

**ISUZU MOTORS LIMITED**

# **Environmental & Social Report**

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**2011**

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## Commitment from the Top

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

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

Isuzu Motors has the vision of being a global leading company in commercial vehicles and diesel engines. Today, responses to environmental issues such as reducing CO<sub>2</sub> emissions and preventing global warming are pressing tasks in the global political and economic field. With such background, diesel engines are attracting worldwide praise and attention. The pursuit of further advances and the associated costs of diesel engine development have led to global technical cooperation and new partnerships among commercial vehicle manufacturer in an effort to lower the individual burden on manufacturers. In these circumstances, there are growing expectations for our company as it offers a full lineup of diesel engines that meet the strict environmental standards of Japan, the United States and Europe. The mission of Isuzu Motors is to provide the cleanest, most fuel-efficient diesels developed in the most cost-effective way and to ensure stable supplies.

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

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



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

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President and  
Representative  
Director  
**Susumu Hosoi**

## Editorial Policy

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### Editorial Policy

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

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

### Scope of Report

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

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

### Period Covered

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This Report includes activities in FY2010 (from April 1 2010 to March 31, 2011). However, significant matters in the other periods are partly included in this Report. The latest information on matters which have greatly progressed is also reported.

### Publication Information

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Last Issue: October 2010

This Issue: November 2011

Next Issue: October 2012

## Reference Guidelines

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"GRI (Global Reporting Initiative) Sustainability Reporting Guideline 2006"

"the Environmental Report Guideline (2007)" published by the Ministry of Environment

## Publishing Division (Please enquire at the below contact)

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ISUZU MOTORS LIMITED

CSR Promotion Dept.

Eco Planning Group

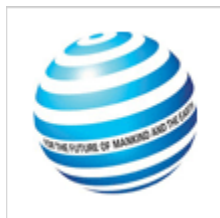
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## Environmental Initiatives

The entire Isuzu Group is taking initiatives to address environmental conservation.



### ■ Isuzu Charter on the Global Environment >>



Isuzu's Environmental Vision aiming at the achievement of a prosperous and sustainable society.

### ■ Environmental Management >>



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

### ■ Activities of Isuzu



#### ▶ Manufacturing Environmentally Friendly Products

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



#### ▶ Building Environmentally Friendly Plants

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



#### ▶ Activities in Sales and Service

Isuzu proactively conducts environmental conservation programs at dealers in Japan and logistics.



#### ▶ Activities at the Offices

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

### ■ Environmental Impact Data >>



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

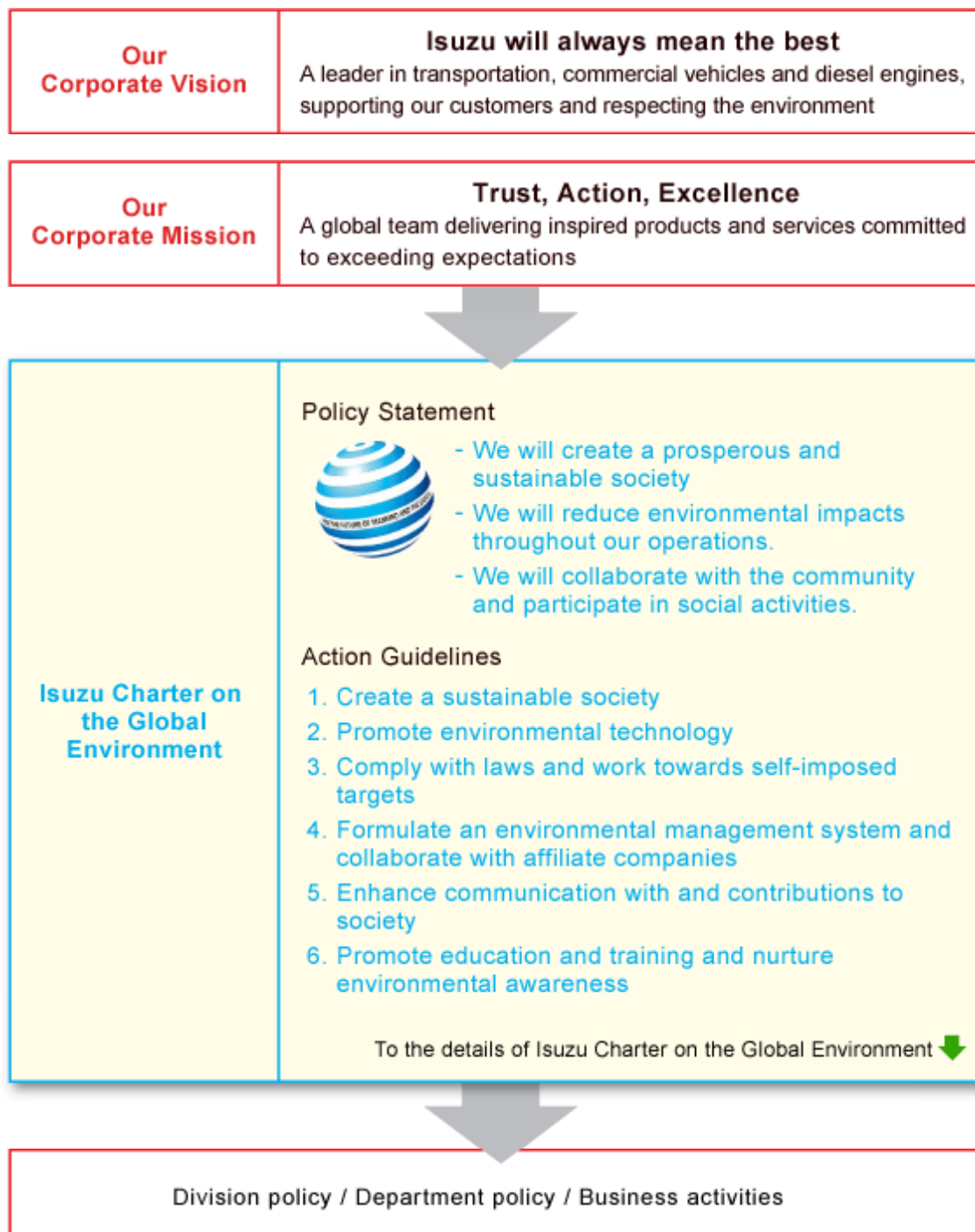
# Isuzu Charter on the Global Environment

This is Isuzu's environmental vision to create a prosperous and sustainable society.

Regarding global warming and other environmental problems as critical business issues, Isuzu revised the "Isuzu Charter on the Global Environment", its environmental vision, in 2010.

Isuzu decided three policy statements suitable for the times to come, to which contribution to creation of a prosperous and sustainable society has been newly added, as well as six action guidelines as targets of specific activities.

Isuzu will aim to be a company trusted and selected by customers and society by working to achieve this environmental vision throughout our operations.



# Isuzu Charter on the Global Environment

We pledge anew to continue our efforts for humanity and the global future.

## Policy Statement:

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### We will create a prosperous and sustainable society.

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

### We will reduce environmental impacts throughout our operations.

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

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

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



## Action Guidelines:

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### 1. Create a sustainable society

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

### 2. Promote environmental technology

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

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

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

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

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

### 5. Enhance communication with and contributions to society

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

### 6. Promote education and training and nurture environmental awareness

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

Revised on April 1, 2010

## Environmental Management

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

### ■ Isuzu Global Environment Committee >>

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

### ■ Consolidated Environmental Management >>

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

### ■ Environmental Education and Training >>

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

### ■ Environmental Communication >>

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

### ■ Message from Chairman of the Global Environment Committee >>

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We support the commercial transportation with products of less environmental impact for a better environment and future.

### ■ Environmental Targets and Achievements >>

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We report on Isuzu's environmental conservation initiative targets and achievements for FY2010.

### ■ Environmental Risk Management >>

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

### ■ Environmental Accounting >>

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

## Isuzu Global Environment Committee

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

### The Roles of Global Environment Committee

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

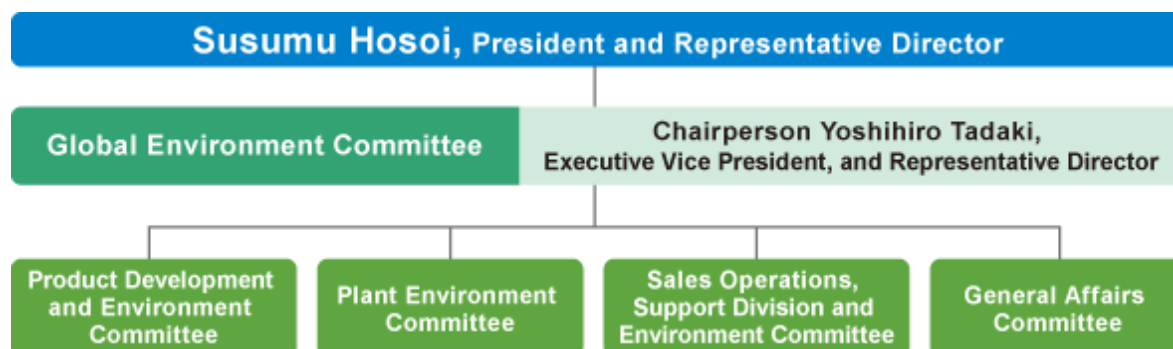
### Issues that the Committee Should Address

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- Trend survey
- Formulation of action policy
- Preparation of promotion program (mid- and short-term)
- Resource calculation
- Introduce environmental activities to line functions and check on performance
- Report to the Global Environment Committee
- Response to instructions from the Global Environment Committee
- Establishment and abolition of working groups (WG)

### Promotion system of the Isuzu Global Environment Committee in fiscal 2011 (Revised in February 2011)

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## Message from Chairman of the Global Environment Committee

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### We contribute to building a sustainable society by providing products and services supporting transportation of customers.

Presently, the globalization has been rapidly advancing, and emerging economies have been drastically growing. Accordingly, expected to become increasingly serious are various problems threatening the earth's natural systems such as global warming, depletion of natural resources and energy, subsequent climate changes, and impacts on ecological systems due to deforestation. Therefore, we have recognized that it is a contemporary corporate social responsibility to create a sustainable society in which global environment can be conserved in parallel with economic development.

To this end, Isuzu Motors revised the "Isuzu Charter on the Global Environment", a policy of environmental activities according to our corporate vision in 2010 in order to work on "construction of a sustainable society" as one of the top priorities.

We will take the company-wide actions to contribute to "prevention of global warming" and "resources recycling" throughout our business activities, taking into account of products' life cycle from procurement of raw materials to disposal.

As for product development, we promote the development of the next-generation trucks, buses and engines, for example, diesel vehicles with cleaner exhaust gases containing less CO<sub>2</sub>, CNG vehicles fueled by natural gases with lower carbon, and diesel hybrid engines which are superior in energy efficiency.

In our activities of reducing greenhouse gases emitted during the production stage and recycling resources which we promote through streamlining, we have made efforts for sharing information not only in Isuzu Motors but also throughout Manufacturing Divisions of the group since 2004. In particular, we held the "Global Environment Conference" in 2010 where domestic and overseas group companies came together determined to further upgrade the level of reduction in environmental impacts in the entire group in the future.

Furthermore, in procurement of parts and materials, according to the "Green Procurement Guideline" revised in the previous year, we have encouraged our business partners to further promote environmental activities. In our Sales and Services Divisions which are the contact points with our customers, we have held seminars on eco-driving to aim towards further diffusion of eco-driving practices to customers, providing the MIMAMORI\*1 online service.

Isuzu Motors has provided products deeply involved in the environment to customers all over the world. The customers also demand products and services which are both environmentally friendly and economically efficient. Aware of this fact, we will contribute to creation of a sustainable society by thoroughly reducing environmental impacts, and provide products and services to support the transportation of our customers.

\*1 Available in Japan and Thailand



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Chairman of the Global Environment Committee,  
Executive Vice President, and Director

# Consolidated Environmental Management

## Activities of Consolidated Environmental Management

Isuzu, centering on the "Global Environment Committee", practices the "Consolidated Environmental Management" in which all group companies including Isuzu Motors and consolidated companies are involved, with an eye to achieving a prosperous and sustainable society in accordance with the "Isuzu Charter on the Global Environment". We regularly hold meetings and liaison conferences to share Isuzu Group's policies and targets of reduction in environmental impacts aiming basically to establish environmental management systems corresponding to each company's business contents and local conditions.

Consolidation of environmental activities has been promoted among manufacturing group companies since 2004. There are presently 10 domestic<sup>\*1</sup> and 13 overseas<sup>\*2</sup> manufacturing companies which have joined in the group consolidated systems, where we aim for waste-less manufacturing.

Meanwhile, domestic dealers have been promoting environmental activities with management systems built according to Isuzu's unique "guideline of environmental activities" since April 2005.

Moreover, seven companies including Isuzu headquarters and group companies have been jointly conducting energy-saving activities at offices.

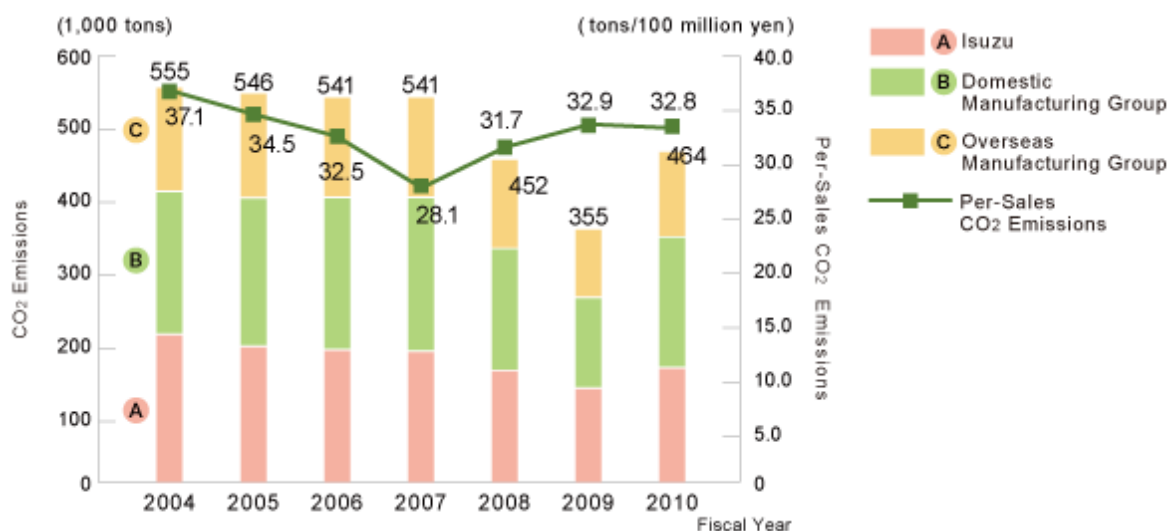
Isuzu expands the scope of its environmental activities from manufacturing plants, product development, procurement of materials and parts, dealers to offices, and enhancing contents of activities in the entire group.

Furthermore, activities of the consolidated environmental management will be further extended overseas.

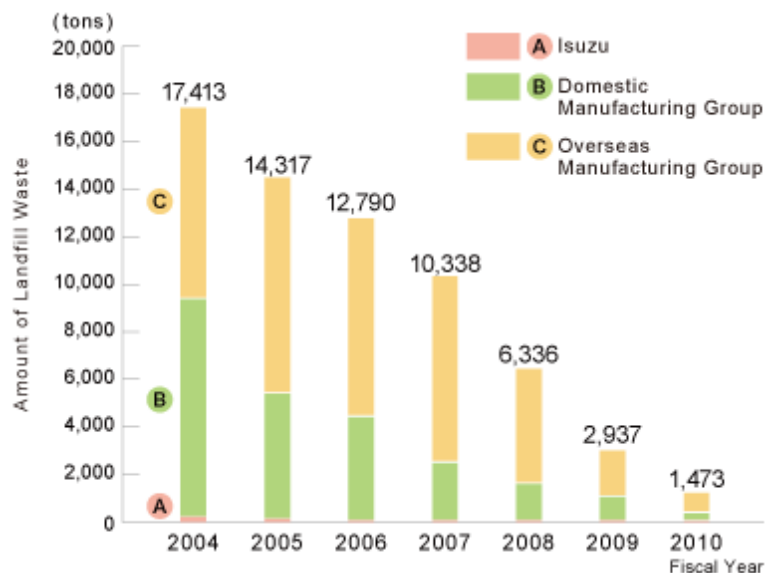
### <Achievement of Isuzu Manufacturing Group>

Per-sales CO<sub>2</sub> emissions of our domestic and overseas production groups were reduced by 11.6% in 2010 compared to 2004 when we began our activities. Moreover, we managed to achieve a huge 91.5% reduction of the amount of wastes ultimately going to landfill disposal in 2010 compared to 2004 when we began these activities as well.

Changes in CO<sub>2</sub> emissions and per-sales CO<sub>2</sub> emissions in Isuzu manufacturing group companies



Changes in amount of landfill waste in Isuzu manufacturing group companies



\*1 Domestic Manufacturing Group: 10 consolidated companies = Isuzu Engine Manufacturing Hokkaido Co., Ltd./Metal Technology Co., Ltd./J-Bus Ltd./Nippon Fruehauf Company, Ltd./Jidosha Buhin Kogyo Co., Ltd./Shonan Unitec Ltd./I Pack Co., Ltd./Isuzu Marine Engine Inc./Isuzu Body Co., Ltd./TDF Corporation

\*2 Overseas Manufacturing Group: 13 consolidated companies = Isuzu Motors (Thailand) Co., Ltd./Isuzu Engine Manufacturing (Thailand) Co., Ltd./IT Forging (Thailand) Co., Ltd./Thai International Die Making Co., Ltd./Isuzu Motors Polska Sp. zo.o/DMAX Ltd./P.T. Isuzu Astra Motor Indonesia/P.T. Mesin Isuzu Indonesia/P.T. Asian Isuzu Casting Center/Isuzu Philippines Corporation/Isuzu Autoparts Manufacturing Corporation/ISUZU HICOM MALAYSIA SDN. BHD/Isuzu Vietnam Co., Ltd.

<Topic in FY2010 - the Global Environment Conference held by Isuzu manufacturing group companies>

In October 2010, domestic and overseas manufacturing group companies jointly held the "Global Environment Conference" at Isuzu Engine Manufacturing Hokkaido Co., Ltd.

Plant tours were conducted at Isuzu Engine Manufacturing Hokkaido Co., Ltd., which acquired ISO14001 certification for the first time in the group and is superior in environmental activities. At that time, participants also shared actual cases of improvement of process, reported each company's result of activities, and mutually introduced their unique activities.

Isuzu Motors explained the "Isuzu Charter on the Global Environment" revised in 2010 and suggested the group-wide policy and targeted values toward 2015, and then participants agreed that these would be adopted in each company's future activities.



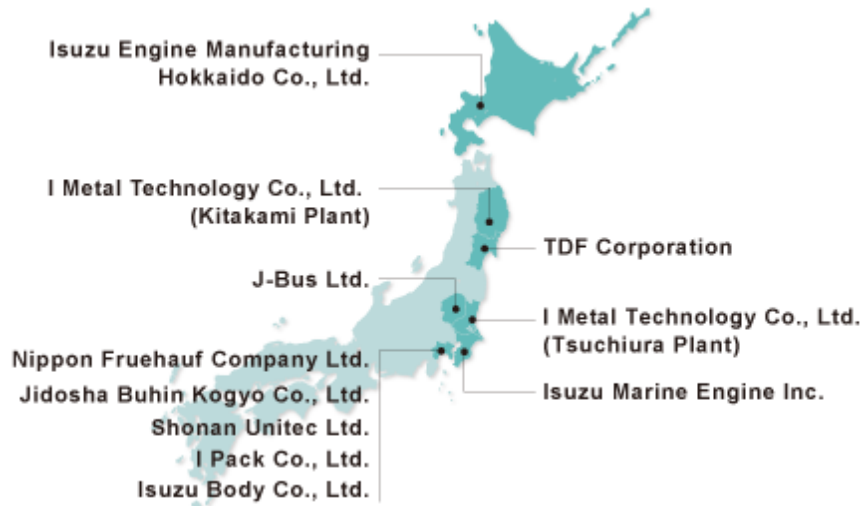
Plant tours



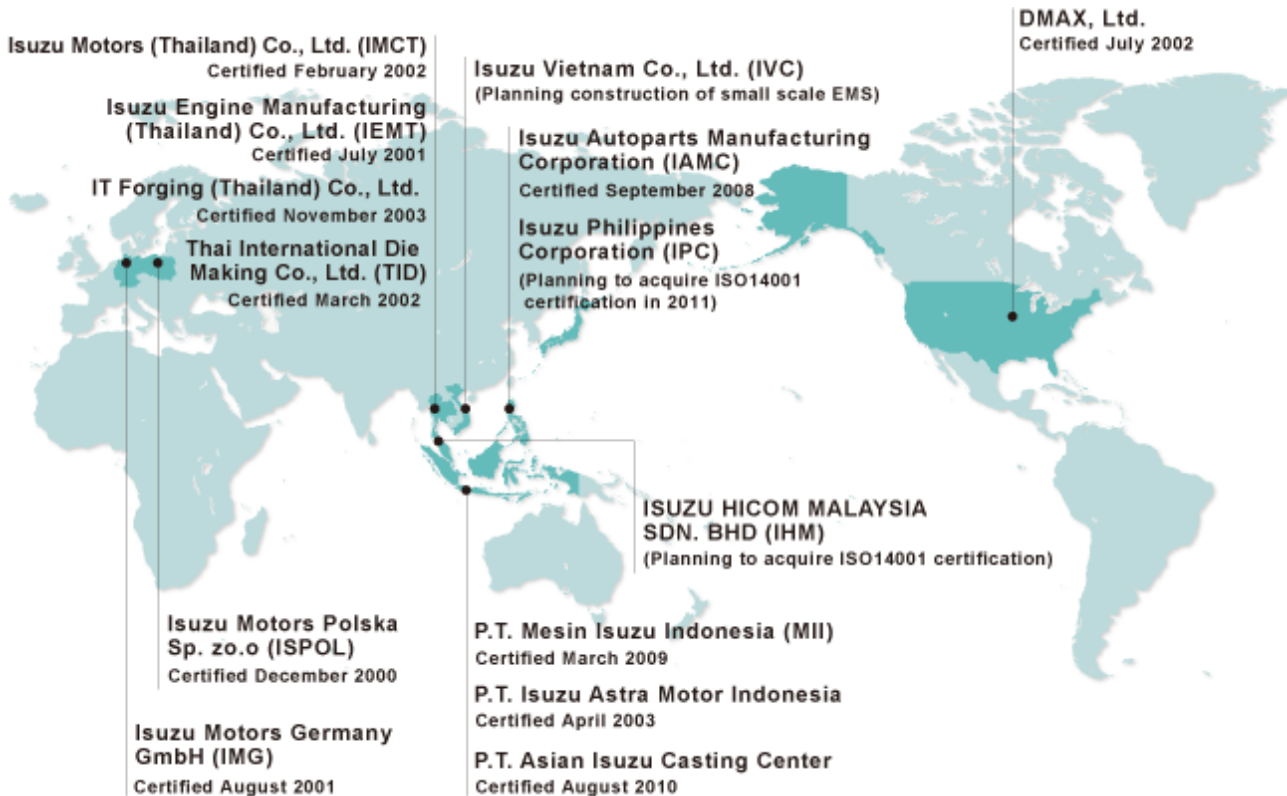
Conference

# Isuzu group manufacturing companies working on consolidated environmental management

## 10 Domestic Manufacturing Group Companies



## 13 overseas manufacturing companies (ISO 14001-certified companies planning date of certification)



## Environmental Targets and Achievements

Below we report on Isuzu's environmental conservation initiative targets and achievements for FY2010.

### Manufacturing Environmentally Friendly Products

Mid- and Long-term Targets	FY2010 Achievements
<p><b>Improvement in Fuel Efficiency (Preventing global warming)</b></p> <ul style="list-style-type: none"> <li>Aiming to achieve top-level fuel efficiency conforming to fuel efficiency and CO<sub>2</sub> emissions regulations in each country and region with systematic development of fuel efficiency enhancement technology.</li> </ul>	<p><b>Supplying vehicles which achieved the 2015 fuel efficiency standard*1 for heavy-duty vehicles</b></p> <ul style="list-style-type: none"> <li>Of all Isuzu registered vehicles in ELF, FORWARD and GIGA series, over 95% of vehicles Isuzu delivered meet fuel efficiency standards for vehicles of over GVW 2.5t.</li> <li>50% or more of all registered heavy-duty route buses and about 60% or more of all registered heavy-duty private buses achieved the 2015 fuel efficiency standard for vehicles of over GVW 2.5t.</li> </ul>
<p><b>Cleaner Emissions</b></p> <ul style="list-style-type: none"> <li>Aiming at the development of a super clean diesel engine with elemental technology in preparation for regulations after the post new long-term emissions regulation*2.</li> </ul>	<p><b>Supplying vehicles compliant with the post new long-term emission regulation*2.</b></p> <ul style="list-style-type: none"> <li>Delivered FORWARD, GIGA and buses which meet the post new long-term emissions regulation*2.</li> </ul>
<p><b>Reduction in External Vehicle Noise</b></p> <ul style="list-style-type: none"> <li>Reduction of idling noise, and development of technologies to comply with stricter regulations*3 on vehicle noise in the future.</li> </ul>	<p><b>Measures against engine and drive-train noise</b></p> <ul style="list-style-type: none"> <li>Vehicles compliant with the post new long-term emissions regulation*2 are as quiet as previous models. Furthermore, we are advancing the noise reduction technology development and sound-absorbing and insulating materials research aiming further noise reduction.</li> </ul>



Mid- and Long-term Targets	FY2010 Achievements
<p><b>Development and Popularization of Next-generation Automobiles</b></p> <ul style="list-style-type: none"> <li>Promotion of R&amp;D of vehicles using alternative fuels and electricity which are superior in environmental performance and not dependent on fossil fuels.</li> </ul>	<p><b>Development of alternative-fuel vehicles and an electric bus</b></p> <ul style="list-style-type: none"> <li>Delivered CNG vehicles for heavy-duty route bus "ERGA" compliant with the post new long-term emissions regulations*2.</li> <li>Conducted a demonstration experiment of a truck fueled by dimethyl ether (DME) which is under consideration as an alternative fuel. (Isuzu Advanced Engineering Center, Ltd. took part in the project of the Ministry of land, Infrastructure, Transport and Tourism.)</li> <li>Took part in the project of an electric bus with fully flat floor jointly developed by Keio University and Kanagawa Prefecture.</li> </ul>
<p><b>Promotion of Recycling</b></p> <ul style="list-style-type: none"> <li>Promotion of recycle-conscious design.</li> <li>Achievement of an effective 95% or more recycling rate of end-of-life vehicles by 2015.</li> </ul>	<p><b>Expansion of recycled materials usage</b></p> <ul style="list-style-type: none"> <li>Started to use recycled materials for some parts of interior components, in addition to a console box.</li> <li>Material integration of resin parts and thorough utilization of material marks are still continued.</li> <li>The recycle rate of ASR (shredder residue) achieved 83.6%.</li> </ul>
<p><b>Reduction in Environmentally Hazardous Substances</b></p> <ul style="list-style-type: none"> <li>Further promoting the control and reduction of environmentally hazardous substances.</li> </ul>	<p><b>Elimination of heavy metals</b></p> <ul style="list-style-type: none"> <li>Lead contained in solders of electric and electronic parts has been replaced by alternative substances to a maximum extent.</li> <li>Flame retardant HBCD which had been slightly used in fabrics for seats has been completely replaced.</li> <li>Try to reinforce management systems of chemical substances in products and parts, using an internal database.</li> </ul>
<p><b>Air Conditioner Refrigerant</b></p> <ul style="list-style-type: none"> <li>Reducing alternative CFCs and developing a new refrigerant system through development of technology to reduce total CO<sub>2</sub>.</li> </ul>	<p><b>Reduced greenhouse gases emitted from refrigerants</b></p> <ul style="list-style-type: none"> <li>As the existing refrigerant (HFC-134a) has relatively high greenhouse effects, we targeted a 20% reduction from the level of FY1995, and have continuously achieved the target value.</li> <li>Considering the use of a new refrigerant which has far less greenhouse effects than the existing refrigerant.</li> </ul>
<p><b>Promotion of Reduction in Interior VOC</b></p> <ul style="list-style-type: none"> <li>Promotion of reduction in interior VOC in compliance with relevant industrial self-imposed regulations*4 and overseas regulations.</li> </ul>	<p><b>Development of low-VOC-content vehicles</b></p> <ul style="list-style-type: none"> <li>Continuously developing vehicles with less VOC with an eye to introducing it to global markets.</li> </ul>

\*1, 2, 3, 4 Standards and regulations in Japan

## Building Environmentally Friendly Plants

Mid- and Long-term Targets	FY2010 Achievements
<p><b>Global warming prevention (CO<sub>2</sub> reduction)</b></p> <ul style="list-style-type: none"> <li>Reducing 5% or more by FY2015 relative to FY2010, in regard to per unit of CO<sub>2</sub> emissions in domestic and foreign production group.</li> </ul>	<p><b>Reduction in CO<sub>2</sub> emission</b></p> <ul style="list-style-type: none"> <li>Reduced 63.4% CO<sub>2</sub> emission from the level of FY1990, and achieved the mid-term targets to "reduce 50% or more from the level of FY1990".</li> <li>In 2010, per unit CO<sub>2</sub> in domestic group was reduced by 11.6% compared to the level of FY2004, and achieved the mid-term targets to "reduce 6% from the level of FY2004".</li> </ul>
<p><b>Reduction of wastes</b></p> <ul style="list-style-type: none"> <li>Achieving zero emissions by FY2015 in domestic production group.</li> </ul>	<p><b>Reduction in the final amount of landfill waste</b></p> <ul style="list-style-type: none"> <li>Achieved its mid-term targets "under 24 tons/year" with 1.8 tons/year of waste leading to landfill.</li> <li>The amount of waste leading to landfill from domestic production group was reduced by 95.7% compared to FY2004, much deeper cut than the mid-term targets to "reduce 50% or more from the level of FY2004".</li> </ul>
<p><b>Control and reduction of environmentally hazardous substances</b></p> <ul style="list-style-type: none"> <li>Reducing 50% or more by FY2015 relative to the level of FY2000, regarding VOC emissions in the painting process.</li> </ul>	<p><b>Reduction in VOC emission in the painting process</b></p> <ul style="list-style-type: none"> <li>VOC emission in 2010 was 18.1 mg/m<sup>2</sup>, and met the mid-term targets "under 19.2 mg/m<sup>2</sup>".</li> </ul>
<p><b>Logistics</b></p> <ul style="list-style-type: none"> <li>Reducing 5% or more by FY2015 relative to FY2010, in regard to per unit of energy usage.</li> </ul>	<p><b>Reduction in energy usage in logistics</b></p> <ul style="list-style-type: none"> <li>Achieved the reduction of 2.4% over the previous year, which was greater than the annual target of energy saving activities to "reduce 1% or more from the previous year".</li> </ul>

Mid- and Long-term Targets	FY2010 Achievements
<p><b>Raising the level of environmental activities as a whole group</b></p> <ul style="list-style-type: none"> <li>• Sharing the environmental vision with domestic and foreign plants of production group and jointly reducing environmental impacts.</li> <li>• Planning to promote and improve environmental activities of dealers in Japan.</li> </ul>	<p><b>Implemented environmental activities in cooperation within the group</b></p> <ul style="list-style-type: none"> <li>• Shared the environmental vision "the Isuzu Charter on the Global Environment" through holding the Global Environmental Committees among domestic 10 companies and overseas 13 group production companies. Furthermore, Isuzu set next activities based on the activities of each company in the previous year.</li> <li>• In domestic dealers, the activities following the "Isuzu Environmental Measures Guidelines" were promoted.</li> </ul>
<p><b>Promotion of green purchasing</b></p> <ul style="list-style-type: none"> <li>• Revising and updating "Isuzu green purchasing guidelines".</li> <li>• Expanding and promoting introduction of environmental management system by business partners.</li> <li>• Promoting decrease of environmentally hazardous substances.</li> </ul>	<p><b>Promotion of green purchasing</b></p> <ul style="list-style-type: none"> <li>• Revised "Isuzu green purchasing guidelines" for the first time in 8 years, and Isuzu asked business partners to promote environmental activities in accordance with this guidelines.</li> <li>• Requested business partners to promote introduction of environmental management system and strict application of IMDS.</li> </ul>

## Environmental Education and Training

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

### FY2010 Achievements

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#### Company-wide

Date of implementation	Curriculum	Scope
From December 2010 to May 2011	<ul style="list-style-type: none"><li>Environmental E-Learning Explanation on Environmental Vision after the revision of the Isuzu Charter on the Global Environment.</li></ul>	About 2,700 employees of Isuzu.
October 5, 2010 October 6, 2010	<ul style="list-style-type: none"><li>Training course for internal auditor for ISO.</li></ul>	31 employees of Isuzu, 3 employees of business partners, and 1 employee of domestic group company.

## ■ Engineering Division

Date of implementation	Curriculum	Scope
<b>From April 2010 to December 2010 (14 classes)</b>	<ul style="list-style-type: none"> <li>● Significance of compliance with environmental policies and items of EMS regulations.</li> <li>● Environmental impacts related to employee's own tasks.</li> <li>● Environmental advantages after improvement.</li> <li>● Environmental policies and procedures, and roles and responsibilities to conduct activities in accordance with requirements of environmental management systems (including emergency actions).</li> </ul>	<p>Effects expected to occur if not conforming to prescribed procedures 616 employees of Engineering Division (including employees of Isuzu and business partners).</p>
<b>From July 2010 to February 2011 (9 classes)</b>	<ul style="list-style-type: none"> <li>● Education of Design for Environment.</li> <li>● Fundamental technology education on important.</li> </ul>	<p>Environmental aspects 314 employees of Engineering Division (including employees of Isuzu and cooperative companies). * Personnel engaged in operations related to important environmental aspects.</p>

■ Fujisawa Plant

Date of implementation	Curriculum	Scope
May 12, 2010	<ul style="list-style-type: none"> <li>• Environmental management/ISO14001.</li> </ul>	19 newly-hired university graduates.
June 2, 2010	<ul style="list-style-type: none"> <li>• Education for internal auditors.</li> </ul>	Implementation of internal audit, 68 internal auditors (including employees of Isuzu and business partners).
June 21, 2010	<ul style="list-style-type: none"> <li>• Development of eco-friendly vehicles.</li> <li>• The Revision of the Isuzu Charter on the Global Environment.</li> <li>• Control of substances subject to regulations.</li> </ul>	160 employees of Isuzu and 29 employees of business partners.
October 13, 2010	<ul style="list-style-type: none"> <li>• Plant wastewater treatment.</li> <li>• Emergency actions.</li> </ul>	107 employees of Isuzu.
October 29, 2010	<ul style="list-style-type: none"> <li>• Promotion of 3R and Treatment of emissions.</li> </ul>	133 employees of Isuzu.
October 29, 2010	<ul style="list-style-type: none"> <li>• Plant wastewater treatment and Emergency actions Promotion of 3R and treatment of emissions.</li> </ul>	27 employees of business partners.
November 19, 2010	<ul style="list-style-type: none"> <li>• Education for internal auditors.</li> </ul>	22 internal auditors (including employees of Isuzu and business partners).
November 22, 2010	<ul style="list-style-type: none"> <li>• Education for internal auditors.</li> </ul>	50 internal auditors (including employees of Isuzu and business partners).
February 24, 2011 February 28, 2011	<ul style="list-style-type: none"> <li>• Energy Saving Law and corporate energy-saving activities.</li> <li>• Household energy saving.</li> </ul>	132 employees of Isuzu and 28 employees of business partners.

## ■ Tochigi Plant

Date of implementation	Curriculum	Scope
July 30, 2010	<ul style="list-style-type: none"> <li>Revision of the Isuzu Charter on the Global Environment.</li> <li>Development of the Isuzu next-generation vehicles.</li> </ul>	41 employees of Isuzu.
August 27, 2010	<ul style="list-style-type: none"> <li>Revision of the Isuzu Charter on the Global Environment Environmental Policies of Tochigi Plant.</li> </ul>	18 employees of Isuzu and 13 employees of business partners.
October 4, 2010	<ul style="list-style-type: none"> <li>Revision of PRTR Law and indication of regulated substance.</li> </ul>	41 employees of Isuzu.
November 22, 2010	<ul style="list-style-type: none"> <li>Education on the 3R Promotion Month.</li> <li>Practical training of a way to sort wastes with 3R patrol.</li> <li>Waste sorting method.</li> </ul>	17 employees of Isuzu and 10 employees of business partners.
January 13, 2011	<ul style="list-style-type: none"> <li>Water Pollution Prevention Law.</li> <li>Air Pollution Control Law.</li> </ul>	48 employees of Isuzu and 10 employees of business partners.

## ■ Domestic Dealers

Date of implementation	Curriculum	Scope
June 24, 2010 June 25, 2010	Education for internal auditors of ISO14001.	18 environment managers and environment staff.

## Environmental Risk Management

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In order to manage environmental risks, Isuzu Motors has been driving forward the construction of an environmental management system for the entire Isuzu group including domestic and overseas group companies. Isuzu conducts environmental activities adapting to the environment of each region, and makes efforts for continuous improvement while decreasing the environmental impact with optimum ways for each business activity. Moreover, in addition to promote sharing of information for thorough compliance with environmental laws and regulations throughout the entire Isuzu group, Isuzu takes initiatives to reduce environmental risks with voluntary standards stricter than these established environmental laws and regulations.

In FY2010, Isuzu implemented the following activities in order to reduce environmental risks.

- Defined requirements and methods to assess compliance in relation to environmental laws and regulations related to Manufacturing Division.
- Implemented workshops on internal audit of Manufacturing Division and Sales Division, and enhanced auditing functions by changing auditing methods.
- Enhanced the expert meetings for developing activities for preventing global warming as well as promoting resource recycling and control of regulated substances in domestic and overseas group companies.

No environmental accidents posing problems to our customers or factory neighbours, nor violations of environmental laws and regulations occurred in FY2010.

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

## Environment-related Recall of Products

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Isuzu makes efforts for ensuring product safety and preventing pollution with the appropriate operation of a recall system for the purpose of preventing accidents and protecting users of vehicles and other products. In FY2010, there was no case of environment-related product recall.



## Environmental Communication

Isuzu, as it conducts business activities whilst enjoying the blessings of the nature (ecological services), considers biodiversity conservation activities as an important responsibility of corporate citizens living on planet Earth. Therefore, Isuzu works on biodiversity conservation, in accordance with the "Isuzu Charter on the Global Environment".

### The Concept of Biodiversity

Isuzu considers biodiversity conservation activities as important responsibility as a corporate citizen living on planet Earth. In accordance with the "Isuzu Charter on the Global Environment", Isuzu has addressed biodiversity conservation activities in a step-by-step manner, from the viewpoints of both environmental activities and social contribution programs.

### Considering biodiversity: Mt. Fuji Forestation Project (Japan)

Isuzu participates in the "Mt. Fuji Forestation Project". In the Mt. Fuji Forestation Project located in Yamanashi Prefecture, multiple companies, organizations and NGOs jointly conduct activities to rejuvenate defoliated prefectural forests affected by pests and diseases in Narusawa Village, Yamanashi Prefecture, which covers Mt. Fuji at an elevation of 1,600m to 1,700m. Isuzu has taken part in this project as volunteers for tree planting activities since 2008. In 2010, 149 of our employees and their family members planted 1,000 seedlings of trees native to this region over an area of 1 hectare. So far, 3,400 seedlings have been planted over an area of about 3.4 hectare, including five kinds of trees (beech tree, *queues crispula*, maple tree, *alnus japonica*, and mountain cherry tree). The tree planting activities are expected to contribute to multiphase environmental conservation over the future, for example, revitalizing trees, preventing damage from landslides, ensuring water resources, conserving the ecosystem in the peripheral environment, and absorbing CO<sub>2</sub>. The participation in "Mt. Fuji forestation Project" is also a greatly valuable experience for employees and their family members. Isuzu intends to continuously contribute to the revitalization of the beautiful nature of Mt. Fuji in FY2011.



Mt. Fuji forestation Project held in May 2010



Scene of tree planting

## Environmental Accounting

### Fiscal 2010 Environmental Accounting

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

#### Environmental conservation costs

Total amount of investment and costs was 26.8 billion yen, increasing 17% over the last year due to the economic recovery. Details are shown in the table below.

Target period: April 1, 2009 to March 31, 2010

(Unit: million)

Classification of environmental conservation costs		Amount of investment	Costs	Major activities
Business-area cost	Costs for pollution prevention	1	1,537	Prevention of air pollution & Wastewater treatment, Maintenance of facilities for pollution prevention.
	Costs for environmental conservation	0	47	Introduction of equipment for low-carbon fuel, Improvement for energy saving.
	Costs for resource circulation	0	334	Costs for waste treatment and reduction efforts.
Upstream and downstream costs		0	733	Engine rebuilding costs, etc.
Management activity costs		0	377	Costs for internally addressing the Automotive Recycling Law, costs related to ISO 14001.
Research and development costs		1,136	22,548	Investment and costs for development of environmentally friendly products to comply with domestic emissions regulations.
Social activity costs		0	110	Costs of supporting environmental conservation activities and sending a delegation to the South Pole etc.

Classification of environmental conservation costs	Amount of investment	Costs	Major activities
Environmental damage recovery costs	0	8	Surcharge on pollution impact etc.
<b>Total</b>	1,137	25,694	

\* Accounting method is based on Environment Ministry guidelines.

## ■ Effects of environmental conservation

From FY2010, Isuzu takes into account the increase and decrease of business activities according to economic fluctuation for calculation of the effects of environmental conservation.

In FY2010, although costs and quantity of substances in use were increased due to the increase of products, costs and quantity of substances in use per amount of business activities remained the same or decreased.

(Unit: million)

Effects of Cost Reductions		Substance Reduction Effect	
Cost reductions through energy conservation	32	CO <sub>2</sub> emissions	-1,760tons
Reduction in waste disposal costs	-21	Amount of landfill waste	2tons
Reduction in costs for tap water and water for industrial use	0	Water usage	90,000tons
<b>Total</b>	11		

\* A minus means that either substances or costs is increased compared to the ones in the last year.

\* Quantity of substances in use per amount of business activities = Quantity of substances in use in 2009 \* (output in 2010 / output in 2009) - Quantity of substances in use in 2010

\* Costs per amount of business activities = costs in 2009 \* (products in 2010 / products in 2009) - costs in 2010

## Manufacturing Environmentally Friendly Products

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

Isuzu has identified the following six priority tasks in engineering environmentally friendly vehicles to develop technologies that minimize environmental impact throughout vehicle life cycles.

- ▶ **Cleaner emissions**
- ▶ **Promoting recycling**
- ▶ **Air conditioner refrigerant**
- ▶ **Improvement in fuel efficiency, Development and popularization of alternative-fuel vehicles**
- ▶ **Reduction in environmentally hazardous substances**
- ▶ **Promotion of reduction in interior VOC**

### Life Cycle and Environmental Impact of Isuzu Products and Components >>

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Isuzu proactively strives to reduce environmental impact, comprehending this during the entire lifecycle of vehicles from material procurement through disposal and recycle.

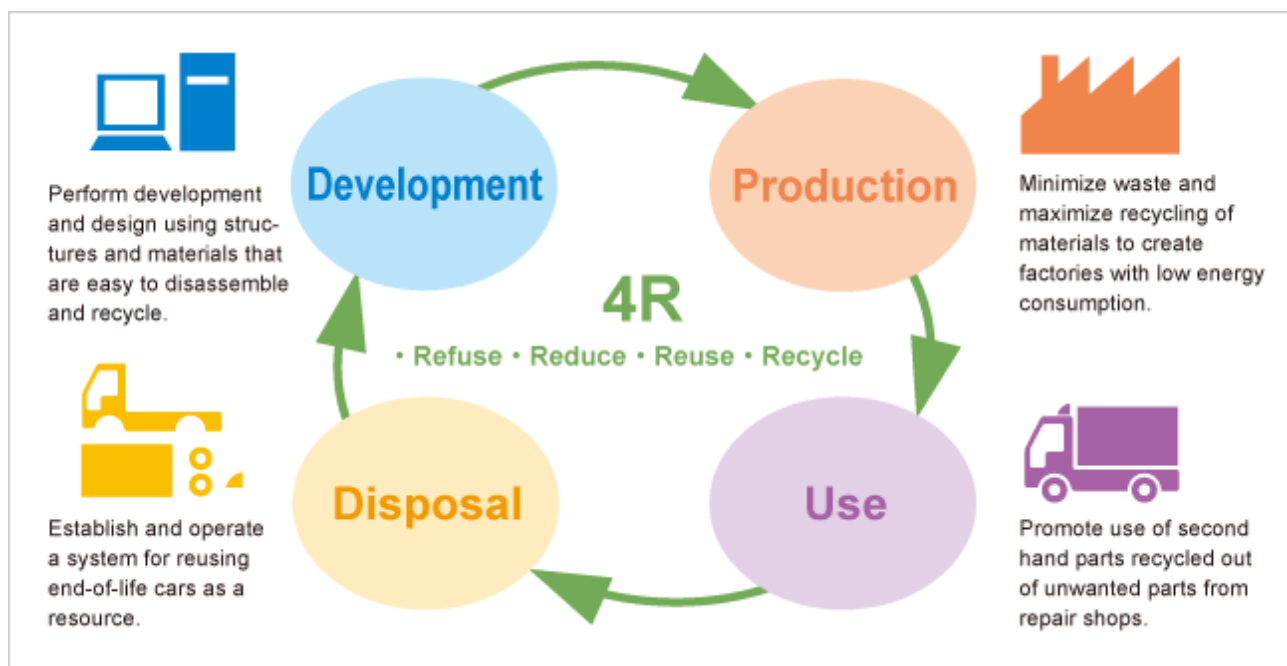
## Promoting recycling

### FY2010 Achievements

#### Efforts for recycling resources

With a recycling-oriented society in mind, Isuzu upholds 4R\*1 practices throughout product life-cycles, as Isuzu increases recycling rates and reduce our environmental impact.

\*1 4R: Refuse (non-use of environmentally hazardous substances) was added to the existing concept of 3R, i.e. Reduce (reduction of environmentally hazardous substances), Reuse (reuse of components) and Recycle (recycle of used goods).



#### Expanding usage of recycled materials

##### Expanding usage of recycled materials in the trays on the back of center sheet.

Recycled materials made from the resin bumpers collected from end-of-life vehicles was used for four kinds of interior components including a console box. It became possible to use over 40% of bumpers collected from end-of-life vehicles by using new technology. Isuzu will be proactively committed to expanding use of parts made from recycled materials.



Tray on the back of center sheet

## Reduction in environmentally hazardous substances

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### FY2010 Achievements

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#### Elimination of heavy metals

- Mercury and cadmium have been totally eliminated except in exempt cases
- Hexavalent chromium has been replaced except in very few parts of vehicles which have been continuously produced and are not subject to control.
- Lead contained in solders of electric and electronic parts has been replaced by alternative substances to a maximum extent
- Flame retardant HBCD which had been slightly used in fabrics for seats has been completely replaced

#### Response to EU REACH regulation\*1

To obtain information on substances of very high concern (SVHC)\*2 contained in products and parts, Isuzu confirms the contained amount in products (vehicles) upon each SVHC announcement using IMDS\*3.

\*1 EU REACH regulation: The new EU chemicals regulation entered into force in June 2007. It comprehensively provides for registration of all produced and imported chemicals, in regards to registration and safety evaluation, reporting of SVHC in products, and restrictions of substances to use. In order to comply with the regulation, information management throughout supply chains is required.

\*2 Substances of Very High Concern (SVHC): Substances listed by REACH as potential to have harmful impacts on human health and the environment. Such substances which cannot be used without license.

\*3 IMDS: International materials data system to collect information on materials composing parts and contained amount of chemicals which are used in the automobile industry.

#### Reduction in environmentally hazardous substances regarding products

As to substances expected to be regulated in the future, Isuzu steadily reduces such substances contained in our products as reflecting a tendency of the regulations.

## Air conditioner refrigerant

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### FY2010 Achievements

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#### Reduction of greenhouse gases emitted from refrigerants

##### **Reduced use of existing refrigerant (HFC-134a)**

As the existing refrigerant HFC-134a has relatively high greenhouse effects, Isuzu targeted a 20% reduction from the level of FY1995, and achieved the target value as Isuzu had done the previous year.

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

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

##### **Considering new refrigerant (HFO-1234yf)**

Isuzu is considering the use of a new refrigerant which has far less greenhouse effects than the existing refrigerant.

### FY2010 Achievements

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Isuzu has conducted activities to achieve the guideline values of substances subject to control.

\*1 VOC: Volatile Organic Compounds such as formaldehyde and toluene, which are readily volatilized at room temperature.

Although having been broadly used as paint, adhesive, other solvents as well as detergent, the volatile organic compounds may cause sick house syndrome (interior air pollution) in which people exposed to highly concentrated compounds may feel ill, for example, irritation of nose and throat.



### Overview of Isuzu Initiatives towards Climate Change

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To reduce the environmental impact of Isuzu products - trucks, buses and their components, Isuzu is fully committed to lowering emissions of environmentally hazardous substances over the course of vehicle life cycles from materials procurement to disposal and recycling.

Isuzu assesses the environmental impacts of trucks, buses and their components, while promoting Life-Cycle Assessment (LCA) methods.

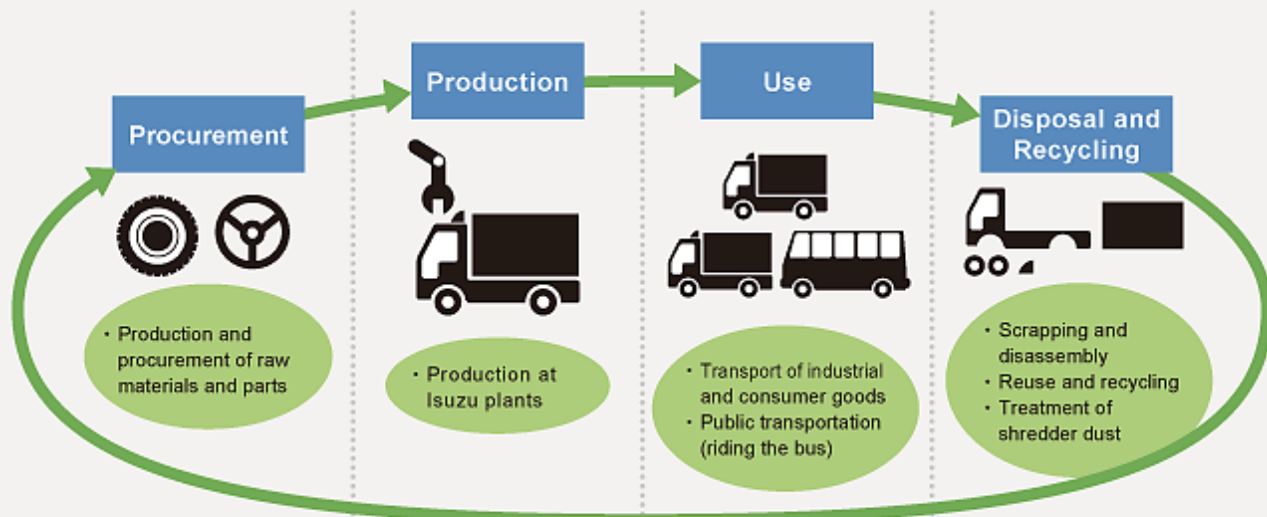
#### Environmental impact assessment for trucks and buses

One Vehicle uses accounts for over 90% of all environmentally hazardous substances generated throughout the life cycle of trucks and buses.

The environmentally hazardous substances are derived mainly from exhaust gases, much of which is CO<sub>2</sub>, a greenhouse gas. The rest is made up of relatively small quantities of other gases and particles. Therefore, Isuzu works diligently to improve equipment and control systems with an eye towards the improvement of fuel efficiency and the reduction in CO<sub>2</sub> emission, as well as lowering other substances contained in exhaust gases.

Meanwhile, Isuzu facilitates recycling by designing a vehicles in such a way to make them recyclable from design stage that are easier to disassemble and sort into reusable materials after use.

# Isuzu Product Life Cycle and CO2 Emissions



## Main factors for environmental impact

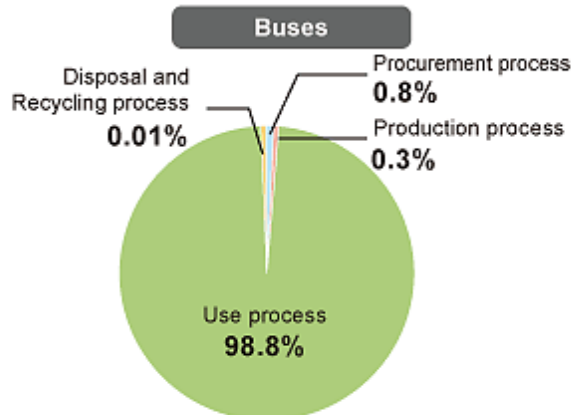
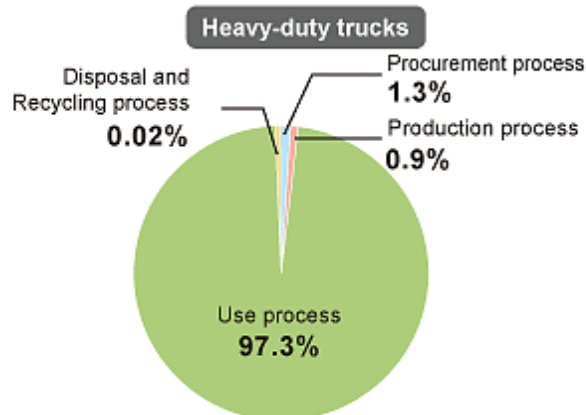
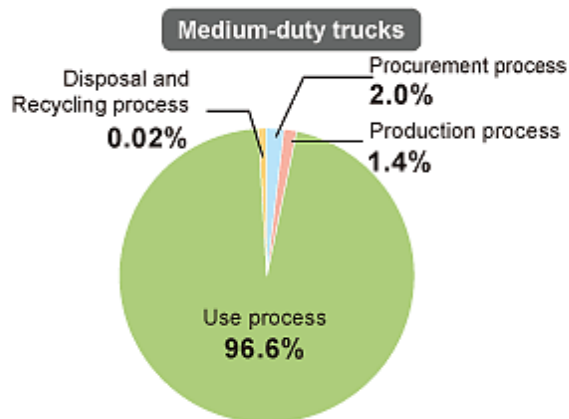
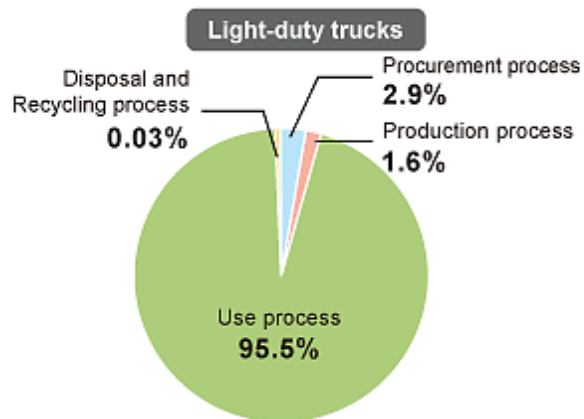
- Consumption of resources and energy
- Discharge of industrial waste
- Discharge of NOx, dust and soot, and other substances into air and water
- Use of environmentally hazardous substances

- Consumption of resources and energy
- Discharge of industrial waste
- Discharge of NOx, dust and soot, and other substances into air and water
- Use of environmentally hazardous substances

- CO2 emissions
- Exhaust gas (PM, NOx)
- Noise
- Waste packaging materials

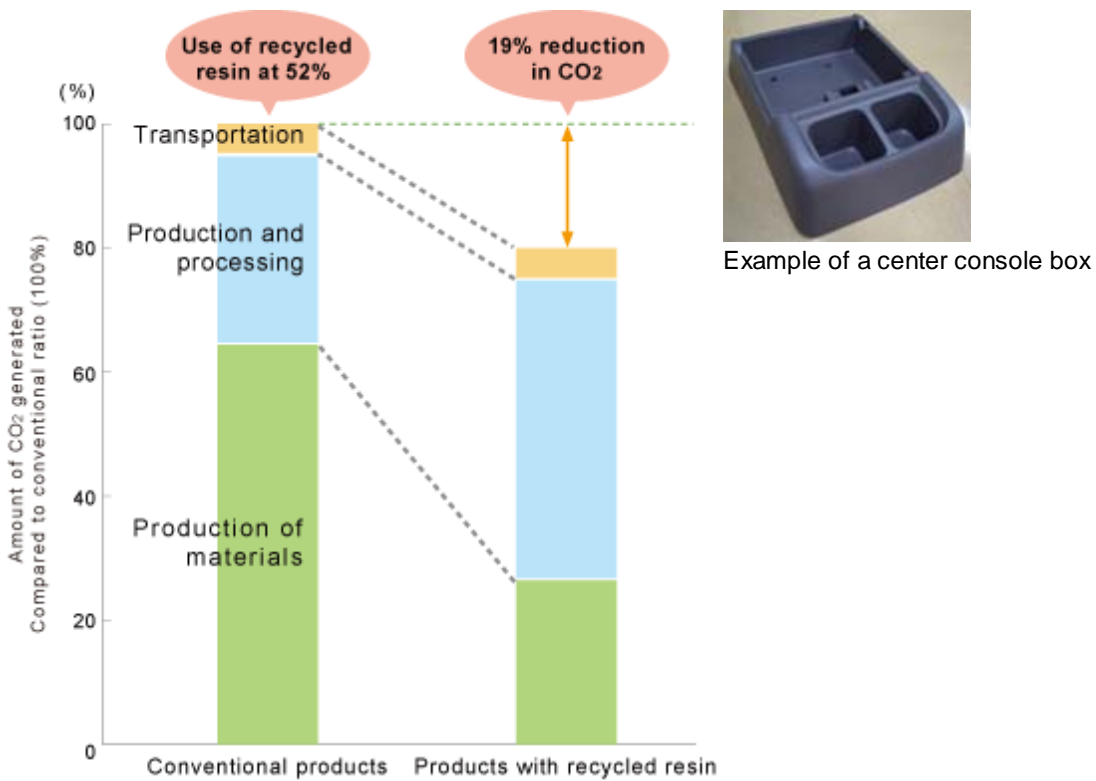
- Discharge of shredder dust
- Discharge of industrial waste
- Discharge of environmentally hazardous substances

## Rate of CO2 Emissions



## ■ Resin recycling technology

Recycled materials made from resin bumpers collected from end-of-life vehicles are used for center console boxes and trays on the back of center sheet (mixing over 40% of bumpers collected from end-of-life vehicles). In order to maximize the use of limited resources, Isuzu will be committed to development of recycling technologies.



Effects of CO<sub>2</sub> reduction in the production process of center console boxes

## Building Environmentally Friendly Plants

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

### ■ Global warming prevention (CO2 reduction) >>

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Isuzu will address further energy saving (reduction in CO2) activities by introducing energy saving facilities and being active in the energy conservation committee's activities.

### ■ Reduction of wastes >>

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Isuzu will expand our zero emission activities to domestic and overseas group companies, and promote a reduction in wastes as well as the effective use of resources.

### ■ Control and Reduction of Environmentally Hazardous Substances >>

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

### ■ Future Environmental Measures of Isuzu Group Manufacturing Division >>

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Plants of domestic and overseas group companies as a whole share the Isuzu Charter on the Global Environment which aims at the achievement of a sustainable society.

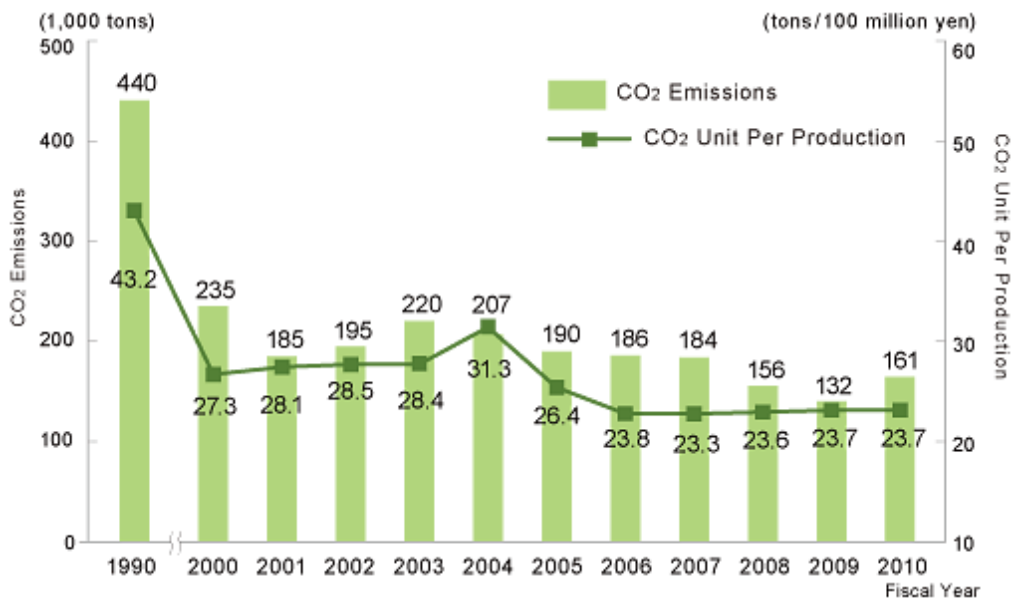
## Global Warming Prevention (CO<sub>2</sub> reduction)

### Activities regarding Climate change at Plants

As a target to meet by fiscal 2010, the manufacturing division at Isuzu will halve CO<sub>2</sub> emissions relative to FY1990 level.

In fiscal 2010, Isuzu achieved a target with CO<sub>2</sub> emissions totaling 161,000 tons, or 23.7 tons/100 million yen units.

#### CO<sub>2</sub> Emissions Record and Trends(Fujisawa Plant and Tochigi Plant)

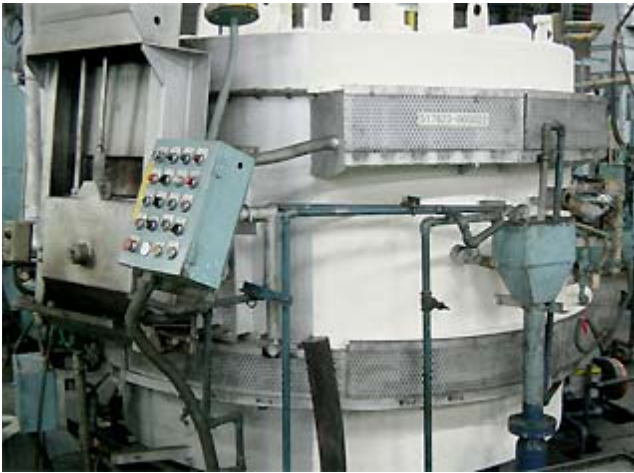


\* CO<sub>2</sub> emissions resulting from energy use by Production Division

Primary activities are as follows:

- Use of large-scale cogeneration system to provide electricity and heat source for plants
- Adoption of small-scale cogeneration system (distributed) taking into account air-conditioning capacity of new building
- Switching from petroleum fuels to natural gas
- Use of highly efficient multi-can boilers
- Use of inverter air-conditioning equipment and power equipment
- To promote patrols by our Energy Conservation Committee
- To promote Eco stop and idling-stop practices
- Improvement of the working efficiency of large-scale air compressors (deployment of small-sized equipment)
- Applying thermal insulation on the exterior wall of heat-treating furnaces
- Introduction of lighting equipment using renewable energy

We will develop further energy-saving activities (CO<sub>2</sub> reduction), revitalizing the activities of the Energy Conservation Committee and studying approaches by process and use of renewable energy, etc.



Application of thermal insulation paint on metal heat-treating furnace



Use of small-sized compressors in body shop

### ■ Promotion of Energy Conservation Committee Activities

The Energy Conservation Committees in Fujisawa Plant and Tochigi Plant, comprising members of Isuzu's manufacturing, engineering departments as well as its affiliate companies, implement meticulous energy-saving activities. In particular, patrols are made by the committee not only during operating hours but also when the factories are shut down between day time and night time shifts as well as during holidays. The patrols check whether the lights have been turned off, minimise any cooled/warmed air leaks, and monitor environmental devices, thus raising awareness among individual staff members and enhancing energy conservation activity.

The Committee takes on challenges to attain the effects of various measures and further energy saving measures with surveys on energy usage distribution by department and time.

## Reduction of Wastes

### Efforts for recycling resources at plants

Isuzu has reduced amount of wastes leading to landfill since 1990 (over 25,000 tons) in meeting targets year after year and successfully reduced the amount to 4.9 tons in FY2010.

Furthermore, Isuzu has enforced careful sorting and recycling for further reduction of the total amount of wastes, and also addressed the reduction of related by-products.

After promoting the expansion of zero emissions programs at group companies in Japan and overseas, in FY2010, five of ten companies have succeeded in reducing the ratio of final amount of wastes to total amount of wastes to less than 1%.

Isuzu will continue to expand zero emissions activities in the years ahead.

#### Examples of waste reduction and efficient resource use

- Expansion of items to be converted to valuable resources by seeking new purchasers (see photo)
- Promotion of voluntary collection of wastes on a premise to raise awareness
- Careful sorting and collection; recycling after disassembly and scrapping
- Reduction of the total amount of waste and reduction of related by-products
- Promotion of material recycling of plastic products
- Expansion of recycling by sorting waste oil
- Promotion of reuse of waste cloth by washing used cloth

Plastics newly included in items to be converted to valuable resources



Plastic sheet for corrosion prevention

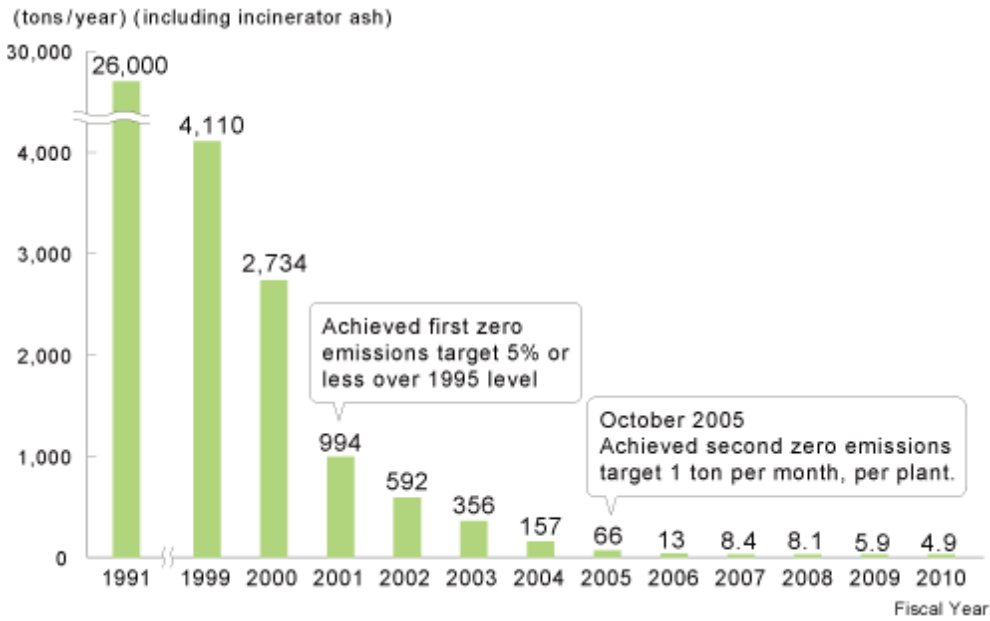


Protecting cap of parts

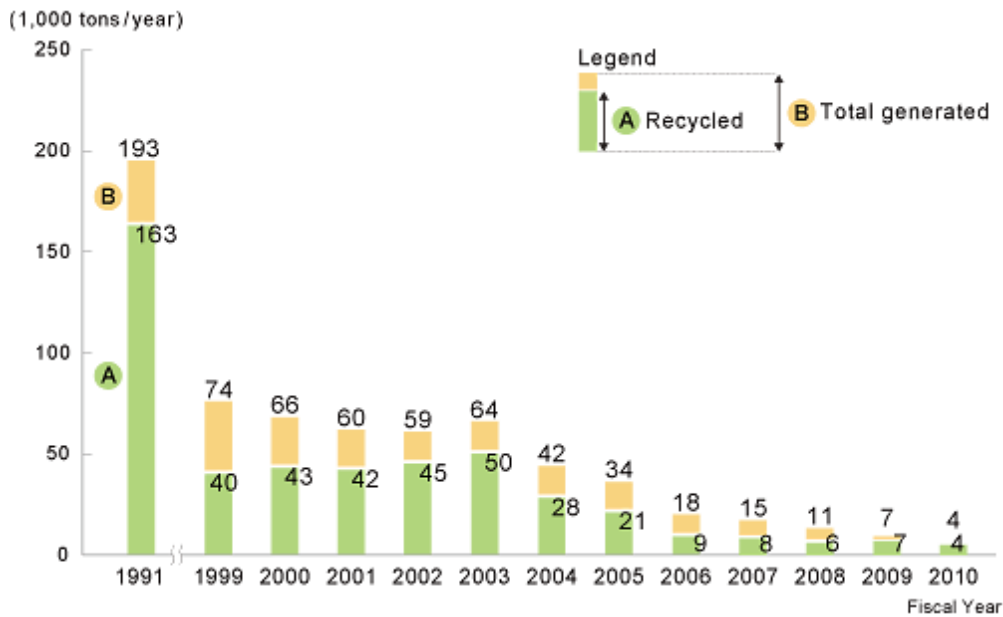


Cushions of parts

### Changes in the final amount of industrial wastes (Fujisawa Plant and Tochigi Plant)

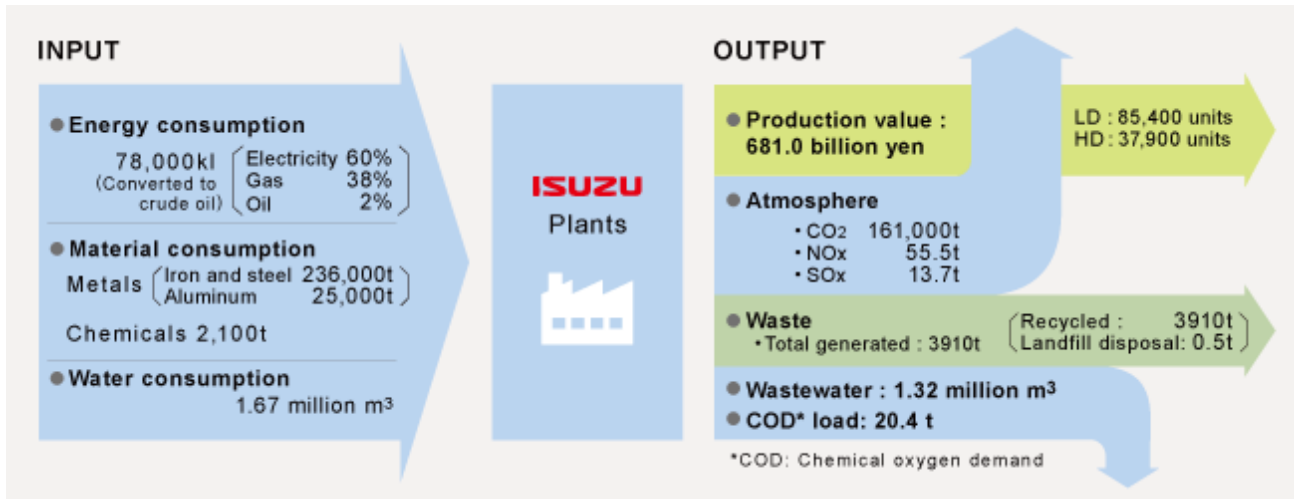


### Changes in generated wastes and recycling (Fujisawa Plant and Tochigi Plant)





Material balance at production plants (Input vs. Output amount) (Fujisawa Plant and Tochigi Plant)



# Control and Reduction of Environmentally Hazardous Substances

## Efforts to reduce Environmentally

### Hazardous Substances at Plants

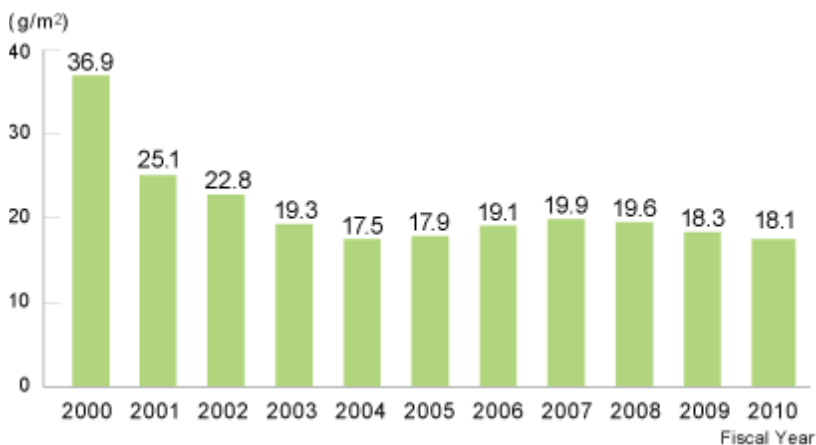
#### Reduction of Volatile Organic Compounds (VOC) (Fujisawa Plant)

Emission of VOCs,\*1 which are a factor in photochemical oxidants and smog, was restricted in the amended Air Pollution Control Law of 2006. In accordance with the activities of JAMA, which is anticipating regulatory restrictions, Isuzu took the initiative at an early stage to reduce organic solvents used in painting. The Isuzu self-imposed reduction target of 48% (19.2 g/m<sup>2</sup>, fiscal 2010) surpasses the 40% target established by JAMA. We have made gains by cutting back on paint solvents, recovering thinner solvents, utilizing painting robots, and introducing a drying furnace with exhaust combustion equipment.

In FY2010, emission of VOCs was reduced to 18.1 g/m<sup>2</sup>, less than the self-imposed target. Isuzu will continue to work toward lower VOC emissions.

\*1 VOC: Volatile organic compounds (mainly organic solvents)

VOC Emission Trends



#### Chemical substance control and response to the PRTR Law\*2 (Fujisawa Plant and Tochigi Plant)

Supplementing domestic official regulations, Isuzu has established an internal management rule for chemicals used at production processes that are classified as prohibited, conditionally permitted, and permitted (but requiring caution) for appropriate management and reduction. In response to the amendments of the law in FY2010, Isuzu have taken initiatives to design a new MSDS, as well as a management system for substances subject to control under the revised laws.

In future, Isuzu will continue to promote improved management at plants as we pursue further reductions.

\*2 PRTR (Pollutant Release and Transfer Register) Law: Law to promote the understanding of the amount of particular chemical substances released to the environment, as well as improved management of these substances

## ■ Prevention of Air and Water Pollution, Regulatory Compliance

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

### Effective use of water resources and management of discharge (Fujisawa Plant and Tochigi Plant)

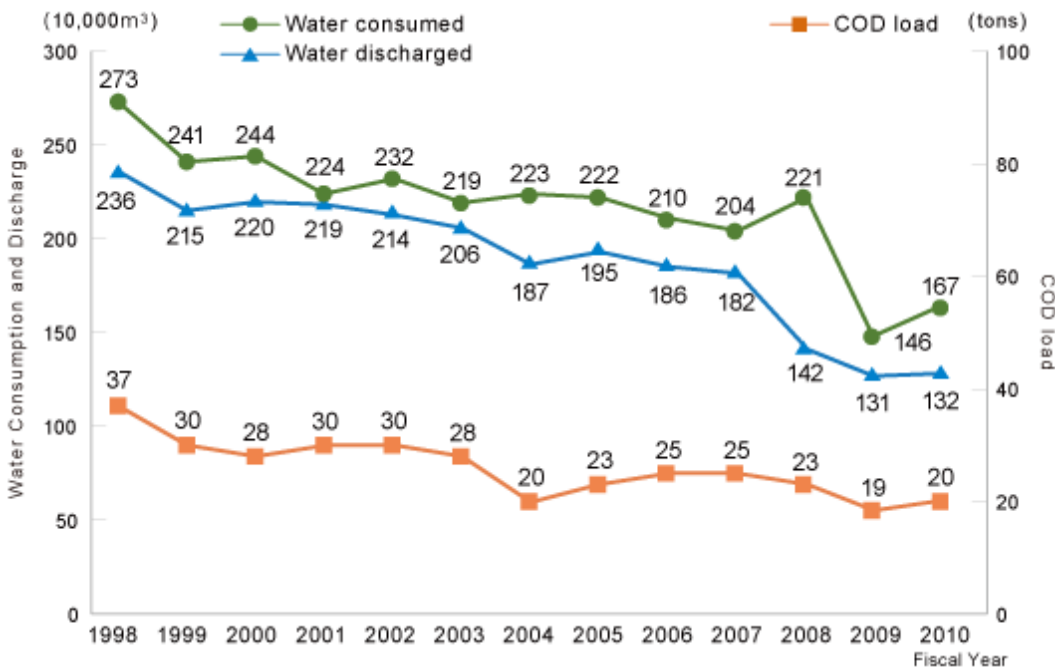
Isuzu effectively uses water resources, while saving water consumption for domestic use and production process, and reusing water at the final water treatment process. In FY2010, water consumption increased about 14% over the previous year to 1,670,000 m<sup>3</sup> due to the increased production volume, but decreased 6.4% per unit of sales. We intend to promote the effective use of water resources, and implement thorough management of discharge in the future.

### Prevention of soil and groundwater contamination (Fujisawa Plant and Tochigi Plant)

Isuzu has terminated the use of three chlorinated organic solvents\*<sup>3</sup> that were formerly used. We have conducted independent studies on the effect of these solvents on soil and groundwater at plants and offices since 1996 to confirm that no contamination spreads outside the affected areas. We have also taken steps to detoxify affected areas, in which we report the results to the government.

\*<sup>3</sup> Three substances: trichloroethylene, 1-1-1 trichloroethane, and dichloromethane

Trends in Water Consumption, Discharge, and COD Load (Fujisawa Plant)



## Future Environmental Measures of Isuzu Group Manufacturing Division

Domestic and overseas manufacturing group companies as a whole share the Isuzu Charter on the Global Environment, aiming at achievement of a sustainable society.

The Plant Environmental Committee started Group-wide\*1 activities toward 2015 in accordance with the Action Guidelines of the Isuzu Charter on the Global Environment. The Committee declared the commencement of activities in March 2011, and will set the level of Group targets.

Action Guideline	Activities in Manufacturing Division
1. Achievement of a sustainable society	<ul style="list-style-type: none"> <li>● Introduction of new technologies in regard to a low carbon society and resource recycling</li> <li>● Formulation of a guideline for coexistence with nature and biodiversity</li> </ul>
2. Promotion of environmental technology development	<ul style="list-style-type: none"> <li>● Thorough measures taken for prevention of global warming at the Isuzu Group</li> <li>● Thorough measures taken to promote resource recycling at the Isuzu Group</li> <li>● Activities for improving control of VOCs and chemicals subject to regulations</li> </ul>
3. Legal compliance, implementation of voluntary activities	<ul style="list-style-type: none"> <li>● Reinforcement of legal compliance systems in response to enhanced Environmental Law</li> <li>● Promotion of special education about environment-related laws</li> </ul>
4. Establishment of environmental management systems, collaboration with affiliated companies	<ul style="list-style-type: none"> <li>● Enhancement of each company's internal auditing function according to ISO14001</li> <li>● Construction of management systems among group companies in each country</li> </ul>
5. Promotion of communication with, and contribution to society	<ul style="list-style-type: none"> <li>● Promotion of activities for exchange with communities located in the vicinity of factories</li> <li>● Participation in local and administrative environmental activities and social contribution programs</li> </ul>
6. Education, training and raising environmental awareness	<ul style="list-style-type: none"> <li>● Enhancement of events and educational activities for 'environmental month'</li> <li>● Sharing and establishing educational content with group companies</li> </ul>

Activities for prevention of global warming and promotion of resource recycling are mainly conducted. In addition to existing individual group companies' activities, the Isuzu Group as a whole will thoroughly pursue efficient manufacturing by sharing information among expert teams in the Group.

Environmental education will be also improved in order to conduct activities for exchange with local communities and to raise each employee's environmental awareness which would underlie all activities.

\*1 For Isuzu Group companies involved in manufacturing, see the following pages.

- ▶ [Isuzu Group manufacturing companies involved in consolidated environmental activities](#)

## Activities in Sales and Service

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

### ■ Activities of Dealers in Japan >>

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Isuzu local dealers are involved in environmental conservation programs together with local citizens.

### ■ Activities in Logistics >>

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Isuzu is promoting energy saving activities in logistics by pursuing transportation efficiency and promoting "eco-drive"(less fuel consumption).

### Environmental Management Activities of Dealers in Japan

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Isuzu's customer interface is its dealers, who sell and equip vehicles and provide after-sale services. Their business activities give them close connections, not just to customers but also to the local communities they serve.

Isuzu has proactively taken part in community-based environmental conservation activities, using a nationwide network of dealers. Since April 2005, Isuzu introduced its Environmental Measures Guidelines to focus on the environmental activities of dealers with their close relationships to the community. Activities are conducted at the field of office level. In this guideline, the standards are divided into two stages: dealers proceed with activities starting with Step 1 and work up to Step 2.

In Step 1, based on standards of basic activities such as setting of policies, establishment of systems, compliance with laws and regulations, and setting of goals, a field office meeting the standards is certified as Silver Eco Dealer. In Step 2, based on standards of activities such as environmental assessments, establishment of PDCA control cycles, and promotion of education and training, a field office meeting the standards is certified as Gold Eco Dealer. We will drive forward with and continue our activities aimed at maintaining and improving our future environment commitment level, and moreover to firmly establish the PDCA cycle.

### Development of Environmental Staff

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Isuzu held ISO 14001 internal auditor training sessions to develop environmental staff at dealers. In FY2010, a total of 18 trainees were qualified as new internal environmental auditors, bringing the total of qualified auditors to 165.

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

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All field offices of Yamagata Isuzu Motors Co., Ltd. acquired Silver Eco-Dealer certification in September 2006, and then moved up to Gold Eco-Dealer certification in September 2008.

51 sales staff acquired the "Environmental Meister"\*1 certification as members of the Yamagata Branch of Japan Automobile Dealers Association. They provide to their customers with environmental information to encourage eco-driving and switch to eco-friendly vehicles. Motivated by staff qualifications as "Environmental Meister", Yamagata Isuzu Motors Co., Ltd. further promoted environmental activities. As a result, both the Yamagata and Sakata field offices in 2006 and the Shinjo field office in 2009 fulfilled criteria of the "Eco-friendly automobile sales and workshop"\*2, receiving award from the Director General of the Yamagata Transport Bureau. In 2011, four field offices, Yamagata, Sakata, Shinjo, and Tsuruoka received the award. Since Yamagata and Sakata field offices received the award for the third straight year, it has been decided that they will receive the award from the Director General of the Tohoku Transport Bureau. Other three field offices are also making efforts to fulfill the criteria of the award.

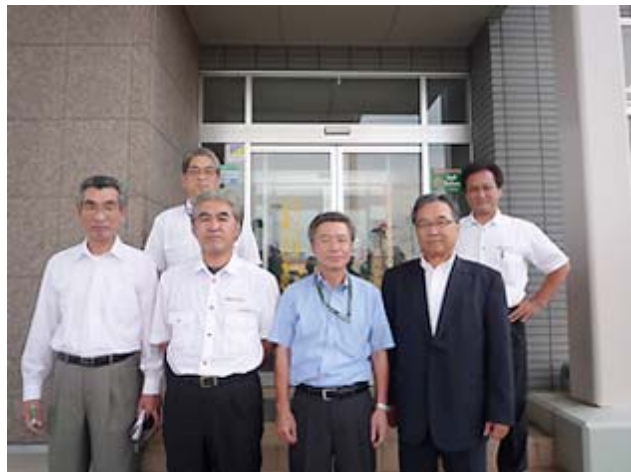
Of these four field offices, the environmentally aware staff at the Sakata field office, which was moved to a new building seven years ago, proactively conducted environmental activities such as recycling of rain water and thorough separation of garbage (installation of a new waste station) (Photo)

\*1 Sales staff with appropriate knowledge and information about the prevention of global warming, energy saving, green purchasing, as well as the prevention of air pollution, etc. They help customers choose proper products with less environmental impacts in order to contribute to the prevention of the global warming, promotion of energy saving, and expansion of markets of eco-friendly products. Supported by Yamagata Prefecture, the Citizens Environmental Foundation, the Yamagata Global Warming Prevention Activities Promotion Center, and the Yamagata Branch of Japan Automobile Dealers Association jointly grant the certification.

\*2 With an eye to forming a recycling society, each local transport bureau strictly examines field offices' environmental actions in terms of appropriate disposal of retired cars and CFC for car air-conditioners and air-bags, promotion of using recycled parts, and proper management of manifests, etc. Field offices fulfilling the criteria would be awarded by the bureau.



Environmental staff of Sakata field office



Yamagata Isuzu



## Activities in Logistics

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### Environmentally Sound Approaches in Distribution

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Isuzu reviews product shipping methods to improve transport efficiency and reduce energy consumption. Additionally, we promote the widespread adoption of MIMAMORI online services and CNG vehicles in Japan, as part of our commitment to a reduction in environmental impacts. (We will endorse "green management" initiatives to transport operators who use it.)

#### Reduction Targets in Energy Consumption

1. By FY2015: Reduce energy consumption (per unit\*1) by 5% or more compared to FY2010
2. FY2010-2011 target for energy-saving activities: Reduce consumption (per unit\*1) by 1% or more compared to the previous year

\*1 Per unit: Energy consumption (crude oil equivalent kl)/Net sales of Isuzu Group (million yen)

### Efforts to Meet Our Reduction Targets

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In FY 2010, Isuzu made good progress as per the plan. We reduced energy consumption (per unit) by 2.4% compared to the previous year.

#### Main Activities

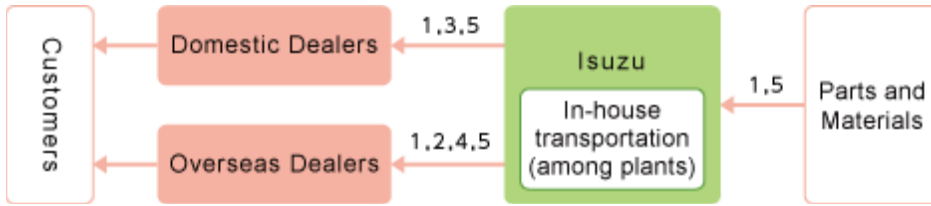
Isuzu advanced energy saving activities in each transportation field by pursuing transport efficiency and promoting eco-drive.

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



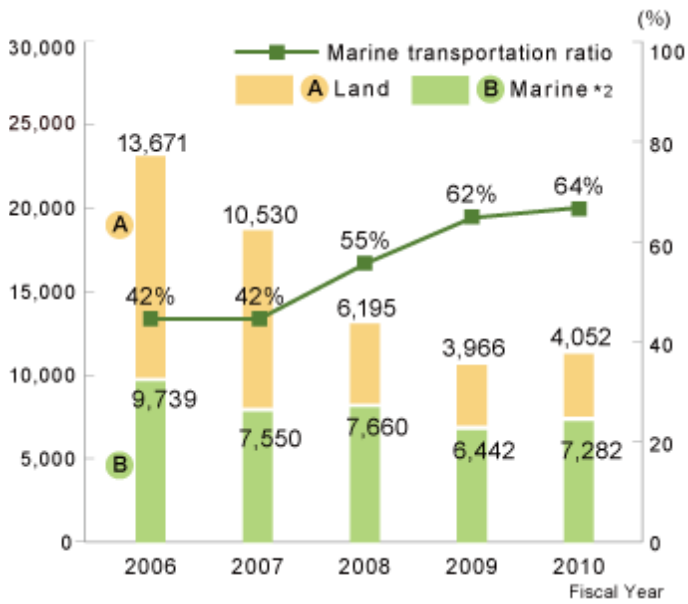
Truck transportation using car carriers (delivery vehicle)

### Scope of Isuzu Responsibility in Distribution



The number in the illustration corresponds to the number of the above-mentioned activity.

### Improvement regarding logistics of product vehicles (Change in marine transportation ratio)



Returnable containers

\*2 CO<sub>2</sub> emissions in marine transportation is 28% of that in land transportation (in comparison to self-propelled vehicles)

## Activities at the Offices

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The following activities are taking place at the offices of Isuzu's headquarters and the Isuzu Hospital.

### Energy-saving Activities

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In addition to switching the lights off during lunch breaks, to ongoing implementation of "no overtime" work days, and to encouraging the Cool Biz and Warm Biz dress codes\*1, efforts have been made to curb electricity use in the offices in order to reduce CO<sub>2</sub> emissions by replacing existing equipment with more efficient ones. In FY2010, CO<sub>2</sub> emission was reduced 6% from the FY2009 on a non-consolidated basis.

\*1 Servers were integrated and consolidated with the introduction of higher-performance equipment to reduce power consumption, as well as energy consumption for cooling as a secondary effect.



New energy-saving server

## Participation in the Tanabata Lights Down Event

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Since 2008, Isuzu has participated in the Tanabata Lights Down event held as part of the "CO<sub>2</sub> Reduction & Lights Down Campaign". In 2010, Isuzu as well as group company employees and their families were requested to switch off any unnecessary lights between 8 and 10 pm on July 7. At the same time, lights illuminating the ISUZU symbol at its head office and signs at each plant were also turned off all night.

As a measure for power saving in summer 2011, we participated in the "Day and Night Lights Down Campaign", and switched off lights of symbols and signs at the head office and plants all night during the campaign period.

Isuzu symbol at the head office is still turned off all night.



Isuzu's sign is turned on



Isuzu's sign after turning off the lights

## Green Purchasing of Stationery

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

## Environmental Impact Data

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

### ■ Fujisawa Plant (water, air, PRTR) >>

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

### ■ Tochigi Plant (water, air, PRTR) >>

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

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

## Fujisawa Plant (water, air, PRTR)

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

### Fujisawa Plant

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

#### FY2010 Emission Report for Substances subject to PRTR.

Unit:Kg

Chemicals	Managed Amount	Emitted Amount					Transferred Amount
		Emissions to air	Discharge into Public Water	Emissions to Soil	Land-fill Waste	Total Emissions	Total Transfers
Zinc compounds (water-soluble)	5,000						1,000
Ethyl benzene	85,000	41,000				41,000	
Xylene	140,000	54,000				54,000	
N,N-dicyclohexylamine	1,200		1			1	
Organic tin compounds	5,100						

Unit:Kg

Chemicals	Managed Amount	Emitted Amount					Transferred Amount
		Emissions to air	Discharge into Public Water	Emissions to Soil	Land-fill Waste	Total Emissions	Total Transfers
1,2,4-trimethylbenzene	16,000	40				40	
1,3,5-trimethylbenzene	3,900	66				66	
Toluene	79,000	37,000				37,000	
Nickel compounds	830						200
Benzene	950	2				2	
Formaldehyde	760	5				5	
Manganese and its compounds	1,300		1			1	350
Methylnaphthalene	15,000	37				37	

## Air Quality

Item	Facility	Regulatory Value	Actual measurements	
			Maximum	Average
NOx(ppm)	Boiler	60	34	19
	Metal melting furnace	200	55	36
	Heat-treating furnace	200	160	160
	Paint/drying furnace	230	23	20
Dust and soot(g/Nm <sup>3</sup> )	Boiler	0.1	0.006	0.004
	Metal melting furnace	0.2	0.039	0.020
	Heat-treating furnace	0.2	0.012	0.012
	Paint/drying furnace	0.1	0.001	0.001
SOx(Nm <sup>3</sup> /h)	(Regulatory total)	21.82	0.082	0.082

\* The regulatory value used is of either Air Pollution Control Law or prefectural ordinance, whichever is more stringent.

## Water Quality

Discharged to Hikichi River

Item	Regulatory Value	Actual measurements		
		Maximum	Minimum	Average
pH	5.8~8.6	7.8	7.5	7.6
COD mg/l	60	25	8.1	16.6
BOD mg/l	60	18	6.4	11.5
SS mg/l	90	10	Less than 5	5.5
Oil content mg/l	5	2.2	Less than 1	1.13

\* The regulatory value used is of either Air Pollution Control Law or prefectural ordinance, whichever is more stringent.

- No environmental incidents
- No environmental complaints



## Tochigi Plant (water, air, PRTR)

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

### Tochigi Plant

Address: 2691 Hakuchu, Ohira-machi, Tochigi-shi, Tochigi, Japan

#### FY2010 Emission Report for Substances subject to PRTR.

Unit:Kg

Chemicals	Managed Amount	Emitted Amount					Transferred Amount
		Emissions to air	Discharge into Public Water	Emissions to Soil	Land-fill Waste	Total Emissions	Total Transfers
Ethyl benzene	4,200	2,300				2,300	
Xylene	13,000	10,000				10,000	
N,N-dicyclohexylamine	16,000		1,200			1,200	
1,2,4-trimethylbenzene	1,400	0.6				0.6	
Toluene	5,200	3,500				3,500	
Methylnaphthalene	22,000					0	

## Air Quality

Item	Facility	Regulatory Value	Actual measurements	
			Maximum	Average
NOx(ppm)	Boiler	Less than 250	49	49
	Metal furnace	Less than 180	152	64
Dust and soot(g/Nm <sup>3</sup> )	Boiler	Less than 0.3	0.001	0.001
	Metal furnace	Less than 0.25	0.020	0.006
SOx (K value)	(by Facility)	14.5	1.0	0.2

\* The regulatory value used is of either Air Pollution Control Law or prefectural ordinance, whichever is more stringent.

## Water Quality

Discharged to Nagano River

Item	Regulatory Value	Actual measurements		
		Maximum	Minimum	Average
pH	5.8~8.6	7.4	6.4	7.0
COD mg/l	20	18.1	1.6	10.2
BOD mg/l	20	14.6	2.8	7.4
SS mg/l	40	8.0	Less than 1	2.0
Oil content mg/l	5	Less than 0.5	Less than 0.5	Less than 0.5

\* The regulatory value used is of either Air Pollution Control Law or prefectural ordinance, whichever is more stringent.

- No environmental incidents
- No environmental complaints

### Notes

1. Period: FY2010 measurement data (April 2010 to March 2011)
2. Regulatory values represent the strictest values specified in environmental laws and regulations, ordinances, and pollution prevention agreements.
3. Abbreviations: PRTR: Pollutant Release and Transfer Register Law; COD: chemical oxygen demand; BOD: biochemical oxygen demand; SS: suspended solids in water

## Social Initiatives

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



### ■ Social Targets and Achievements >>



Isuzu's social contribution program targets and achievements for FY2010.

### ■ Relations with Local Communities >>



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

### ■ Relations with Customers >>



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

### ■ Relations with Business Partners >>



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

### ■ Relations with Shareholders >>



Isuzu is strengthening measures to meet shareholder expectations.

### ■ Relations with Employees >>



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

## Social Targets and Achievements

### Social Report

Mid- and Long-term Targets	FY2010 Achievements
<p><b>Promotion of social contribution activities and communications</b></p> <ul style="list-style-type: none"> <li>Contributing to creation of a prosperous society with good communication with communities and society through products, services and human resources.</li> </ul>	<p><b>Relations with local communities (Initiatives in Japan)</b></p> <ul style="list-style-type: none"> <li>Isuzu environmental initiatives in Kugenuma, Fujisawa city is introduced. Isuzu participated in an environmental contribution meeting of the local district held in Kugenuma, Fujisawa city, Kanagawa prefecture, and introduced Isuzu environmental initiatives.</li> <li>Fujisawa Plant tour for neighborhood elementary schools and community associations Isuzu Fujisawa Plant conducts plant tours for neighborhood elementary schools in Fujisawa city and Ayase city. In FY2010, 1,059 children from ten schools visited Fujisawa Plant. In FY2010, plant tours for neighborhood community associations started with 104 visitors from 65 community associations to deepen their understanding of the plant and our environmental efforts.</li> </ul> <p><b>Relations with local communities (Initiatives in other countries)</b></p> <ul style="list-style-type: none"> <li>Began initiatives for a forest design project. As a commemorative event celebrating 13 years since the company founding, Isuzu Philippines (IPC) embarked upon a three-year forest design project with the designation of 13 hectares of forest area on Mount Makiling (Laguna province), and conducted the first tree planting in September 2010 jointly with the University of the Philippines Los Baños.</li> </ul> <p><b>Relations with customers</b></p> <ul style="list-style-type: none"> <li>Implementation of seminars on fuel-efficient and safe driving Seminars on fuel-efficient and safe driving were implemented in cooperation with Japanese and overseas dealers.</li> <li>Hosting the interactive community website "HaKoBu" (Japan) Since 2007, Isuzu has been hosting the interactive community website "HaKoBu" on the Internet in order to facilitate interactive communication between Isuzu and its customers.</li> </ul>

## Relations with Local Communities

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

### ■ Initiatives in Japan >>

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

### ■ Awards >>

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Isuzu's activities are valued by people and have received various awards. Major awards we received in FY2010 are as follows.

### ■ Initiatives in Other Countries >>

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

### ■ Social Contribution Initiatives >>

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Isuzu promotes social contribution programs in accordance with our corporate vision, and contributes to the "creation of prosperous society".

## Initiatives in Japan

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### Cleanup activities in the neighborhood of the Plants

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Isuzu Fujisawa Plant implements cleanup activities in the neighborhood of its plant for the purpose of contributing to the local society, in accordance with Fujisawa Plant's basic environmental policy, "communication and social contribution". Activities are carried out in turns by departments and affiliated companies located in Fujisawa Plant. In FY2010, about 1,300 employees took part in the activity.

Isuzu Tochigi Plant also implements cleanup activities in the plant and its neighborhood.

In FY2010, about 80 employees from all departments in Tochigi Plant took part in it.



Cleanup activities in the neighborhood of the Plants

### Gifts of Christmas Cakes to Local Governments where Isuzu office and plants are located in Japan

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Since 1979, Isuzu has presented Christmas cakes every December to Shinagawa-ku, at which Isuzu's head office is located.

In FY2010, Isuzu presented Christmas cakes to local administrative organizations in three areas at which there are Isuzu domestic establishments (head office, Fujisawa Plant, and Tochigi Plant) for the benefit of children.

Omori head office: presented 550 cakes to child-support centers and nursery schools in Shinagawa-ku, Tokyo.

Fujisawa Plant: presented 600 cakes to 111 welfare facilities in Fujisawa city, Kanagawa prefecture.

Tochigi Plant: presented 178 cakes to a total 9 of kindergartens and nursery schools in Tochigi city, Tochigi prefecture.

## Introduction of Isuzu Motors' environmental Initiatives in Kugenuma District, Fujisawa city

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On February 24, 2010, Isuzu Fujisawa Plant held an environmental workshop titled "Isuzu Motors' Environmental Initiatives" at Kugenuma City Center in Fujisawa city, Kanagawa prefecture.

This event was implemented at request of the living environment committee of Kugenuma district as its members hoped to learn environmental activities close to them through initiatives of the automobile plant. 29 residents of Kugenuma district took part in it.

The lecturers at the workshop introduced Isuzu's efforts for environmental improvement including energy conservation and a reduction in wastes at the plant as well as details of development of environmentally-friendly vehicles. The eco-driving method which is useful for everyday life was also explained. Participants deepened their understanding of the general environmental efforts related to automobiles.



The lecture in Kugenuma district

## Fujisawa Plant Tour for Neighborhood Elementary Schools and Community Associations

Isuzu Fujisawa Plant offers a plant tour for neighborhood elementary schools in Fujisawa city and Ayase city as an activity to contribute to a local community.

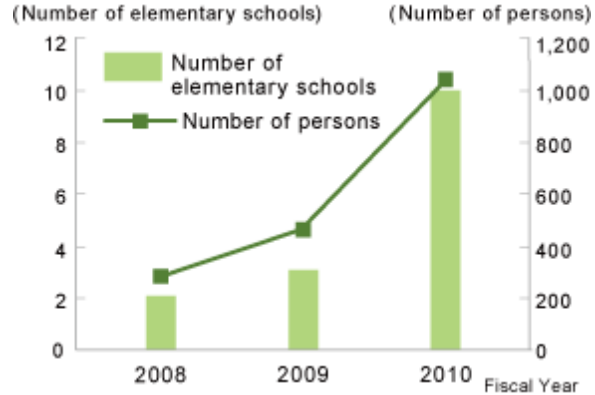
In FY2010, 1,059 children from 10 schools visited Fujisawa Plant and first studied the production process of trucks and environmentally-friendly trucks, and then observed actual production lines where trucks are assembled.

As this plant tour is so popular that the number of visitors has increased every year.

Furthermore, from FY2010, Isuzu started the plant tour for neighborhood community associations.

In FY2010, 104 persons from 65 community associations observed the production process of the plant, and deepened their understanding on production process as well as the outline of plant and our environmental efforts with explanation thereof added for local community associations.

Changes in number of pupils accepted for plant tours



Neighborhood community associations observing the production process



## Initiatives in Other Countries

### Communication with local regions

#### In March 2010, Mexico

Isuzu Mexico (IMEX) achieved sales of 10,000 units of NQR in total in March 2010. IMEX donated a unit of NQR to Mexico Red Cross to express their gratitude to Mexican society.



#### In September 2010, Philippines

Isuzu Philippines (IPC) started forestation program in which a 13 hectare forest area of Mt. Makiling in Laguna is forested for 3 years as an event commemorating the 13th anniversary of the company's establishment. In September 2010, IPS jointly planted trees with University of Philippines Los Banos for the first round of forestation. In this forest area which is designated for conservation of plant diversity by Philippine Government, the program plan calls for planting 13 kinds of 300 trees for 3 years, and constructing a 1.3-kilometer walkway inside the Makiling Botanical Garden.



## Disaster relief

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### In April 2010, China

When the great earthquake took place in Chinghai in April 2010, Qingling Motors Co., Ltd. in Chongqing, China was requested to provide 30 units of NKR as transportation vehicles for emergency relief supplies by Ministry of Commerce of the People's Republic of China.

As NKR which was used as emergency-relief vehicle when the Szechuan Earthquake occurred in 2008 has been highly appreciated for its high durability on rough road and in bad weather by the Ministry of Commerce, it was designated as emergency-relief vehicle again.

The first six units of NKR transported relief supplies without accident, running 1,700 km for 37 hours from Chongqing to Xining though Tibet Plateau with a rough road in a blizzard. After that, those vehicles were donated to the Chinghai Government.

Furthermore, a service team of Qingling Motors strived to support delivery of relief supplies to victims of the disaster.



### In September 2010, Mexico

In September 2010, Isuzu Mexico (IMEX) lent Mexico Red Cross two units of NQR to transport relief supplies to people affected by Hurricane Karl in Veracruz, and also arranged drivers.



■ From January to February 2011, Australia

When the great flood occurred in Victoria during the period from January to February 2011, Isuzu Australia (IAL) donated a unit of NPS, a unit of NLS and a power generator to each local rescue crew.



## Awards

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### Major Awards in FY2010

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#### January

Isuzu ranked first in ATD (American Truck Dealers) satisfaction survey on makers in 2009 for the second straight year.

ATD is an organization under direct control of NADA (National Automobile Dealers Association) in which automobile dealers all over the U.S. join. The organization consisting of over 2,000 truck dealers annually conducts a satisfaction survey on makers.

#### June

Isuzu received "THE PRESIDENTIAL CITATION" from the former Philippine president Arroyo in recognition of our social contribution program in the Philippines. This is because Isuzu's activities at the auto mechanic training center in Tacloban on the island of Leyte, Philippines were recognized, in which Isuzu has supported underprivileged youth to acquire skills for auto mechanics to be able to live independently, and instructors of the auto mechanics school to improve their coaching technique.

#### June

D-MAX, a pickup truck marketed in Australia, won Ute of the Year selected by "Delivery Magazine", Australian automobile magazine.

"Delivery Magazine" is a magazine specialized in articles regarding pickups, vans and trucks, and "Ute of the Year" is an award presented to excellent pickup trucks sold in Australia. This award is a remarkable accomplishment after receiving an award from "4WD Action" magazine in 2009.

#### September

Mr. Kan Yamamoto, a representative of Isuzu, was honored with a special prize of the 45th first aid competition sponsored by Kanagawa branch of Japan Red Cross, and hosted by Kanagawa Prefecture labor safety and health association.

In this competition, competitors vie for mastery of emergency medical care and first aid which they practice every day in their companies to understand the significance of lifesaving.

## Social Contribution Initiatives

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### Isuzu proactively conducts social contribution programs as a good corporate citizen.

Isuzu has been deeply involved in society through the actions of each employee or through corporate activities. Isuzu plays a role of a good corporate citizen contributing to a society by executing business activities aiming at Isuzu's profit consistent with social benefit.

#### ■ Activities to support transportation in the devastated areas

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Isuzu expresses our heartfelt sympathy to all people affected by the Great East Japan Earthquake. Isuzu will exert its best efforts for supporting the reconstruction of the areas hit by the disaster.

- ▶ Relief efforts through support of 'transportation' in the devastated areas
- ▶ Provision of information map of routes available for trucks in the devastated areas

#### ■ Social contribution programs in other countries

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- ▶ Educational aid program at a vocational school for auto mechanics (ISUZU HEART & SMILE PROJECT)

## Relief efforts through support of 'transportation' in the devastated areas

Immediately after the occurrence of the Great East Japan Earthquake, Isuzu decided upon policies to respond to requests from the national and local governments to support disaster relief and reconstruction of the devastated areas at the earliest date as our top priority. Subsequently, we established systems to keep running disaster relief vehicle of Self Defence Force, fire brigade and relief supply transport vehicles, as well as construction machinery and power generators deployed in affected areas.

It is essential to provide vehicle components and support for repair in a stable manner in order to keep vehicles operable in the devastated areas. Thus, Isuzu has been committed to supporting transportation in the devastated areas on a company-wide basis by actually sending a cross-functional team to the devastated areas to provide various services deemed necessary for the continuous operation of these vehicles amidst the disaster conditions.

For example, a number of vehicles were damaged by the tsunami due to the Great East Japan Earthquake, including having been overturned or swept away, submerged in water for a long time, or damaged through high-impact collisions. Under our notion of supporting our customers' 'transportation' in an attempt to restore as many vehicles as possible and based on information from our immediately despatched on-site survey teams and survey results of water-damaged vehicles brought from the disaster areas to the Fujisawa Plant, Isuzu developed company-wide activities to repair water-damaged vehicles. Moreover, as a result of having carried out restoration activities at service locations in disaster areas where there were damaged buildings and facilities, Isuzu was able to quickly restart service workshop operations.



Developed company-wide activities to support



Restoration activities at service locations in disaster areas

## Provision of information map of routes available for trucks in the devastated areas

In order to support transportation in the areas hit by the Great East Japan Earthquake, Isuzu identified actual available traffic routes by analyzing data collected from vehicles equipped with the "MIMAMORI online service" hosted by Isuzu, and has released the information to the public since March 25, 2011.

Routes can be indicated by selecting conditions of vehicles (heavy-duty & medium-duty/light-duty) and scale size of map



Enlarged view

Map of routes available for trucks compiled by using data collected from MIMAMORI online service

## Educational aid program at a vocational school for auto mechanics (ISUZU HEART & SMILE PROJECT)

Since November 2008, Isuzu has conducted an educational aid program at a vocational school for auto mechanics called "the TESDA\*1 Auto Mechanics Training Center in Tacloban" in Tacloban City on the island of Leyte, Philippines.

In November 2010, 25 inaugural students graduated from the school, who are now working for dealers and maintenance shops as auto mechanics.

Isuzu intends to contribute to the development of the automobile industry in the Philippines by selecting students for a scholarship to train as auto mechanics from among capable but underprivileged youths.

\*1 TESDA: Technical Education and Skills Development Authority





## Relations with Customers

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

### ■ Initiatives for Safety



Recognizing the "improvement in safety technology" as a significant social responsibility of a truck maker, Isuzu makes constant efforts for achieving a high level of safety so that every customer can live safely to each other in mobile and motorized society.

### ■ Initiatives in Japan

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#### ▶ Isuzu Customer Center (Japan)

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

#### ▶ HaKoBu Community Site (Japan)

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

### ■ Initiatives in Other Countries



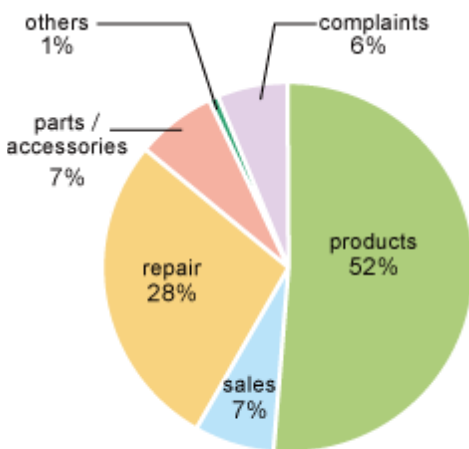
Isuzu has addressed issues of "environmental protection" and "safety" outside Japan as well, proactively sponsoring fuel-efficiency seminars for dealers and customers.

# Isuzu Customer Center (Japan)

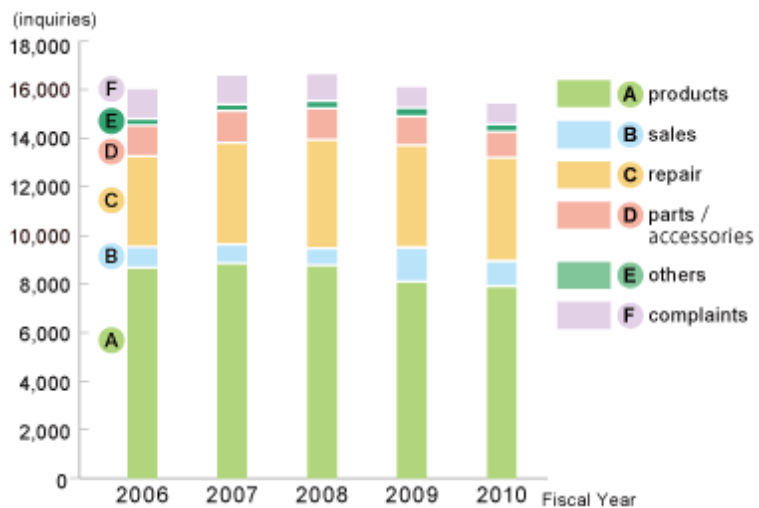
Isuzu runs a Customer Center to receive customer inquiries and comments about our products. During FY2010, Isuzu received about 15,500 inquiries and comments through our toll-free telephone service and e-mail. The inquiries were categorized as product-related 52%, repair-related 28%, sales-related 7%, and parts and accessories related 7%. The number of inquiries has continued to decrease after the peak in FY2008. Customer inquiries and comments are shared throughout the entire Isuzu Group, and used as feedback in product development and operating activities. Frequently asked questions are posted on our website for more convenient access. Isuzu will continue responding promptly to the feedback received from customers.



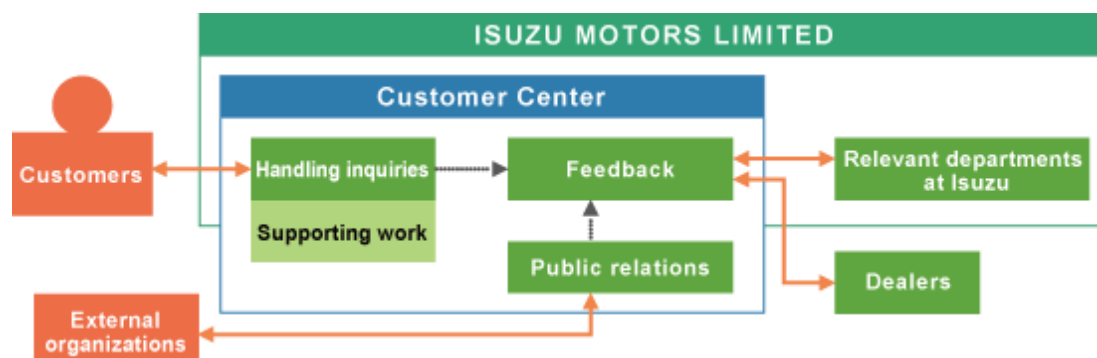
Breakdown of inquiries in FY2010



Recent history of inquiries



Customer center flow chart



## HaKoBu Community Site (Japan)

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

Valuing the invisible ties with our customers, "HaKoBu" was established to enable them to feel more familiar with Isuzu and trucks, on which customers can post their comments at any time. This is an interactive website facilitating not only transmission of information from Isuzu, but also customer's participation in building the website.

Major contents include:

- A column entitled "Nadeshiko Driver" featuring women drivers working on trucks and buses;
- "Isuzu Children" in which kids reporters visit dealers and plants;
- "Isuzu all over the nation" in which field offices and service workshops of Isuzu dealers are introduced.

Customers and Isuzu are making the website together, including special programs, in addition to regular contents.

Our employees who hope to let people know about Isuzu by

their own efforts gather information and prepare all manuscripts in the community site with a grass-roots feel.

Isuzu intends to run this website as a place in which customers and Isuzu can talk together by enhancing contents through interactive communication.



### Origin of "HaKoBu"

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

## Initiatives in Other Countries

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Isuzu works on "environmental protection" and "safety" outside Japan as well and proactively holds fuel-efficiency seminars for dealers and customers.

### A fuel-efficiency Seminar, "Isuzu Logistics Strategy & Eco-Drive" Seminar

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#### Thailand

- Vehicle: Heavy- and Medium-duty
- Period of implementation: from September to October 2010
- Target: Customers of Tri Petch Isuzu Sales Co., Ltd., a distributor in Thailand
- Objective: To have participants experience the effectiveness of MIMAMORI because a medium-duty vehicle equipped with this advanced traffic information system was launched in Thailand
- Venue: Hokkaido (WACOM proving ground & IPC Hokkaido)
- No. of participants: about 90 (about 30 people x 3 times)
- Upon hearing a lecture by a university professor specialized in transportation research in Thailand who flew in at Isuzu's invitation and product explanation on MIMAMORI, participants experienced fuel-efficient driving with vehicles equipped with the system. Then we gave specific tips on the energy-efficient driving method to each of them using "Mimamori Report". As a result, most customers could note a reduction in fuel consumption and improvement in delivery efficiency. The seminar was successfully completed.

### Venezuela

- Heavy-duty vehicle
- Period of implementation: September 2010
- Target: Trainers of GM Venezolana (General Motors Venezolana C.A.) selected from among personnel in charge of service/sales
- Objective: To become able to operate a multistage transmission of a tractor
- Venue: Venezuela (San Carlos)
- No. of participants: 11
- Structure, operation procedures, and daily checking method of MJX16 were explained including skill practice using a real vehicle.  
GM trainers who attended this seminar are scheduled to implement seminars for customers, expected to provide appropriate driving guidance.



### Algeria

- Heavy-duty vehicle
- Period of implementation: March 2011
- Target: Local drivers of heavy-duty vehicles engaged in construction of East West Highway
- Objective: To understand fundamental performance of vehicles and learn how to drive safely with an eye to preventing an accident and reducing the frequency of car troubles
- No. of participants: 13
- Training was conducted including practical coaching using a real vehicle, in order to enable participants to understand fundamental performance and be aware of importance of daily checking.  
It is expected to incorporate results of this training into day-to-day operations.



### Basic Philosophy

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Isuzu revised "ISUZU Green Procurement Guideline" in December 2010. Having our business partners understand the purpose of the guideline, isuzu has requested them to promote environmental activities in accordance with the guideline.

Isuzu conducts procurement according to three basic policies:

1. With quality as a first priority, Isuzu seeks to create and offer products that satisfy customers.
2. Isuzu aims to procure domestic or overseas products, under fair competition, if they are satisfactory in quality, pricing and delivery.
3. isuzu enhances corporate competitiveness while developing procurement aiming at win-win relationship with business partners.

OPEN (Optimum Procurement to Embody the Needs)

Meet market needs and establish the optimum procurement route, while promoting reform of procurement.

This is our procurement slogan aiming to embody the image of reform and disseminate it inside and outside the company.

Enacted on July 13, 2010



## Specific Measures

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### Construction of environment management systems

Recommend business partners to acquire ISO 14001 certification or construct environmental management systems.

### Control of environmentally hazardous substances

Continuous collection of material data using IMDS\*1

### Reduction in interior VOC\*2

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

### Full-scale introduction of LCA\*3 assessment

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

### Reduction in CO<sub>2</sub> emissions and packaging materials related to logistics

Isuzu strives to reduce energy consumption by reviewing methods to transport products to improve efficiency of transportation.

In Japan, Isuzu also encourage business partners to introduce "MIMAMORI online service" and to broadly use environmentally-friendly vehicles to contribute to environmental conservation, and make efforts for reducing packaging materials.

#### **\*1 IMDS:International Material Data System**

System to collect material component of parts and information on chemicals through Internet

#### **\*2 VOC (Volatile Organic Compounds)**

Volatile organic compounds such as formaldehyde and toluene

#### **\*3 LCA (Life Cycle Assessment)**

Method to assess environmental impacts of products by quantitatively analyzing environmental loads emitted from resources and energy used, as well as products throughout product's life cycle from collection of resources necessary for manufacturing products, production, use and recycle, to disposal.

### Basic Philosophy

Isuzu promotes the following activities to gain our shareholders' trust and to meet their expectations:

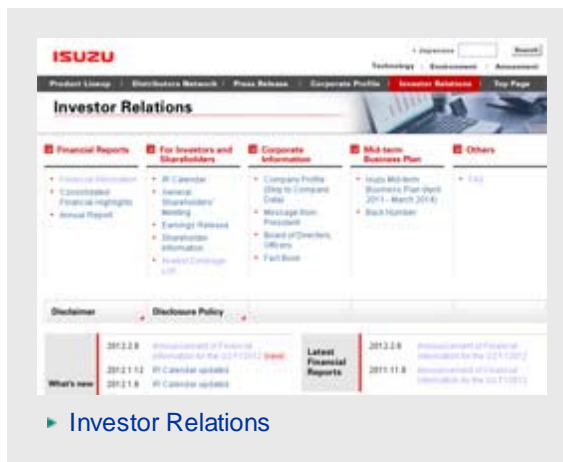
1. Isuzu aims to continuously post profits from appropriate business activities, as well as to achieve long-term growth and raise corporate value.
2. Isuzu ensures management transparency and fulfill accountability through appropriate and timely disclosure of management information.
3. Isuzu determines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

### Major Activities

Isuzu is committed to disclosing corporate information promptly and fairly to our shareholders and investors. For this purpose, Isuzu holds regular briefings for analysts and institutional investors, and post IR\*1 information on Isuzu's website.

In the future, Isuzu intends to continue upgrading the Isuzu IR website and promote transparent, fair and continuous disclosure of corporate information to all stakeholders.

\*1 IR (Investor Relations): Activities to provide information necessary for making investment decisions to investors in a fair and timely manner.





## Relations with Employees

Employees are the most precious asset of Isuzu Motors Limited, and Isuzu aims to realize a working environment where they can do their jobs in good health and good spirits.

### Creating Safe and Sound Workplaces

Isuzu Motors Limited safety and health concept states that safety is created through the united cooperation of all employees. Based on this, Isuzu is striving to create a safe and lively workplace that is free from accidents. We continuously put in place a workplace that ensures employee safety and security by adhering to guidelines, supporting compliance programs, improving facilities, and reinforcing health management.

Our ongoing efforts emphasize preventive measures. Our specific themes are the prevention of industrial, traffic, and fire accidents; the improvement of the workplace environment; and the promotion of health. Isuzu Motors has set up a system to address mental health concerns by outsourcing counseling services that employees can use on an individual basis. We also deploy a company-wide program for education of managers (supervisors) on mental health issues.

Isuzu will continue to make efforts for creating safe and sound workplaces.

#### Main Themes and Action Items

Main Themes	Action Items
<b>Prevention of industrial accidents</b>	<ul style="list-style-type: none"> <li>• Increase in safety knowledge and awareness.</li> <li>• Ensure safety during work (Review procedure manuals, instruction in work safety, etc.)</li> <li>• Confirm intrinsic safety of production facilities.</li> </ul>
<b>Prevention of fire accidents</b>	<ul style="list-style-type: none"> <li>• Appropriately maintain and control facilities and equipment that use hazardous materials.</li> <li>• Understand and eliminate factors causing fire accidents.</li> </ul>
<b>Prevention of traffic accidents</b>	<ul style="list-style-type: none"> <li>• Prevent traffic accidents of commuters by car and motorcycle.</li> <li>• Improve traffic safety awareness campaigns.</li> </ul>
<b>Health promotion</b>	<ul style="list-style-type: none"> <li>• Industrial physicians interview employees with excessive overtime.</li> <li>• Implement training of mental health administrators.</li> </ul>
<b>Improvement of work environment</b>	<ul style="list-style-type: none"> <li>• Continue performing environmental evaluation during safety assessments.</li> <li>• Promote the creation of comfortable work environment.</li> </ul>

## **USE21: A Voluntary Employee Activity**

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USE21 is a voluntary activity engaged in by non-clerical employees from the Engineering Division. Members are divided into several focus groups that are actively engaging in programs to achieve workplace safety and comfort by preventing workplace accidents, traffic accidents and fires, educating younger employees, and improving product quality and technical skills. Each group engages in education through lectures and practical training, as well as safety programs. The safety and health group holds first-aid workshops for emergency preparedness; the industrial accident, fire and disaster prevention group carries out workplace safety patrols and gives tours of the Atsugi Disaster Prevention Center (hands-on training); and the traffic safety group holds seminars on mechanism of occurrence of accidents and countermeasures against them based on examples of accidents. They have contributed significantly to the prevention of workplace accidents.

The exchange group is carrying out regular recreational activities to promote exchange and good health among USE21 members.

## **Promoting Total Health**

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Isuzu is promoting mental and physical health among our employees and their families, with a focus on the prevention of lifestyle diseases, in order to enable them to lead healthy and happy everyday lives.

Health guidance and ongoing support is provided to those who need to improve their eating and exercise habits. We have also initiated a system that enables employees to receive 24-hour telephone health counseling as well as mental health counseling from outside specialists.

In order to aid early detection of illnesses, Isuzu encourages medical examinations by providing financial assistance for complete medical checkups and breast cancer examinations etc. In addition, we are conducting campaigns that focus on building good health among employees and their families. Many families took part in the Gargling and Washing Hands campaign, as well as the Tooth Brushing campaign. These events not only help to build good health, but also promote family communication.

## **Promoting Employment with an Emphasis on Diversity**

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Isuzu Motors Limited has been engaged in revising the personnel system in accordance with the amended laws, and has been working to put operational updates into effect. We are realizing equality between male and female employees in everything from hiring, promotion to compensation.

Isuzu is actively promoting people with strong motivation and excellent abilities to work in a global society.

## Personnel Development

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Isuzu considers it important for the company's employees to make the most of the abilities they possess, and in doing so to achieve results for the company.

Recognizing that increasing the individual's abilities is linked to raising collective achievements and thus Isuzu Motors Limited's achievements, the General Affairs and HR department, etc have been organizing a variety of educational programs for employees.

Even though different positions and jobs may require different qualities, Isuzu offers support to improve employees' performance through various training activities. The purpose is to have them acquire the knowledge and insight required to survive and thrive in this competitive world.

The company motivates employees to build their own careers and provides managers with opportunities to communicate with their subordinates regarding career building so that they can practice career-oriented management. Isuzu has a system in place to provide follow-up on these efforts, and it is proving useful in fostering people's awareness of their particular roles as well as in invigorating communication.

Isuzu also has a "job challenge system" (an in-house free agent system) to help employees tackle challenging jobs on their own responsibility and achieve self-improvement. Under this system, personnel reassignments can take place at the employee's request.

## GRI Guidelines Index

This Report was made in compliance with GRI Guideline (GRI Sustainability Reporting Guideline) 2006 (G3.1). GRI Guideline is a unified international guideline formulated by GRI (Global Reporting Initiative), an international NPO, in an attempt to improve quality, reliability and comparability of contents of CSR reports (sustainability reports). In this Index, matters corresponding to indices of "GRI Guideline 2006 (G3.1)" are disclosed with judgment of Isuzu Motors Limited.

This Report falls under the category of application level C as defined in the GRI Sustainability Reporting Guideline 2006 (G3.1).







Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures	Report on 1.1 2.1-2.10 3.1-3.8,3.10-3.12 4.1-4.4,4.14-4.15	Report Externally Assured	Report on all criteria listed for Level C plus 1.2 3.9,3.13 4.5-4.13,4.16-4.17	Report Externally Assured	Same as requirement for Level B	
	G3 Management Approach Disclosures	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: social, economic, and environment.		Report on a minimum of 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.		Respond on each core G3 and Sector Supplement indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission.	
			Report Externally Assured		Report Externally Assured	Report Externally Assured	

Items	Indicator	Pages in relevant Isuzu Websites
<b>1. Strategy and Analysis</b>		
1.1	Statement from the most senior decision-maker of the organization.	▶ <a href="#">Commitment from the Top</a>
1.2	Description of key impacts, risks, and opportunities.	▶ <a href="#">Commitment from the Top</a>

Items	Indicator	Pages in relevant Isuzu Websites
<b>2. Organizational Profile</b>		
2.1	Name of the organization.	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Profile</a></li> <li>▶ <a href="#">Corporate Data</a></li> </ul>
2.2	Primary brands, products, and/or services.	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Profile</a></li> <li>▶ <a href="#">Corporate Data</a></li> <li>▶ <a href="#">Global Business - Products -</a></li> </ul>
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Profile</a></li> <li>▶ <a href="#">Corporate Data</a></li> </ul>
2.4	Location of organization's headquarters.	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Profile</a></li> <li>▶ <a href="#">Corporate Data</a></li> </ul>
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	<ul style="list-style-type: none"> <li>▶ <a href="#">Global Business - Overseas Subsidiaries Offices -</a></li> </ul>
2.6	Nature of ownership and legal form.	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Profile</a></li> <li>▶ <a href="#">Corporate Data</a></li> </ul>
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	<ul style="list-style-type: none"> <li>▶ <a href="#">Global Business - Overseas Subsidiaries Offices -</a></li> <li>▶ <a href="#">Global Business - Results -</a></li> </ul>
2.8	Scale of the reporting organization, including: <ul style="list-style-type: none"> <li>● Number of employees;</li> <li>● Net sales (for private sector organizations) or net revenues (for public sector organizations);</li> <li>● Total capitalization broken down in terms of debt and equity (for private sector organizations); and</li> <li>● Quantity of products or services provided.</li> </ul>	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Profile</a></li> <li>▶ <a href="#">Corporate Data</a></li> <li>▶ <a href="#">Consolidated Financial Highlights</a></li> </ul>
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: <ul style="list-style-type: none"> <li>● The location of, or changes in operations, including facility openings, closings, and expansions; and</li> <li>● Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).</li> </ul>	<ul style="list-style-type: none"> <li>▶ <a href="#">Editorial Policy</a></li> </ul>
2.10	Awards received in the reporting period.	<ul style="list-style-type: none"> <li>▶ <a href="#">Awards</a></li> </ul>



Items	Indicator	Pages in relevant Isuzu Websites
<b>3. Report Parameters</b>		
Report Profile		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	▶ <a href="#">Editorial Policy</a>
3.2	Date of most recent previous report (if any).	▶ <a href="#">Editorial Policy</a>
3.3	Reporting cycle (annual, biennial, etc.)	▶ <a href="#">Editorial Policy</a>
3.4	Contact point for questions regarding the report or its contents.	▶ <a href="#">Editorial Policy</a>
Report Scope and Boundary		
3.5	Process for defining report content, including: <ul style="list-style-type: none"> <li>● Determining materiality;</li> <li>● Prioritizing topics within the report; and</li> <li>● Identifying stakeholders the organization expects to use the report.</li> </ul>	▶ <a href="#">Editorial Policy</a>
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	▶ <a href="#">Editorial Policy</a>
3.7	State any specific limitations on the scope or boundary of the report.	▶ <a href="#">Global Warming Prevention (CO2 reduction)</a> ▶ <a href="#">Reduction of Wastes</a> ▶ <a href="#">Fujisawa Plant (water, air, PRTR)</a> ▶ <a href="#">Tochigi Plant (water, air, PRTR)</a>
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	▶ <a href="#">Editorial Policy</a>
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	▶ <a href="#">Environmental Accounting</a>

Items		Indicator	Pages in relevant Isuzu Websites
3.10		Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	► <a href="#">Editorial Policy</a>
3.11		Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Not applicable
GRI Content Index			
3.12		Table identifying the location of the Standard Disclosures in the report.	► <a href="#">GRI Guidelines Index</a>
Assurance			
3.13		Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	-

Items	Indicator	Pages in relevant Isuzu Websites
<b>4. Governance, Commitments, and Engagement</b>		
Governance		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	▶ <a href="#">Annual Report 2011(p.13)</a>  (1,395KB)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	▶ <a href="#">Annual Report 2011(p.12)</a>  (1,395KB)
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	-
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	▶ <a href="#">Annual Report 2011(p.13)</a>  (1,395KB)
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	-
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	▶ <a href="#">Annual Report 2011(p.12-13)</a>  (1,395KB)
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	▶ <a href="#">Annual Report 2011(p.13)</a>  (1,395KB)
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	▶ <a href="#">Corporate Vision/Corporate Mission</a> ▶ <a href="#">Isuzu Charter on the Global Environment</a>
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Include frequency with which the highest governance body assesses sustainability performance.	▶ <a href="#">CSR</a> ▶ <a href="#">Annual Report 2011(p.13)</a>  (1,395KB)



Items		Indicator	Pages in relevant Isuzu Websites
4.10		Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	-
Commitments to External Initiatives			
4.11		Explanation of whether and how the precautionary approach or principle is addressed by the organization.	<ul style="list-style-type: none"> <li>▶ <a href="#">Consolidated Environmental Management</a></li> <li>▶ <a href="#">Environmental Risk Management</a></li> </ul>
4.12		Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	-
4.13		Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>● Has positions in governance bodies;</li> <li>● Participates in projects or committees;</li> <li>● Provides substantive funding beyond routine membership dues; or</li> <li>● Views membership as strategic.</li> </ul>	-
Stakeholder Engagement			
4.14		List of stakeholder groups engaged by the organization.	▶ <a href="#">Editorial Policy</a>
4.15		Basis for identification and selection of stakeholders with whom to engage.	▶ <a href="#">Editorial Policy</a>
4.16		Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	<ul style="list-style-type: none"> <li>▶ <a href="#">Environmental Communication</a></li> <li>▶ <a href="#">Initiatives in Japan</a></li> <li>▶ <a href="#">Initiatives in Other Countries</a></li> <li>▶ <a href="#">Isuzu Customer Center (Japan)</a></li> <li>▶ <a href="#">HaKoBu Community Site (Japan)</a></li> <li>▶ <a href="#">Initiatives in Other Countries</a></li> </ul>
4.17		Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<ul style="list-style-type: none"> <li>▶ <a href="#">Isuzu Customer Center (Japan)</a></li> <li>▶ <a href="#">HaKoBu Community Site (Japan)</a></li> </ul>

Items		Indicator	Pages in relevant Isuzu Websites
<b>5. Management Approach And Performance Indicators</b>			
<b>Economic</b>			
Management Approach			<ul style="list-style-type: none"> <li>▶ <a href="#">CSR</a></li> <li>▶ <a href="#">Basic Policy for Compliance</a></li> <li>▶ <a href="#">Financial Reports</a></li> <li>▶ <a href="#">Mid-term Business Plan</a></li> <li>▶ <a href="#">Annual Report 2011(p.12-13)</a>  (1,395KB)</li> </ul>
Economic Performance			
EC1	Core	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	-
EC2	Core	Financial implications and other risks and opportunities for the organization's activities due to climate change.	<ul style="list-style-type: none"> <li>▶ <a href="#">Isuzu Charter on the Global Environment</a></li> <li>▶ <a href="#">Environmental Risk Management</a></li> </ul>
EC3	Core	Coverage of the organization's defined benefit plan obligations.	▶ <a href="#">Annual Report 2011(p.27)</a>  (4,531KB)
EC4	Core	Significant financial assistance received from government.	-
Market presence			
EC5	Add	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	-
EC6	Core	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	▶ <a href="#">Relations with Business Partners</a>
EC7	Core	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	-

Items		Indicator	Pages in relevant Isuzu Websites
Indirect economic impacts			
EC8	Core	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	<ul style="list-style-type: none"> <li>▶ <a href="#">Initiatives in Japan</a></li> <li>▶ <a href="#">Initiatives in Other Countries</a></li> <li>▶ <a href="#">Social Contribution Initiatives</a></li> </ul>
EC9	Add	Understanding and describing significant indirect economic impacts, including the extent of impacts.	<ul style="list-style-type: none"> <li>▶ <a href="#">Environmental Accounting</a></li> </ul>

Items		Indicator	Pages in relevant Isuzu Websites
<b>Environmental</b>			
Management Approach			<ul style="list-style-type: none"> <li>▶ <a href="#">Isuzu Charter on the Global Environment</a></li> <li>▶ <a href="#">Isuzu Global Environment Committee</a></li> <li>▶ <a href="#">Environmental Targets and Achievements</a></li> <li>▶ <a href="#">Environmental Education and Training</a></li> <li>▶ <a href="#">Environmental Risk Management</a></li> <li>▶ <a href="#">CSR</a></li> <li>▶ <a href="#">Basic Policy for Compliance</a></li> </ul>
Materials			
EN1	Core	Materials used by weight or volume.	▶ <a href="#">Reduction of Wastes</a>
EN2	Core	Percentage of materials used that are recycled input materials.	▶ <a href="#">Reduction of Wastes</a>
Energy			
EN3	Core	Direct energy consumption by primary energy source.	▶ <a href="#">Reduction of Wastes</a>
EN4	Core	Indirect energy consumption by primary source.	▶ <a href="#">Reduction of Wastes</a>
EN5	Add	Energy saved due to conservation and efficiency improvements.	-
EN6	Add	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	
EN7	Add	Initiatives to reduce indirect energy consumption and reductions achieved.	▶ <a href="#">Activities in Logistics</a>


Items		Indicator	Pages in relevant Isuzu Websites
Water			
EN8	Core	Total water withdrawal by source.	<ul style="list-style-type: none"> <li>▶ <a href="#">Reduction of Wastes</a></li> <li>▶ <a href="#">Control and Reduction of Environmentally Hazardous Substances</a></li> </ul>
EN9	Add	Water sources significantly affected by withdrawal of water.	Not applicable
EN10	Add	Percentage and total volume of water recycled and reused.	-
Biodiversity			
EN11	Core	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	<ul style="list-style-type: none"> <li>▶ <a href="#">Environmental Communication</a></li> <li>▶ <a href="#">Initiatives in Other Countries</a></li> <li>▶ <a href="#">Social Contribution Initiatives</a></li> </ul>
EN12	Core	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	<ul style="list-style-type: none"> <li>▶ <a href="#">Environmental Communication</a></li> <li>▶ <a href="#">Initiatives in Other Countries</a></li> <li>▶ <a href="#">Social Contribution Initiatives</a></li> </ul>
EN13	Add	Habitats protected or restored.	<ul style="list-style-type: none"> <li>▶ <a href="#">Environmental Communication</a></li> <li>▶ <a href="#">Initiatives in Other Countries</a></li> <li>▶ <a href="#">Social Contribution Initiatives</a></li> </ul>
EN14	Add	Strategies, current actions, and future plans for managing impacts on biodiversity.	<ul style="list-style-type: none"> <li>▶ <a href="#">Environmental Communication</a></li> </ul>
EN15	Add	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	-

Items		Indicator	Pages in relevant Isuzu Websites
Emissions, effluents and waste			
EN16	Core	Total direct and indirect greenhouse gas emissions by weight.	▶ <a href="#">Global Warming Prevention (CO2 reduction)</a>
EN17	Core	Other relevant indirect greenhouse gas emissions by weight.	▶ <a href="#">Activities in Logistics</a>
EN18	Add	Initiatives to reduce greenhouse gas emissions and reductions achieved.	▶ <a href="#">Global Warming Prevention (CO2 reduction)</a>
EN19	Core	Emissions of ozone-depleting substances by weight.	Not applicable
EN20	Core	NOx, SOx, and other significant air emissions by type and weight.	▶ <a href="#">Control and Reduction of Environmentally Hazardous Substances</a> ▶ <a href="#">Fujisawa Plant (water, air, PRTR)</a> ▶ <a href="#">Tochigi Plant (water, air, PRTR)</a>
EN21	Core	Total water discharge by quality and destination.	▶ <a href="#">Control and Reduction of Environmentally Hazardous Substances</a>
EN22	Core	Total weight of waste by type and disposal method.	▶ <a href="#">Reduction of Wastes</a>
EN23	Core	Total number and volume of significant spills.	▶ <a href="#">Environmental Risk Management</a>
EN24	Add	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not applicable
EN25	Add	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	-
Products and services			
EN26	Core	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	▶ <a href="#">Reduction in environmentally hazardous substances</a>
EN27	Core	Percentage of products sold and their packaging materials that are reclaimed by category.	▶ <a href="#">Promoting recycling</a>

Items		Indicator	Pages in relevant Isuzu Websites
Compliance			
EN28	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Not applicable
Transport			
EN29	Add	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	▶ <a href="#">Activities in Logistics</a>
Overall			
EN30	Add	Total environmental protection expenditures and investments by type.	▶ <a href="#">Environmental Accounting</a>
<b>Social: Labor Practices and Decent Work</b>			
Management Approach			▶ <a href="#">Basic Policy for Compliance</a> ▶ <a href="#">Relations with Employees</a>
Employment			
LA1	Core	Total workforce by employment type, employment contract, and region.	▶ <a href="#">Principal Overseas Subsidiaries, Affiliates and Offices</a>
LA2	Core	Total number and rate of employee turnover by age group, gender, and region.	-
LA3	Add	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	▶ <a href="#">Relations with Employees</a>
LA15	Core	Return to work and retention rates after parental leave, by gender.	-
Labor/management relations			
LA4	Core	Percentage of employees covered by collective bargaining agreements.	-
LA5	Core	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	-

Items		Indicator	Pages in relevant Isuzu Websites
Occupational health and safety			
LA6	Add	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	-
LA7	Core	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	-
LA8	Core	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	▶ <a href="#">Relations with Employees</a>
LA9	Add	Health and safety topics covered in formal agreements with trade unions.	▶ <a href="#">Relations with Employees</a>
Training and education			
LA10	Core	Average hours of training per year per employee by employee category.	▶ <a href="#">Relations with Employees</a>
LA11	Add	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	▶ <a href="#">Relations with Employees</a>
LA12	Add	Percentage of employees receiving regular performance and career development reviews.	▶ <a href="#">Relations with Employees</a>
Diversity and equal opportunity			
LA13	Core	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	
LA14	Core	Ratio of basic salary of men to women by employee category.	-



Items		Indicator	Pages in relevant Isuzu Websites
<b>Social: Human Rights</b>			
Management Approach			▶ <a href="#">Annual Report 2011(p.13)</a>  (1,395KB)
Diversity and equal opportunity			
HR1	Core	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	-
HR2	Core	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	-
HR3	Add	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	▶ <a href="#">Relations with Employees</a>
Non-discrimination			
HR4	Core	Total number of incidents of discrimination and actions taken.	Not applicable
Freedom of association and collective bargaining			
HR5	Core	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	-
Child labor			
HR6	Core	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	-
Forced and compulsory labor			
HR7	Core	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	-

Items		Indicator	Pages in relevant Isuzu Websites
Security practices			
HR8	Add	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	▶ <a href="#">Basic Policy for Compliance</a>
Indigenous rights			
HR9	Add	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not applicable
Aspect: Assessment			
HR10	Core	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	-
Aspect: Remediation			
HR11	Core	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not applicable
<b>Social: Society</b>			
Management Approach			<ul style="list-style-type: none"> <li>▶ <a href="#">Basic Policy for Compliance</a></li> <li>▶ <a href="#">Environmental Targets and Achievements</a></li> <li>▶ <a href="#">Social Contribution Initiatives</a></li> </ul>
Community			
SO1	Core	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	-
SO9	Core	Operations with significant potential or actual negative impacts on local communities.	-
SO10	Core	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	-

Items		Indicator	Pages in relevant Isuzu Websites
Corruption			
SO2	Core	Percentage and total number of business units analyzed for risks related to corruption.	-
SO3	Core	Percentage of employees trained in organization's anti-corruption policies and procedures.	► <a href="#">Basic Policy for Compliance</a>
SO4	Core	Actions taken in response to incidents of corruption.	Not applicable
Public policy			
SO5	Core	Public policy positions and participation in public policy development and lobbying.	-
SO6	Add	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	-
Anti-competitive behavior			
SO7	Add	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Not applicable
Compliance			
SO8	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not applicable

Items		Indicator	Pages in relevant Isuzu Websites
<b>Social: Product Responsibility</b>			
Management Approach			<ul style="list-style-type: none"> <li>▶ <a href="#">Basic Policy for Compliance</a></li> <li>▶ <a href="#">Quality Initiatives</a></li> <li>▶ <a href="#">Manufacturing Quality</a></li> <li>▶ <a href="#">Safety Technology</a></li> </ul>
Customer health and safety			
PR1	Core	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	<ul style="list-style-type: none"> <li>▶ <a href="#">Quality Initiatives</a></li> <li>▶ <a href="#">Manufacturing Quality</a></li> </ul>
PR2	Add	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	-
Marketing communications			
PR3	Core	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	-
PR4	Add	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not applicable
PR5	Add	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	<ul style="list-style-type: none"> <li>▶ <a href="#">Isuzu Customer Center (Japan)</a></li> <li>▶ <a href="#">HaKoBu Community Site (Japan)</a></li> </ul>
Marketing communications			
PR6	Core	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	-
PR7	Add	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not applicable

Items		Indicator	Pages in relevant Isuzu Websites
Customer privacy			
PR8	Add	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not applicable
Compliance			
PR9	Core	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not applicable

\* Adobe's Adobe Reader is required to read pdf documents. Adobe Reader can be downloaded and installed for free from Adobe's website.

▶ [Adobe Systems Co., Ltd. Website \(Adobe Reader download\)](#) 