiatives 1

- To support the growth of female employees, implement planned job experiences, one-on-one meetings, and career training in collaboration with each division and human resources.
- Actively promote the attractiveness of our Company's work to women in the recruitment process to reduce the gap in the number of male and female applicants.

Goal 2

Promote understanding for employees balancing work and childcare by achieving a 100% rate of male employees taking childcare leave.

Initiatives 2

- Identify challenges faced by the target group and their managers, and implement measures to allow flexible leave-taking.
- Encourage all eligible employees to take childcare leave and vacations to experience balancing professional and family life during the childcare period.

Respect for Employees

Promoting the Role of Post-Retirement Employees

Isuzu has established a system to reinstate retirees so that people over 60 can continue working with us. Currently, over 900 retirees have been employed at Isuzu.

Employment of Non-Japanese Personnel

As part of our initiatives to provide an inclusive workplace environment where employees from diverse cultural backgrounds can work comfortably, we have implemented measures such as setting up on-site prayer rooms and offering menu items for those with religious dietary restrictions.

Local Employment

The Isuzu Group's basic recruitment policy is to hire locals. We actively employ locally in the countries and regions in which we operate. Our overseas Group companies employ 15,233 people, mainly locally hired workers.

Encouraging the Employment of People with Disabilities

To help build a society where people with and without disabilities can support each other and live prosperous lives, we are actively hiring not only new graduates but also mid-career workers to employ people with disabilities. Isuzu also assigns employees with disabilities not only to administrative positions but to technical workplaces, taking into account their disabilities as well as their aptitudes and wishes so that they can exploit their talents.

Occupational Health and Safety

Basic Approach to Occupational Health and Safety

Based on Isuzu's health and safety philosophy, we promote business activities with employee safety and health at their heart. The values are universal and remain unchanged at any time and in any environment. Please note that this philosophy applies to all persons employed by Isuzu regardless of their employment status and all employees of all affiliates working on the premises.

Isuzu Health and Safety Philosophy

わが社の安全衛生理念
安全はすべての人が協力して作り上げるものです。
一、きれいで明るい職場にしましょう
二、災害は予測して退治しましょう
三、自ら進んで健康づくりに努めましょう

Our Policy for Health and Safety Activities

Each one of our employees goes back to the Isuzu Health and Safety Philosophy and gives utmost priority to safety in anything they do. We also work to raise our awareness about safety and health and encourage all employees to work together to ensure safety for all.

SUSTAINABILITY REPORT
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ISUZU MOTORS LIMITED

Respect for Employees

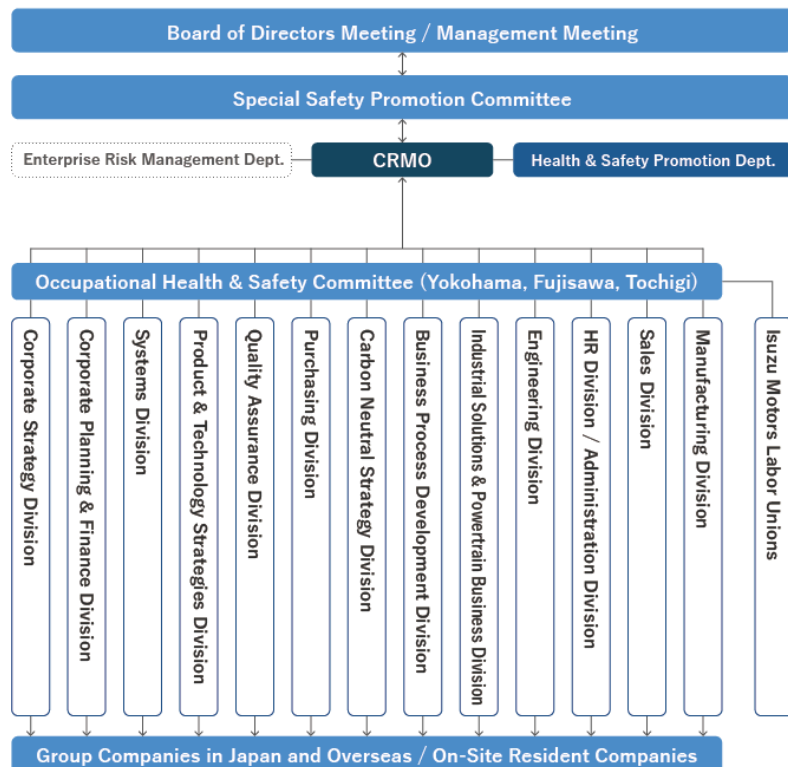
Occupational Health and Safety Structure

Isuzu Group's safety promotion activities are led by the President and Representative Director, COO, with the Group CRMO overseeing and coordinating these initiatives.

Responsible Executive	Shinsuke Minami (President and Representative Director, COO)
Deliberative Body	Special Safety Promotion Committee
Secretariat	CRMO

An Occupational Health and Safety Committee meeting is held once a month at all of Isuzu's business sites, where labor and management discuss issues such as industrial safety, traffic safety, health management, and workplace environment improvements. Committee meetings are also held on a departmental basis to smoothly share the discussions held at the Health and Safety Committee meetings. For our domestic subcontractors, we have organizations such as the Isuzu Safety and Health Cooperative Association consisting of our affiliates, and strengthen our cooperation by providing guidance on safety, health, fire control and disaster control through monthly corporate diagnoses. In globalizing our operations, we also hold regular meetings to share information about occupational incidents that have occurred at our domestic affiliates and provide guidance where necessary.

Community-Wide Health and Safety Management System



* Health and safety management is overseen by the officer in charge of the Health and Safety Department, and reports are made as appropriate depending on the nature and urgency of the situation.

Occupational Health and Safety Efforts

Ensuring employee safety is the top priority for the Company, and Isuzu is diligently and steadily working on key issues to build a workplace that firmly upholds safety principles. Additionally, we actively strive towards achieving the safety management goals of our factories.

Number of Occupational Accidents for Fiscal 2025

Accident category	Total number
All accidents*	31
Lost-workday accidents	3

* Lost-workday accidents + Non-lost-workday accidents

Initiatives to Prevent Serious Accidents

Following a series of tragic accidents in 2023 that resulted in fatalities at our production plants and dealership service centers, we are taking decisive action to reinforce our commitment to safety. To ensure such incidents are never repeated, the Isuzu Group has established April 7—the date of one of the accidents—as our annual company-wide Safety Day.

In fiscal 2025, the Fujisawa Plant and the Tochigi Plant undertook various initiatives to reaffirm that safety is our top priority. Our goal is to foster a culture of openness where employees can raise concerns about hazardous areas and safety issues. To this end, directors, led by COO Minami, visited production sites to hear on-site managers discuss safety initiatives and the challenges they face in implementing them, and to provide encouragement to employees.



Initiatives in Risk Assessment

At Isuzu, to reduce disaster risks, when introducing new manufacturing equipment or chemical substances for development, the user department, planning department, and health and safety department work together to conduct risk assessments.

In addition, within existing processes, besides the workplace inspections mandated by regulations, Plant Executives and representatives from each workplace regularly conduct safety patrols to perform risk assessments for any issues such as 'unsafe conditions or behaviors.' By promptly addressing identified issues, we are promoting the creation of a safe workplace.

Respect for Employees

Expand Experience-Based Safety Training

Based on the idea that differences in job positions, departments, age etc. have nothing to do with safety, Plant Executives of Isuzu go on patrol around their plant and also speak with workers. Additionally, mutual safety patrols are conducted by health and safety personnel appointed to each workplace, along with patrols by Isuzu Motors Labor Unions. These efforts are made to detect potential hazards in advance from various perspectives and to eliminate risks before they can develop. These patrol activities aim to raise the level of health and safety by highlighting unsafe behavior and situations, identifying the good practices being carried out and new findings, and expanding them throughout the Company.



Hazard experience education using VR



An instructor provides training through the virtual experience of hazards

Improving the Workplace Environment (1) : Site Patrol from Multiple Perspectives

At Isuzu, safety is considered the responsibility of everyone, regardless of job position, department, or age. Plant executives conduct regular patrols and engage with workers on site. Health and Safety personnel appointed to each workplace, together with Isuzu Motors Labor Unions, also conduct mutual safety patrols. These activities aim to identify potential hazards from multiple perspectives and address risks before they escalate. The patrols also help raise safety standards by highlighting unsafe behaviors, recognizing good practices, and sharing new insights across the company.



The state of the patrol

Improving the Workplace Environment (2) : Use of Safety Culture Assessments

To foster a culture of safety and track changes in employee awareness, we conduct periodic safety culture assessments. By using third-party evaluations to visualize and analyze the organization's strengths and weaknesses, we are continuously working to strengthen our approach to issues that require attention.

Improving the Workplace Environment (3) : Fall Prevention Measures Through the Introduction of Stumble-Resistant Safety Shoes

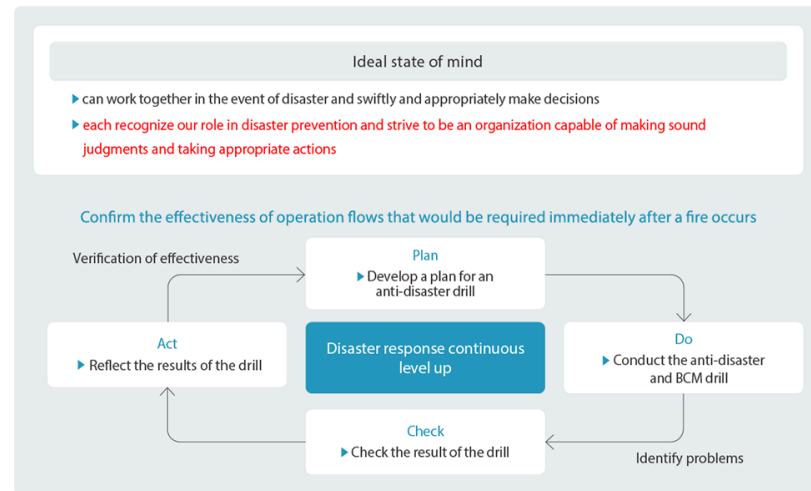
Aging tends to increase the risk of falls due to factors such as decreased muscle strength. During disasters, older people are also more prone to experiencing severe outcomes compared with younger age groups. Therefore, we have introduced 'stumble-resistant safety shoes' to prevent workplace incidents and promote the creation of an age-friendly and comfortable working environment. Since their introduction, many employees have noted that they now feel less likely to stumble.

Respect for Employees

Anti-Disaster and BCM Drills

Our business sites assume many different risks of disaster and conduct anti-disaster and BCM (business continuity management) drills to ensure a quick and proper disaster response. For a drill, a task force is set up and the staff practice evacuation from their respective workplaces. A fire drill is conducted in spaces where a fire could break out. We seek advice from outside consultants to minimize risks and pursue the establishment of a more practical flow of operations by following our measures. Additionally, in anticipation of people having difficulty returning home in the event of a disaster, we are taking measures to ensure the safety of our employees by stockpiling food and water and providing lodging and other facilities.

Fire Prevention Diagram



Evacuation drill with maintained social distance (aerial footage captured by a drone)



BCM training (setting up outdoor emergency response headquarters in preparation for a disaster)



BCM training during night shifts

Health Management

Basic Approach to Health Management

Driving innovation is essential for us to achieve our PURPOSE: 'Moving the World - for You.' We believe the cornerstone of this innovation is the physical and mental well-being of our employees, empowering them to thrive.

That is why, beyond simply encouraging individual health awareness, we are advancing our health management initiatives. We strive to build an innovative team that excels in employee engagement, fostered through a workplace that is both supportive and fulfilling.

Declaration of Health

Purpose

At Isuzu, the foundation of our business is the health and well-being of every employee. We aim to provide a safe, secure, and rewarding work environment, supporting employees' physical and mental health so they can work with energy, focus, and a sense of fulfillment. By promoting individual health awareness and health management initiatives, we foster a culture in which employees and the Company grow together, advancing innovation through our vision of "Reliability × Creativity."



良い仕事は、
健やかな心と体づくりから
南 真介

Shinsuke Minami
President and Representative Director, COO

Respect for Employees

Structure

Isuzu's health management is promoted under the following structure.

Chief Promotion Officer	President and Representative Director, COO
Promotion Officers	Executive Officers in Charge
Promotion Unit	Health & Safety Promotion Dept.*Including occupational health staff

With the President and Representative Director, COO as the Chief Promotion Officer, the Health & Safety Promotion Department is taking the lead in promoting health management. To promote health management in each division, health promotion officers are appointed to ensure smooth information sharing and collaboration.

We also collaborate with Isuzu Hospital, Isuzu Motors Health Insurance Union, and Isuzu Motors Labor Unions to implement measures in a company-wide effort.

Maintaining and Promoting Employees' Health

Employees have regular and special health checks to stay healthy and prevent occupational diseases. Those with a medical finding receive individual guidance and/or a recommendation for a hospital visit. Additionally, we provide support for the return-to-work process and balancing work and personal life for employees on sick leave, and offer individualized support for those working long hours. Our efforts to promote health also include the prevention of infectious diseases and consultation services for expatriates and their accompanying family members.

For health management of employees and their families, we regularly analyze receipts (medical expenses) and health checkup data to identify priority health issues as well as plan and implement health measures.

(Number of people)

Health Measures	FY2023	FY2024	FY2025
Examinees of specific healthcare guidance	2,056	2,268	2,332
Examinees of comprehensive checkup	5,219	5,225	4,977
Mental health counseling users	76	87	223
Users of round-the-clock telephone health consultation	64	77	241
Participants in prevention of lifestyle-related diseases, gargle/hand-wash recommendation campaign, walking challenge, etc.	1,667	3,184	6,622
Users of training areas	1,336	2,521	3,069
Examinees of gynecological exam	1,456	1,470	1,425

Push Forward with Mental Health-Related Measures

Self-care support includes stress checks and subsequent interviews and self-care training for new employees. In addition to establishing a counseling system in the workplace, we provide line care training and counseling to managers based on the results of stress checks. As part of the care provided by occupational health staff, we address daily workplace consultations, make referrals to external agencies when necessary, adjust work conditions in coordination with the workplace, and provide continuous follow-up. Additionally, we utilize EAP* as an external resource to provide counseling and training.

* Employee Assistance Program: Assistance by external experts

Helping Employees Who Have Been Ill to Return to Work

Isuzu's support activities are designed for employees to feel secure about returning to work from recuperation. Before an employee returns to work, we conduct a thorough status check and provide support in coordination with occupational physicians, health nurses, workplaces, and labor relations personnel. We also support preparations for returning to work by offering lifestyle guidance, return-to-work training, and utilizing rework facilities (external return-to-work support facilities) as part of our Employee Assistance Program (EAP). After an employee returns to work, we offer continuous follow-up through regular meetings with occupational physicians and health nurses to help ensure that employees can continue their work with confidence.

Main Health Issues Recognized

- Expansion of educational opportunities for managers and employees regarding health maintenance and promotion (expansion of opportunities to improve health literacy).
- Lifestyle-related diseases are on the rise as the average age of employees increases, and the prevention of serious illnesses and recommendations for hospital visits need to be strengthened.
- The smoking rate is higher than the national average, and it is necessary to strengthen measures such as environmental improvement and individual approaches.
- Enhancement of the mental health care system including prevention.
- Expansion of health checkup items for young people.

Respect for Employees

Labor-Management Relations

Basic Approach to Labor-Management Relations

Isuzu respects employees’ freedom to associate (or not) and freedom of collective bargaining and strives to create a comfortable working environment through cooperation between labor and management. Isuzu has established fair and sound labor-management relationships founded on mutual trust between management and employees, who cooperate to tackle challenges.

- Key management issues are considered and discussed at labor-management councils and other meetings held regularly between labor and management.
- We also encourage lively discussions on our management policies with recommendations by Isuzu Motors Workers' Union based on the current workplace situation.
- Regarding the operation and review of various HR/labor-related systems and programs, we proceed after thorough discussions between employees and management based on each party's awareness of the issues.

Through such a relationship between labor and management, we further strive to improve the effectiveness of various measures as well as the objectivity and transparency of our corporate management. Isuzu is committed to further developing an environment that is ideal both for the employees and the employer.

Major Labor-Management Forums in Practice

Content of the Major Labor-Management Forums

Labor-management negotiations	Spring labor-management negotiations	Main purpose: Labor-management negotiations regarding overall life improvements Agenda: Wages/bonuses, general working conditions Attendees: President and COO, Division EVPs
	Labor-management study committee	Main purpose: Discussions throughout the year Agenda: General working conditions Attendees: Director of Planning and Labor Affairs, General Manager of HR Service, General Manager of Employee Relations
Labor-management council	Central labor-management council	Main purpose: Discussion on company-wide business activities Agenda: Company management policy, production, sales, accounting, wages, R&D, etc. Attendees: President and COO
	Specialist labor-management council	Main purpose: Specialized labor-management consultations on production activities Agenda: Policies for initiatives related to production, productivity improvements, and state of progress on issues Attendees: Executive Officers, VPs, and General Managers related to production
	Plant labor-management council	Main purpose: Monthly labor-management consultations Agenda: Operating structure, work environment, benefits, etc. Attendees: Plant Executives, relevant department managers, etc.
Labor-management forum		Main purpose: Exchange of opinions between labor and management at the division level Agenda: Policies and issues of each division, workplace voices, etc. Attendees: EVPs, VPs, General Managers, etc. of Divisions

Annual Schedule for Major Labor-Management Negotiations and Council Meetings

		First Half (April to September)	Second Half (October to March)
Company-Wide event		► May: Announcement of financial information	► November: Announcement of financial information
Labor-Management negotiations	Spring negotiations		Mid-February to mid-March
	Labor-management study committee	Year-round discussion	
Labor-Management council	Central labor-management council	Around mid-June	Around early December
	Specialist labor-management council	Around end of May	Around mid-November
	Plant labor-management council	Toward the end of each month	
Labor-Management forum		Mid-May to early June	Around November

Human Rights

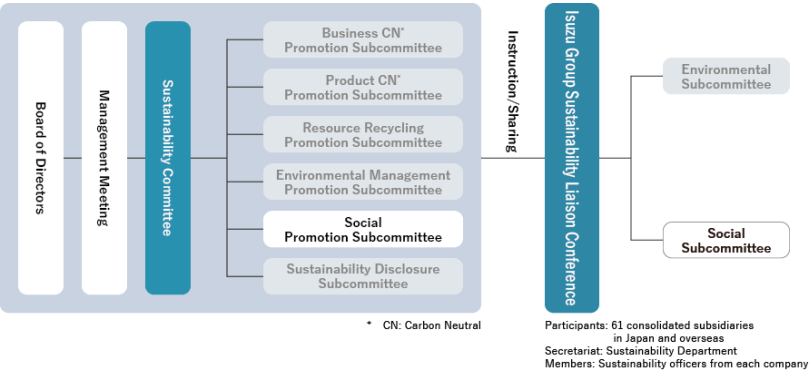
Basic Approach

In February 2022, the Board of Directors approved and established the Isuzu Group Human Rights Policy (hereinafter referred to as the Policy). In December 2023, the Policy was revised based on the new corporate philosophy, ISUZU ID, announced in May of the same year. The policy complies with the United Nations Guiding Principles on Business and Human Rights and reiterates Isuzu's commitment to contribute to the realization of a sustainable society by promoting business activities that respect human rights as part of its corporate social responsibility amid expectations that the international community will foster a corporate culture of respect for human rights and make efforts across all business activities. In accordance with the policy, Isuzu will comply with international norms, laws and regulations, group norms, etc., develop a Group human rights promotion system, engage in human rights due diligence, and provide appropriate education to officers and employees. Additionally, based on the importance of respect for human rights in business, we will engage in dialogue with our stakeholders and strive to promote understanding among our business partners. The policy is currently available in nine languages to ensure greater understanding among a broader range of stakeholders. For details, please refer to Isuzu Group Human Rights Policy.

> Isuzu Group's Human Rights Policy 

Management Structure

Amid expectations that the Company foster a corporate culture of respect for human rights in all aspects of its business activities, the Isuzu Group is promoting business activities that respect human rights as part of its corporate social responsibility. Human rights issues are deliberated upon by the Sustainability Committee, which is chaired by the director and composed of the officers in charge of each division. Important matters are then reported to the Management Meeting and the Board of Directors. The Sustainability Department, a dedicated department, is mainly responsible for the implementation of human rights safeguarding measures together with related divisions. Under the Sustainability Committee, the Social Promotion Subcommittee, a working group that addresses social issues, brings together representatives from all divisions to discuss human rights issues. Additionally, at the Isuzu Group Sustainability Liaison Conference, we not only share information with sustainability managers of Group companies, but also appoint human rights officers in each company to coordinate progress at the Group Human Rights Promotion Officers Meeting. In this manner, the Group as a whole is united in its efforts to promote initiatives to respect human rights.



Number of Reports and Deliberations on Human Rights Issues at Each Meeting Body

FY	Sustainability Committee			Social Promotion Subcommittee	Isuzu Group Sustainability Liaison Conference	Group Human Rights Promotion Officers Meeting
	Reports	Deliberations	Discussions	Reports	Reports	Reports
2023	4	0	0	1	1	0
2024	5	3	0	4	1	3
2025	4	0	1	2	2	1

Education and Awareness for Respecting Human Rights

For employees: To recognize the importance of respect for human rights in corporate activities, we conduct basic human rights education for all employees of our Group companies in Japan and overseas. Additionally, to ensure that new and mid-career employees have an awareness of respect for human rights in corporate activities, we have added basic knowledge of respect for human rights to our induction training programs. Also, to promote human rights due diligence, we regularly provide practical training for human rights promotion officers at our Group companies.

For executives: In fiscal 2024, we invited external experts to give a presentation on business and human rights to members of the Sustainability Committee. This session included a dialogue between executives and external experts.

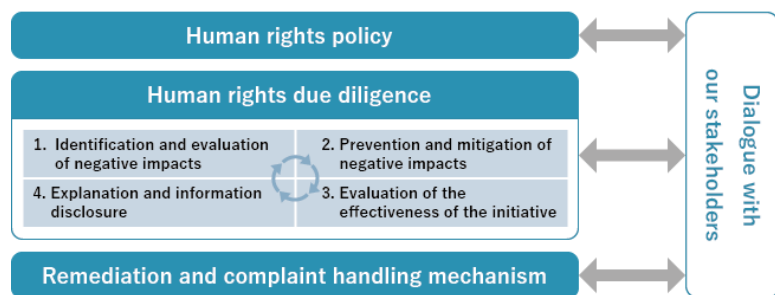
For business partners: To promote human rights-respecting business practices throughout the supply chain, Isuzu has been holding annual human rights seminars for business partners since fiscal 2022. In fiscal 2025, we held a seminar on the theme of Well-Being Management.

Human Rights

Initiatives

The Isuzu Group, under the Isuzu Group Human Rights Policy, is advancing the development of human rights due diligence processes by referring to guidelines such as the OECD Due Diligence Guidance for Responsible Business Conduct and the Japanese Government's Guidelines for Respecting Human Rights in Responsible Supply Chains. We are committed to the practice of respecting human rights.

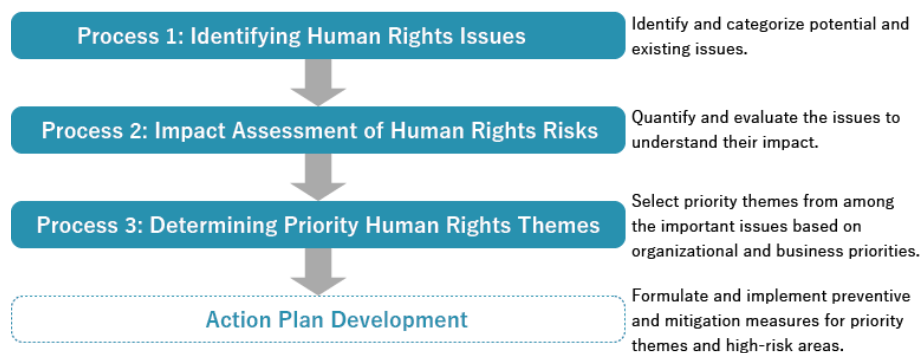
Human Rights Due Diligence Processes



Human Rights Due Diligence Processes

In February 2024, Isuzu reviewed and quantitatively assessed human rights risks within its Group and its supply chain at the Group level to identify notable human rights issues. From these issues, we selected priority themes to be addressed in the short to medium term, and developed prevention and mitigation measures focused on these priority themes.

Isuzu's Human Rights Risk Assessment Process



Human Rights Due Diligence Medium- to Long-Term Plan

FY2023–2024: Establishment of a human rights due diligence framework at Isuzu
FY2025–2027: Development of a PDCA cycle at the Group level
FY2028–2030: Implementation and evolution of the PDCA cycle

➤ For more information on Isuzu's human rights risk assessment process

Initiatives for Priority Themes

Priority Theme 1: Issues of Foreign Workers within the Group, Including Sales Companies and the Broad Supply Chain

Approach and Direction of Initiatives

Currently, many technical intern trainees and other foreign workers are employed in the Japanese automobile industry. We have confirmed that foreign technical intern trainees are widely accepted by the Isuzu Group and its business partners. In light of this situation, we have recognized issues related to foreign workers as one of the important human rights themes in Isuzu's supply chain and are taking various measures to address them. We will continue to expand the scope of our initiatives, focusing on labor environment-improvement programs, including interviews with foreign workers, and giving priority to subsidiaries and business partners that are considered to have high business and country-specific risks.

Results for Fiscal 2025

In fiscal 2025, we conducted a survey on the enrollment of foreign workers at our Group companies and suppliers in Japan and Thailand. We also conducted a survey of the actual working conditions of foreign workers and introduced a consultation and relief service, with an emphasis on sales companies in Japan.

On-Site Survey of Foreign Workers

Isuzu has been conducting interviews with overseas technical intern trainees since fiscal 2023, to ensure objectivity and impartiality. In fiscal 2025, this initiative was developed into an on-site survey program with the addition of document verification as well as living and working environment verification according to international standards and Isuzu standards. The interviews were conducted in person with the assistance of the Global Alliance for Sustainable Supply Chains (ASSC). As a result, some issues were identified in areas such as occupational safety, but all were confirmed to be well managed with a high level of transparency in employment management. In the future, we will continue to expand and sustain our human rights activities with the cooperation of our Group companies and business partners, and we will respond sincerely to improvement suggestions and other feedback.

On-Site Survey Records

Date	Company	Nationality / Number of Participants
January 2023	Company A (Group Company)	Indonesia / 3 people
February 2023	Company B (Business Partner)	China / 4 people
February 2023	Company C (Business Partner)	Indonesia / 3 people Thailand / 1 person
December 2023	Company D (Group Company)	Cambodia / 10 people
December 2023	Company E (Business Partner)	Indonesia / 2 people
December 2023	Company F (Business Partner)	Vietnam / 3 people
January 2025	Company G (Group Company)	Philippines / 2 people
January 2025	Company H (Business Partner)	Indonesia / 6 people

Examples of Improvements Tracked After On-Site Survey

Company A (Group company): Following the feedback that documents related to workers' rights, such as safety and health signage, disaster response rules, payslips, and employment contracts, should ideally be provided in the local language, it was confirmed that quality-related documents were translated into Indonesian and released. Additionally, it was verified that all technical intern trainees were registered in the safety confirmation system, enhancing preparedness for emergencies.

Company C (Business partner): Concerning the issue that some company-provided housing for foreign workers lacked locked safes, it was confirmed that, one year later, all workers had been provided with locked safes.

Human Rights

Implementation of Unique Program (Plant Tour)

Additionally, as part of our unique program, we held a plant tour in October 2023 for overseas technical intern trainees from our business partners, inviting them to our Fujisawa plant. The goal of this initiative was to deepen their understanding of how the parts they manufactured were ultimately incorporated into the final products and to enhance their motivation for their work. Participants shared feedback such as, "Seeing our products installed in the display vehicles at Isuzu Plaza made me feel a closer connection to Isuzu than ever before," and "The plant tour allowed me to reappreciate the importance of maintaining and improving quality and ensuring stable supply, and I would like to apply the insights gained from the tour within our own company."

Recruitment of Foreign Workers in Accordance with Ethical Practices

Isuzu has been recruiting overseas technical intern trainees for many years. Initially, the aim was to enhance and strengthen technical skills within our overseas Group companies. However, by widely sharing manufacturing know-how, we believe we can achieve international contribution through human resource development more effectively. In recent years, we have increasingly accepted many overseas technical intern trainees through Group management schemes.

We are committed to creating an environment where interns can focus on their training by implementing unique measures throughout the entire process, from recruitment and entry preparation, including financial support during the entry preparation phase, to job support after their return.


Example of Initiatives: Support System for Foreign Engineers at Sales Companies

Our sales companies are working on smooth acceptance of foreign engineers and human resource development. In fiscal 2025, representatives from major sales companies gathered approximately once every two months to exchange opinions on how to manage the education and retention of foreign engineers at their companies. In addition, we have conducted "cross-cultural understanding e-learning" video training to help Japanese and non-Japanese employees understand each other's culture and communication characteristics and thereby create a workplace where everyone can thrive.

Priority Theme 2: Management of Human Rights Issues and Initiatives in the Value Chain, Including Logistics and Downstream Value Chain

Approach and Direction of Initiatives

Isuzu aims to conduct socially responsible procurement activities in collaboration with our business partners to meet the expectations of our stakeholders. To share values related to sustainability, such as environmental and human rights issues, across the entire Isuzu Group supply chain, Isuzu has established the Isuzu Group Supplier Sustainability Guidelines (hereinafter referred to as the Guidelines). In addition to initiatives promoted by business partners themselves, we encourage them to disseminate the Guidelines throughout their supply chains and to grasp the actual status of the supply chains. Furthermore, we request our major business partners to a Self-Assessment Questionnaire (SAQ), and when risks are identified, we conduct on-site or remote interviews and ask them to take actions for improvement.

- > Isuzu Group Supplier Sustainability Guidelines 

Approach to Surveying the Status of Sustainability Initiatives



Results for Fiscal 2025

In fiscal 2025, Isuzu strengthened its follow-up activities to improve the rate of signature collection for the Guidelines and the SAQ response rate in Isuzu's supplier network, and further expanded the scope of the activities. As of May 2025, we have received signatures from business partners representing approximately 99% of our annual purchasing value, and we have received SAQ responses from 375 of our major business partners (representing approximately 99% of our annual domestic purchasing value). The SAQs revealed that there are sustainability risks at 10 business partners. For those business partners whose risks have been identified, we conduct on-site or remote interviews and ask them to work on improvements. For our Group companies, we have disseminated the approach to sustainability-related surveys and started SAQs and on-site surveys from major overseas sites.

- > Track record of initiatives based on the Sustainability Guidelines

Responsible Mineral and Raw Material Sourcing

Isuzu considers the use of conflict minerals to be a serious problem in the supply chain as these minerals cause human rights infringements, environmental destruction, and illegal mining in conflict zones, and are used to finance militant forces. This idea is stated in the Isuzu Group Responsible Mineral Sourcing Policy. For the procurement of high-risk raw materials, we request our business partners to confirm the status within the supply chain in the Isuzu Group Supplier Sustainability Guidelines.

- > Isuzu Group Responsible Mineral Sourcing Policy

Human Rights

Initiatives for Key Labor Issues Outside of Priority Themes

Risk Assessment for Labor Issues

Isuzu identifies risks in areas of occupational health and safety, discrimination, harassment, mental health, and management failures caused by differences in values. These risks are evaluated quarterly to determine whether they have arisen, and if so, to assess countermeasures to prevent them and minimize their impact.

Prevention of Child Labor and Forced Labor

At Isuzu, the employment of children is strictly prohibited by the employment rules, and there were no instances of hiring individuals under the age of 18 in fiscal 2024.

Employees directly employed by Isuzu are not compelled or restricted in their employment except as specifically agreed upon in accordance with employment rules and with the consent of the Isuzu Motors Labor Unions, organized by a majority of the employees. Furthermore, they will not be subject to discriminatory treatment based on nationality, creed, or social status in relation to the working conditions stipulated in the employment rules. In the supply chain as well, Isuzu prohibits child labor and forced labor in accordance with the Isuzu Group Supplier Sustainability Guidelines.

Occupational Health and Safety

Based on Isuzu's health and safety philosophy, we promote business activities with employee safety and health as their foundation. The values are universal and remain unchanged at any time and in any environment. Isuzu promotes health and safety initiatives not only for its own employees, but also for those of affiliated companies and business partners working on its premises, regardless of their employment status.

> Isuzu's Initiatives for Occupational Health and Safety

Living Wage Support

Isuzu discusses wage levels and allocations at annual labor-management negotiations with the Isuzu Motors Labor Association, the labor union of the majority of our employees, and makes revisions as necessary. Additionally, we have established certain compensation standards for bonuses and other benefits during leaves of absence to help safeguard employees' livelihoods.

Isuzu and the Labor Association have concluded an agreement on Isuzu's own age-based minimum wages in addition to the Company's internal minimum wage agreement, to provide a safety net for the living standards of the employees.

The above agreements have given a ripple effect on specific minimum wages (minimum wages set for each specific industry). Furthermore, these agreements are reported by the Isuzu Motors Labor Union to the National Federation of Isuzu Motors Workers' Unions, the highest-level union, to encourage an increase in the minimum wages across the entire Group.

Prohibitions Against Discrimination

Black Economic Empowerment Policy Initiatives at Isuzu Motors South Africa

The Isuzu Group is based on employing local workers and actively recruits locally in the countries and regions in which it operates. Isuzu Motors South Africa (IMSAf), which produces and sells commercial vehicles, buses, and LCVs for South Africa and neighboring countries, does not only promote employment in the region but is also actively working to support South Africa's Broad-Based Black Economic Empowerment (B-BBEE) policy. In fiscal 2025, the percentage of management considered as HDSA* was 41.5%, while the percentage of employees was 84.8%. Additionally, IMSAf has achieved Level 1 certification on the B-BBEE scorecard for four consecutive years, establishing its position as an industry leader.

* Historically Disadvantaged South Africans: South Africans who have been historically disadvantaged due to discrimination against Black people, women, etc. during the apartheid era.

> B-BBEE Scorecard 

Respect for Women's Rights

Isuzu holds various events in Japan and overseas on International Women's Day to promote women's empowerment and respect for their rights. In fiscal 2025, Isuzu East Africa held an event to recognize 11 female employees who embody the Accelerating Action philosophy. Under the same theme, at Isuzu Motors India, female employees conducted a convoy ride with Isuzu vehicles. Isuzu Motors International also provided an opportunity for management and female employees to gather together to share experiences and demonstrate leadership, reaffirming the importance of creating a comfortable work environment. Isuzu will continue to further promote women's empowerment through these multifaceted initiatives.

In addition, a seminar on experiencing menstrual pain was held for managers in Isuzu's Manufacturing Division. This seminar is designed to increase managers' knowledge and understanding of menstrual pain, to promote empathy for the difficulties faced by female employees, and to enable managers to provide appropriate support. In this way, practical advice and concrete measures were also shared, with the aim of realizing a workplace environment where female employees can comfortably work.

Human Rights

Relief and Dialogue

Relief and Complaint Handling Mechanism

Isuzu has established internal or third-party consultation services for employees, business partners, and workers in the supply chain. In response to consultations on human rights violations, we are committed to providing fair and equal relief to those who seek consultation in accordance with the United Nations Guiding Principles on Business and Human Rights.

Establishment of an Employee Consultation Service

Isuzu has established three consultation counters for internal reporting and consultation on compliance issues, including comprehensive corruption practices such as discrimination, harassment, hospitality, gift-giving, and insider trading. These counters are: (1) a workplace counter (supervised by the immediate supervisor), (2) an intra-division counter (supervised by the division manager), and (3) a company-wide counter (supervised by the Enterprise Risk Management Department). As impartial receivers of information, these contact points are used for consultation not only in cases of clear violations of laws, regulations, or internal rules, but also concerning matters that appear suspicious. Additionally, they field inquiries regarding internal rules, laws, and regulations related to business operations. In addition to handling compliance-related matters, these counters also serve as points of contact for human rights-related inquiries and reports.

A suggestion box (External Point of Contact) has also been set up at an external law firm.

The internal and external consultation offices accept consultations and inquiries by e-mail, fax, telephone, and letter. In accordance with the Whistleblower Protection Act, the names of individuals who provide information and the content of such information are treated as confidential information and are protected to ensure that individuals will not be treated unfairly within the Company.


> Reporting and Consultation Records of the Employee Consultation Service

Business Partner Consultation Service

As a neutral consultation point for our business partners, we have established the Business Partner Consultation Service within the Enterprise Risk Management Dept. This service handles consultations from business partners on compliance and human rights matters. Additionally, personal information about informants and consultation details are treated as confidential in accordance with the Whistleblower Protection Act.

Establishment of Consultation Service for Foreign Workers in the Supply Chain

In October 2022, Isuzu participated in the consultation and remedy desk project of the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) as a way to build a relief mechanism for foreign workers. JP-MIRAI is a platform aimed at contributing to the creation of a prosperous and sustainable society by responsibly and stably accepting foreign workers and improving their working and living conditions, with the vision of becoming "a country of choice and trusted by migrant workers around the world" by the target year of 2030, in line with the SDGs. This project uses the JP-MIRAI web portal to disseminate necessary information to foreign workers, provide anonymous and multilingual external consultation services, and provide feedback to participating companies. Foreign workers at eight companies, including Isuzu, Isuzu Group companies, and business partners are currently participating in the project.

> Related Link: JP-MIRAI Portal 

Dialogue with Stakeholders

Isuzu believes that it is important to proactively convey our thoughts to various stakeholders and actively listen to their voices. We recognize the importance of respecting human rights when conducting business, and we will continue to engage in dialogue with stakeholders while seeking the assistance of external experts on human rights. Through these efforts, we aim to make progress in addressing human rights issues.

Results for Fiscal 2025


Local Study Tour in Thailand for Japanese Companies

In September 2024, Isuzu participated in a local study tour in Thailand for Japanese companies held in conjunction with the United Nations Forum on Responsible Business and Human Rights in the Asia-Pacific Region 2024. The tour aims to deepen understanding of issues related to supply chain management, including migrant worker issues in Thailand. This event provided a rare opportunity to engage in direct dialogue with a variety of local stakeholders, including civil society organizations, labor unions, and workers.


> Related Link: Side Event for Japanese Companies at the UN Responsible Business and Human Rights Forum 2024 

Participation in Stakeholder Engagement Program Organized by the Caux Round Table Japan (CRT)

Isuzu has participated in the Stakeholder Engagement Program organized by CRT every year continuously since 2023 to acquire the latest knowledge required to implement human rights due diligence.

> Related Link: CRT Stakeholder Engagement Program 

Past Results

> Dialogue Between Executives and External Experts in 2023 

Human Rights

Third-Party Review of Human Rights Activities

In February 2025, a review of Isuzu's human rights due diligence activities was conducted by Associate Professor Sakurai of Hosei University. Isuzu believes that third-party reviews from outside human rights experts play an important role in human rights due diligence activities. The reviews help ensure the objectivity of Isuzu's human rights respect activities and enhance social credibility and transparency. In addition, by receiving expert advice on how to comply with new laws, regulations, and international standards, we can manage human rights risks and improve our activities in response to changes in society. Isuzu will continue to hold regular dialogues with external human rights experts to continuously improve the effectiveness of its activities.

The Isuzu Group shares information and promotes measures within the Group through two meeting bodies: the Group Sustainability Liaison Conference and the Group Human Rights Promotion Officers Meeting. I am very impressed by the Group's concerted efforts to respect human rights. The Group has also identified two priority themes: (1) Issues of Foreign Workers within the Supply Chain, and (2) Management of Human Rights Issues and Initiatives in the Value Chain. For both priority themes, I think it is wonderful that the Group conducts on-site activities such as interviews with foreign technical intern trainees and interviews with suppliers.

One of the challenges for the Group in the future is to deepen its approach to human rights issues. Since the priority themes have not been elaborated to the level of "what kinds of human rights issues are to be addressed," the disclosed measures give an impression of being somewhat broad and shallow. While the approach taken to various issues is commendable, I believe that the Group should focus on the most serious human rights issues in the value chain and promote measures in a well-defined manner, based on the purpose of human rights due diligence.

Another important initiative is to ensure access to relief in human rights issues. I expect the Isuzu Group to formulate and implement a medium- to long-term action plan for the establishment of complaint-handling contact points open to the entire value chain.



Mr. Yosuke Sakurai
Associate Professor, Faculty of Sustainability
Studies, Hosei University

In February 2024, Isuzu reviewed and quantitatively assessed human rights risks within its Group and in its supply chain at the group level to identify notable human rights issues. From the notable issues identified, we selected priority themes to be addressed in the short- to medium-term, and developed prevention and mitigation measures focusing on these priority themes.

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graph TD; A[Process 1: Identifying Human Rights Issues] --> B[Process 2: Impact Assessment of Human Rights Risks]; B --> C[Process 3: Determining Priority Human Rights Themes]; C --> D[Action Plan Development];
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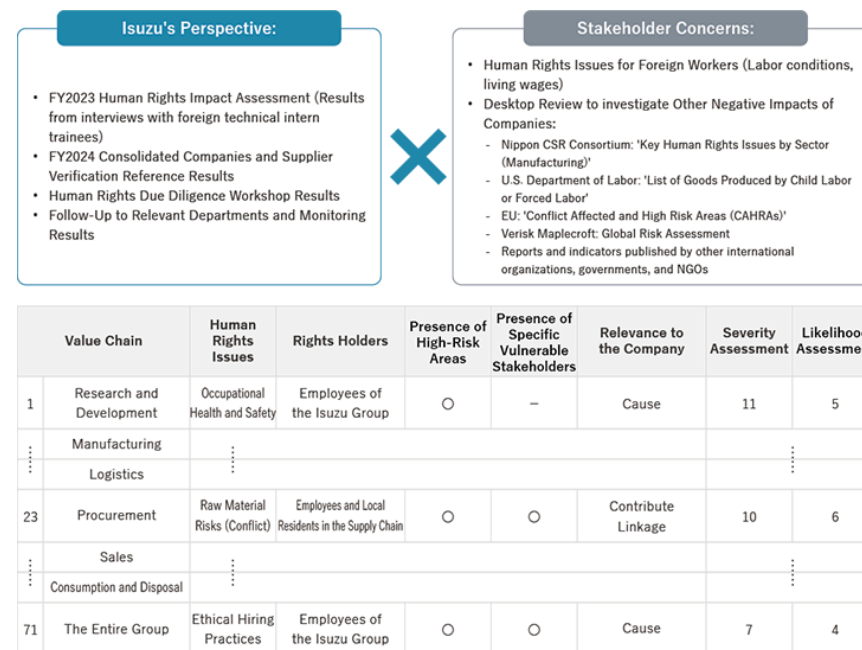
Process	Description
Process 1: Identifying Human Rights Issues	Identify and categorize potential and existing issues.
Process 2: Impact Assessment of Human Rights Risks	Quantify and evaluate the issues to understand their impact.
Process 3: Determining Priority Human Rights Themes	Select priority themes from among the important issues based on organizational and business priorities.
Action Plan Development	Formulate and implement preventive and mitigation measures for priority themes and high-risk areas.

STEP 1: Conducted a desktop review to investigate potential issues international companies might face, and carried out a sustainability self assessment questionnaire for Group companies and business partners.

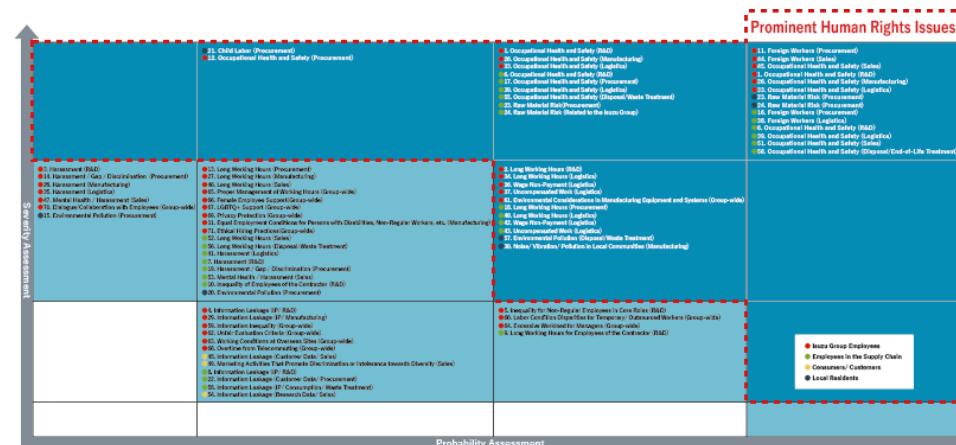
STEP 2: Identified potential human rights risks in Isuzu's value chain and held workshops with the support of an NPO. Organized human rights issues based on interviews with relevant departments.



STEP 1: Organized human rights issues by quantifying their severity and likelihood, considering Isuzu's perspective as well as stakeholder concerns. This assessment was based on publicly available external materials.



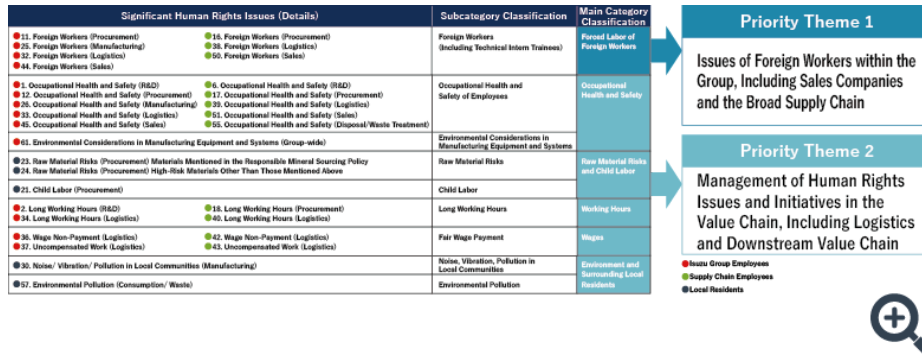
STEP 2: Risk Mapping of Quantified Human Rights Issues to Identify Prominent Human Rights Challenges



For more information on Isuzu's human rights risk assessment process

Process 3: Determining Priority Human Rights Themes

Linking identified significant human rights issues to short- to medium-term priority human rights themes.



Supply Chain Management

Basic Approach

We will share and collaborate with our business partners on our PURPOSE, "Moving the World - for You," as outlined in the ISUZU ID, and work together in purchasing activities. We conduct open and fair transactions and maintain mutual communication with the various business partners involved in our supply chain to build relationships based on trust.

Basic Approach to Procurement Activities

Isuzu recognizes that gaining the cooperation and trust of its stakeholders, including its business partners, in the areas of Isuzu's activity such as the environment, quality, compliance, human rights, and community/social contributions, is extremely important to earning the trust of society, contributing to the sustainable development of society, and fulfilling its corporate social responsibility. To this end, it is working to address a variety of issues.

Isuzu established the Purchasing Basic Vision and Purchasing Basic Policy in 1997 to illustrate the direction of its procurement activities and maintain consistency across these activities. Our Purchasing Basic Vision and Purchasing Basic Policy are thoroughly communicated to new recruits and, through introductory training, to transferees from outside the Purchasing Division.

Many of the parts and other items used in Isuzu's products are purchased from external business partners.

The occurrence of a quality problem with purchased items or the manifestation of environmental, social, or business continuity risks affecting the supply may cause significant inconvenience to customers using our products. To prevent such situations, Isuzu is strengthening its monitoring system regarding quality management, as well as environmental, social, and business continuity measures. Going forward, Isuzu will continue its purchasing activities based on mutual trust with its business partners and will aim to establish a more resilient supply chain to ensure the stable procurement of quality products.

Purchasing Basic Vision

Isuzu ensures satisfactory quality, delivery and quantity of purchased parts so that smooth production is achieved through our purchasing activity. We also help to support the spread of new technologies through our purchasing activity in the market, and we strive to ensure our purchasing activity contributes to the profitability of the company. Our Purchasing Division ensures satisfactory quality, delivery and quantity of purchased parts.

(Established: July 1997, last revised: April 2008)

Purchasing Basic Policy

1. With "quality" as the first priority, Isuzu seeks to create and offer products that would satisfy our customers.
2. Isuzu aims to procure domestic or overseas parts, under fair competition, if the parts are satisfactory in terms of quality, pricing and delivery.
3. Isuzu enhances corporate competitiveness while developing procurement schemes aiming to form win-win relationships with our business partners. Isuzu supports the objectives of the Declaration of Partnership Building, which aims to enhance the added value across the entire supply chain and establish a sustainable and mutually beneficial relationship with business partners. Isuzu has publicly announced its own the Declaration of Partnership Building.

Thorough Enforcement of the Purchasing Basic Vision and Purchasing Basic Policy among Purchasing Division Members

Our Purchasing Basic Vision and Purchasing Basic Policy are written in the Purchasing Division Compliance Guidebook, which is available on our in-house database for viewing by members of the Purchasing Division at any time.

Explanation about our Purchasing Basic Vision and Purchasing Basic Policy was added to the introductory training for transferees to the Purchasing Division in fiscal 2025. In this way, all employees of the division are thoroughly educated on the Basic Vision and Policy.

In addition, a seminar on the Act Against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors and the Guidelines for Appropriate Trade in the Automobile Industry is held in an effort to encourage understanding about and compliance with the Act and the Guidelines which members of the Purchasing Division must know well.

Management Structure

Isuzu holds a Purchasing Division's Quality Meeting once a month reporting on and discussing topics such as the quality of the previous month's purchased parts, results of audits on new partners, and results of internal audits and external assessments related to ISO and IATF. The Purchasing Division holds a Quality and Compliance Promotion Meeting and an Environmental Meeting once a month. Information from these committees is passed on to all departments within the Purchasing Division. The Purchasing Division's policy on activities related to compliance and the environment is determined at these meetings.

Implementation of Departmental Education

New employees and other employees newly assigned to the Purchasing Division receive introductory training on compliance and sustainability. All division members are provided with seminars on the Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and the Guidelines for Appropriate Trade in the Automobile Industry as appropriate.

Business Partner Consultation Service

We maintain a Business Partner Consultation Service within our Risk Management Dept. It offers impartial consultation service to our business partners, and accepts consultations from business partners regarding compliance issues.

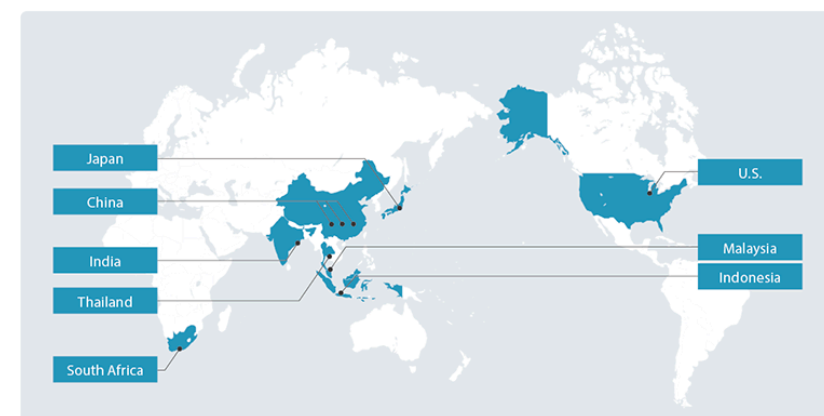
Supply Chain Management

Initiatives

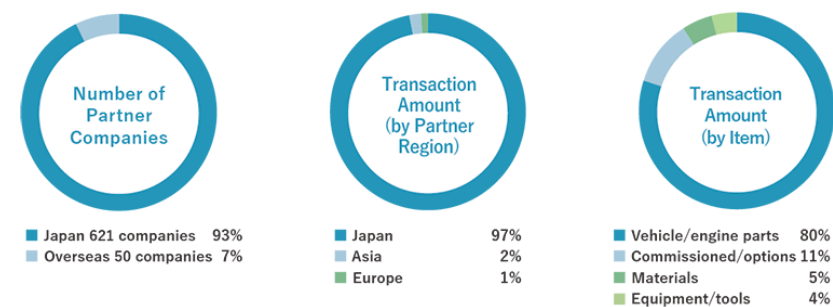
Isuzu Supply Chain

Isuzu chooses its business partners according to a fair and equitable selection process regardless of whether they are based in Japan or overseas. Starting in 2023, we have incorporated sustainability assessments into our business partner selection process. We are engaged in purchasing activities aimed at mutual prosperity with our business partners and are implementing similar initiatives at our global procurement bases to strengthen Isuzu's competitiveness. Isuzu in Japan has a total of 671 domestic and overseas business partners. About 90% of these partners are based in Japan. In terms of transaction amount, the procurement of vehicle and engine parts makes up about 80% of the total.

Main Global Supply Hubs



Transactions in Japan



Regional Development and Job Creation

In the countries and regions where Isuzu operates, Isuzu promotes the use of local parts to contribute to the development of the local automotive industry and employment.

Various Guidelines for Business Partners

Isuzu Group Supplier Sustainability Guidelines

Isuzu Group expects its business partners to meet high standards of social, ethical, environmental, and corporate responsibility. The Isuzu Group Supplier Sustainability Guidelines reference various Isuzu Group policies, including the Isuzu Group Human Rights Policy, the Isuzu Group Responsible Mineral Sourcing Policy, and other relevant Isuzu Group policies, as well as internationally recognized standards and frameworks. If an event occurs in which a business partner fails to fulfill its social responsibility, not only will the image of Isuzu doing business with that business partner be damaged, but production activities will also be greatly affected, causing great inconvenience to customers who use Isuzu products. To avoid such risks, we ask our business partners to conduct their activities in line with the Isuzu Group Supplier Sustainability Guidelines, to strengthen their initiatives in human rights, environmental, and compliance areas, and to work together to share sustainability values across the entire Isuzu Group supply chain. We encourage our business partners to utilize these guidelines to advance their own initiatives, and to actively disseminate and understand these practices not only within their own operations but also throughout their supply chain. We kindly request our business partners to agree with Isuzu's principles and confirm their commitment to comply with the requirements of the Guideline for all products and services supplied to Isuzu, by signing an agreement. As of fiscal 2025, we have received signatures from business partners representing approximately 99% of our annual domestic purchasing amount. When contracting with new business partners, we request that they follow the Isuzu Group Supplier Sustainability Guidelines.

> Isuzu Group Supplier Sustainability Guidelines [📄](#)

Isuzu Green Procurement Guideline

The Isuzu Group has established the Isuzu Green Procurement Guidelines, which introduce our Charter on the Global Environment and summarize the environment-related requests we have for our business partners by type of industry. (Last revised: October 2020.) Through the Isuzu Green Procurement Guidelines, we will further strengthen our initiatives for environmental activities related to business activities and actively promote environmental activities in collaboration with our business partners.

> Isuzu Green Procurement Guideline [📄](#)

Supply Chain Management

Communication with Business Partners

Isuzu places great importance on close communication with its business partners through briefings and meetings. Through two-way communication with our business partners based on mutual trust, we understand the various activities of our business partners and offer support by inquiring if they have any concerns or difficulties. To continuously disseminate information more globally in the future, we are promoting the use of online tools. At the briefings, we also present Sustainability Awards to business partners that demonstrate outstanding commitment to sustainability, in addition to awards for on-time delivery, quality excellence, and other initiatives. We are confident that this kind of communication will contribute to strengthening the supply chain.

Main Opportunities for Communication with Business Partners

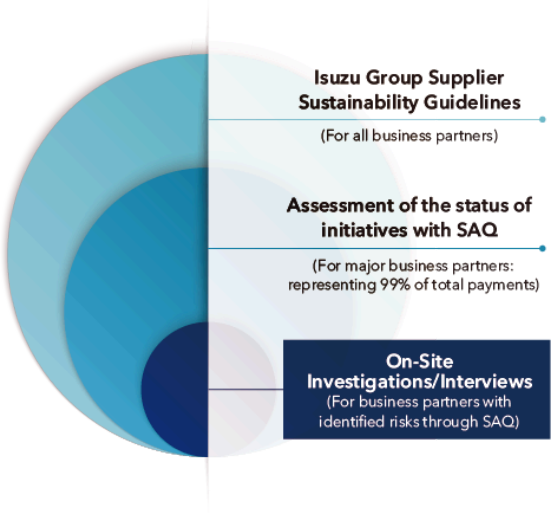
- New Year's business leaders' forums
- Procurement policy briefings
- Production briefings
- Quality policy briefings
- Isuzu Kyowakai*

* Isuzu Kyowakai: A cooperative association comprising Isuzu's business partners

Evaluation of Business Partners' Initiatives Based on the Sustainability Guidelines

Isuzu regularly reviews and evaluates the status of its business partners' sustainability initiatives. Starting in 2023, our business partners who supply us with raw materials and parts are asked to complete a Self-Assessment Questionnaire (SAQ), which is a three-year cycle. The SAQ consists of questions in line with the Isuzu Group Sustainability Guidelines. As of fiscal 2025, we have received responses from 375 major business partners (representing approximately 99% of the annual domestic purchasing amount). We have identified sustainability risks at 10 of our current business partners. For those business partners whose risks have been identified, we conduct on-site or remote interviews and ask them to work on improvements. At the Group companies, we have disseminated our approach to sustainability and have initiated SAQs and on-site surveys at major overseas locations.

Approach to Surveying Sustainability Initiatives



Monitoring the Efforts of Our Business Partners

Quality

To monitor the delivery quality and market quality of our business partners, we calculate a monthly evaluation score based on factors such as the number of defect occurrences, the number of defects, and the severity of defects. As a result, business partners whose evaluation scores and defect counts do not meet a certain standard are selected to be companies subject to management, and business partners whose evaluation scores meet a certain threshold but have defect counts exceeding a specific limit are selected as companies subject to observation, indicating a need for improvement in delivery quality. We strive to improve delivery quality through efforts such as holding monthly quality meetings. In fiscal 2025, the quality of the deliveries improved and approximately 90% of our business partners attained the standard delivery quality evaluation score. None of the business partners was determined to be a company subject to management by failing to meet the required delivery quality standard. However, some fell within the definition of a company subject to observation. We joined these business partners in their improvement activities and encouraged them to strive for better quality.

In addition, we conduct an on-site audit of certain business partners when they undergo a triennial assessment for the renewal of a direct supply contract, to keep updated on their quality management structure operations. For our new business partners, we conduct an on-site audit before starting business relationships with them and evaluate the effectiveness of their quality management structures to see if they meet requirements for trading with us.

Supply Chain Management

BCP

From the perspective of business continuity, there are risks from the production side, such as production plan changes due to shortages in parts supply and operation adjustments. These risks may include sudden supply disruptions due to natural disasters, long-term supply reductions due to infectious diseases, and recent geopolitical risks. In each case, numerous challenges need to be addressed both in the short and medium-to-long term. We are continuously promoting the establishment of a BCP/BCM system for verifying the supply chain as well as tackling the challenge of visualizing the supply chain.

In the event of a disaster, we utilize our system to promptly request business partners to report the extent of the delivery impacts they are facing. In fiscal 2025, natural disasters and system failures actually occurred, and this system was used to confirm the situation and gather information. Since fiscal 2024, we have also introduced a new system to understand the entire supply chain, and in fiscal 2025, we continued to collect and update information on the supply chain. We will continue to constantly update the information we collect and promote activities aimed at improving its accuracy.

Furthermore, as goals of these activities, we aim to identify vulnerabilities within the supply chain, pursue strategic inventory management, reduce production lead times, and address geopolitical risks that are becoming more apparent. Additionally, we are establishing a system that accelerates initial responses during disasters, working in cooperation with our business partners to ensure early recovery efforts and minimize the impact on Isuzu's business.

Environment

Isuzu requests that its business partners report their activities related to the promotion of environmental management structures through the Voluntary Assessment Report on Environmental Management. In fiscal 2025, we received responses from 359 business partners to this Report. The results showed a response rate of approximately 99%, an improvement over last year and a record-high average score to date. We confirmed that business partners are becoming more specific and sophisticated in their environmental activities.

Partner companies that are relatively proactive in their environmental activities showed an increased number of responses for specific plans and implementation details for the use of renewable energy. In addition, the number of responses regarding activities to reduce CO₂ emissions, such as reducing the number of transportation operations and promoting modal shift, has also increased in the wake of the 2024 logistics problem. This confirms that the awareness of environmental activities among our business partners has further increased.

Additionally, we have utilized the CDP Supply Chain Program since fiscal 2023 to track our business partners' efforts related to climate change and GHG emissions. We received responses from 213 business partners, representing approximately 90% of our annual purchases, from those we requested to participate.

Main voluntary environmental assessment items

1. Environmental management structures
2. Notification of environmental personnel
3. Compliance with environment-related laws and regulations
4. Promotion of energy-saving activities
5. Reduction of water consumption
6. Reduction and appropriate treatment of waste
7. Reduction of emissions of regulated chemical substances
8. Submission of voluntary environmental management structure evaluation report
9. Managing environmentally hazardous substances
10. Reduction of CO₂ emissions and packaging/shipping materials in logistics

Human Rights

Isuzu regards respect for human rights throughout the supply chain as an important responsibility and is committed to fair and sustainable procurement.

In particular, we are working on issues related to foreign workers, such as foreign technical intern trainees, as one of the most important human rights themes. In fiscal 2025, we conducted an on-site survey of the working conditions of foreign workers and introduced a consultation service regarding the issues of foreign workers in the supply chain.

> Priority Theme 1: Issues of Foreign Workers within the Group, Including Sales Companies and the Broad Supply Chain

Cybersecurity

We have been reviewing the JAMA/JAPIA cybersecurity guidelines towards our business partners to confirm and improve their cybersecurity measures. We kindly request that our business partners conduct a self-check using the Automobile Industry Security Checklist. In the future, we will continue to promote comprehensive cybersecurity measures among our business partners. To achieve this, we will conduct regular surveys to assess their improvement status and provide appropriate support from Isuzu as needed.

Moreover, we have conducted cybersecurity management system establishment and operational status checks for business partners handling products subject to UN-R155 and domestic regulations (Road Transport Vehicle Law Safety Standards) to ensure they comply with vehicle product cybersecurity requirements. (28 companies in fiscal 2023, 15 companies in fiscal 2024, 16 companies in fiscal 2025 / Total of 59 companies)

Furthermore, to ensure compliance with regulations, we will conduct checks on the vehicle product cybersecurity management systems of the relevant business partners.

Responsible Mineral and Raw Material Sourcing

Isuzu has been conducting surveys of its business partners' sustainability initiatives, including efforts regarding responsible mineral sourcing and human rights. Isuzu considers the use of conflict minerals to be a serious problem in the supply chain as these minerals cause human rights infringements, environmental destruction, and illegal mining in conflict zones, and are used to finance militant forces. Therefore, we request confirmation of non-involvement in conflict minerals upstream in the supply chain through the Isuzu Group Supplier Sustainability Guidelines. In addition, we have conducted surveys on the use of conflict minerals in our business partners' supply chains and the status of their initiatives for responsible mineral sourcing, using the CMRT and EMRT, which are standardized formats provided by Responsible Minerals Initiative* (RMI), starting in fiscal 2023. In fiscal 2024, we established the Isuzu Group Responsible Mineral Sourcing Policy.

* Responsible Minerals Initiative: An organization based in the United States that addresses conflict minerals issues

> Isuzu Group Responsible Mineral Sourcing Policy 

Supply Chain Management

Holding of Various Seminars

Environmental Activity Seminars

In response to information that regulations on the production and use of medium-chain chlorinated paraffins (MCCP) are expected to be initiated under the Stockholm Convention (POPs Convention), we held an environmental seminar by the Japan Auto Parts Industries Association (JAPIA) for our business partners in fiscal 2025. This seminar was attended by 127 relevant companies to deepen their understanding of how to comply with the regulations.

In fiscal 2025, to provide our business partners with a better understanding of Isuzu's environmental initiatives, we explained to them about our environmental activity plans, trends in chemical substance regulations, and Isuzu's policies at the supply chain issue briefing. The briefing was held twice a year, with 330 companies participating in each session.

Human Rights Seminars

To promote human rights due diligence initiatives in our business partners' supply chains, we hold a human rights seminar every year, inviting external experts. In fiscal 2025, we co-hosted with UD Trucks an online seminar titled Wellbeing Management Seminar on the significance of addressing wellbeing as a company and specific measures.

In fiscal 2026, we will continue to keep a close eye on the latest developments and plan to organize seminars related to human rights.

Social Contribution

Basic Approach

To create the Isuzu's purpose of "Moving the World - for You", we will continue our efforts towards carbon neutrality and contribute to the evolving logistics. Additionally, we will advance the following initiatives to contribute to the resolution of social issues by respecting national and regional cultures, and by engaging with local communities and societies through our business activities.

Themes for Social Contribution Initiatives

1. Balance between global environmental sustainability and global economic growth

In addition to reducing the environmental impact of manufacturing processes and promoting recycling-oriented business, we will provide economically friendly products and services that have low environmental impact through the creation of innovation geared toward decarbonization such as the development of products with advanced environmental performance that contribute to efficient transportation.

2. Realization of a society in which people and goods can be transported safely, securely, and efficiently

Isuzu creates innovation in the fields of automated driving and connected technologies while leveraging business collaborations with its trusted partners. Additionally, the Company will continue to make efforts to enhance its after-sales service network, in addition to supplying products equipped with state-of-the-art safety features so as to provide products and services that underpin the transportation industry.

3. Harmony local communities

Isuzu is to respect national and regional cultures, participate in and harmonize with local communities and societies through business activities etc. By doing so, we will strive to win the trust of local communities and contribute to their prosperity.

Management Structure

Isuzu carries out social contribution initiatives in local communities, addressing key social issues in accordance with different themes.

Mechanisms to Encourage Employee Participation

While encouraging employee participation by using posters and company-wide e-mails, we also communicate the results of our activities on a broad scale both internally and externally with our in-house newsletter as well as Isuzu's website and community site.

Support for External Initiatives and Coordination with Industry Groups

Support for External Initiatives and Coordination with Industry Groups

We are promoting activities that invite employee participation while engaging in coordination and cooperation with various groups.

- World Vision International
- OISCA International
- Specified nonprofit corporation TABLE FOR TWO International
- Registered NPO Second Harvest Japan

Initiatives

Harmony with Local Communities

Isuzu Plaza

Purpose of Establishing Isuzu Plaza

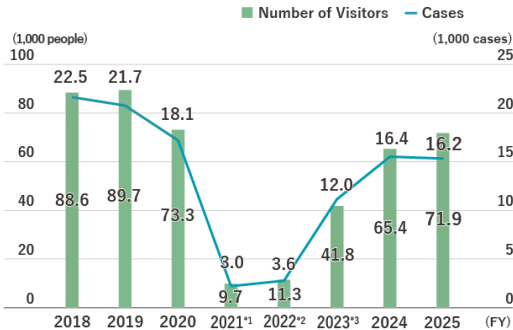
Isuzu Plaza was opened next to the Fujisawa Plant in April 2017 as part of the Isuzu Motors 80th anniversary project. Isuzu Plaza consists of three zones: Supporting Transportation, Isuzu's Vehicle Manufacturing, and The History of Isuzu. The facility aims to help people learn about Isuzu and feel closer to the Company.

We will hold various events and manufacturing workshops to connect with the local community and foster relationships with people in the region.



Isuzu Plaza

Number of Visitors



^{*1} Temporary closure of the museum (approximately 5.6 months) and restriction of visitors using the reservation system in response to the spread of COVID-19

^{*2} Temporary closure of the museum (approximately 6.0 months) and restriction of visitors using the reservation system in response to the spread of COVID-19

^{*3} We have implemented visitor restrictions through a reservation system to prevent the spread of COVID-19.

Social Contribution

Direction of Exhibits and Activities

We aim to create a facility where visitors can learn about Isuzu's past, present, and future initiatives to realize our PURPOSE, "Moving the World – for You," and thereby gain a deeper connection with the company, ultimately becoming its fans.

Cooperation with the Community

Since fiscal 2022, Isuzu has been collaborating with Fujisawa City to promote activities that support the 'awareness of fire prevention and firefighting operations.' In fiscal 2023, we launched a permanent exhibition of Rescue Vehicle III (chassis made by Isuzu) donated by Fujisawa City. In this exhibition, we have set up two monitors to showcase the purpose of the Fujisawa City Fire Department, the thoughts of its members, and Isuzu's manufacturing process to reach a wider audience.

Furthermore, we held the Parent-Child Firefighting Event where firefighting personnel, who are regularly present at the scenes of disasters, provided explanations and practical demonstrations of their work. The event offered various activities, including lectures, virtual fire station tours, rides on a ladder truck, and rescue demonstrations by the high-angle rescue team. Attendees showed a high level of interest in and understanding of firefighting duties, and they also expressed their expectations regarding the activities. We will continue to hold these events regularly to contribute to the development of the local area.



Social Studies Field Trip Initiatives

Since the opening of Isuzu Plaza in April 2017, we have been offering an annual Social Studies Field Trip for fifth-grade students, combining visits to the Isuzu Fujisawa Plant and Isuzu Plaza.

The tour is designed to provide a deeper understanding of the role of commercial vehicles, the manufacturing process, environmental considerations, and safety. Students have the opportunity to see, touch, and think about these aspects to gain a comprehensive understanding.

In response to the COVID-19 pandemic, we introduced a web-based initiative, the Isuzu Virtual Social Studies Tour (IVSST), targeting schools that are unable to visit in person. In 2023, we primarily conducted these virtual tours for remote schools. The results for fiscal 2025 included 61 schools with 5,586 students participating in the physical tours, and 12 schools with 912 students participating in the virtual tours. This year, as a new initiative, we conducted a virtual social studies tour for 91 elementary school students from one Japanese school in Indonesia.

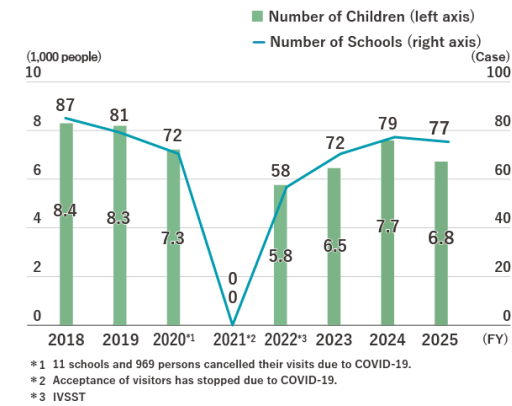


IVSST implementation scene



IVSST implementation at the Plaza

Social Studies Visit Data



Social Contribution

Support Program for Auto Mechanics Vocational School

In November 2008, Isuzu launched a unique social contribution project to celebrate its 70th anniversary. As part of the project, Isuzu has been involved in a program run by the Technical Education and Skills Development Authority (TESDA) of Tacloban City on the island of Leyte in the Philippines. In the program, Isuzu supports an automobile mechanic vocational school in training economically disadvantaged young people. This activity goes beyond mere financial assistance, as it also includes support based on our own expertise. Specifically, we dispatch instructors from Japan to the area to provide technical education support known as Isuzu Juku. Based on this effort, the vocational school provides students with advanced maintenance skills in areas such as electricity, transmission, engines, and braking, and also instills the mindset of 5S (seiri/sort, seiton/set in order, seiso/shine, seiketsu/standardize and shitsuke/sustain the discipline). Consequently, graduates from the vocational school are received favorably at their places of employment. The automobile mechanic vocational school has produced 421 graduates (as of November 2024). Many of them work at dealerships in the Philippines and overseas. The number of graduates finding employment in Japan is increasing, with 22 graduates (31 in total) currently working at Isuzu and dealerships in Japan. These graduates have been commended for their advanced technical capabilities. In fact, the vocational school has produced two winners at the Isuzu World Service Technical Competition (I-1GP)*. Graduates from the vocational school are equipped with advanced technical skills and professional mindsets and are highly regarded by their employers.

* Isuzu World Service Technical Competition (I-1GP). National and regional tournaments to determine the world's most skilled individual in servicing/engineering, where Isuzu's most talented service staff and engineers from many different countries and regions gather to compete in knowledge and technical skills with the aim of raising the level of service in these countries and providing the best service to Isuzu customers at any time and place.

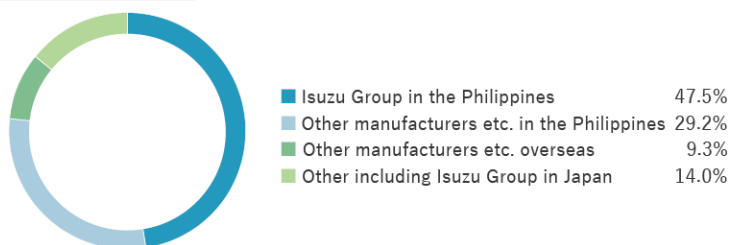


The 22nd graduation ceremony



Practical training

Employment of Graduates (as of April 2025)



Traffic Safety Awareness Activities

Isuzu is actively promoting traffic safety initiatives to fulfill its social responsibility as a manufacturer and seller of trucks. As traffic safety awareness activities in cooperation with the police departments with jurisdiction over each business site, Isuzu held events such as the Isuzu Traffic Safety Fest in collaboration with the Tobe Police Station in Yokohama City and the Fujisawa Kita Police Station in Fujisawa City, Kanagawa Prefecture. We also donated traffic safety awareness items such as LED traffic signals and pedestrian crossing mats for use in traffic safety classes conducted by the Tobe Police Station.



Children's Driver's License issued by the Fujisawa Kita Police Station and police officers



Donation of traffic safety awareness items to the Tobe Police Station

Holding Lectures on Antarctica for Children

For 69 years since the first Japanese Antarctic Research Expedition (JARE1) in 1956, Isuzu has been supporting Antarctic observation activities by dispatching its employees to the expedition. We hold lectures on Antarctica for children given by our employees who are former members of the Antarctic Research Expedition, in the hope that children will develop new interests and curiosities through our activities. In fiscal 2025, as a new initiative, we implemented a summer vacation program for school children's clubs in Yokohama City, holding on-site lectures at four schools in the city, with approximately 150 children participating. In addition to introducing the role played by Isuzu trucks, snowmobiles, and power generation engines in Antarctica's harsh environment and the technologies that support them, the program conveyed the current state of nature and animals in Antarctica and the importance of environmental conservation.



On-site lectures on Antarctica for children at school children's clubs

Social Contribution

Holding Isuzu Monozukuri Workshops

Since fiscal 2015, Isuzu has been holding Isuzu Monozukuri Workshops, at Isuzu Plaza and other facilities in Fujisawa City, with programs designed by employees to let participants experience the fun and importance of manufacturing (monozukuri).

A total of eight classes were held—including a design workshop, a clay model workshop, a sheet metal workshop, and a casting workshop—in which 314 participants experienced various manufacturing roles and gained insight into their functions. We also held a Fujisawa Meister event in cooperation with Fujisawa City, where 10 groups of 20 people experienced the joy and excitement of manufacturing.

Additionally, 143 children participated in the FCV event and BEV class aimed at enhancing their environmental awareness, and 58 children participated in the environmental Christmas wreath workshop using natural materials collected from Isuzu's Fujisawa and Tochigi plants.

In the future, Isuzu will continue to hold workshops on both manufacturing (its specialty) and environmental initiatives.



Sheet metal workshop (at Isuzu Plaza)



Casting workshop (at Tsujido Seaside Park)

Co-sponsoring the Kanagawa Philharmonic Orchestra Factory Event at Two Elementary Schools Near the Fujisawa Plant

Isuzu co-sponsored the Orchestra Factory* by the Kanagawa Philharmonic Orchestra, which was held at Tenjin Elementary School and Kugenan Elementary School in Fujisawa City, Kanagawa Prefecture. This program, which is currently in its 11th year, aims to foster children's creativity and enrich their artistic sensibility by providing them with an opportunity to experience live music. An orchestra is like a car; it cannot be completed (performed) if any part (instrument) is missing. Isuzu will convey this message to children and provide them with opportunities to experience a part of the manufacturing process.

* Orchestra Factory: An event in which children can experience the creation of something wonderful (i.e., music) through a unified group effort by listening to live orchestral performances and performing with the orchestra members. The aim is for the pupils to imagine, by experiencing the music live, the act of manufacturing a product in a factory.



Children attentively listen to the orchestra performance in the elementary school gymnasium



Donating Cakes to Local Institutions During the Christmas Season

Every year during the Christmas season, Isuzu donates Christmas cakes to kindergartens, preschools, and orphanages in the areas where it operates. In fiscal 2025, we donated cakes and other items to such local institutions in the Yokohama, Fujisawa, and Tochigi areas. This activity has been ongoing in the Fujisawa and Tochigi areas since 2007, and in the Yokohama area since 2022.



Donation to Fujisawa City

Social Contribution

Participation in the Forestation of Mt. Fuji

Isuzu participates in the Mt. Fuji Forestation Project to restore the rich forests and ecosystems of the northern foothills of Mt. Fuji, which is registered as a World Heritage Site. Specifically, since fiscal 2009, we have participated in forestation activities and have collaborated with relevant organizations such as OISCA International and Yamanashi Prefecture Forestry Development and Production Cooperative.

In fiscal 2025, in addition to planting saplings, we conducted monitoring surveys of the planted saplings and the surrounding environment, carried out activities such as placing protective nets over the saplings, repairing and maintaining the nets, and clearing and thinning the underbrush.

These efforts are part of our employee-participatory biodiversity conservation activities, conducted within our environmental initiatives aimed at creating a sustainable society where automobiles can continue to operate.



Employee volunteer activities in fiscal 2025

Isuzu's Wood Education Activities

Under the theme of "Transportation-Driven Forest Sustainability," Isuzu is advancing a range of initiatives to preserve rich forests for future generations. In 2024, Isuzu launched Moku Iku Isuzu, an educational program designed to help children connect with nature through hands-on experiences with wood. Using the Isuzu wooden toy series, the program teaches the value of forest conservation, the joy of craftsmanship, and the role of trucks in forestry operations. We also donate wooden toys to after-school kids' clubs and children's clubs in Yokohama City to create an environment where children can learn and experience the cycle of the forest.

Furthermore, in 2024, we sponsored manaviba, a wooden education truck planned by Ichiibamokko, as part of its wood education activities. We supported the project through soliciting donations, creating wrapping designs, and providing a venue for the unveiling ceremony. The truck, a wooden version of the cargo bed of Isuzu's light-duty truck (N-Series/ELF), is equipped with a nursing room, diaper changing bed, Wi-Fi system, water server, wooden toys, and more. This vehicle is expected to have a wide range of uses, including as a rest place for childcare, a mobile childcare space, a playground, and even as a support vehicle for disaster-stricken areas.

* In June 2024, a ceremony was held at Isuzu Plaza to unveil. The wooden education truck, manaviba, received the Excellence Award (Forestry Agency Director-General's Award) in the Wood Design Award 2024.

Isuzu will continue to be actively involved in forest resource conservation, next-generation education, and community support.



Theme of Isuzu's wood education activities: Forest circulation linked by transporting



Provided the venue (Isuzu Plaza) for the unveiling ceremony of the wooden education truck

Social Contribution

Support Project for Children's Forest Program: Making Use of Secondhand Books Activities

The Children's Forest Program, a project run by OISCA International, supports children's efforts to plant and grow trees at schools and in communities. The aim is for the children to develop a respect for greenery and a love of nature. Isuzu started supporting this project in 2015 and began its participation as the Isuzu Group from fiscal 2023. Specifically, Isuzu's employees donate secondhand books for sale, and the funds are then donated to the Children's Forest project.

Number of Buyable Books

	FY2023	FY2024	FY2025
Head Office	179	241	67
Fujisawa	29	44	61
Tochigi	0	0	24
Total	208	285	152

TABLE FOR TWO (TFT) Program

Isuzu has introduced the Table For Two program (TFT) in its canteens and cafe areas to encourage employees to have healthy eating habits and also participate in social contribution activities. This allows an employee to donate ten yen automatically by buying a healthy menu item or healthy drink or using the charity box. The donation is then matched by Isuzu, making the total amount of donation 20 yen per purchase. Through an NPO named the Table For Two International, donations are appropriated for school meals for impoverished children in developing countries.

Number of Donated School Meals (Equivalent)

	FY2023	FY2024	FY2025
Head Office	32,234	37,534	37,447
Fujisawa	3,736	9,174	8,158
Tochigi	2,344	1,205	941
Total	38,314	47,913	46,546

* The support of TFT extends to five countries, including Uganda, Ethiopia, Tanzania, Rwanda, and the Philippines, all of which are countries where Isuzu operates business.

Food Drive

Isuzu carries out the Food Drive initiative to reduce food waste and contribute to the improvement of social welfare. Employees bring food items close to their best-by dates from home and donate them to the registered NPO Second Harvest Japan, which distributes the foodstuffs to local charity groups and institutions.

Collection Results

	FY2023	FY2024	FY2025
Number of participants	277	256	81
Weight (kg)	232.0	184.1	214.7

Social Contribution Expenditure

Isuzu (non-consolidated) social contribution expenditure in FY2025: 980 million yen

	Social contribution activity expenses	In-kind donation	Donation
Amount (millions of yen)	821	7	147

Humanitarian Aid for Myanmar Earthquake

In response to the earthquake that struck central Myanmar on March 28, 2024, causing extensive damage in Myanmar and Thailand, Isuzu Group donated relief funds through the Japanese Red Cross Society to support those affected from a humanitarian perspective.

Social Contribution Activities of Group Companies

Initiatives at Isuzu Australia Ltd.

Isuzu Australia Limited (IAL) is engaged in activities to support areas affected by wildfires as part of its efforts to assist recovery from natural disasters. The company is providing support to BlazeAid (a volunteer activity center) for the reconstruction of affected areas by providing trucks and electricity. IAL is also committed to promoting volunteer activities by its employees, granting all employees one day of paid volunteer leave per year to actively participate in social contribution activities.



Vehicles donated by IAL

Governance

Corporate Governance	68
Compliance	72
Risk Management	75

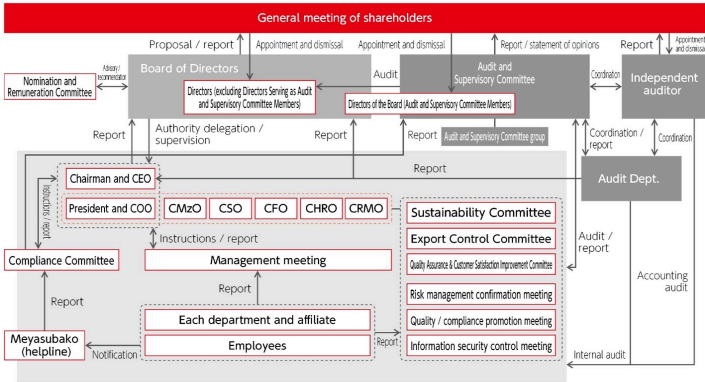
Corporate Governance

Basic Approach

In order for Isuzu to continuously increase revenues and enhance corporate value through its corporate activities, the Company believes that it is essential to establish a corporate governance system that provides a framework for regulating such activities. Furthermore, we believe that the fundamental purpose of corporate governance is to respect the perspectives of, and build constructive relationships with, all of our stakeholders, and to that end we endeavor to ensure fairness and transparency in our corporate affairs through timely and appropriate disclosure of important information. In particular, we believe that a key element of corporate governance is to develop an internal structure and environment that protects the rights and interests of all stakeholders and ensures equality among stakeholders.

Management Structure

Isuzu is a company with an Audit and Supervisory Committee, and we have established a Board of Directors and an Audit and Supervisory Committee as statutory meeting structures to resolve, supervise, and audit the execution of major business activities. In addition to these statutory meeting structures, we have established a Management Meeting to deliberate on important policies and plans, conduct business management, and oversee other overall business activities. We also have various advisory bodies and meeting structures to facilitate supervision and decision-making on business execution. The outline of our corporate governance structure is as follows (as of June 26, 2025).



Board of Directors

The Board of Directors lives up to the mandates and confidence of shareholders and, for the purpose of consistently enhancing our corporate value, makes important decisions and conducts supervision on issues that concern our business management. In principle, the Board of Directors holds regular monthly meetings and may convene extraordinary meetings as needed to deliberate and make decisions on necessary matters. Currently, the Board of Directors consists of 13 directors. The Chairman of the Board of Directors is Masanori Katayama, who serves as the Chairman and CEO. Of the 13 directors, 6 are Independent Outside Directors.

Audit and Supervisory Committee

The Audit and Supervisory Committee follows the audit plan that it established, and audits and supervises the Board of Directors' decision making and directors' execution of business. The current Audit and Supervisory Committee is composed of five members. To strengthen the auditing and supervisory functions of the Audit and Supervisory Committee Members and to enable them to collect information daily, share information at important internal meetings, and fully cooperate with the accounting auditors and the internal audit division, two members have been selected as Standing Audit and Supervisory Committee Member. The Chairman of the Committee is Hiroto Abe, an outside director who are Audit and Supervisory Committee Member. Of the five directors who are Audit and Supervisory Committee Members, three are independent outside directors. All five directors who are Audit and Supervisory Committee Members are designated Audit and Supervisory Committee Members.

Nomination and Remuneration Committee

In addition to the statutory organizations mentioned above, Isuzu has established a voluntary Nomination and Remuneration Committee, an arbitrary organization on corporate governance that is designed to enhance the independence, transparency, and objectivity of the Board of Directors' functions related to nominating officer candidates, selecting executive management, and determining officer remuneration. The committee is chaired by an outside director. Isuzu's Nomination and Remuneration Committee consists of five members, including two Inside Directors and three Outside Directors. The Chairman of the Committee is Mitsuyoshi Shibata, an Outside Director, who deliberates on and provides recommendations on the matters referred by the Board of Directors.

Corporate Governance

Executive Officer System and Management Meeting

By separating supervision and business execution, Isuzu is building a rapid decision-making and execution system through improvements in the deliberations in the Board of Directors, the supervisory organization, and the proper transfer of power from the Board of Directors. We also have executive officers and executives to take responsibility for a rapid decision-making and execution structure and for business execution in the areas of their assignment.

Additionally, Isuzu has established a Management Meeting composed of the Chairman CEO, the President COO, Senior Executive Vice President CMzO, and various EVPs and division heads.

The meeting is chaired by Masanori Katayama, the Chairman and CEO, and deliberates and makes decisions on matters related to business management and execution within the scope of authority delegated by the Board of Directors.

CxO System

To enhance corporate value across the entire Group, Isuzu has established the following CxO (Chief Officer for each field) positions with the goals of improving expertise in response to increasingly complex issues, accelerating management speed, and strengthening governance.

- CEO (Chief Executive Officer)
- COO (Chief Operating Officer)
- CMzO (Chief Monozukuri Officer)
- CSO (Chief Strategy Officer)
- CFO (Chief Financial Officer)
- CHRO (Chief Human Resource Officer)
- CRMO (Chief Risk Management Officer)

Initiatives

Governance - related Initiatives Themes

As corporate governance has been strengthened in Japan in recent years, Isuzu has endeavored to reform its governance. We will remain committed to strengthening our governance and enhancing our corporate value.

Term	115th	116th	117th	118th	119th	120th	121th	122th	123th	124th
Year Ended	March 2017	March 2018	March 2019	March 2020	March 2021	March 2022	March 2023	March 2024	March 2025	March 2026
Outside Directors (Women)	2 (0)	2 (0)	2 (0)	2 (0)	2 (1)	5 (2)	5 (2)	5 (2)	6 (2)	6(3)
Officer Compensation	Introduced performance-linked stock-based compensation system	Decide the upper limit of the annual amount of Directors' bonuses							Added non-financial indicators (GHG emissions) to the performance metrics in the performance-linked stock-based compensation system	
Advisory Committee				Establishment of Nomination and Remuneration Committee					Changed the Chairperson of the Nomination and Remuneration Committee to an independent outside director	
Separation of Execution and Supervision					Revise approval standards and rules	Shift to a company with Audit and Supervisory Committee	Appoint CCO	Appoint CEO and COO	Appoint CMzO and CSO	Appoint CHRO
					Appoint CxOs	Delegate important decision-making on the execution of company business to directors				
Improving the Functioning of the Board of directors				Launch the effectiveness assessment		Ratio independent of outside directors: 1/3 or more			Increased the number of independent outside directors	Increasing the ratio of independent outside directors
						Setting the agenda for management strategy				
						Creation of Skills Matrix				
						Initiation of Institutional Shareholder Engagement				

Corporate Governance

Board Effectiveness Assessment

Isuzu conducts an annual evaluation and analysis of the effectiveness of the Board of Directors to improve its operations. The following is a summary of the evaluation and analysis for fiscal 2025 (ended March 31, 2025).

- Process of analysis and evaluation for fiscal year 2025
Isuzu have made an evaluation focusing on the strengths of the current Board of Directors and the identification of issues. Questionnaires targeting all directors and interviews conducted by a third-party organization were carried out and the results were analyzed. Additionally, countermeasures for the issues identified through the analysis were devised, and a report was presented to the Board of Directors in March 2025 for evaluation and confirmation of future initiatives.
- Summary of evaluation results (strengths)
Isuzu's Board of Directors evaluated and confirmed the following four points as strengths.
 - The Board of Directors is increasingly recognized as the forum where representative directors and other executive directors fulfill their accountability. The Directors present their explanations fully aware that they are being supervised by the Board of Directors.
 - Reviews following the Board meetings have led to swift improvements in how the meetings are managed.
 - Prior briefings are provided to Outside Directors, and opportunities for them to conduct on-site visits are arranged. A system is in place to support Outside Directors in fulfilling their roles and functions.
 - Risk management functions have been strengthened and upgraded, as seen in the faster reporting on identified risks to the Board of Directors.
- Summary of evaluation results (challenges)
Isuzu's Board of Directors identified the following two points as challenges to enhance the Board's monitoring function.
 - Clarify the range of topics to be addressed by the Board of Directors
 - Enhance the provision of necessary information for Board discussions
- Major issues in FY2024 and progress of initiatives for FY2025

Major issues in FY2024	Status of Initiatives for FY2025
(1)Enrich discussions of the Board of Directors centered on the corporate philosophy and the medium- to long-term business plan	<ul style="list-style-type: none"> There was active discussion with various arguments in the process of formulating the Mid-Term Business Plan "ISUZU Transformation - Growth to 2030" (hereinafter, "IX") and the discussion of the Board of Directors was enriched. On the other hand, there needs to be ongoing enrichment of discussions focused on the monitoring of the progress of IX.
(2)Enrichment of reporting on the state of internal controls, including risk management systems	<ul style="list-style-type: none"> The risk management functions were strengthened and enhanced by speeding up the reporting on identified risks to the Board of Directors.
(3)Enrich discussions on the capital cost / business portfolio	<ul style="list-style-type: none"> There was discussion about capital policies including the approach to equity capital.

Officers' Remuneration

Basic Principles

The following are Isuzu's basic principles on remuneration for directors and executive officers.

- Contribute to sustained growth of Isuzu and enhancement of its corporate value, and facilitate the sharing of value with shareholders.
- Remuneration should be at the level necessary and appropriate for securing and keeping talented human resources with due consideration to the economic environment, market trends and the levels of remuneration in other companies.
- The amount of remuneration should reflect the performance of the Company and the individual as well as his/her job responsibilities and positions.
- The process for deciding remuneration should be objective, impartial and transparent.
- Our officer remuneration system and the amounts of payment to officers should be periodically reviewed whenever the Medium-Term management plan is updated and with consideration of factors such as the economic environment, the levels and systems of remuneration for officers in other companies and the status of Isuzu's use of the system.

Corporate Governance

Remuneration for Directors (excluding Audit and Supervisory Committee Member and outside directors)

Remuneration for directors (excluding the directors that are Audit and Supervisory Committee Member and outside directors) includes basic compensation, bonuses linked with the degree of achievement of the single-year consolidated performance target and the amount of remuneration that is based on the performance-linked stock compensation plan linked with the degree of achievement of the management indexes aimed within the period of a Medium-Term management plan aimed at enhancing sustainable corporate value.

Methods for evaluating each officer's performance and deciding the officers' bonuses and the performance-linked stock compensation plan go through a procedure of consultation and provides opinions to the optional Nomination and Remuneration Committee, of which independent outside directors occupy the majority. In this procedure, the CEO fulfills his accountability and thereby secures the objectivity and impartiality of remuneration for officers.

Details of Remuneration and Non-monetary compensation	Basic compensation		Decided on the basis of the standard amounts that is predetermined for different positions and the evaluation of individuals' performance.
	Bonus		<ul style="list-style-type: none">Linked to the degree to which targets for consolidated net sales, consolidated operating income, and net income attributable to owners of parent companyWe set a performance-linked coefficient that shows the degree of achievement at between 0 and 200% in a comparison between each of these performance indicators for a single year with the target, and determine bonuses by multiplying this coefficient by the ratio of basic remuneration and mentioned above, which is the base bonus amount for the respective position. (Chairman and CEO: 0.70, President and COO, Senior Executive Vice President, CMzO, CSO,and CHRO: 0.50, other executives: 0.40)
			<ul style="list-style-type: none">Linked with the degree of attainment of performance targets during the target period (June 26, 2024 to March 31, 2027)The performance-linked coefficient is calculated between 0 and 240.0% by weighting the degree of achievement against the target values for consolidated net sales, consolidated operating income, consolidated return on equity (ROE), and GHG emissions reduction^{*1} at a ratio of 30%:30%:30%:10%, and then multiplying by the coefficient related to the degree of growth in shareholder value, etc.^{*2}. We determine the points to be granted based on the base amount by position that serves as the basis for basic remuneration, the composition ratio (Chairman and CEO: 0.70, President and COO, Senior Executive Vice President, CMzO, CSO,and CHRO: 0.50, other executives: 0.30), and the assumed stock price^{*3}.Malus and clawback provisions^{*4} have established.
	Performance linked compensation	Share-based compensation	<p>^{*1} GHG reduction target for FY2027: 12% reduction (compared to FY2014)</p> <p>^{*2} Determined on the basis of the result of comparison between Isuzu's total shareholder return (TSR) and the growth rate of TOPIX (dividends included) during the relevant period</p> <p>^{*3} The average of the closing price of regular transactions of Isuzu shares in TSE on each day of the month before the month during which the relevant period started, with the exception of the days on which no transaction was closed (truncated to the closest whole number).</p> <p>^{*4} The system whereby, in case of material improper acts or breaches by the persons eligible to the performance-linked share-based remuneration plan, eligible persons may lose or the Company may confiscate the right to receive the grant, etc. of the Company's shares, etc. under the plan or demand the return of money equivalent to the Company's shares, etc. delivered</p>
Method for deciding the proportion	Basic compensation: Bonuses: Share-based compensation (Assuming that the performance target is fully achieved) (Chairman and CEO) 1.00: 0.70: 0.70 (President and COO, Senior Executive Vice President, CMzO, CSO, and CHRO) 1.00: 0.50: 0.50 (Other executives) 1.00: 0.40: 0.30		
Policy regarding the time of payment	Basic compensation	Monthly compensation (1/12 of basic compensation is paid monthly)	
	Bonus	Paid in July after the degree of achievement of the single-year (individual/Company) performance target is determined.	
	Share-based compensation	After the end of the target period, payment is made around July. (For directors who resign before the end of the target period, payment will be made after their resignation.)	
Procedure for deciding re-entrustment	Basic compensation	Evaluation of individuals' performances is re-entrusted to the CEO after the Board of Directors' resolutions.	
	Bonuses and share-based compensation	Automatically calculated on the basis of the degree of achievement of the target, standard amount and coefficients. The amounts depend solely on the Company's performance and thus involve no scope for discretion.	

Remuneration for Outside Directors

Remuneration for outside directors consists of basic compensation only, in view of their roles and independence. Each director receives the fixed amount only and the remuneration involves no fluctuation that may result from performance evaluation and so on.

Compensation for Directors Who Are Also Audit and Supervisory Committee Member

The amount of remuneration for directors who are Audit and Supervisory Committee Member consists of basic compensation only, in view of their roles and independence. It is decided through discussion by the directors who are members of Audit and Supervisory Committee Member with consideration of factors such as the number of directors, economic environment, market trends and the levels of remuneration in other companies, within the range of the upper limit approved at the General Shareholders Meeting.

Total Remuneration Amounts and Other Payments to Directors (FY2025)

Classification	Total amount of compensation (million yen)	Amount of remuneration, etc. by type (million yen)				Number of eligible officers
		Basic compensation	Bonus	Remuneration based on the performance-linked stock compensation plan,etc.	Non-monetary compensation	
Directors (excluding Audit and Supervisory Committee Member and outside directors)	616	379	148	88	88	6
Audit and Supervisory Committee Members (excluding outside directors)	68	68	-	-	-	2
Outside officer	113	113	-	-	-	7

* This figure includes one director who retired at the conclusion of the 122nd General Shareholders Meeting held on June 26, 2024.

Approach to Cross-shareholdings

Isuzu believes that holding its business partners' shares on the assumption of long-term transactions is an effective means of building a stable relationship and should lead to the enhancement of its corporate value over the medium- to long-terms. To confirm the reasonability of holding business partners' shares, the Board of Directors annually performs an examination from two different aspects: it conducts a quantitative evaluation of each issue in terms of criteria such as whether the benefit of holding the shares at least equals the capital cost, and a qualitative evaluation of the significance of the shareholding, among other aspects. Consequently, any shares that we no longer see a reason to hold will be swiftly reduced. In executing our voting rights as a shareholder, we respect, as a shareholder with individual trade relations, the aims and intentions of the proposals and resolutions submitted from share issuer. If we see a risk of damaging a share issuer's value during the process of a dialogue with the share issuer or examination of a resolution; however, we will request the withdrawal or review of the resolution and will take action for each resolution, which may involve abstaining from the right to execute our voting rights.

Compliance

Basic Approach

Isuzu recognizes that it is essential for each one of our officers and employees to follow Isuzu's compliance standards—that is, to comply with laws and regulations and also maintain high ethical standards that live up to the trust society places in us. In particular, Isuzu has positioned thorough compliance with laws and regulations as the highest priority in its business management. In 2005, Isuzu formulated and began implementing the Basic Policy for Compliance, and thereafter the Company has been making efforts to disseminate and establish the policy among all officers and employees. The policy consists of seven categories and states that, if an incident occurs and causes the policy to be violated, senior management personnel must execute measures for problem resolution and investigation of the cause in an effort to prevent recurrences and must disclose information quickly and accurately to society and fulfill their accountability. We regularly assess the effectiveness of our basic compliance initiatives and update them as necessary under the supervision of the Board of Directors.

Basic Policy for Compliance

1. Winning the trust of our customers

We aim to win the trust of our customers by providing valuable products and services to society, and thus contribute to the creation of a prosperous society.

2. Promoting fair and sound activities

Isuzu does business based on fair and free competition. We also maintain sound and standard relationships with the government and politicians and act decisively as a corporate citizen against anti-social forces and organizations.

3. Ensuring fair disclosure of corporate information

We broadly communicate with our stakeholders as well as society as a whole, and ensure timely, appropriate, and fair disclosure of our corporate information.

4. Respect for employees

We create a safe and comfortable work environment that respects each employee's personality and character so that everyone can fully demonstrate their capabilities.

5. Contributing to environmental conservation

We actively work on environmental conservation not only through our business activities, but also as a resident of the planet by getting involved in social and regional environmental conservation activities.

6. Contributing to society

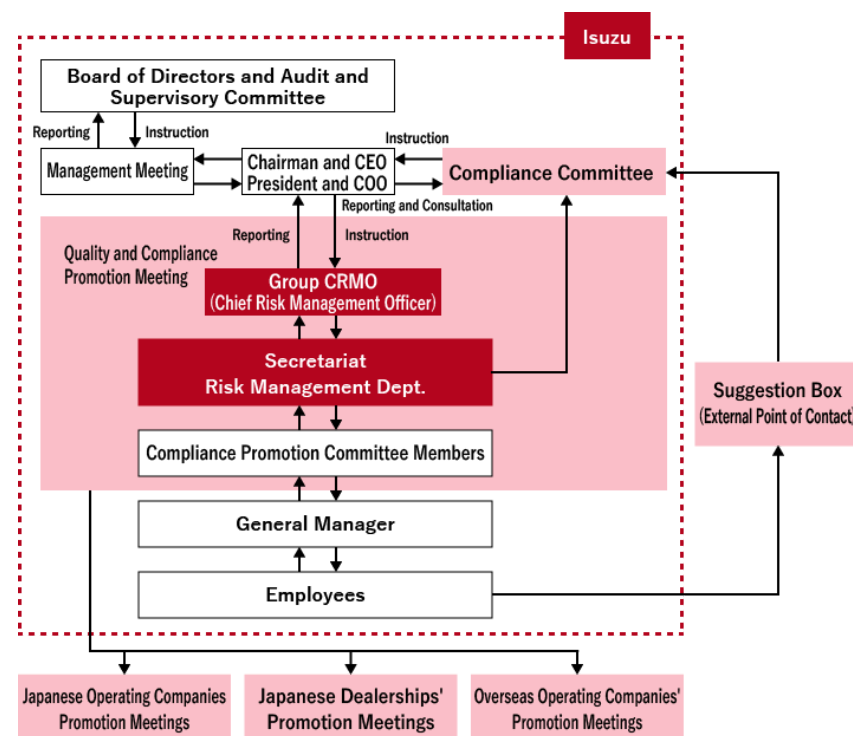
Isuzu proactively undertakes social contribution activities as a good corporate citizen.

7. Ensuring harmony with international and regional communities

We respect the cultures and customs of nations and regions and contribute to their development

Management Structure

The Compliance Committee, chaired by the President and COO, has been established under the monitoring of the Chairman and CEO. The Committee members are the general managers of each division that is responsible for important laws and regulations, and the Audit and Supervisory Committee members and the Corporate Audit Dept. serve as observers. The Committee deliberates on compliance policies, plans, KPIs, and the status of their implementation, and determines the direction of compliance promotion for the Company and the Group. The Committee is also informed of the content of reports and consultations received at each consultation desk and oversees the status of the resolution process.



Compliance

Establishment of an Employee Consultation Service

Isuzu has established three internal consultation counters for reporting and seeking advice on compliance-related issues, including comprehensive misconduct such as discrimination, harassment, inappropriate hospitality or gift-giving, and insider trading. These counters are:

- (1) Workplace Counter (supervised by the immediate supervisor),
- (2) Intra-Division Counter (supervised by the division manager), and
- (3) Company-Wide Counter (supervised by the Compliance Management Group within the Enterprise Risk Management Department).

Each counter serves as an impartial and neutral point of contact, accepting not only reports of clear violations of laws, regulations, or internal rules, but also consultations regarding potentially suspicious matters. They also respond to inquiries about internal rules and laws related to business operations. In addition to compliance-related matters, these counters also function as contact points for human rights-related consultations and reports.

Furthermore, a suggestion box (external point of contact) has been set up at an external law firm to provide an additional channel for consultation.

Both internal and external consultation offices accept inquiries via e-mail, fax, telephone, and letter. In accordance with the Whistleblower Protection Act, the names of individuals who provide information and the content of such reports are treated as confidential and protected to ensure that no individual is subject to unfair treatment within the Company.

To promote awareness of these consultation services, we distribute a Compliance Guidebook and Compliance Consultation Counter Card to all employees, which include contact information for each consultation service and the suggestion box. Additionally, Isuzu regularly informs employees of their contact point through posters and other means. The Enterprise Risk Management Dept. serves as the secretariat for matters reported or discussed at each contact point and works to confirm the facts and make improvements. If any compliance concerns arise from the reports or consultations received at each counter, the Enterprise Risk Management Dept., under the supervision of the Board of Directors, conducts a thorough investigation and resolution in collaboration with the Legal Dept., the HR Services Dept., and other relevant divisions.

In fiscal 2025, there were 70 cases (17 cases related to the Company and 53 cases related to Group companies) that were reported to or consulted on by the external consultation service. The total number of reported violations was 16 (1 case related to the Company and 15 cases related to Group companies). Those reports received through the internal and external consultation services were handled appropriately, and we have confirmed that there were no serious compliance violations. The status of compliance efforts and the number of consultations and serious violations are regularly reported to the Board of Directors.

Business Partner Consultation Service

We also have a Business Partner Consultation Service within our Enterprise Risk Management Depts. Compliance Management Group to provide our business partners with impartial consultations on compliance-related matters. We handle the personal names of information providers and the content of consultations as confidential information in accordance with the Whistleblower Protection Act.

Isuzu Group Compliance Promotion System

Isuzu Quality and Compliance Promotion Meetings are held monthly, attended by compliance promotion committee members of the different divisions. The meetings are committed to the prevention of compliance risks through the sharing of information among divisions and the reporting of activities. Isuzu has also built a Group-wide system to prevent compliance risks. Domestically, we hold regular compliance promotion meetings attended by companies of the Isuzu Group, in an effort to promote the sharing of information and related activities. In our overseas locations, we share information with contact persons of the Isuzu Group companies periodically and make efforts to prevent compliance risks. Particularly in Thailand, home to one of Isuzu's main overseas bases, we regularly hold joint compliance promotion meetings of the Isuzu Group companies based in Thailand to facilitate the sharing of information and related activities. In the event that a serious problem occurs, we will promptly receive reports from the company in accordance with the Group-wide management rules and will work with the company to resolve the problem.

Initiatives

Activities to Group-Wide Issues (in Japan)

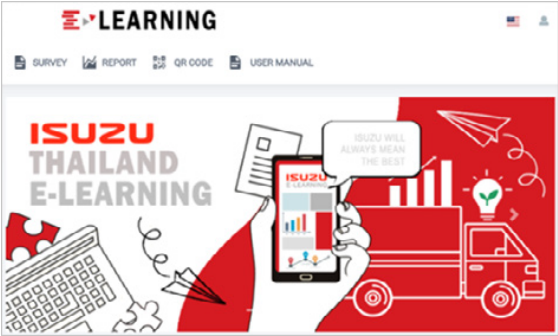
In Japan, we identify Group-wide issues and make Group-wide efforts to resolve them. For example, to eradicate drunk driving, we encourage each employee to be aware of their responsibilities as individuals involved in the automotive industry. We stress the importance of not driving under the influence or allowing others to do so, and encourage employees to share this awareness with their families, friends, and acquaintances. More specifically, we collect written pledges to eradicate drunk driving and hold regular seminars with the aim of renewing employees' awareness about the dangers inherent in drunk driving and the graveness of the social responsibilities that it entails. We also consider that building good human relations in the workplace is important for preventing harassment. For example, we organize regular workshops for managerial-level and general employees to deepen their understanding of the significance of regular, bidirectional communication between supervisors and subordinates.

Compliance Surveys (in Japan)

To confirm the spread of compliance awareness and identify compliance risks, we conduct regular compliance surveys. The survey consists of questions regarding workplace culture and understanding of important legal topics, and is designed to be effective in identifying compliance risks. The survey results are reported to the managers and compliance officers of Isuzu Group companies and are applied to the companies' activities.

Activities of Overseas Group Companies

In Thailand, home to one of our major overseas locations, Isuzu follows the compliance activity plan. For example, we organize hierarchical workshops and e-learning and put up posters to raise awareness about the need to eradicate drunk driving and about compliance. Isuzu supports the promotion of compliance activities by holding regular compliance promotion meetings jointly with Group companies in Thailand to confirm progress and provide advice.



e-learning

Compliance

Compliance Training

Isuzu provides compliance education to its employees and Group company staff through classroom and online lectures to further enhance their awareness of compliance.

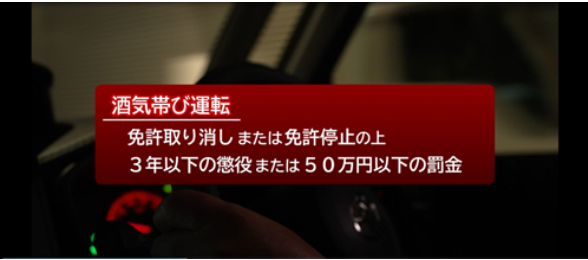
One example of compliance training for new managers is is our program on bullying and harassment prevention, in which we provide key definitions, examine case studies, and work through appropriate responses when incidents occur.

Additionally, to further strengthen the compliance culture, Isuzu has introduced a function whereby employees are required to complete a compliance quiz when they log into their computers log onto their computers, thereby raising employee awareness of compliance on a regular basis.

Personnel in charge of the company-wide consultation desk undergo training organized by external organizations and provide appropriate consultation.

Training themes (examples)

- Basic compliance training for new employees
- Compliance training for new managers
- Training for new officers transferred to Isuzu Group companies
- Education on the Act Against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors
- Anti-drunk driving education
- Compliance training for mid-career recruits
- Training for new directors
- Harassment prevention training for managers
- Education on the authorized exporter declaration procedure



Anti-drunk driving education (video streaming)

Publication of Compliance Guidebook

In January 2006, Isuzu issued and started distributing a Compliance Guidebook, which is a compilation of codes of conduct to communicate the basic attitudes and principles required of all officers and employees of Isuzu. Additionally, we have issued division-specific compliance guidebooks that compile cases of potential compliance issues that could arise from daily operations within each division or department, and distributed these guidebooks to the members of each department. These guidebooks are reviewed every year and are updated to reflect any amendments to relevant laws and regulations and to encourage a better understanding among employees.

Anti-Bribery Initiatives

Under the supervision of the Board of Directors, we have established a code of conduct in the Compliance Guidebook covering the prohibition of entertainment and gifts (including to public officials, quasi-public officials, and foreign public officials), insider trading, and the prevention of money laundering and bribery. We make thorough efforts to ensure that all Isuzu officers and employees are informed of the code of conduct.

For example, regarding the prohibition of entertainment and gifts, we have established guidelines on entertaining and gift-giving and ensure they are thoroughly communicated to employees. Additionally, with respect to the prohibition of insider trading, we conduct company-wide internal training sessions and periodic dissemination of insider trading prevention regulations. Furthermore, in cases where political donations or other political-related payments are made, we strictly adhere to relevant laws and ensure rigorous management to avoid any illegal political contributions.

In fiscal 2025, no fines or other actions have been taken by the relevant regulatory authorities with respect to this matter.

Prevention of Anti-Competitive here Practices

In its Compliance Guidebook, Isuzu stipulates compliance with the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade and the Act Against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, and requires all of its officers and employees to strictly adhere to these laws. In addition, we provide education on the Act Against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors and other related matters to relevant divisions within the Company as necessary to ensure thorough compliance with the laws.

Tax Policy

Isuzu Group regards tax payment as an important duty of a corporate citizen. To contribute to society through appropriate tax payment, we have established this tax policy and applied it to our Group companies.

- Compliance with Laws and Regulations
We will correctly interpret tax laws and related guidelines of all countries and regions where we conduct business activities, and pay appropriate taxes in accordance with their intent.
- Prohibition of Tax Avoidance
We do not engage in tax avoidance activities that deviate from the intent and purpose of tax laws and regulations, such as transferring created value to low-tax jurisdictions, using schemes without real business substance, or utilizing tax havens.
- Appropriate Transaction Pricing and Profit Sharing
In transactions with foreign affiliates, we will set prices that take into account arm's-length prices and pay appropriate taxes in accordance with the reality of local business activities.
- Maintaining Good Relationships with Tax Authorities
We build and maintain good relationships with tax authorities both domestically and internationally based on a correct understanding of tax laws and regulations.
- Tax Transparency
We will strive to disclose tax information to all stakeholders in a timely and appropriate manner.
- Governance
CFO will establish a governance structure to effectively ensure that proper tax operations of the Group are conducted in accordance with this tax policy.

Risk Management

Basic Approach

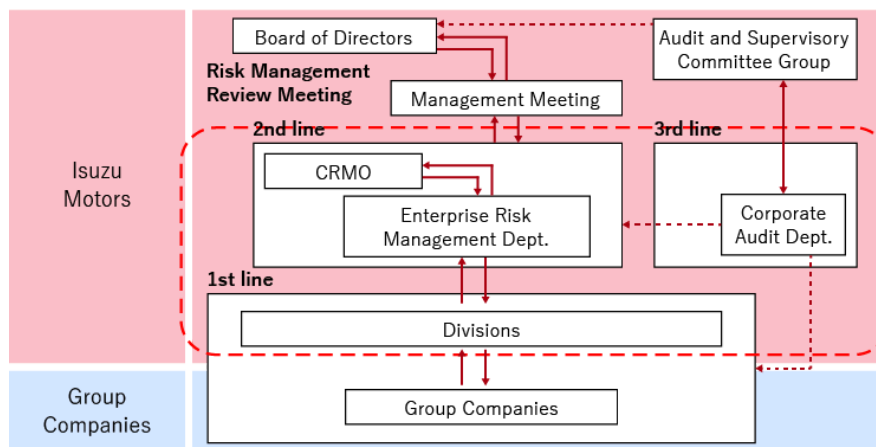
The Isuzu Group manages various risks surrounding its business in a systematic and integrated manner in order to achieve sustainable growth and enhance corporate value. Through risk management initiatives, we will strive to minimize risk, improve operational efficiency, create business opportunities, enhance our competitive advantage, and build relationships of trust with our stakeholders.

Risk Governance Structure

To improve the division of responsibilities and effectiveness of risk management activities throughout the Group, we have established a risk governance structure based on a Group-wide three-line defense system.

Isuzu's divisions and the Group companies under their supervision serve as the first line; the Enterprise Risk Management Department functions as the second line under the direction of the Group Chief Risk Management Officer (CRMO); and the Corporate Audit Department serves as the third line. Each line of defense works in cooperation with the others in risk management activities.

In order to ensure the effectiveness of risk management activities, Risk Management Review Meeting is held every month to confirm the status of risk mitigation efforts and incident management of each division and Group company, focusing on the Group's priority risk, and to report the details of the meeting to management.



Risk Management Process

The Isuzu Group comprehensively identifies risks that could affect its business management, assesses them quantitatively and qualitatively, formulates specific risk mitigation plans for risk reduction, and then promotes implementation and monitoring of the plans.

Believing that it is essential for all employees to view risk management activities as their own business, we also continue to foster a risk culture to achieve sustainable growth and maximize corporate value.

Group Priority Risks

The Isuzu Group prioritizes risk mitigation efforts for risks of particularly high importance in each division of the Company and in each Group company. From the Group-wide perspective, the Group has defined risks that could affect its business or management as Group Priority Risks and implemented Group-wide risk mitigation efforts.

Group Priority Risks are identified and selected from the following four perspectives to ensure that no omissions are made:

1. Bottom-up risk identification through risk assessments from each division of the Company and Group companies
2. Top-down risk identification through CRMO interviews
3. Risk occurrences within the Company or at other companies
4. Changes in the external environment, etc.

* Please refer to the Business and Other Risks section of the Annual Securities Report, which is compiled based on the Group Priority Risks.

Crisis Response

The Isuzu Group has established a structure to comprehensively and promptly identify risk occurrences and implement effective initial responses. If any such risks have the potential to affect the business or management of the Isuzu Group, they are promptly escalated to management, and management makes a decision on how to respond to them. Then, under the direction and supervision of the CRMO, a crisis response team is formed, and various countermeasures are implemented to minimize the risk.

Furthermore, we analyze the root causes of risk occurrences to verify the effectiveness of our countermeasures. By doing so, we organically link the Risk Management Process and the Crisis Management Process, aiming to optimize risk management across the entire Isuzu Group.

Risk Management

Information Security

The Isuzu Group recognizes information security risk as a particularly important risk in its risk management activities. To prepare against existing risks such as information leaks as well as new risks such as cyber-attacks, the Group strives to ensure information security by developing internal structures, and by implementing various countermeasures, including education and training for employees.

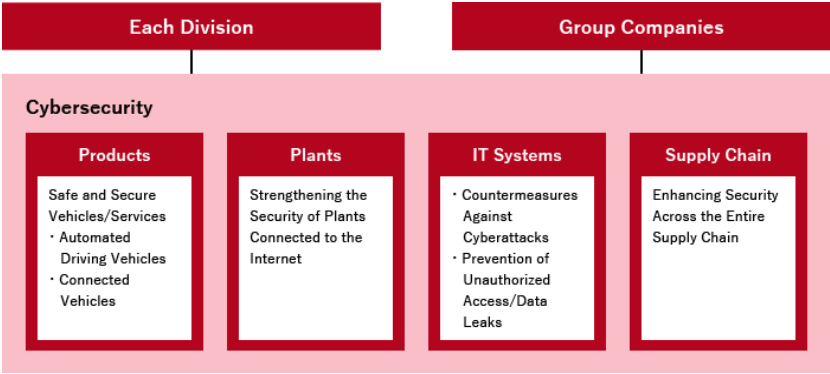
Management Structure

Under the Group Information Security Policy, the Isuzu Group has established a Group-wide information security management structure and is developing and implementing various regulations, including operational processes. Under the information security management structure, the CRMO is responsible for information security management for the entire Isuzu Group. By assigning information security managers, management personnel, etc. to each Isuzu division, the Group implements various measures for information security, including those of Group companies that are under the supervision of such divisions. In addition, the Information Security Management Meeting, hosted by CRMO, is held on a regular basis. At the meeting, annual activity plans for information security are formulated, activity plans of each division, including those of Group companies, are monitored, and instructions for countermeasures are given as necessary. Through these efforts, we are striving to maintain and improve the Group's information security. These activities are regularly reported to the Management Meeting and the Board of Directors, and the effectiveness of the activities is confirmed by management.

Cybersecurity Initiatives

In recent years, the automotive industry has seen rapid advancements in vehicle digitalization and automated driving technology due to advances in IT technology, and this has increased the importance of information security. Also, the risk of cyber-attacks and data leaks has increased, making it essential to protect customer information and vehicle control systems. The Isuzu Group is strengthening cybersecurity for its products, plants, IT systems, and the supply chain. We participate in J-Auto-ISAC*, an organization that collects and analyzes information related to cybersecurity of vehicles. Through this participation, we gather information on security incidents detected within the industry and have established a system for the development and manufacturing of vehicles with cybersecurity considerations in place. These activities are conducted with reference to the Cybersecurity Management Guidelines set forth by the Ministry of Economy, Trade and Industry, as well as international standards such as ISO 21434, ISO 27001, NIST SP800-171, and UN-R155/156, which were adopted by the World Forum for Harmonization of Vehicle Regulations (WP.29) under the United Nations Economic Commission for Europe.

* J-Auto-ISAC: Japan Automotive ISAC, a Japanese automotive cybersecurity organization.



Personal Information Protection

The Isuzu Group holds a large amount of personal data, information of customer and business partner, which must be properly managed in accordance with the acts on the protection of personal information of each country. Accordingly, we are working to protect personal information by establishing Group regulations to ensure that personal information is properly managed, as well as by providing education and conducting regular checks of personal information held by the Group.

Response to Incidents

In the event of an incident related to information security, the Isuzu Group strives to respond appropriately under the direction of the CRMO, and in coordination with each division and each group company, to prevent the damage from becoming more serious, according to the rules of incident response. We are also working to prevent recurrence of such incidents by studying, implementing, and monitoring recurrence prevention measures, with the Enterprise Risk Management Dept. playing a central role in this process.

Participation in External Initiatives

Isuzu is actively working toward the realization of a sustainable society through its participation in and endorsement of sustainability initiatives.

The United Nations Global Compact

The United Nations Global Compact is a worldwide framework for companies and organizations to act as good corporate citizens and achieve sustainable growth by exercising responsible and creative leadership. Companies and organizations that sign the UN Global Compact are required to support and implement the Compact's 10 principles in the 4 areas of human rights, labor, environment, and anti-corruption.

Isuzu is a signatory to the UN Global Compact and a member of the Global Compact Network Japan, a local network in Japan.

> the United Nations Global Compact 

> Global Compact Network Japan 



Task Force on Climate related Financial Disclosure (TCFD) Recommendations

The TCFD is a task force established by the Financial Stability Board (FSB), an international organization of central banks and financial regulators from major countries, to provide a framework for climate change-related information disclosure. The TCFD's recommendations encourage companies, organizations, and others to disclose information on climate-related risks and opportunities. In Japan, companies and financial institutions that support the TCFD proposal have established the TCFD Consortium to discuss effective information disclosure and how to link disclosed information to appropriate investment decisions by financial institutions and others. In April 2021, Isuzu endorsed the TCFD proposal and joined the TCFD consortium to disclose information in line with the TCFD framework.

> Disclosure Based on TCFD Recommendations

> TCFD 

> TCFD Consortium 



Participation in the GX League

The Green Transformation League (GX League) is a platform for collaboration between companies (GX companies) and industry, academia, and government to achieve the challenging objectives of sustainable growth for present and future societies and carbon neutrality by 2050 and to drive social transformation founded on sustainability. Isuzu participated in the establishment of the GX League in May 2023 and will collaborate with industry, academia, government, and other stakeholders who share the same vision to promote the transformation of economic and social systems to achieve carbon neutrality.

> GX League 



Carbon-Offset City Gas Buyers Alliance

The Carbon-Offset City Gas Buyers Alliance was established in March 2021 by Isuzu and 15 other companies to promote the use of carbon-offset city gas and enhance its value. It brings together Tokyo Gas, which procures and supplies the gas, and participating companies that purchase it, with the shared goal of contributing to a sustainable society. The use of carbon-neutral energy is an important solution that directly contributes to climate change countermeasures, SDGs, and ESG corporate management.

Aiming for the realization of a decarbonized society by 2050, the Alliance members are promoting efforts to raise public awareness of carbon-offset city gas, improve its evaluation by investment institutions, and establish its position in various domestic systems.

> Carbon-Offset City Gas Buyers Alliance 



Tokyo Zero-emission Innovation Bay (Zero-emission Bay)

Tokyo Zero-emission Innovation Bay is an organization that aims to make the Tokyo Bay area the world's first zero-emission innovation area. Based on the Environment Innovation Strategy (decided by the Cabinet Office's Integrated Innovation Strategy Promotion Council on January 21, 2020), the organization plans and promotes research and development, demonstration, and projects by industry, academia, and government stakeholders in the Tokyo Bay area.

Isuzu participates in this initiative and promotes consideration of activities to achieve zero emissions.

> Tokyo Zero-emission Innovation Bay (Zero-emission Bay) 




Participation in External Initiatives

GREEN OIL JAPAN

GREEN OIL JAPAN is a declaration that sets the goal of establishing the biofuel business as an industry by introducing biofuel produced at demonstration plants into mobile vehicles on land, sea, and air, and by expanding the number of supporters who produce and use biofuel throughout Japan by 2030. The declaration aims to contribute to the realization of the SDGs through the achievement of the goal.

Isuzu has endorsed the declaration since its inception in 2018.

> GREEN OIL JAPAN 



Keidanren Initiative for Biodiversity

The Keidanren Biodiversity Declaration Initiative is comprised of companies and organizations that work on the items that comprise the Keidanren Declaration of Biodiversity and Action Guidelines (revised version) formulated by the Nippon Keidanren and the Keidanren Committee on for Nature Conservation, or that agree with the overall intent.

Isuzu endorses the initiative and publishes its policies and examples of initiatives.

> Keidanren Initiative for Biodiversity 



External Evaluation

Adoption of ESG Indexes

FTSE4Good Index Series

The FTSE4Good Index Series is a benchmark and tradable index series for environmental, social, and governance (ESG) investors compiled by FTSE Russell, a renowned global index and data provider with a rich history.

Isuzu has been included in the Series since June 2023.

> FTSE4Good Index Series 

* FTSE Russell (tradename of FTSE International Limited and Frank Russell Company) has independently evaluated Isuzu based on the FTSE4Good criteria and confirmed that Isuzu meets the requirements to be included in the FTSE4Good Index Series. The FTSE4Good Index Series, created by the renowned global index provider FTSE Russell, is designed to measure the performance of companies that demonstrate strong environmental, social, and governance (ESG) practices. The FTSE4Good Index is used by a wide range of market participants to create and evaluate responsible investment funds and other products.



FTSE Blossom Japan Index

Similar to the FTSE4Good Index Series, the FTSE Blossom Japan Index is compiled by FTSE Russell to measure the performance of Japanese companies with high ESG ratings. This index is an ESG index adopted by the Government Pension Investment Fund (GPIF).

Isuzu has been included in the Index since June 2023.

> FTSE Blossom Japan Index Series 

* FTSE Russell (trademark of FTSE International Limited and Frank Russell Company) hereby confirms that Isuzu has met the requirements for inclusion in the FTSE Blossom Japan Index based on the results of a third-party assessment, making it a constituent stock of this index. The FTSE Blossom Japan Index is created by the global index provider FTSE Russell and designed to measure the performance of Japanese companies that excel in environmental, social, and governance (ESG) practices. The FTSE Blossom Japan Index is widely used to create and evaluate sustainable investment funds and other financial products.



FTSE Blossom Japan Sector Relative Index

The FTSE Blossom Japan Sector Relative Index is compiled by FTSE Russell as a sector-neutral benchmark that demonstrates ESG. This index is an ESG index adopted by the Government Pension Investment Fund (GPIF).

Isuzu has been included in the Index since March 2022.

> FTSE BLOSSOM JAPAN SECTOR RELATIVE INDEX 

* FTSE Russell (trademark of FTSE International Limited and Frank Russell Company) hereby confirms that Isuzu has met the requirements for inclusion in the FTSE Blossom Japan Sector Relative Index based on the results of a third-party assessment, making it a constituent stock of this index. The FTSE Blossom Japan Sector Relative Index is widely used to create and evaluate sustainable investment funds and other financial products.



MSCI Japan ESG Select Leaders Index

MSCI (Morgan Stanley Capital International) in the United States provides the ESG investment index, which selects companies with relatively high ESG ratings within each industry from the constituents of the MSCI Japan IMI Index.

Isuzu has been included as a constituent of this index since March 2024.

> MSCI Japan ESG Select Leaders Index 

* The inclusion of Isuzu Motors Limited in any MSCI Index, and the use of MSCI's logos, trademarks, service marks, or index names, does not constitute sponsorship, endorsement, or promotion of Isuzu Motors Limited by MSCI or any of its affiliates.

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2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

S&P/JPX Carbon Efficient Index

S&P/JPX Carbon Efficient Index is an index designed by S&P Dow Jones Indices, one of the world's largest independent index companies, which increases the investment weight of companies that are highly carbon efficient within their industry and disclose information on their greenhouse gas emissions.

The GPIF has adopted S&P/JPX Carbon Efficient Index as its global environmental equity index.

Isuzu is included in the S&P/JPX Carbon Efficient Index.



SOMPO Sustainability Index

SOMPO Sustainability Index is an index independently established by SOMPO Asset Management. This index is used as a part of the company's SOMPO Sustainability Management initiative. This is an ESG management product for pension funds and institutional investors that invests in a wide range of companies with high ESG ratings.

Isuzu has been included in the component for eight consecutive years since 2018.



External Evaluation

ESG Evaluation

MSCI

The MSCI ESG Ratings are designed to help institutional investors identify ESG risks and opportunities. Companies are rated on a scale from 'AAA' to 'CCC' based on their exposure to industry-specific ESG risks and their ability to manage those risks compared to their peers. Isuzu received an 'AA' rating in the March 2025 assessment.

* The use of data from MSCI ESG RESEARCH LLC or its affiliates (hereinafter referred to as 'MSCI'), as well as the use of MSCI's logos, trademarks, service marks, and index names, does not imply MSCI's sponsorship, endorsement, recommendation, or promotion of Isuzu Motors Limited. MSCI's services and data are the property of MSCI or its information providers, provided "as is" without any warranties. The MSCI name and logo are trademarks or service marks of MSCI.



CDP

CDP is a non-profit organization whose primary activity is to request corporations and local governments to disclose information on their measures to address environmental issues such as climate change, and to encourage them to take such measures. This initiative is based on the requests of institutional investors and major purchasing organizations worldwide that are highly concerned about environmental issues. Isuzu has responded to the CDP Climate Change Questionnaire since 2016 and received a B rating for 2024.

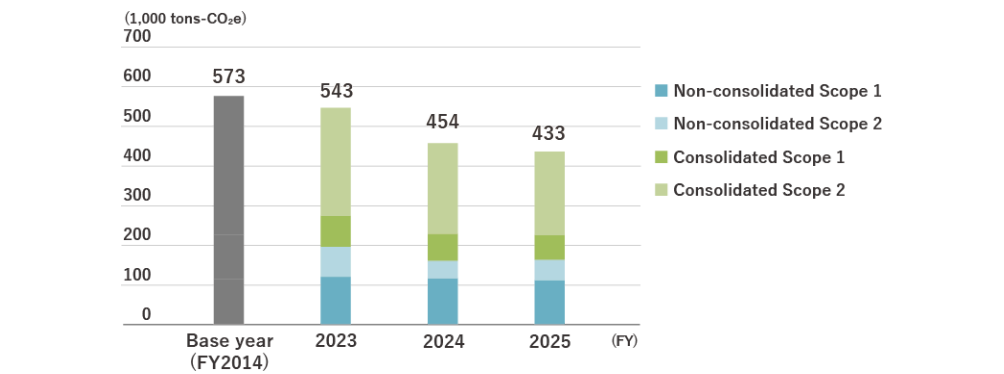


ESG Data (Environment)

Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED Consolidated: ISUZU MOTORS LIMITED and its 59 domestic and overseas subsidiaries* * The number of domestic and overseas consolidated subsidiaries has changed due to mergers of consolidated subsidiaries. The calculation range is 60 companies for FY2023 and 58 companies for FY2024.
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Consolidated Data

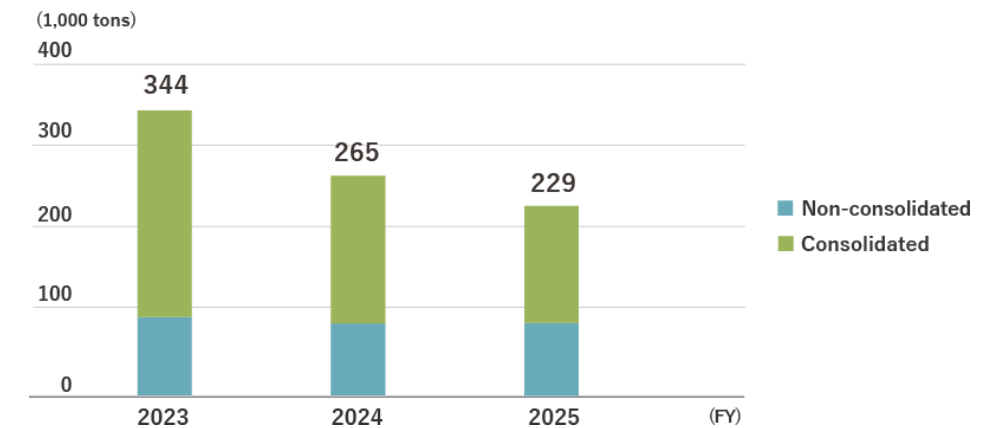
Trends in GHG Emissions



* FY2025 results are provisional values, as companies that are still compiling their data are included in the calculation.

* Base year emissions may be calculated retroactively in accordance with the GHG Protocol.

Trends in Waste Generation



* FY2025 results are provisional values, as companies that are still compiling their data are included in the calculation.

ESG Data (Environment)

Non-Consolidated Data

Isuzu's Environmental Management Structures

In the past, Isuzu operated its environmental management structures on a site-by-site basis. With the revision of ISO 14001 in fiscal 2016, the systems were integrated on a Group-wide basis. In December 2016, we expanded ISO 14001 certification to all Isuzu sites, and shifted to ISO 14001:2015. At present, Isuzu is carrying out uniform environmental initiatives across all sites. Moreover, we are undertaking company-wide efforts to reduce the environmental burden resulting from our business operations and to strengthen our environmental management.

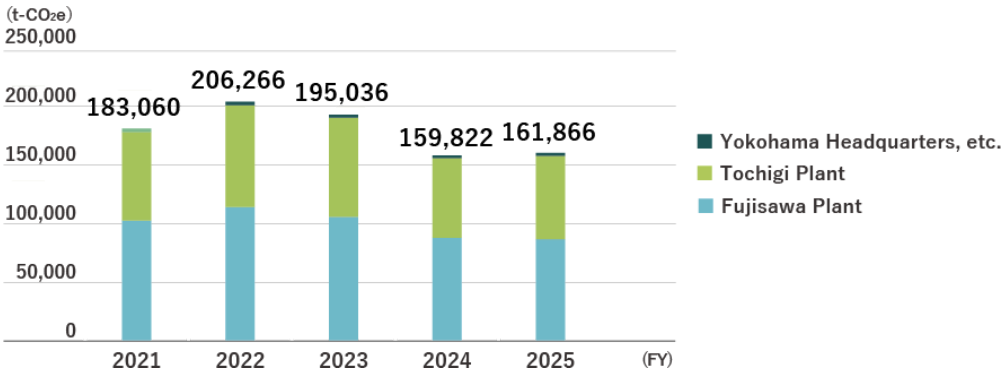
> Isuzu Motors's Environment Management 

Violations and Accidents Related to Environmental Laws and Regulations in FY2025

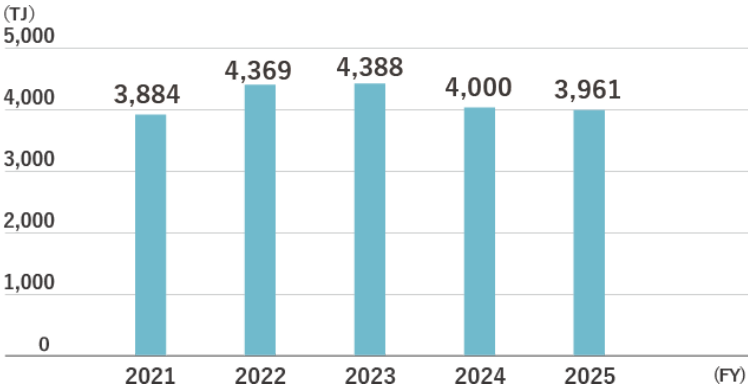
Isuzu had no violations or environmental accidents related to environmental laws and regulations during FY2025.

CO₂ Emissions Mitigation Activities

Trends in CO₂ Emissions from Energy

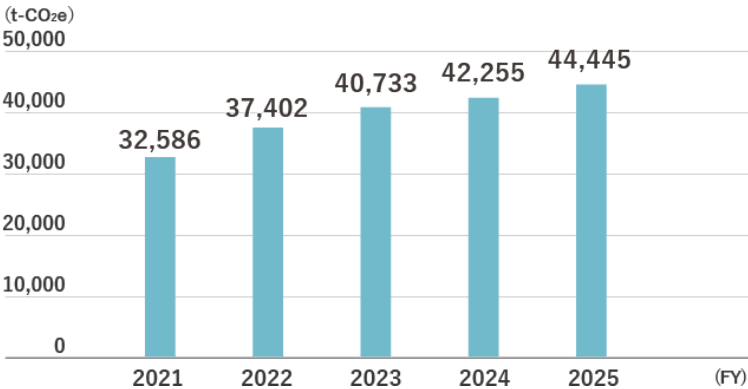


Trends in Energy Consumption



* The energy coefficient has been changed for FY2024.

Trends in CO₂ Emissions from Logistics



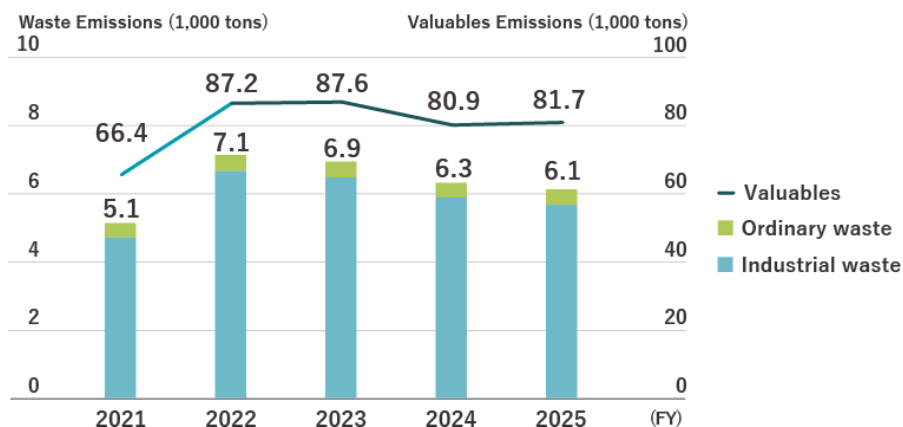
ESG Data (Environment)

Activities to Reduce Resource Use

Reduce and Control Emissions

Trends in Waste Generation

Since FY2012, Isuzu has achieved zero emissions, with no waste being sent to landfills.



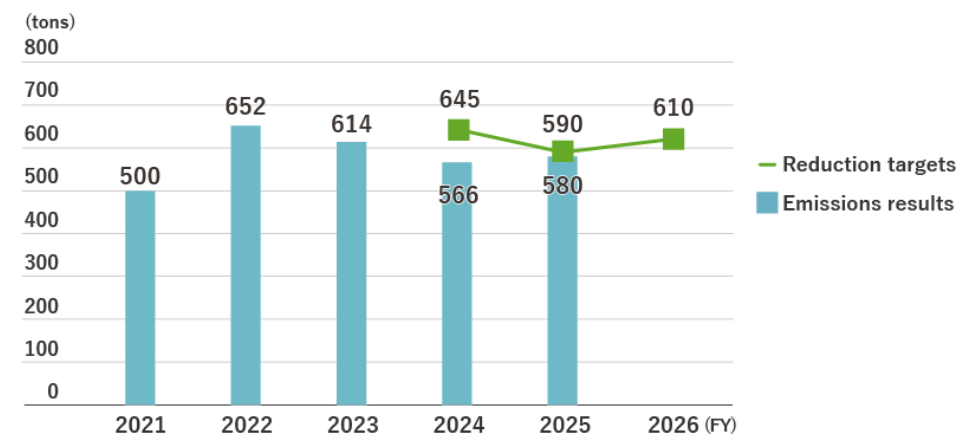
Trends in Plastic Product Industrial Waste Emissions

As Isuzu emits more than 250 tons of plastic product industrial waste annually, the company is classified as a large-volume emitter under the Act on Promotion of Resource Circulation for Plastics*.

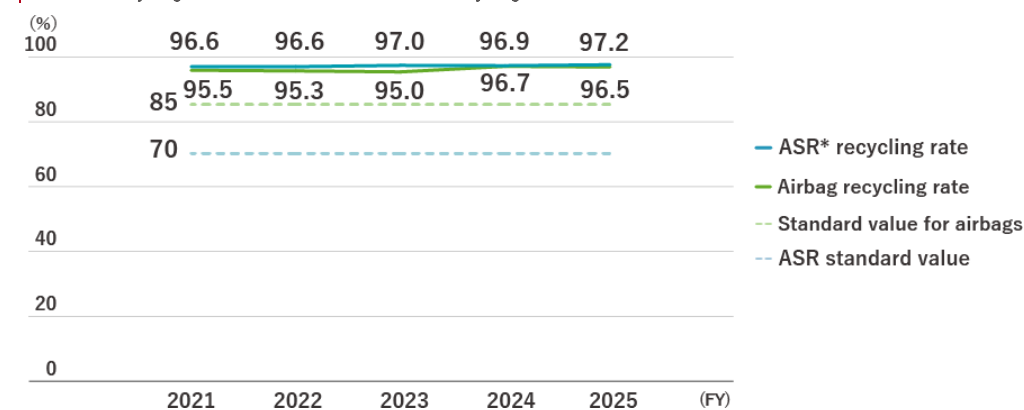
In accordance with the law, Isuzu has set goals for reducing and recycling plastic product industrial waste and implemented initiatives to achieve these goals. In FY2025, we successfully met our targets.

Isuzu will continue to accelerate its efforts to reduce waste and promote recycling, advancing methodical initiatives to achieve future targets.

* Act on promotion of resource circulation for plastics



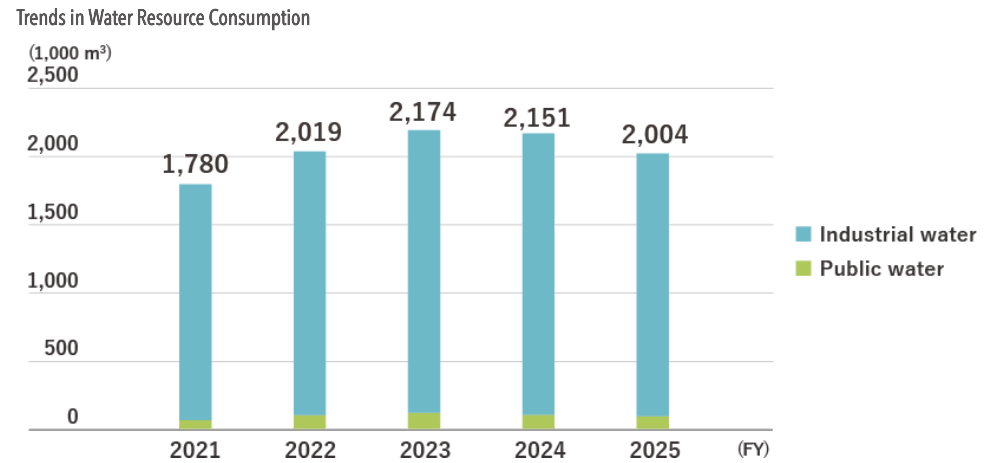
Trends in Recycling Performance Based on Automobile Recycling



* ASR: Automobile Shredder Residue

ESG Data (Environment)

Reduction of Water Consumption



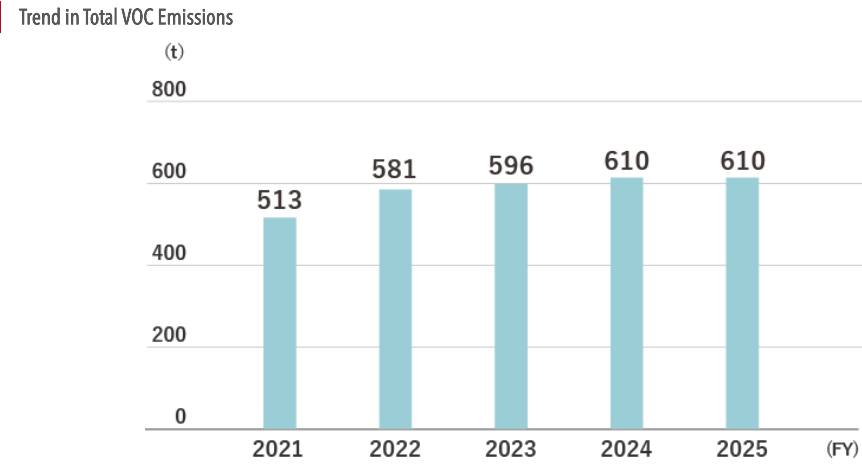
Environmental Risk Reduction Activities

Control Chlorofluorocarbon Emissions

In response to the Act for Control of Chlorofluorocarbon Emissions (Act on Rational Use and Proper Management of Fluorocarbons) effective from April 2015, Isuzu is promoting proper refrigerant management for business-use refrigeration air conditioning equipment and other equipment using chlorofluorocarbons at all of its bases, and is implementing inspections of all such equipment. While this act requires business operators to report if their estimated leakage of chlorofluorocarbon exceeds 1,000 tons-CO₂/year, Isuzu has verified that its leakage volume for FY2025 was lower than this level.

Reduction of VOC Emissions

Isuzu is reducing emissions through the recovery of volatile organic compounds (VOC), has reduced VOC emissions from its plants and reviewed and improved its painting processes, which entail particularly large VOC emissions. This activity is promoted through voluntary efforts to reduce VOC emissions by the Japan Automobile Manufacturers Association, Inc.



ESG Data (Environment)

Proper Management of Emissions and Wastewater

By properly maintaining boilers and other smoke-generating facilities, we ensure that the amount of air pollutants from emissions such as nitrogen oxides (NOx) and sulfur oxides (SOx) is within regulatory standard values*.

Further, wastewater from our plants is processed in a wastewater treatment facility before being discharged to sewer systems or public water areas. The discharged water is analyzed on a regular basis to ensure that it is within regulatory standard values.

* Regulatory standard values are determined in accordance with laws or ordinances, whichever is stricter.

Fujisawa Plant: 8 Tsuchidana, Fujisawa City, Kanagawa Prefecture

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	60	32	29.6
	Metal melting furnaces	180	41	32.8
	Paint baking furnaces	230	93	88.5
Soot and dust (g/Nm³)	Boilers	0.3	0.001	0.001
	Metal melting furnaces	0.3	0.0074	0.0023
	Paint baking furnaces	0.2	0.0018	0.0018

* Since all facilities producing soot and smoke use city gas as their fuel, SOx is excluded from the scope of measurement.

Water Quality Discharge Destination: Hikiji River

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.9	7.1	7.7
COD (mg/L)	60	27.0	7.3	15.6
BOD (mg/L)	60	23.0	2.8	9.1
SS (mg/L)	90	14.0	2.0	6.6
Oil content (mg/L)	5	3.0	1.0	1.6

Tochigi Plant: 2691 Hakuchu, Ohira-Machi, Tochigi City, Tochigi Prefecture

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	150	47	20
	Metal heating furnace	180	170	97
	Gas engines	600	191	163
SOx (Nm³/h)	Total volume regulation	14.5	0.3	0.01
Soot and dust (g/Nm³)	Boilers	0.1	0.001	0.001
	Metal heating furnace	0.2	0.012	0.002
	Gas engines	0.05	0.002	0.001

Water Quality Discharge Destination: Nagano River

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.6	7.2	7.3
BOD (mg/L)	20	16.8	1.8	6.1
SS (mg/L)	40	4.0	1.2	1.3
Oil content (mg/L)	5	0.0	0.0	0.0

* COD is excluded from the scope of measurement since plant wastewater is discharged into rivers.

ESG Data (Environment)

Environmental Accounting

To conduct environmental activities efficiently and continuously, Isuzu has calculated the costs and effects of environmental conservation. We have disclosed information with the aim of helping to make management decisions for carrying out efficient investments in environmental activities, and as an evaluation index for businesses as well.

Environmental Conservation Costs

Total investment was 11,782 million yen, a 5,522 million yen increase YOY.
Total expenses were 61,085 million yen, a 8,238 million yen increase YOY.
Details are shown in the table below.

(Target Period: April 1, 2024 to March 31, 2025)

(Unit: million yen)

Classification		Investment	Expenses	Major activities
Business area costs	Pollution prevention costs	362	391	Prevention of air, water, and other kinds of pollution
	Global environmental conservation costs	2,153	529	Implementing energy-saving activities, climate change measures, etc.
	Resource recycling costs	181	132	Proper disposal of waste, development and improvement of waste disposal sites, etc.
Upstream/downstream costs		0	4,832	Encouraging the recycling of used automobiles, 3Rs for waste, etc.
Management costs		0	435	Promoting environmental management, updating systems for gathering information such as environmental data, etc.
R&D costs		9,086	54,740	R&D for eco-friendly products compliant with emissions regulations, etc.
Social activity costs		0	21	Supporting environmental conservation activities such as tree planting, donating to environmental conservation organizations, etc.
Environmental damage costs		0	5	Pollution load levy, conservation measures against soil and groundwater pollution, etc.
Total		11,782	61,085	




Environmental Conservation Effects

(Period: April 1, 2024 to March 31, 2025)

Category	Effect details	Effect
Economic effect (millions of yen)	Reduction in energy costs through energy conservation	149
	Profit on sale of valuables	3,023
Quantitative effect (t-CO ₂ e)	CO ₂ reduction (t-CO ₂ e)	4,082

Business Activities and Environmental Hazards

 have been verified by a third party for the fiscal 2025 data.

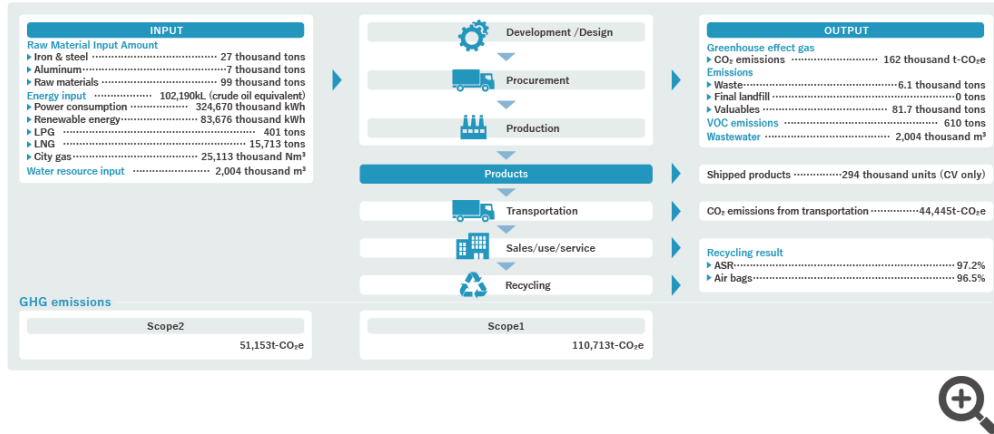
		FY2023	FY2024	FY2025
INPUT	Energy input (GJ)	4,387,635	3,999,645	3,960,848
	Power consumption	2,076,515	1,682,534	1,725,066
	LPG	31,812	22,019	20,084
	LNG	808,459	918,627	859,485
	City gas	1,173,833	1,125,039	1,130,095
	Other energy	297,016	251,426	226,118
	Raw material input amount (thousand-t)			
	Iron and steel	43	33	27
	Aluminum	10	15	7
	Raw materials	152	125	99
OUTPUT	Water usage (thousand m ³)	2,174	2,151	2,004 
	Industrial Water	2,055	2,047	1,912
	Public Water	119	104	92
	Greenhouse gas (GHG) (t-CO ₂ e) *1	195,036	159,822	161,866 
	Waste generation (thousand-t)	6.9	6.3	6.1 
	Final landfill (thousand-t)	0.0	0.0	0.0
	Valuables (thousand-t)	87.6	80.9	81.7
	Recycling result (%)			
	ASR	97.0	96.9	97.2
	Air bags	95.0	96.7	96.5
	VOC emissions (t)	596	610	610
	Wastewater (thousand m ³)	2,174	2,151	2,004

※ Sum of Scope 1 and Scope 2

ESG Data (Environment)

Material Flow

FY2025 material flow (Isuzu only)



Isuzu Group's GHG emissions

✓ have been verified by a third party for the fiscal 2025 data.

	FY2023	FY2024	FY2025
Total GHG emissions (t-CO ₂ e)	159,505,336	126,313,253	110,455,324
Scope1	196,182	182,536	172,302
Scope2	347,151	271,812	260,785
Scope3 Total	158,962,003	125,858,905	110,022,237 ✓
Category 1	11,424,587	11,603,511	10,691,250 ✓
Category 2*1	274,637	264,658	375,330 ✓
Category 3*2	126,172	115,757	73,992 ✓
Category 4	291,709	308,902	305,337 ✓
Category 5 ^{※2}	268,355	133,553	12,207 ✓
Category 6	7,753	7,734	7,070 ✓
Category 7	27,411	27,322	24,800 ✓
Category 8	-	-	-
Category 9	553,476	471,034	344,229 ✓
Category 10	15,552	14,275	14,444 ✓
Category 11	145,727,206	112,684,194	97,945,388 ✓
Category 12	173,636	141,733	160,177 ✓
Category 13	-	-	-
Category 14	-	-	-
Category 15	71,509	86,232	68,013 ✓

- In order to achieve a more comprehensive and accurate calculation in all categories, the scope of calculation was revised based on actual results for fiscal 2025, resulting in an expansion of the business activities and products subject to calculation. Therefore, we have retroactively recalculated the results for fiscal 2023 and fiscal 2024.
 - Third-party assurance has been obtained for Scope 3 results for fiscal 2025.
 - Scope 1 and 2 results for fiscal 2025 are provisional values, as companies that are still compiling data are included in the calculation range.
- *1 Due to changes in accounting standards from fiscal 2005 results, activity volume increased, resulting in an increase in emissions.
- *2 Due to a decrease in the number of items and locations subject to calculation from fiscal 2005 results, activity volume decreased, resulting in a reduction in emissions.

Isuzu's GHG emissions

	FY2023	FY2024	FY2025
Total GHG emissions (t-CO ₂ e)	195,036	159,822	161,866 ✓
Scope1	119,189	115,370	110,713 ✓
Scope2	75,847	44,452	51,153 ✓

- Third-party assurance has been obtained for the results for FY2023, FY2024, and FY2025.

ESG Data (Environment)

Calculation Standards

Calculation Period	FY2025 (April 1, 2024 to March 31, 2025)		
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED		
	Consolidated: ISUZU MOTORS LIMITED and its 59 domestic and overseas consolidated subsidiaries		

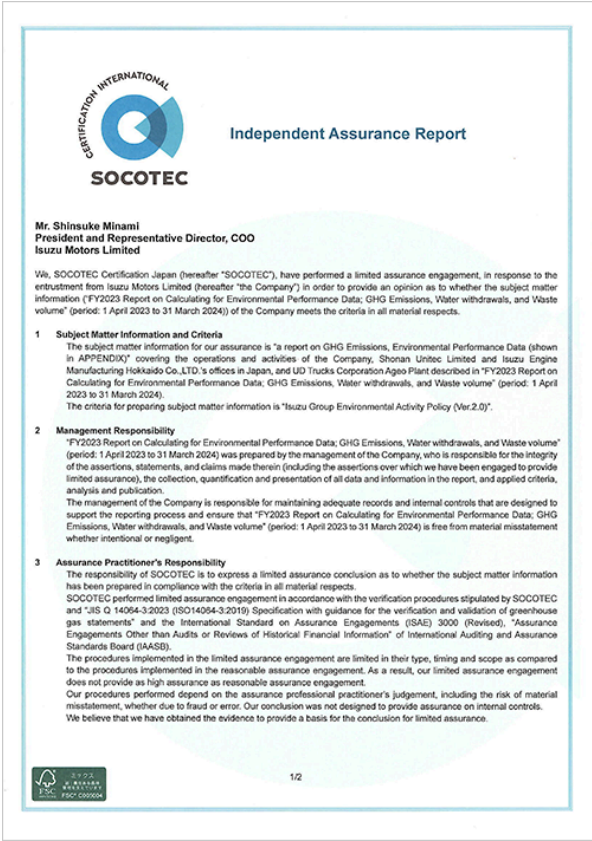
Energy Usage	Scope	Units	Calculation Standards
Electricity Usage, Fuel Usage, and Heat Usage	Non-consolidated	GJ	Total energy usage of electricity, fuel (city gas, liquefied natural gas, light oil, etc.) and heat (steam, chilled water, etc.) [Calculation Standards] <ul style="list-style-type: none">The Act on Promotion of Global Warming CountermeasuresAct on the Rationalizing Use of Energy and Shifting to Non-Fossil EnergyGX League Calculation, Monitoring, and Reporting Guidelines

Greenhouse Gas (GHG)	Scope	Units	Calculation Standards
GHG	Non-consolidated Consolidated	-	Scope 1 emissions (direct emissions), Scope 2 emissions (indirect emissions from energy use), and Scope 3 emissions (other indirect emissions) [Calculation Standards] <ul style="list-style-type: none">GHG ProtocolCorporate Value Chain (Scope 3) Accounting and Reporting StandardGX League Calculation, Monitoring, and Reporting Guidelines
Scope 1	Non-consolidated Consolidated	t-CO ₂ e	Greenhouse gas emissions from fuel use (direct emissions) [Factor] <ul style="list-style-type: none">Ministry of the Environment: List of Calculation Methods and Emission Factors under the Act on Promotion of Global Warming Countermeasures
Scope 2	Non-consolidated Consolidated	t-CO ₂ e	Greenhouse gas emissions from the use of externally supplied electricity and heat (indirect emissions) [Factor] <ul style="list-style-type: none">Ministry of the Environment and Ministry of Economy, Trade and Industry: Emission Factors by Electricity Providers
Scope 3	Consolidated	t-CO ₂ e	Other greenhouse gas emissions (indirect emissions) [Calculation Standards] Category 1: Purchased goods and services Quantity of products purchased by the company × Intensity Category 2: Capital Goods Capital goods increase during the period × Intensity Category 3: Fuel- and energy-related activities outside of Scope 1 and 2 Energy type consumption × Intensity Category 4: Upstream transportation and distribution Greenhouse gas emissions reported based on the Energy Conservation Law (designated shippers) periodic report Category 5: Waste generated in operations Waste disposal amount × Intensity Category 6: Business travel Number of employees × Intensity Category 7: Employee commuting Number of employees × Number of working days × Intensity Category 10: Processing of sold products Intermediate product shipment quantity × Intensity Category 11: Usage of sold products Product sales volume × Annual energy consumption × Usage years × Intensity Category 12: Disposal of sold products Waste product weight × Intensity [Coefficient, Intensity] <ul style="list-style-type: none">Ministry of the Environment: List of Calculation Methods and Emission Factors for the Reporting SystemMinistry of the Environment: Emission Factor Database for Calculating Greenhouse Gas Emissions through the Supply ChainNational Research and Development Agency National Institute of Advanced Industrial Science and Technology 'IDEA'

ESG Data (Environment)

	Scope	Units	Calculation Standards
Water Usage	Non-consolidated	thousand m ³	Total Water Usage (Public water, groundwater, industrial water) [Calculation Standards] <ul style="list-style-type: none"> Isuzu Group Environmental Activity Guidelines
	Scope	Units	Calculation Standards
Waste Generation	Non-consolidated Consolidated	thousand t	Total Emissions of Waste [Calculation Standards] <ul style="list-style-type: none"> Waste Management and Public Cleansing Act (Waste Management Law) Isuzu Group Environmental Activity Guidelines

Independent Assurance Report (PDF)



Click to open the PDF

ESG Data (Social)

Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED Consolidated: ISUZU MOTORS LIMITED and its 91 domestic and overseas subsidiaries Domestic: ISUZU MOTORS LIMITED and 29 domestic consolidated subsidiaries Overseas: 62 overseas consolidated subsidiaries
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Employee

		Scope	Unit	FY2023	FY2024	FY2025
Number of Employees	Total	Consolidated	Number of Employees	44,495	45,034	42,117
	Male			39,058	39,371	36,510
	Female			5,437	5,663	5,607
	Total	Non-Consolidated		8,056	8,491	8,804
	Male			7,581	7,923	8,143
	Female			475	568	661
Number of Employees by Region	Japan	Consolidated	Number of Employees	28,544	29,017	26,884
	Asia			12,684	12,814	11,869
	Africa			1,781	1,883	1,920
	Other Areas			1,486	1,320	1,444
Outside Number: Average Number of Temporary Employees		Consolidated	Number of Employees	15,146	14,455	12,110
Number of New Hires	Total	Consolidated	Number of Employees	-	2,469	3,537
	Male			-	2,050	2,855
	Female			-	419	682
	Total	Non-Consolidated		408	553	757
	Male			364	495	650
	Female			44	58	107
Number of New Graduates Hired	Total	Japan	Number of Employees	-	897	840
	Male			-	806	760
	Female			-	91	80
	Total	Non-Consolidated		296	291	268
	Male			270	260	236
	Female			26	31	32

Number of Career Employees Hired	Total	Japan	Number of Employees	-	864	1,208
	Male			-	745	1,004
	Female			-	119	204
	Total	Non-Consolidated		112	262	489
	Male			94	235	414
	Female			18	27	75
Rehired Retiree Numbers		Non-Consolidated	Number of Employees	813	866	861
Voluntary Resignation Rate		Consolidated	%	4.14	3.81	4.05
		Non-Consolidated		2.15	2.38	2.55
Resignation Rate, Including Retirement Due to Reaching the Retirement Age		Non-Consolidated	%	4.90	6.39	6.53
Percentage of Employees with Disabilities*1		Japan	%	-	2.38	2.23
		Overseas		-	0.20	0.25
		Non-Consolidated		2.16	2.25	2.09
Management*2	Total	Consolidated	Number of Employees	-	6,901	6,819
	Male			-	6,237	6,103
	Female			-	664	716
	Total	Non-Consolidated	Number of Employees	1,433	1,552	1,647
	Male			1,385	1,495	1,567
	Female			48	57	80
Ratio of Female Managers		Consolidated	%	-	9.62	10.50
		Non-Consolidated		3.35	3.67	4.86
Average Age	Total	Non-Consolidated	Age	41.0	40.8	40.6
	Male			-	41.0	40.8
	Female			-	38.6	38.3
Average Years of Service	Total	Non-Consolidated	Years	18.3	17.3	16.5
	Male			-	17.7	16.9
	Female			-	12.4	11.2
Average Annual Salary*3		Non-Consolidated	Thousands of Yen	7,770	7,886	8,071
Gender Wage Gap among Workers*4	All Workers	Non-Consolidated	%	84.8	84.7	84.8
	Regular Employees			81.1	81.3	81.9
	Part-Time and Fixed-Term Workers			105.8	109.5	107.3

*1 Figures in Japan are calculated based on the Act to Facilitate the Employment of Persons with Disabilities, with data as of June 1 each year. For overseas, calculations are based on the laws of countries with applicable regulations, counting one person with a disability as one individual, with data as of the end of each fiscal month.

*2 Isuzu targets senior positions.

*3 Average annual salary includes non-standard salary and bonus.

*4 It represents the ratio of women's annual average wage to men's annual average wage.

ESG Data (Social)

Number of Employees Using Childcare/Nursing Care Support Systems

	Unit	FY2023	FY2024	FY2025
Parenting Leave	Number of Employees	81	128	178
Male		49	94	138
Female		32	34	40
Rate of Male Employees Taking Childcare Leave*		87.7%	88.0%	87.2%
Nursing Care Leave		1	5	8
Male		1	4	6
Female		0	1	2
Shortened Working Hours (Nursing Care and Childcare)		33	36	30
Male		4	3	2
Female		29	33	28

* This is a calculation of the percentage of employees who have taken childcare leave and childcare purpose leave.

Health and Safety

Total Number of Incidents

	Scope	Unit	FY2023	FY2024	FY2025
All Workers	Non-Consolidated	Cases	29	31	37

Number of Fatal Accidents

	Scope	Unit	FY2023	FY2024	FY2025
Regular Employees	Consolidated*	Cases	-	-	0
Part-Time and Fixed-Term Workers			-	-	0
Regular Employees	Non-Consolidated	Cases	0	0	0
Part-Time and Fixed-Term Workers			0	1	0

* ISUZU MOTORS LIMITED and 23 domestic consolidated subsidiaries

Lost Time Due to Injury Frequency Rate*1

	Scope	FY2023	FY2024	FY2025
Lost Time Due to Injury Frequency Rate	Non-Consolidated	0.00	0.16	0.12
Automobile Manufacturing (Japan)*2		0.22	0.27	0.31

*1 Number of fatalities and injuries due to industrial accidents per 1 million actual working hours (accident frequency)

*2 Source: Ministry of Health, Labour and Welfare, Survey of Occupational Accident Trends, statistics tables.

Safety Training

	Scope	Unit	FY2023	FY2024	FY2025
Number of Safety Course Attendees	Non-Consolidated	Number of Employees	2,665	2,818	2,655

Human Resource Development

Training Achievements

	Unit	FY2023	FY2024	FY2025
Total Hours of Training	Hours	184,079	170,633	143,975
Hours Per Employee		23	21	20

Social Contribution Activities

Social Contribution Expenditure in FY2025 (Non-Consolidated): 980 Million Yen

	Unit	Social Contribution Expenditure	In-Kind Donations	Donations
Amount	1 million yen	821	7	147

ESG Data (Social)

Product Quality

	Unit	FY2023	FY2024	FY2025
Number of Recalls	Cases	12	9	9

External Evaluation of Safety

Regional Breakdown of Vehicle Models Receiving Overall 5-Star Safety Ratings in the NCAP* Program

Region	External Assessment	Model	Rating	Ratio
Europe	Euro NCAP	D-MAX	5 Stars	1/1
Australia	ANCAP	D-MAX, MU-X	5 Stars	2/2
Southeast Asia	AseanNCAP	D-MAX, MU-X	5 Stars	2/2

* NCAP (New Car Assessment Program): A program that evaluates the safety of new cars, implemented with different standards and methods depending on the country or region.

ESG Data (Social): Independent Assurance Report

Employee

✔ have been verified by a third-party for the FY2025 data.

		Scope	Unit	FY2025
Number of Employees	Total	Consolidated	Number of Employees	42,117
	Male			36,510
	Female			5,607
	Total	IML+UDT		15,068
	Male			13,893
	Female			1,175
Number of New Graduates Hired	Total	IML+UDT	Number of Employees	410
	Male			374
	Female			36
Number of Career Employees Hired	Total	IML+UDT	Number of Employees	809
	Male			686
	Female			123
Percentage of Employees with Disabilities		IML+UDT	%	2.27
Ratio of Female Managers		IML+UDT	%	5.34
Gender Wage Gap among Workers	All Workers	IML+UDT	%	86.1
	Regular Employees			83.8
	Part-Time and Fixed-Term Workers			89.5

ESG Data (Social)

Health and Safety

Number of Fatal Accidents

	Scope	Unit	FY2025
Regular Employees	Non-Consolidated + UDT	Cases	0
Part-Time and Fixed-Term Workers			0

Lost Time Due to Injury Frequency Rate

	Scope	FY2025
All Workers	Non-Consolidated + UDT	0.63


Calculation Standards

Calculation Period	FY2025 (April 1, 2024 - March 31, 2025)		
Metrics Calculation Scope	Non-consolidated + UDT: ISUZU MOTORS LIMITED + UD Trucks Corp.		
	Consolidated: ISUZU MOTORS LIMITED and its 91 domestic and overseas subsidiaries		
	Scope	Units	Calculation Standards
Ratio of Women Management	IML+UDT	%	<p>Percentage of female managers among all managers</p> <ul style="list-style-type: none">* Managers are employees at or above the level of section manager (excluding officers)* Including senior positions at Isuzu* UD tracks include manager <p>Excluding employees seconded from the Isuzu Group to outside the Group, including employees seconded from outside the Group</p> <p>[Calculation method] Calculated as follows based on the Isuzu Group Social Data Manual and UDT Social Data Supplementary Notes</p> <ul style="list-style-type: none">Ratio of female managers = Number of female managers ÷ Number of all managers × 100 <p>[Reference Laws and Regulations, etc.] Act on the Promotion of Women's Participation and Advancement in the Workplace (Act on the Promotion of Women's Participation and Advancement)</p>
Percentage of Employees with Disabilities	IML+UDT	%	<p>Proportion of regularly employed workers with disabilities relative to all regularly employed workers Figures are as of June 1, 2024.</p> <p>[Calculation Method] Calculated as follows, based on the Isuzu Group Social Data Manual: Disability Employment Ratio = (Number of Regularly Employed Workers with Disabilities / Total Number of Regularly Employed Workers) × 100</p> <ul style="list-style-type: none">*1 Part-time workers (working 20 hours or more but less than 30 hours per week) are counted as 0.5 persons*2 Severely disabled individuals are counted as 2 persons*3 As Isuzu Hospital falls under the category of industries with an exclusion rate setting, the number of regularly employed workers is calculated at 70% of the actual number <p>[Reference Legislation, etc.] Ministry of Health, Labour and Welfare Act to Facilitate the Employment of Persons with Disabilities'</p>
Number of Employees (by Gender)	IML+UDT	People	<p>Non-Consolidated: Excludes those seconded from Isuzu to external organizations, but includes those seconded to Isuzu from external organizations</p> <p>Consolidated: Excludes those seconded from the Isuzu Group to external organizations, but includes those seconded to the Isuzu Group from external organizations</p> <p>Aggregation Scope: For companies with a fiscal year ending in March, the data is as of March 31; for companies with a fiscal year ending in December, the data is as of December 31</p>
Number of New Graduate Hires (by Gender)	IML+UDT	People	<p>Full-time employees who have been directly hired without a fixed term of employment, from among students who are job-hunting in anticipation of graduating from various schools and institutions</p> <p>However, individuals who have graduated from school within approximately the last three years and have successfully passed Isuzu's new graduate hiring process are also treated as new graduate hires</p>
Number of Career Employees Hired (by Gender)	IML+UDT	People	<p>Among full-time employees who have been directly hired without a fixed term of employment, those who are not new graduate hires</p>

ESG Data (Social)

Gender Wage Gap Among Workers	IML+UDT	%	<p>The ratio of the average annual wage of female workers to the average annual wage of male workers</p> <p>[Calculation Method]</p> <p>Calculated as follows, based on the Isuzu Group Social Data Manual</p> <ul style="list-style-type: none"> For regular employment, non-regular employment, and all workers, the gender wage gap is calculated as follows: Gender Wage Gap = (Average Annual Wage of Women / Average Annual Wage of Men) × 100 <p>[Reference Legislation, etc.]</p> <p>Act on the Promotion of Women's Active Engagement in Professional Life</p>
Lost Time Due to Injury Frequency Rate	IML+UDT	-	<p>Number of fatalities and injuries due to industrial accidents per 1 million actual working hours (accident frequency)</p> <p>[Calculation Method]</p> <p>Calculated as follows, based on the Isuzu Group Social Data Manual</p> <p>Lost Time Injury Frequency Rate = (Number of Fatalities and Injuries Due to Occupational Accidents / Total Actual Man-Hours Worked) × 1,000,00</p>
Number of Fatal Accidents (By regular and part-time and fixed-term workers)	IML+UDT	People	<p>Number of deaths due to work-related accidents</p> <p>* All serious accidents, including deaths, are reported to the Management Committee.</p> <p>* What is an Industrial Accident?</p> <ul style="list-style-type: none"> Accidents arising from work during the performance of work Traffic accidents that occurred at business sites and premises

Independent Assurance Report (PDF)



Building a better working world

Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent practitioner's assurance report

Mr. Shinsuke Minami
President and Representative Director
Isuzu Motors Limited

Scope

We have been engaged by Isuzu Motors Limited (hereafter the "Company") to perform a "limited assurance engagement," as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the Company's society data and indices (the "Subject Matter") contained in the Company's "Sustainability Report 2024_ESG data" (the "Report") for the period from April 1, 2023 to March 31, 2024. The scope of our assurance procedures was limited to the indicators marked with the symbol "☑" in the Report.

Criteria applied by the Company

In preparing the Subject Matter, the Company applied the Criteria, that it determined with consideration of laws and regulations applicable to the Company as presented on the Report.

The Company's responsibilities

The Company's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ("ISAE 3000 (Revised)") and the terms of reference for this engagement as agreed with the Company on March 29, 2024. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

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ESG Data (Governance)

Composition of Officers

		Unit	As of June 26, 2025
Board of Directors	Directors	Person	13
	Independent Outside Directors		6
	Proportion of Independent Outside Directors	%	46.15
	Female Directors	Person	3
	Proportion of Female Directors	%	23.08
Audit and Supervisory Committee	Audit and Supervisory Committee Members	Person	5
	Independent Outside Directors		3
Nomination and Remuneration Committee	Nomination and Remuneration Committee Members		5
	Independent Outside Directors		3

Meetings Held

		Unit	FY2023	FY2024	FY2025
Board of Directors	Number of Meetings	Times	15	14	15
	Attendance Rate among Outside Directors	%	100	98.57	100
Audit and Supervisory Committee	Number of Meetings	Times	15	15	15
	Attendance Rate	%	100	100	100
Nomination and Remuneration Committee	Number of Meetings	Times	8	9	9




GRI Standards Index

Universal Standard



GRI Standard	Indicator		Contents
GRI 2: General Disclosures 2021	1. The organization and its reporting practices		
	2-1	Organizational details	<ul style="list-style-type: none"> About ISUZU > Corporate Profile Investor Relations > Fact Book
	2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> About ISUZU > Corporate Profile Investor Relations > Fact Book
	2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> Editorial Policy
	2-4	Restatements of information	<ul style="list-style-type: none"> Editorial Policy
	2-5	External assurance	<ul style="list-style-type: none"> ESG Data > Third-Party Audits of Environmental Data ESG Data > Third-Party Audits of Social Data
	2. Activities and workers		
	2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> Social > Supply Chain Management
	2-7	Employees	<ul style="list-style-type: none"> ESG Data > Social About ISUZU > Corporate Profile Investor Relations > Fact Book Securities Report
	2-8	Workers who are not employees	<ul style="list-style-type: none"> ESG Data > Social About ISUZU > Corporate Profile Investor Relations > Fact Book Securities Report
	3. Governance		
	2-9	Governance structure and composition	<ul style="list-style-type: none"> Promotion of Sustainability Governance > Corporate Governance > Management Structure Securities Report Corporate Governance Report
	2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> Governance > Corporate Governance > Management Structure
	2-11	Chair of the highest governance body	<ul style="list-style-type: none"> Governance > Corporate Governance > Management Structure
	2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> Message from the President COO Corporate Philosophy Promotion of Sustainability Environment > Environmental Management > Management Structure Social > Quality > Management Structure Social > Respect for Employees > Management Structure Social > Human Rights > Management Structure Social > Supply Chain Management > Management Structure Social > Social Contribution > Management Structure Governance > Corporate Governance > Management Structure Governance > Compliance > Management Structure Governance > Risk Management > Management Structure

GRI Standard	Indicator		Contents
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> Promotion of Sustainability Governance > Corporate Governance > Management Structure
	2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> Promotion of Sustainability Environment > Climate Change Measures > Disclosure based on the TCFD framework
	2-15	Conflicts of interest	<ul style="list-style-type: none"> Corporate Governance Report
	2-16	Communication of critical concerns	<ul style="list-style-type: none"> Building Relationships of Trust with Stakeholders
	2-17	Collective knowledge of the highest governance body	<ul style="list-style-type: none"> Promotion of Sustainability Governance > Corporate Governance
	2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> Governance > Corporate Governance > Board Effectiveness Assessment Corporate Governance Report
	2-19	Remuneration policies	<ul style="list-style-type: none"> Governance > Corporate Governance > Officers' Remuneration Securities Report Corporate Governance Report
	2-20	Process to determine remuneration	<ul style="list-style-type: none"> Governance > Corporate Governance > Officers' Remuneration Securities Report Corporate Governance Report
	2-21	Annual total compensation ratio	<ul style="list-style-type: none"> ESG Data > Social > Employee
	4. Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> Message from the President COO Promotion of Sustainability > Message from the Chairperson of the Sustainability Committee
	2-23	Policy commitments	<ul style="list-style-type: none"> Corporate Philosophy Environment > Environmental Management > Isuzu Group's Charter on the Global Environment Environment > Environmental Management > Basic Approach Social > Quality > Basic Approach Social > Respect for Employees > Basic Approach Social > Human Rights > Isuzu Group Human Rights Policy Social > Supply Chain Management > Basic Approach Social > Social Contribution > Basic Approach Governance > Corporate Governance > Basic Approach Governance > Compliance > Tax Policy
	2-24	Embedding policy commitments	<ul style="list-style-type: none"> Environment > Environmental Management > Isuzu Environmental Vision 2050 Environment > Climate Change Measures > Disclosure based on the TCFD framework Environment > Environmental Management > Isuzu Group's Charter on the Global Environment Environment > Environmental Management > Management Structure Human Rights > Initiatives Social > Supply Chain Management > Initiatives Social > Quality > Initiatives > Initiatives toward Improved Field Quality

GRI Standards Index


GRI Standard	Indicator		Contents
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> Environment > Environmental Management > Isuzu Environmental Vision 2050 Environment > Climate Change Measures > Disclosure based on the TCFD framework Governance > Compliance > Initiatives Securities Report 
	2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> Governance > Compliance > Initiatives
	2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> Governance > Compliance > Initiatives
	2-28	Membership associations	<ul style="list-style-type: none"> Participation in External Initiatives Social > Social Contribution > Initiatives
	5. Stakeholder engagement		
	2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> Building Relationships of Trust with Stakeholders 
	2-30	Collective bargaining agreements	<ul style="list-style-type: none"> Social > Respect for Employees > Labor-Management Relations
GRI Standard	Indicator		Contents
GRI 3: Material Topics 2021	3-1	Process to determine material topics	<ul style="list-style-type: none"> Promotion of Sustainability Environment > Environmental Management > Isuzu Environmental Vision 2050 > 2030 Environmental Roadmap Environment > Climate Change Measures > Disclosure based on the TCFD framework
	3-2	List of material topics	<ul style="list-style-type: none"> Corporate and Stock Information 
	3-3	Management of material topics	<ul style="list-style-type: none"> Promotion of Sustainability Environment > Environmental Management > Isuzu Environmental Vision 2050 > 2030 Environmental Roadmap Environment > Climate Change Measures > Disclosure based on the TCFD framework External Evaluation

Topic-Specific Standards (Economic)

GRI Standard	Indicator		Contents
201: Economic Performance (2016)	201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> Social > Social Contribution > Social Contribution Expenditure
	201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> Environment > Climate Change Measures > Disclosure based on the TCFD framework
	201-3	Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> Securities Report 
	201-4	Financial assistance received from government	-
202: Market Presence (2016)	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-
	202-2	Proportion of senior management hired from the local community	-
203: Indirect Economic Impacts (2016)	203-1	Infrastructure investments and services supported	-
	203-2	Significant indirect economic impacts	<ul style="list-style-type: none"> Social > Social Contribution > Social Contribution Expenditure
204: Procurement Practices (2016)	204-1	Proportion of spending on local suppliers	<ul style="list-style-type: none"> Social > Supply Chain Management > Initiatives > Isuzu Supply Chain
205: Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> Governance > Compliance Securities Report 
	205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> Social > Supply Chain Management > Communication with Business Partners Governance > Compliance > Initiatives > Compliance Training
	205-3	Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none"> Governance > Compliance > Management Structure
206: Anti-competitive Behavior (2016)	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-
207: Tax (2019)	207-1	Approach to tax	<ul style="list-style-type: none"> Governance > Compliance > Tax Policy
	207-2	Tax governance, control, and risk management	<ul style="list-style-type: none"> Governance > Compliance > Tax Policy
	207-3	Stakeholder engagement and management of concerns related to tax	<ul style="list-style-type: none"> Governance > Compliance > Tax Policy
	207-4	Country-by-country reporting	-

GRI Standards Index

Topic-Specific Standards (Environmental)


GRI Standard	Indicator		Contents
301: Materials (2016)	301-1	Materials used by weight or volume	<ul style="list-style-type: none"> ESG Data > Environment > Business Activities and Environmental Hazards
	301-2	Recycled input materials used	<ul style="list-style-type: none"> ESG Data > Environment > Business Activities and Environmental Hazards
	301-3	Reclaimed products and their packaging materials	<ul style="list-style-type: none"> ESG Data > Environment > Business Activities and Environmental Hazards About Recycling Isuzu Vehicles (Japanese only) 
302: Energy (2016)	302-1	Energy consumption within the organization	<ul style="list-style-type: none"> ESG Data > Environment > CO₂ Emissions Mitigation Activities ESG Data > Environment > Business Activities and Environmental Hazards
	302-2	Energy consumption outside of the organization	-
	302-3	Energy intensity	-
	302-4	Reduction of energy consumption	<ul style="list-style-type: none"> ESG Data > Environment > CO₂ Emissions Mitigation Activities ESG Data > Environment > Business Activities and Environmental Hazards
	302-5	Reductions in energy requirements of products and services	<ul style="list-style-type: none"> Environment > Climate Change Measures > Initiatives > Products and Services
303: Water and Effluents (2018)	303-1	Interactions with water as a shared resource	<ul style="list-style-type: none"> Environment > Environmental Risk Prevention Management > Promoting Water Resource Conservation
	303-2	Management of water discharge-related impacts	<ul style="list-style-type: none"> ESG Data > Environment > Proper Management of Emissions and Wastewater
	303-3	Water withdrawal	<ul style="list-style-type: none"> ESG Data > Environment > Reduction of Water Consumption ESG Data > Environment > Business Activities and Environmental Hazards
	303-4	Water discharge	<ul style="list-style-type: none"> ESG Data > Environment > Business Activities and Environmental Hazards
	303-5	Water consumption	-
304: Biodiversity (2016)	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> Environment > Biodiversity Conservation
	304-2	Significant impacts of activities, products, and services on biodiversity	<ul style="list-style-type: none"> Environment > Biodiversity Conservation
	304-3	Habitats protected or restored	<ul style="list-style-type: none"> Environment > Biodiversity Conservation
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-

GRI Standard	Indicator		Contents
305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> ESG Data > Environment > CO₂ Emissions Mitigation Activities ESG Data > Environment > Business Activities and Environmental Hazards
	305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> ESG Data > Environment > Business Activities and Environmental Hazards
	305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> ESG Data > Environment > Business Activities and Environmental Hazards
	305-4	GHG emissions intensity	-
	305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> Environment > Climate Change Measures > Initiatives > Products and Services Environment > Climate Change Measures > Initiatives > Business Activities ESG Data > Environment > CO₂ Emissions Mitigation Activities
	305-6	Emissions of ozone-depleting substances (ODS)	<ul style="list-style-type: none"> ESG Data > Environment > Control Chlorofluorocarbon Emissions
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<ul style="list-style-type: none"> ESG Data > Environment > Proper Management of Emissions and Wastewater
306: Waste (2020)	306-1	Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> ESG Data > Environment > Business Activities and Environmental Hazards
	306-2	Management of significant waste-related impacts	<ul style="list-style-type: none"> Environment > Resource Recycling Promotion
	306-3	Waste generated	<ul style="list-style-type: none"> ESG Data > Environment > Reduce and Control Emissions
	306-4	Waste diverted from disposal	-
	306-5	Waste directed to disposal	-
308: Supplier Environmental Assessment (2016)	308-1	Non-compliance with environmental laws and regulations	<ul style="list-style-type: none"> Social > Supply Chain Management > Isuzu Supply Chain
	308-2	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> Social > Supply Chain Management > Communication with Business Partners












































GRI Standards Index

Topic-Specific Standards (Social)

GRI Standard	Indicator		Contents
401: Employment (2016)	401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> ESG Data > Social > Employee
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting the Role of Post-retirement Employees Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting a Healthy Work-life Balance
	401-3	Parental leave	<ul style="list-style-type: none"> Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting a Healthy Work-life Balance ESG Data > Social > Number of Employees Using Childcare/Nursing Care Support Systems
402: Labor/Management Relations (2016)	402-1	Minimum notice periods regarding operational changes	<ul style="list-style-type: none"> Social > Respect for Employees > Labor-Management Relations
403: Occupational Health and Safety (2018)	403-1	Occupational health and safety management system	<ul style="list-style-type: none"> Social > Respect for Employees > Initiatives Occupational Health and Safety ESG Data > Social > Health and safety
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-6	Promotion of worker health	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	
	403-10	Work-related ill health	
404: Training and Education (2016)	404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> Social > Respect for Employees > Personnel Development
	404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting the Role of Post-retirement Employees Social > Respect for Employees > Personnel Development
	404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> Social > Respect for Employees > Personnel Development > HR Performance Evaluation System
405: Diversity and Equal Opportunity (2016)	405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> ESG Data > Governance ESG Data > Social > Employee
	405-2	Ratio of basic salary and remuneration of women to men	-
406: Non-Discrimination (2016)	406-1	Incidents of discrimination and corrective actions taken	-

GRI Standard	Indicator		Contents
407: Freedom of Association and Collective Bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-
408: Child Labor (2016)	408-1	Operations and suppliers at significant risk for incidents of child labor	-
409: Forced or Compulsory Labor (2016)	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-
410: Security Practices (2016)	410-1	Security personnel trained in human rights policies or procedures	-
411: Rights of Indigenous Peoples (2016)	411-1	Incidents of violations involving rights of indigenous peoples	-
413: Local Communities (2016)	413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> Environment > Biodiversity Conservation Environment > Environmental Risk Prevention Management Social > Social Contribution Building Relationships of Trust with Stakeholders 
	413-2	Operations with significant actual and potential negative impacts on local communities	-
414: Supplier Social Assessment (2016)	414-1	New suppliers that were screened using social criteria	<ul style="list-style-type: none"> Social > Supply Chain Management
	414-2	Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"> Social > Supply Chain Management
415: Public Policy (2016)	415-1	Political contributions	-
416: Customer Health and Safety (2016)	416-1	Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> Social > Quality > Initiatives > Product Quality Improvement > Initiatives at the Procurement Stage Social > Quality > Initiatives > Product Quality Improvement > Initiatives at the Manufacturing Stage Social > Quality > Initiatives > Product Quality Improvement > Initiatives for Higher Field Quality > Initiatives for Recall Campaigns Social > Quality > Initiatives > Service Quality Improvement
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<ul style="list-style-type: none"> Social > Quality > Initiatives > Product Quality Improvement > Initiatives for Higher Field Quality > Initiatives for Recall Campaigns
417: Marketing and Labeling (2016)	417-1	Requirements for product and service information and labeling	<ul style="list-style-type: none"> Social > Quality > Initiatives > Service Quality Improvement
	417-2	Incidents of non-compliance concerning product and service information and labeling	-
	417-3	Incidents of non-compliance concerning marketing communications	-
418: Customer Privacy (2016)	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-

ESG Comparison Table

	Supported Items	Basic Approach/ Policy	Management Structure	Initiatives
E	Environmental Management			-
	Climate Change Measures			
	Resource Recycling Promotion			
	Environmental Risk Prevention Measures			
	Biodiversity Conservation			
S	Quality			
	Respect for Employees			
	Human Rights			
	Supply Chain Management			
	Social Contribution			
G	Corporate Governance			
	Officers' Remuneration		-	-
	Compliance			
	Risk Management			
	Information Security			
Results and Data				
Editorial Policy		