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Quality

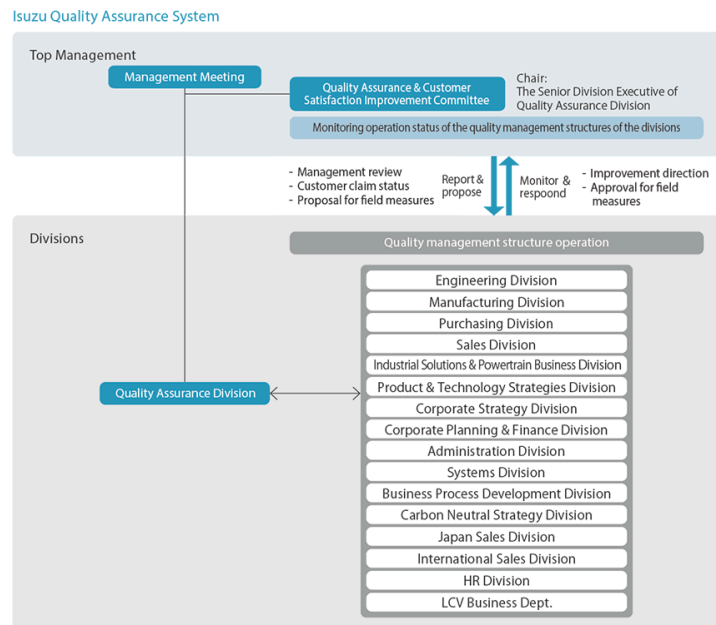
Basic Approach

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

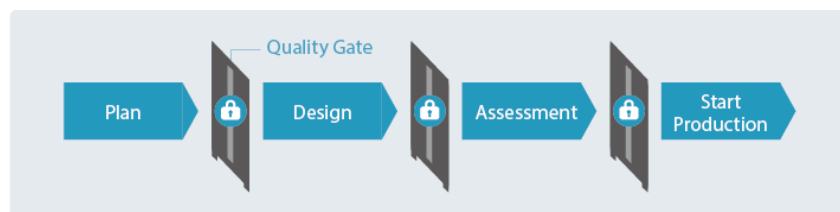
Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics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

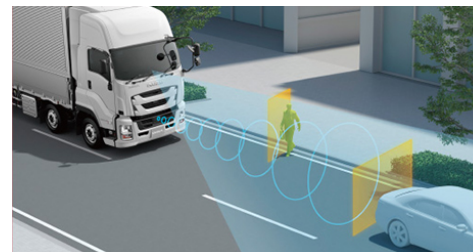
Our product development philosophy is to gain the trust of every person. This is supported by the basic concept of SEE Technology, where S.E.E. stands for the three important issues of Safety, Economy, and the Environment. To acquire the high quality needed to underpin this philosophy, we set quality 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.



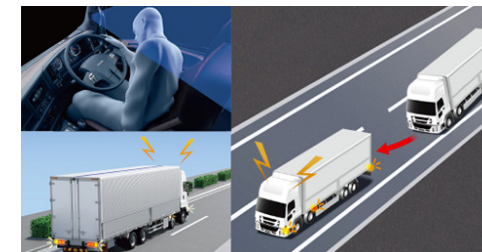
Safety Technologies

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 

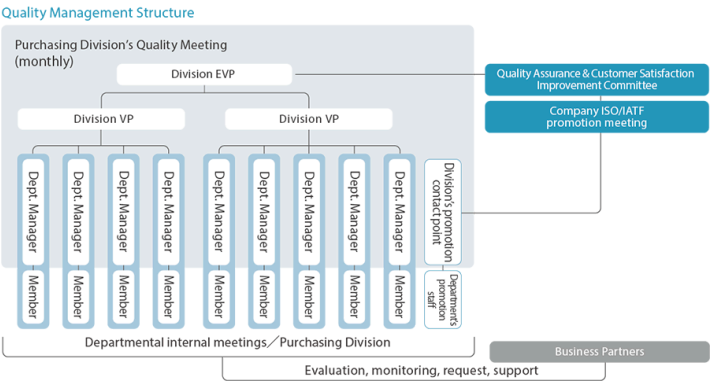


Emergency Driving Stop System (EDSS): If the driver experiences something abnormal such as sudden illness, the vehicle's Emergency Driver Stop System (EDSS) automatically applies the brakes and brings the vehicle to a stop. This is achieved through either the operation of the EDSS switch or abnormality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

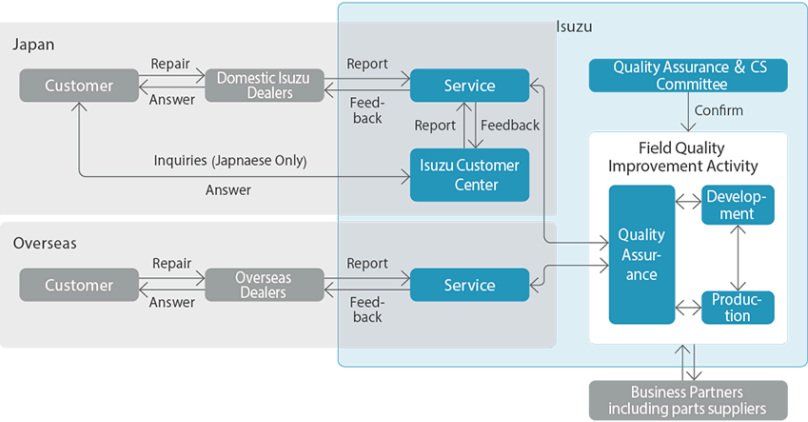
Isuzu strives to improve its field quality by paying close attention to customer opinions and analyzing and feeding them back to all quality-related processes to ensure that issues are addressed and improvements are made.

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

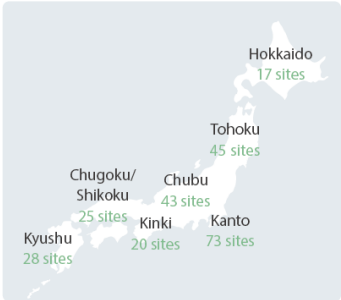
Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics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

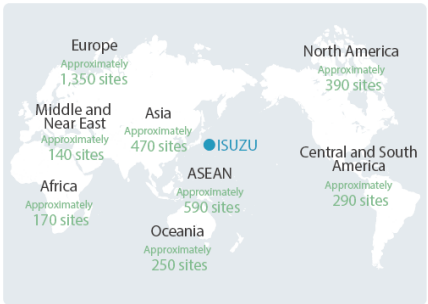
Thorough Service System

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

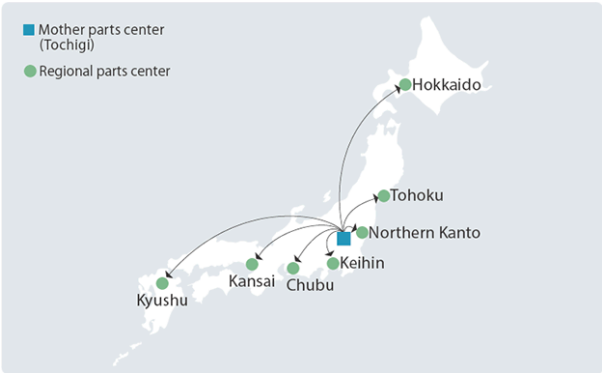
Isuzu delivers service parts in a timely and accurate manner to any place, leveraging its network of mother parts center (Tochigi, Japan) and regional parts centers in Japan and overseas. In addition, Isuzu Logistics Global Center commenced operations in April 2020. This is a state-of-the-art distribution 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

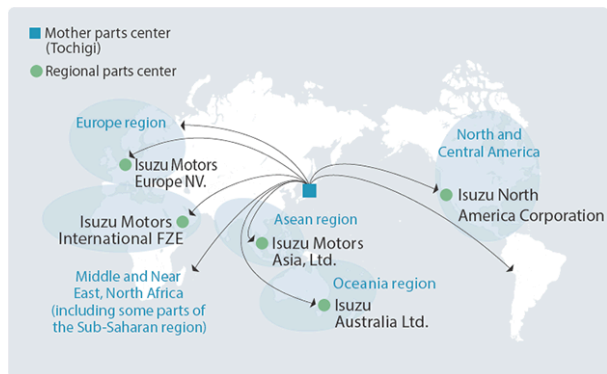
Seven regional parts centers ship the service parts to the service parts sites of Isuzu dealers.



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.

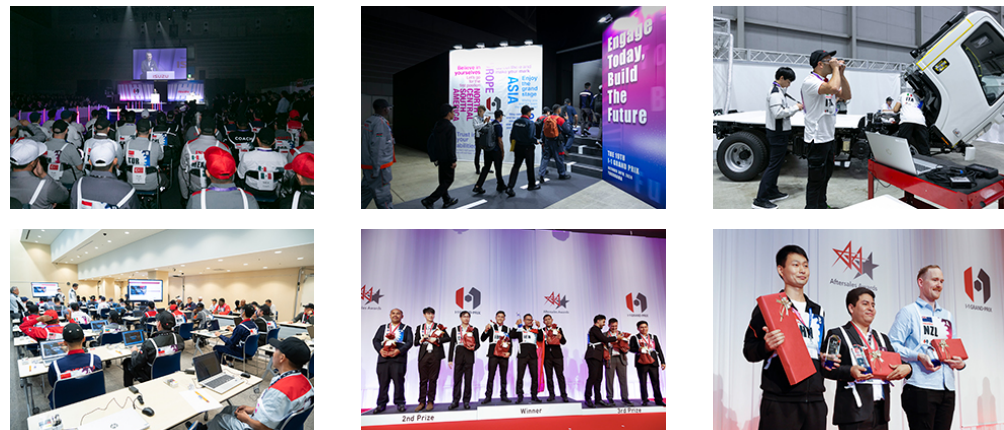
During the COVID-19 pandemic, the competition was held online, but in 2023 it returned to an in-person format. In 2024, finalists who advanced from the preliminary rounds were once again invited to Japan, where the event took place on October 30 at Pacifico Yokohama.

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

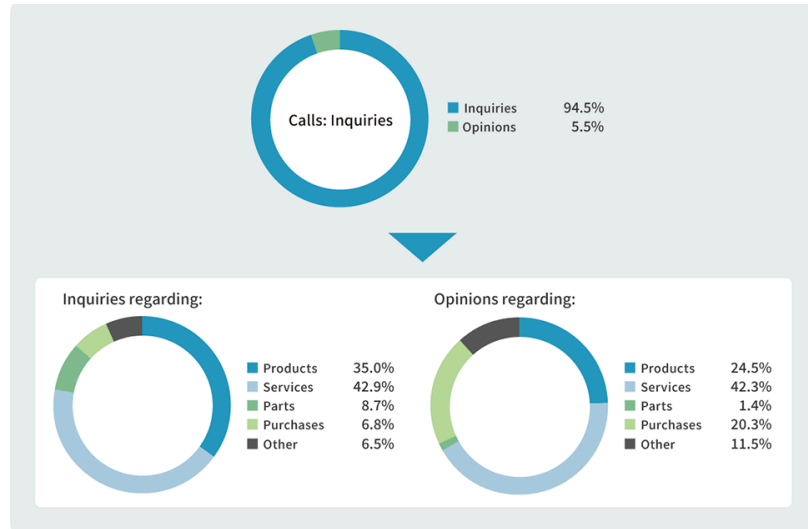
Among the customer inquiries about the ELF mio, we received comments such as, "I have never used a truck before, but I was interested when I saw the ELF mio," and "I have had no relationship with Isuzu, but I am considering purchasing an ELF mio." We also received very positive feedback from many people, 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

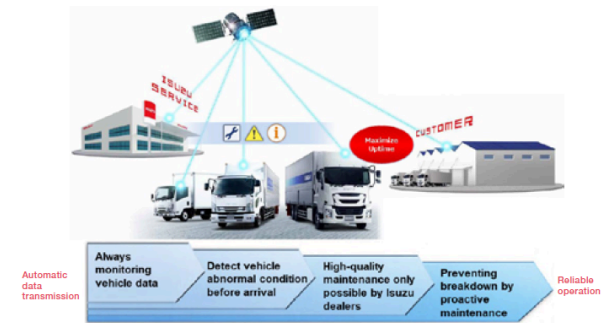
MIMAMORI (Telematics for Commercial Vehicles)

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

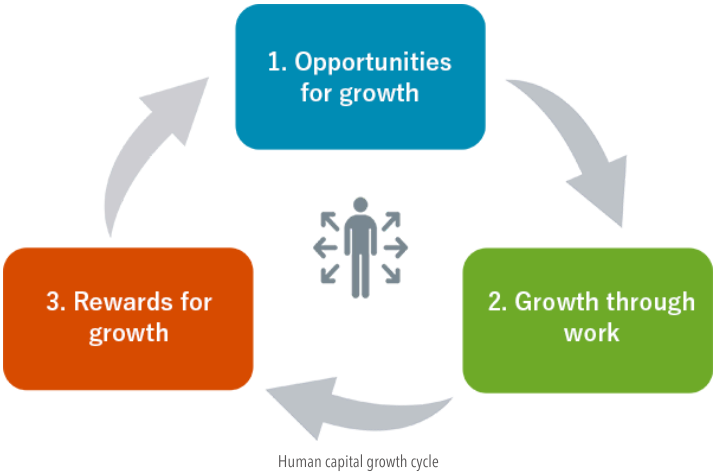
Human Capital Growth Cycle

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

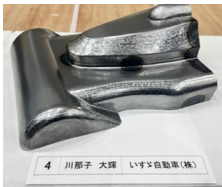
The 62nd National Skills Competition held from November 22 (Fri.) to 25 (Mon.), 2024, at Aichi International Exhibition Hall (Aichi Sky Expo)

Competition Results

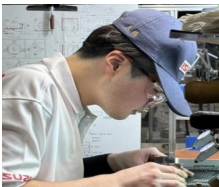
Automobile sheet metal section: 1 Gold Prize
Machine assembly section: 1 Silver Prize



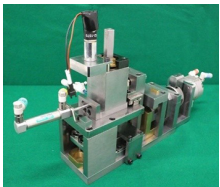
Competition scene in the automotive sheet metal work section, where the Gold Prize was awarded



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

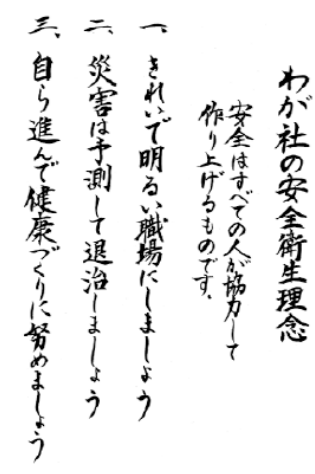
To help build a society where people with and without disabilities can support each other and live prosperous lives, we are actively hiring not only new graduates but also mid-career workers to employ people with disabilities. Isuzu also assigns employees with disabilities not only to administrative 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



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.

Respect for Employees

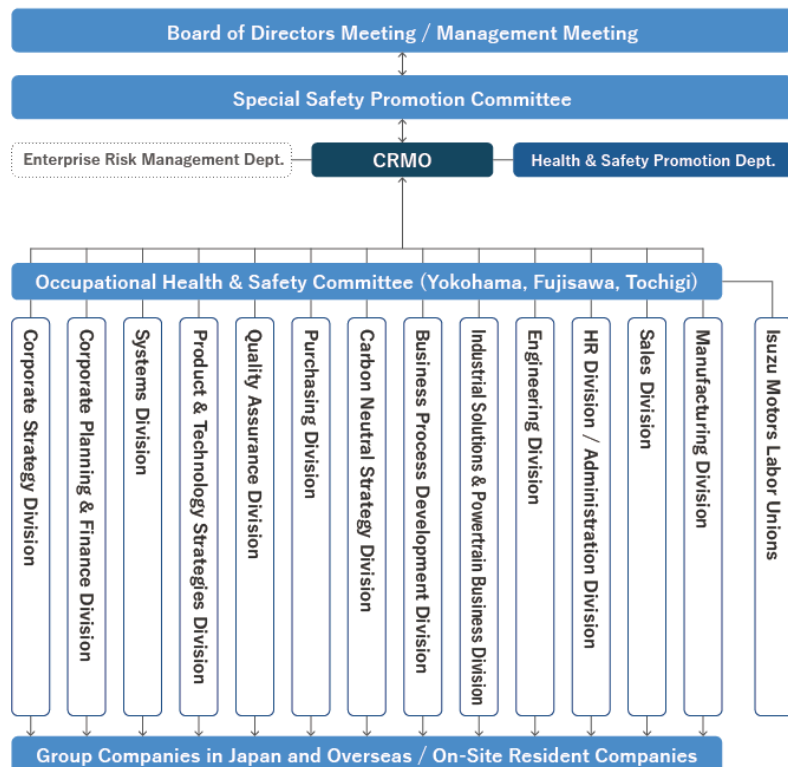
Occupational Health and Safety Structure

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

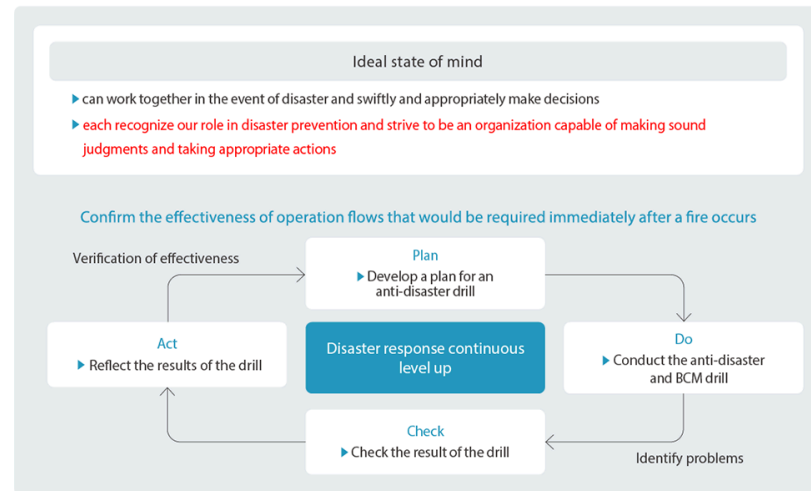
Aging tends to increase the risk of falls due to factors such as decreased muscle strength. During disasters, older people are also more prone to experiencing severe outcomes compared with younger age groups. Therefore, we have introduced 'stumble-resistant safety shoes' to prevent workplace incidents 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、
健康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

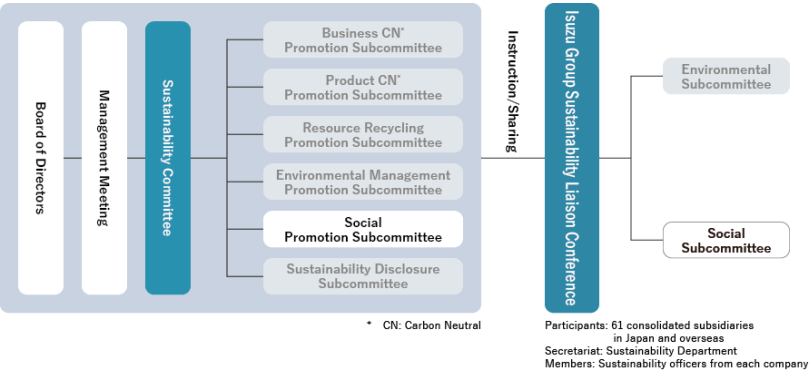
Basic Approach

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.

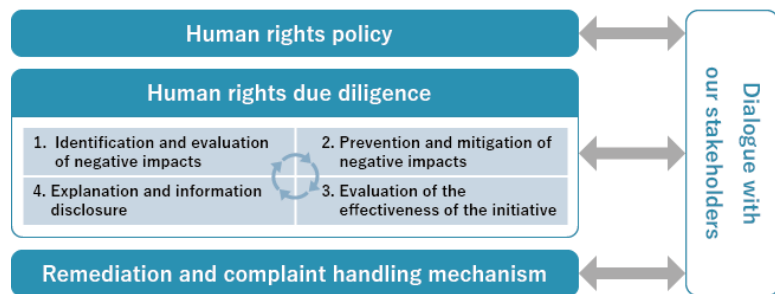
For business partners: To promote human rights-respecting business practices throughout the supply chain, Isuzu has been holding annual human rights seminars for business partners since fiscal 2022. In fiscal 2025, we held a seminar on the theme of Well-Being Management.

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.

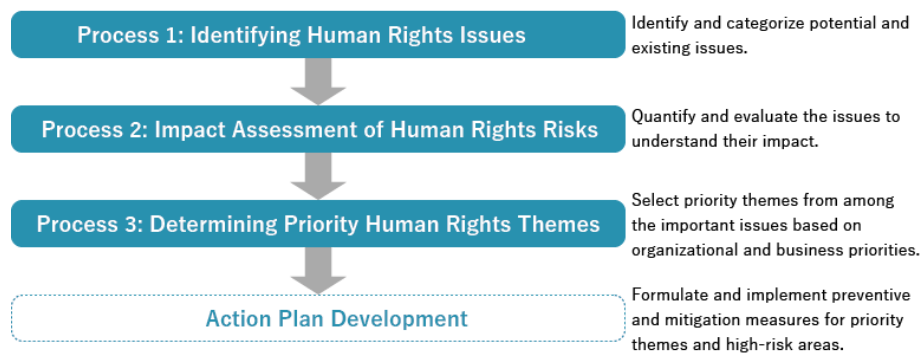
Human Rights Due Diligence Processes



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.

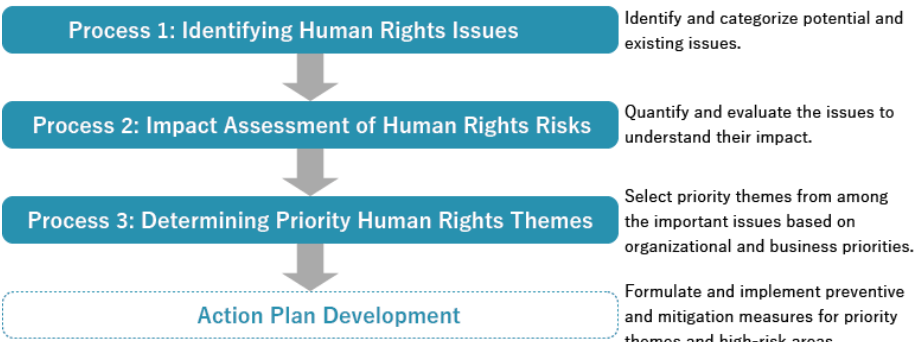


Mr. Yosuke Sakurai
Associate Professor, Faculty of Sustainability
Studies, Hosei University

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

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.

Isuzu's Human Rights Risk Assessment Process



Process 1: Identifying Human Rights Issues

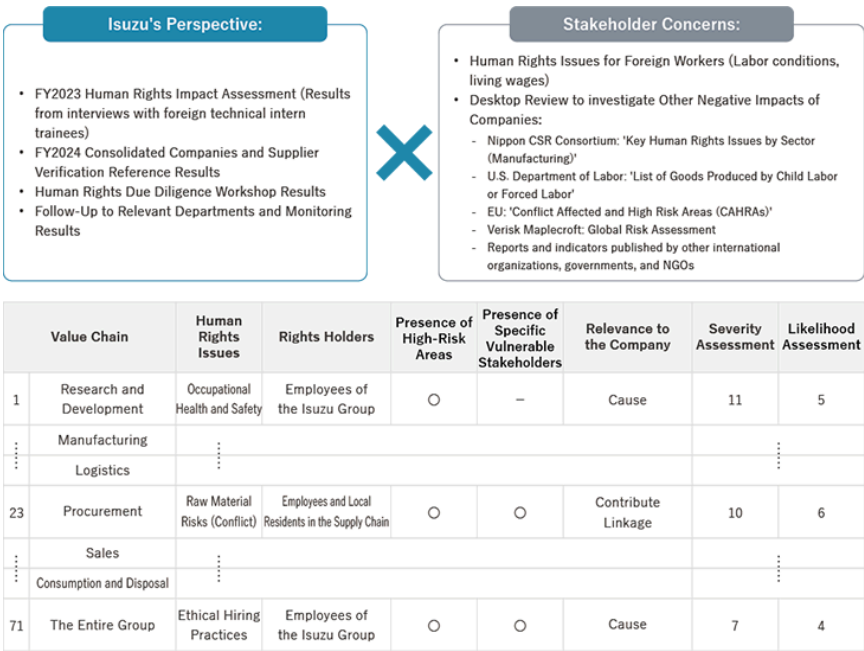
STEP 1: Conducted a desktop review to investigate potential issues international companies might face, and carried out a sustainability self assessment questionnaire for Group companies and business partners.

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.

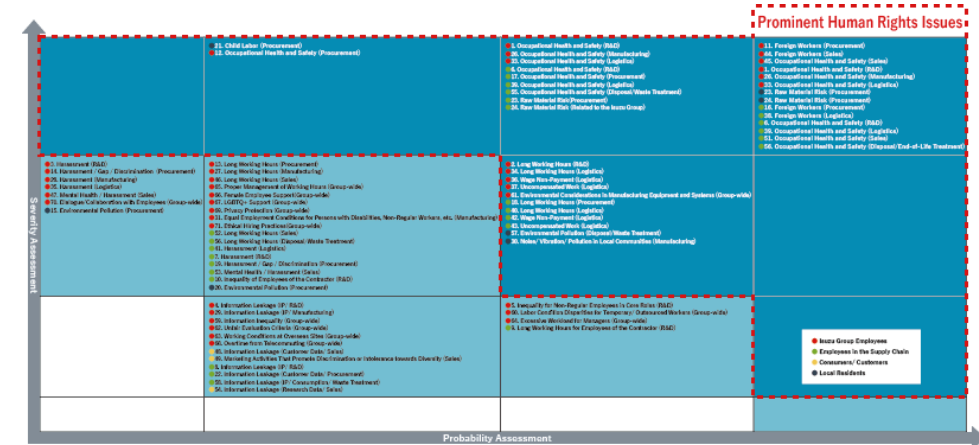


Process 2: Impact Assessment of Human Rights Risks

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.



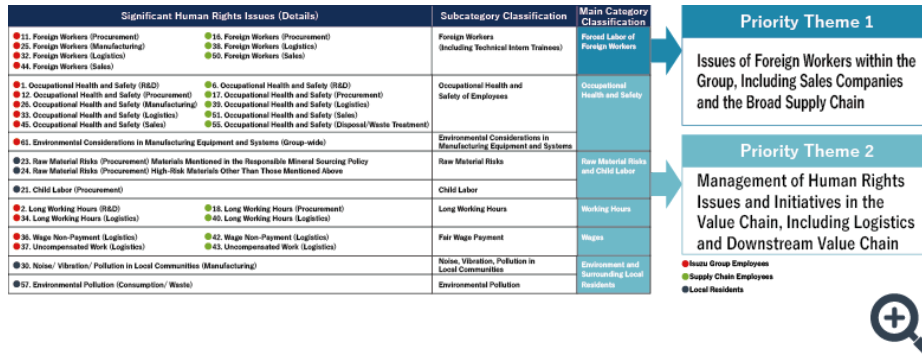
STEP 2: Risk Mapping of Quantified Human Rights Issues to Identify Prominent Human Rights Challenges



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

- With "quality" as the first priority, Isuzu seeks to create and offer products that would satisfy our customers.
 - Isuzu aims to procure domestic or overseas parts, under fair competition, if the parts are satisfactory in terms of quality, pricing and delivery.
 - 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.

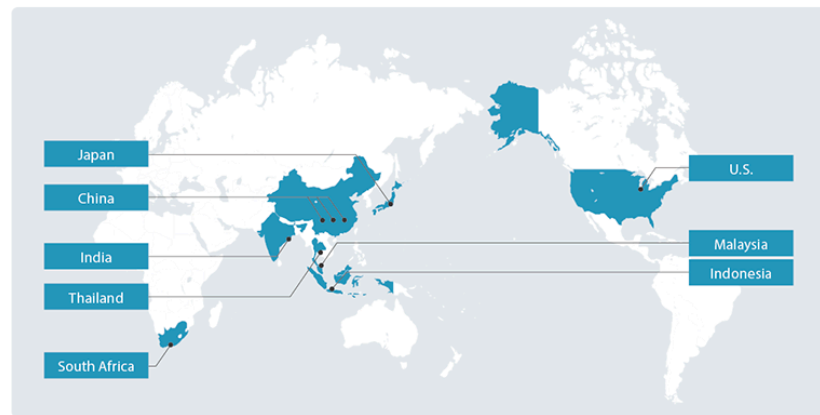
Supply Chain Management

Initiatives

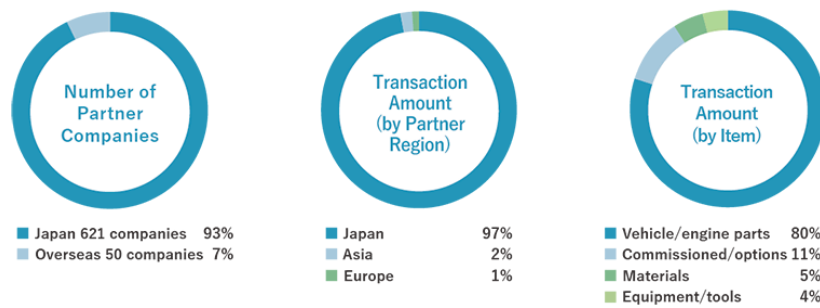
Isuzu Supply Chain

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

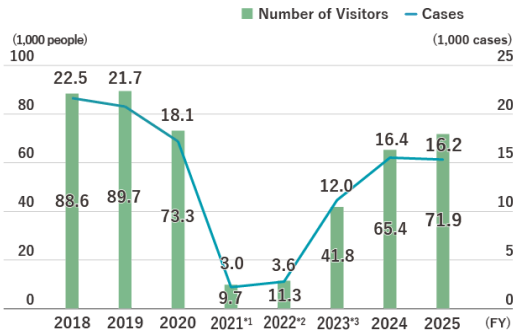
Isuzu Plaza was opened next to the Fujisawa Plant in April 2017 as part of the Isuzu Motors 80th anniversary project. Isuzu Plaza consists of three zones: Supporting Transportation, Isuzu's Vehicle Manufacturing, and The History of Isuzu. The facility aims to help people learn about Isuzu and feel closer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

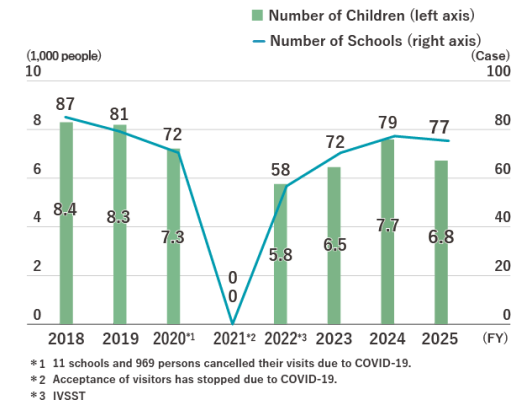


IVSST implementation scene



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.

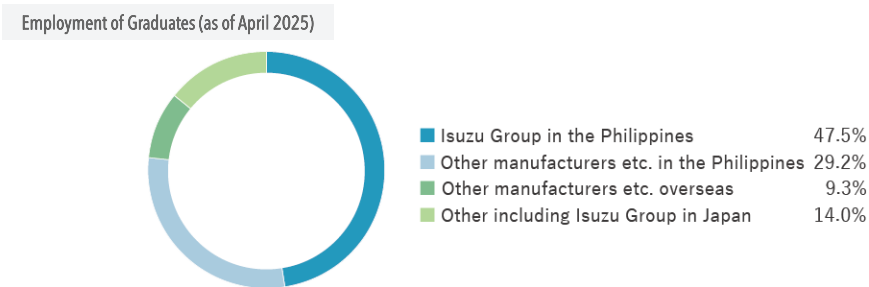
* Isuzu World Service Technical Competition (I-1GP). National and regional tournaments to determine the world's most skilled individual in servicing/engineering, where Isuzu's most talented service staff and engineers from many different countries and regions gather to compete in knowledge and technical 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



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