

ISUZU MOTORS LIMITED
CSR Report

2012

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For the future of mankind and the earth



■ Environmental and Social Initiatives



Isuzu introduces our initiatives for the environment and society.

- ▶ Environmental Initiatives
- ▶ Social Initiatives

■ Quality Initiatives



Isuzu introduces our quality initiatives.

■ Compliance Initiatives



Isuzu introduces our compliance initiatives.

■ Social Contribution Initiatives



Isuzu introduces our social contribution initiatives.

Editorial Policy

Editorial Policy

The objectives of this Report are to help people understand the Isuzu Group's initiatives toward achievement of a sustainable society, and to communicate with 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

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

This Report includes activities in FY2011 (from April 1 2011 to March 31, 2012). 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.

Reference Guidelines

"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

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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.

- ▶ [Isuzu Global Environment Committee](#)
- ▶ [Message from Chairman of the Global Environment Committee](#)
- ▶ [Consolidated Environmental Management](#)
- ▶ [Targets and Achievements](#)
- ▶ [Environmental Education and Training](#)
- ▶ [Environmental Risk Management](#)

■ 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.

- ▶ 9 priority tasks
- ▶ Life Cycle and Environmental Impact of Products and Components



▶ **Building Environmentally Friendly Plants**

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

- ▶ Power saving initiatives
- ▶ Global Warming Prevention (CO₂ reduction)
- ▶ Reduction of Wastes
- ▶ Control and Reduction of Environmentally Hazardous Substances



▶ **Activities in Sales and Service**

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

- ▶ Activities at Dealers in Japan
- ▶ Activities in 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 Conservation Initiatives >>



Isuzu implements tree planting or other domestic and overseas activities to address environmental conservation.

■ Environmental Communication >>



Isuzu promotes communication with local communities through our environmental activities.

■ Environmental Impact Data >>



This includes primary environmental impact data and environmental accounting as well as other data on air and water quality and PRTR.

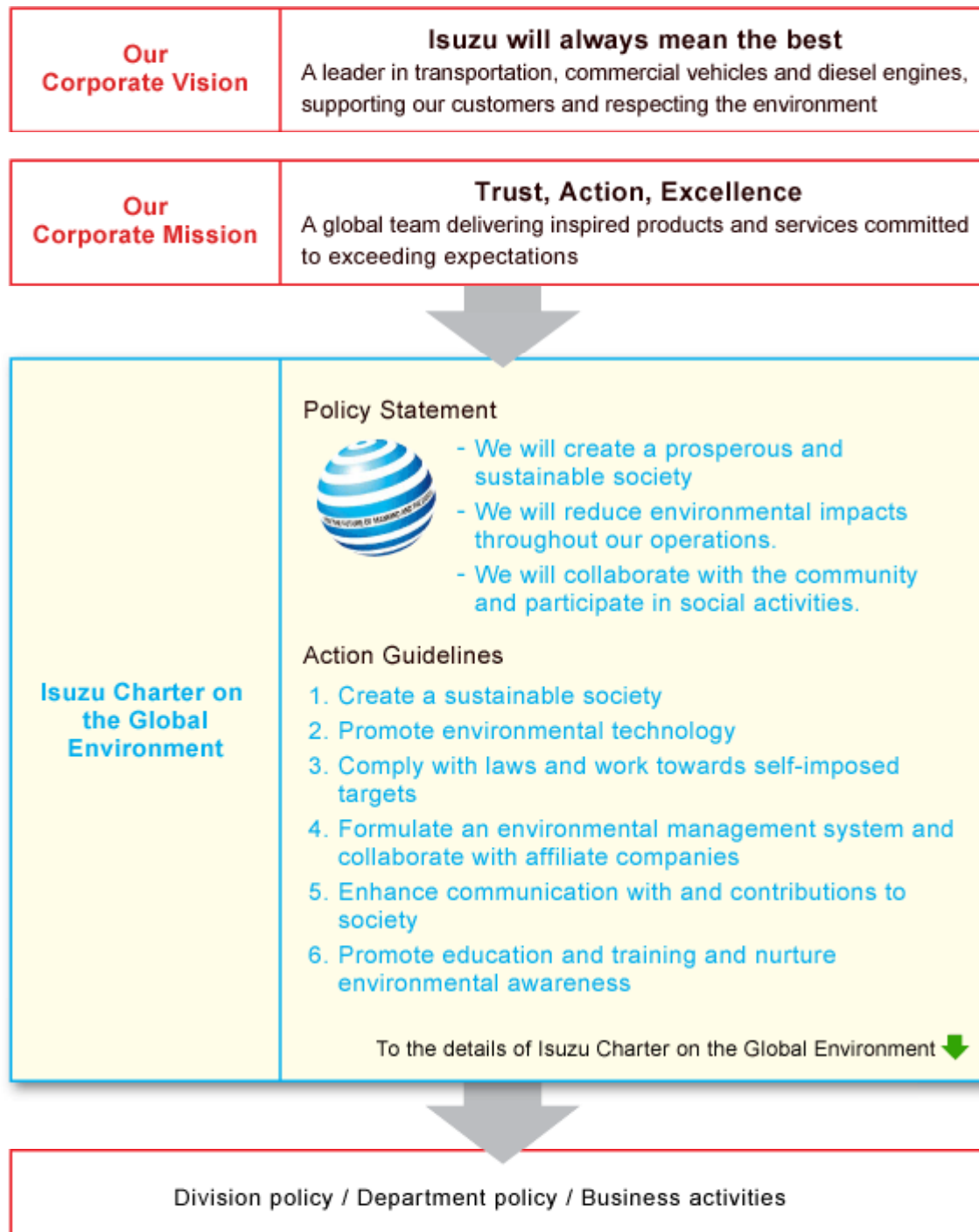
Isuzu Charter on the Global Environment

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:

We will create a prosperous and sustainable society.

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

We will reduce environmental impacts throughout our operations.

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

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

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

Action Guidelines:

1. Create a sustainable society

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

2. Promote environmental technology

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

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

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

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

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

5. Enhance communication with and contributions to society

We will help 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

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

■ Isuzu Global Environment Committee >>

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

- The Roles of the Global Environment Committee
- Promotion system of the Isuzu Global Environment Committee

■ Consolidated Environmental Management >>

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

- Activities of Consolidated Environmental Management

■ Environmental Education and Training >>

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

- FY2011 Achievements

■ Message from Chairman of the Global Environment Committee >>

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

■ Targets and Achievements >>

We report on Isuzu's environmental initiative targets and achievements for FY2011.

- Building Environmentally Friendly Plants
- Manufacturing Environmentally Friendly Products
- Environmental Management

■ Environmental Risk Management >>

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

Isuzu Global Environment Committee

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

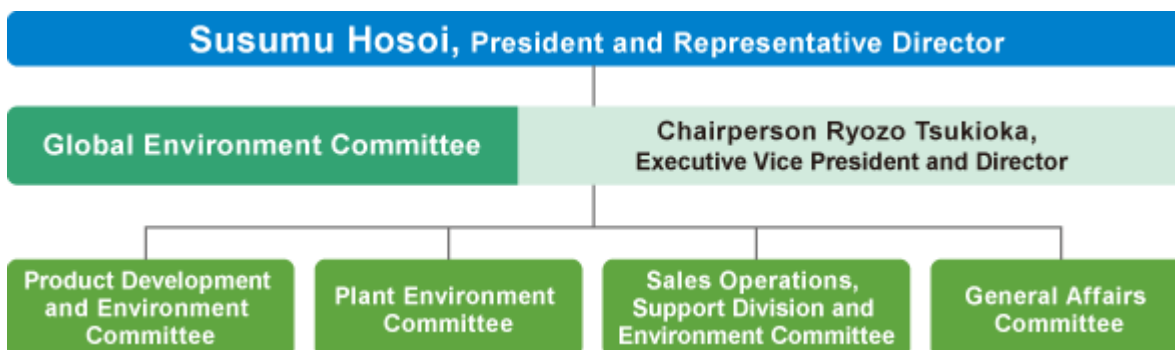
The Roles of Global Environment Committee

- 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

- 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 (Revised in April 2012)



Message from Chairman of the Global Environment Committee

We contribute to building a sustainable society by making efforts for outstanding results in the "Environment" field.

In FY2011, we faced enormous damages from natural disasters across the globe including the Great East Japan Earthquake and the flooding in Thailand. To respond to the damages, we at Isuzu Motors made visits to the disaster areas ourselves and conducted various group-wide support activities through support of transportation as our corporate vision for customers, as the first mission.

Yet, recovery and restoration has just begun in the affected areas of the Tohoku region. Isuzu would like to offer our heartfelt condolences to all people affected by the earthquake and tsunami and express our sincere hope that the affected areas will be able to recover quickly.

In this CSR Report 2012, we introduce some of our relief activities in the areas affected by the Great East Japan Earthquake and the flooding in Thailand. These activities were conducted through one of our businesses under the activities of Isuzu CSR activities. These are on-going efforts to support disaster relief, and our commitment to this supports will ensure that we continue to contribute to recovery and restoration in the disaster areas.

Additionally, the power supply issue that resulted from the Great East Japan Earthquake affected not only companies like Isuzu but also everyone's daily lives and business activities.

In FY2011, under the initiatives of the Isuzu Global Environment Committee, power saving activities were conducted across Isuzu Group including dealers, the plants, and the offices. These activities made significant achievements in peak power reduction, exceeding a 15% reduction from the FY2010 level.

As all the nuclear power plants in Japan closed down by May 5, 2012, even now, Hokkaido and western Japan can feel the effects of the power supply issue that was aggravated in the Tohoku and Kanto regions last year. It was uncertain how electricity would be supplied this summer, but to address this issue, we are considering energy saving as one of the major social responsibilities in the environmental field that companies must deal with, and we will continuously engage in it with the entire Isuzu Group.



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

Ryoza Tsukioka

月岡良三

Consolidated Environmental Management

Activities of Consolidated Environmental Management

Isuzu practices Consolidated Environmental Management, with the involvement of manufacturing companies, dealers, and non-manufacturing companies in the Isuzu Group, 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 environmental impact reduction targets, basically aiming to establish environmental management systems corresponding to the business contents and local conditions of each company.

Consolidation of environmental activities has been encouraged among the manufacturing groups since 2004. There are currently some major manufacturing companies (9 domestic manufacturing companies and 13 overseas manufacturing companies) which have joined the Group consolidated systems, where we aim for waste-less manufacturing..

Since 2005, domestic dealers have been promoting environmental activities with management systems that were developed according to Isuzu's unique Environmental Activities Guidelines.

Moreover, six companies of the non-manufacturing group (Isuzu headquarters and non-manufacturing group companies) have been conducting joint energy saving activities at their offices.

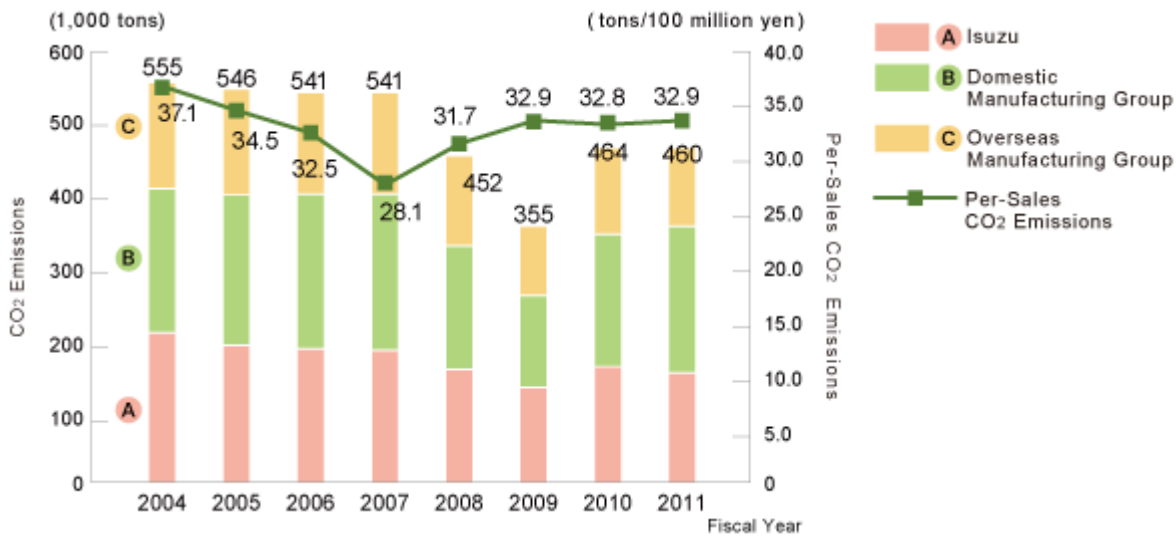
Isuzu expands the scope of its environmental activities of manufacturing plants, product development, procurement of materials and parts, dealers to offices, and enhancing the kind of activities the entire group performs.

Consolidated environmental management activities will also be further extended overseas.

Achievement of Isuzu Manufacturing Group

In 2011, per-sales CO₂ emissions of our domestic and overseas manufacturing groups were reduced by 11.3% compared to 2004 when we began our activities.

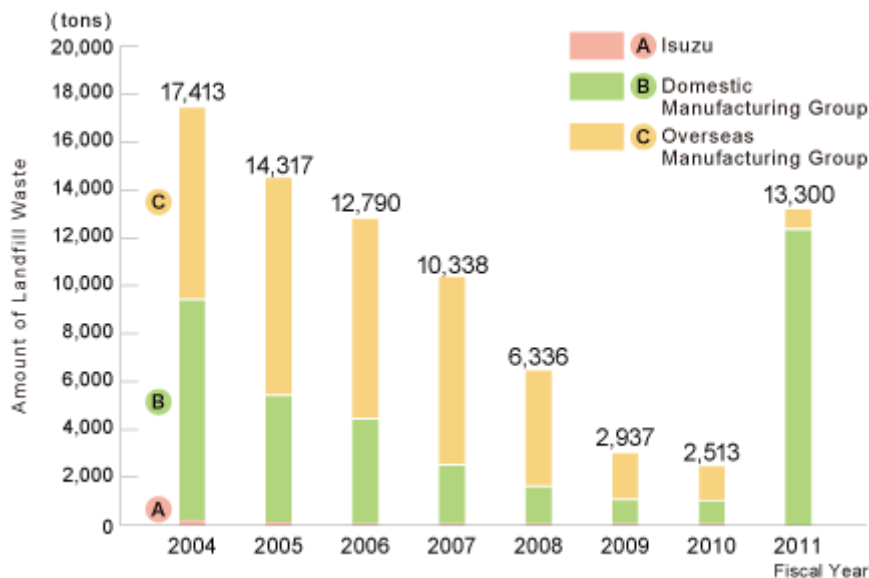
Changes in CO₂ emissions and per-sales CO₂ emissions in Isuzu manufacturing group companies



Isuzu saw a significant increase in the final amount of landfill waste in FY2011 compared to the FY2010 level because a cement manufacturer that recycled molding sand from cast processes of the consolidated subsidiaries was no longer available after being damaged in the Great East Japan Earthquake.

Since August 2011, however, the final amount of landfill waste has been gradually decreasing back toward the FY2010 level. Isuzu has new recycling/reprocessing plants and some of the plants that were affected by the earthquake have reopened.

Changes in amount of landfill waste in Isuzu manufacturing group companies



Targets and Achievements

We report on Isuzu's environmental initiative targets and achievements for FY2011.

Building Environmentally Friendly Plants

Mid- and Long-term Targets	FY2011 Achievements
<p>Global warming prevention (CO₂ reduction)</p> <ul style="list-style-type: none"> Reducing 5% or more relative to FY2010 by FY2015, in regard to per-sales CO₂ emissions in domestic and foreign production groups. 	<p>Reduction of CO₂ Emissions</p> <ul style="list-style-type: none"> CO₂ emissions (Isuzu Motors only) reduced 61.7% from the level of FY1990. *Achieved the FY2011 mid-term target to "reduce 4% or more from the level of FY2007." Per-sales CO₂ emissions (in domestic production group) reduced 19.8% from the level of FY2004. *Achieved the FY2011 target to "reduce 7% from the level of FY2004."
<p>Reduction of wastes</p> <ul style="list-style-type: none"> Achieving zero emissions by FY2015 in all the domestic production groups. 	<p>Reduction of the final amount of Landfill Waste</p> <ul style="list-style-type: none"> Reduced the final amount of landfill waste to 0 tons/year (Isuzu Motors only). * Achieved the FY2011 target of "under 7.9 tons or less per year." The final amount of landfill waste in FY2011 significantly increased compared to FY2010 in all the domestic production groups, because a cement manufacturer that recycled molding sand from cast processes of the consolidated subsidiaries was not available after being damaged in the Great East Japan Earthquake.
<p>Control and Reduction of Environmentally Hazardous Substances</p> <ul style="list-style-type: none"> Reducing 50% or more relative to the level of FY2000 by FY2015, regarding VOC emissions in the cab painting process. 	<p>Reducing VOC emissions in the cab painting process</p> <ul style="list-style-type: none"> VOC emissions in 2010 were 17.7 mg/m², and met the mid-term targets "under 19.2 mg/m²".
<p>Logistics</p> <ul style="list-style-type: none"> Reducing 5% or more relative to FY2010 by FY2015, in regard to per unit of energy usage. 	<p>Reducing energy usage in logistics</p> <ul style="list-style-type: none"> Achieved a reduction of 2.6% over the previous year, which was greater than the annual target of energy saving activities to "reduce 1% or more from the previous year."

 **Manufacturing Environmentally Friendly Products (for the domestic market only)**

Mid- and Long-term Targets	FY2011 Achievements
<p>Improvement in fuel efficiency (prevention global warming)</p> <ul style="list-style-type: none"> Aiming to achieve top-level fuel efficiency conforming to fuel efficiency and CO₂ emissions regulations in each country and region with the systematic development of fuel enhancement technology. 	<p>Release of the 2015 fuel efficiency standards for heavy-duty vehicles</p> <ul style="list-style-type: none"> Of all Isuzu registered vehicles in the ELF, FORWARD, and GIGA series, over 95% of the vehicles Isuzu released meet the fuel efficiency standards for vehicles of over GVW 2.5t. Also, 50% or more of all registered heavy-duty route buses and about 60% or more of all registered heavy-duty private buses achieved the fuel efficiency standard for vehicles of over GVW 2.5t.
<p>Cleaner emissions</p> <ul style="list-style-type: none"> Aiming to develop a super clean diesel engine with elemental technology in preparation for regulations after the Post New Long-term Emissions Regulation. 	<p>Release of vehicles compliant with the Post New Long-term Emissions Regulation</p> <ul style="list-style-type: none"> Released ELF, FORWARD, GIGA, and Buses which meet the Post New Long-term Emissions Regulation.
<p>Reducing vehicle exterior noise</p> <ul style="list-style-type: none"> Promotion of reducing idling noise and development of technologies for compliance with noise regulations/laws in the coming term. 	<p>Release of vehicles with low levels of noise pollution</p> <ul style="list-style-type: none"> Vehicles compliant with the Post New Long-term Emissions Regulation are as quiet as previous models. We are also advancing the development of noise reduction technology and sound-absorbing and insulating materials research aiming for further noise reduction.
<p>Development and popularization of alternative-fuel vehicles</p> <ul style="list-style-type: none"> Promoting research and development of vehicles using alternative fuels and electricity which have superior environmental performance and are not dependent on fossil fuels. 	<p>Development of alternative-fuel vehicles and hybrid trucks</p> <ul style="list-style-type: none"> Delivered CNG vehicles for ELF, FORWARD, ERGA, and ERGA mio to the markets. Released "ELF HYBRID" as a diesel hybrid model.

Mid- and Long-term Targets	FY2011 Achievements
<p>Promoting recycling</p> <ul style="list-style-type: none"> Promoting recycling-based designs. Achieving the end-of-life vehicle recycling rate of 95% by 2015 	<p>Usage of recycled materials</p> <ul style="list-style-type: none"> Resin materials of used parts for some parts of interior components, in addition to start to make efficient use of plastic waste materials from manufacturing processes.
<p>Reducing environmentally hazardous substances</p> <ul style="list-style-type: none"> Reinforcing the control of environmentally hazardous substances and efforts in reducing use 	<p>Further reducing environmentally hazardous substances</p> <ul style="list-style-type: none"> Lead contained in solders of electric and electronic parts has been replaced with alternative substances to the furthest extent possible. Reinforced management systems of chemical substances in products and parts, using an internal database. Reduced chemical materials in products if they are likely to be restricted in the coming years.
<p>Air conditioner refrigerant</p> <ul style="list-style-type: none"> Reducing alternative CFCs and developing a new refrigerant system by developing technology to reduce total CO₂. 	<p>Reducing greenhouse gases emitted from refrigerants</p> <ul style="list-style-type: none"> As the existing refrigerant (HACK-134a) has a relatively high greenhouse effect, we targeted a 20% reduction from the level of FY1995, and have continuously achieved the target value. Considering the use of a new refrigerant which has far less of a greenhouse effect than the existing refrigerant.
<p>Promotion of reducing interior VOC</p> <ul style="list-style-type: none"> Promotion of reducing interior VOC in compliance with relevant self-imposed industrial regulations and global markets. 	<p>Development of low-VOC-content vehicles</p> <ul style="list-style-type: none"> Continuously developing vehicles with less VOC with an eye to introducing them to the global market. Released the new pickup truck D-MAX with less interior VOC in Thailand.

Mid- and Long-term Targets	FY2011 Achievements
<p>Raising the level of environmental activities for the Isuzu group</p> <ul style="list-style-type: none"> • Sharing the environmental vision with domestic and foreign production group plants and jointly reducing environmental impact. • Planning to promote and improve environmental activities of domestic Isuzu dealers. 	<p>Implemented environmental activities in cooperation within the Isuzu group</p> <ul style="list-style-type: none"> • Shared environmental activities and the content of future activities with 9 domestic production groups in the Environmental conference. 4 conferences held in FY2011. • Activities following the "Isuzu Environmental Measures Guidelines" were promoted in Isuzu domestic dealers.
<p>Promotion of green procurement</p> <ul style="list-style-type: none"> • Revising and updating the "Isuzu Green Procurement Guidelines". • Expanding and promoting the introduction of environmental management systems by business partners. • Promotion of the decrease of environmentally hazardous substances. 	<p>Promotion of green procurement</p> <ul style="list-style-type: none"> • Requested business partners to promote environmental activities according to the "Isuzu Green Procurement Guidelines". • Encouraged business partners to introduce the environmental management system and to practice using IMDS.

Environmental Education and Training

To nurture environmental awareness, Isuzu will proactively implement the environmental education and training for all Isuzu employees and Isuzu group companies.

FY2011 Achievements

Company-wide

Date of implementation	Classification	Curriculum	Participants
From October 26, 2011 to October 27, 2011	Special Environment Training Program	<ul style="list-style-type: none">• Training course for internal auditors for ISO	30 Isuzu employees 4 employees of business partners 1 employee of a domestic group company
From 24 November, 2011 to November 25, 2011	Special Environment Training Program	<ul style="list-style-type: none">• Training Course for Advanced ISO Internal Auditors	8 Isuzu employees

■ Engineering Division

Date of implementation	Classification	Curriculum	Participants
From April 2011 to December 2011 (14 classes)	General environmental education	<ul style="list-style-type: none"> • The importance of compliance with environmental policies and EMS regulation items. • Environmental impact related to the duties of employees, environmental advantages after improvement. • Environmental policies and procedures, and roles and responsibilities for conducting activities in accordance with the requirements of EMS. • Effects expected to occur if not conforming to prescribed procedures. 	543 Engineering Division employees(including employees of Isuzu and business partners).
From July 2011 to February 2012 (9 classes)	Special Environment Training Program	<ul style="list-style-type: none"> • Environmental Design Education • Fundamental technology education on important aspects of the environment. 	556 Engineering Division employees (including employees of Isuzu and business partners).

Date of implementation	Classification	Curriculum	Participants
Thursday, April 14, 2011	Special Environment Training Program	<ul style="list-style-type: none"> Environmental impact assessment, plant waste water route change 	98 Isuzu employees 15 employees of business partners
Saturday, May 07, 2011	Traning for new employees	<ul style="list-style-type: none"> Environmental management / ISO14001 	19 new employees of Manufacturing Division
Wednesday, May 18, 2011	Special Environment Training Program	<ul style="list-style-type: none"> Pre-Training for Internal Auditors. 	38 internal auditors (including employees of Isuzu and business partners)
Friday, June 10, 2011	General environmental education	<ul style="list-style-type: none"> Green Action 2015 Environmental management manual Emergency energy saving response and energy consumption. 	156 Isuzu employees 52 employees of business partners
Friday, June 24, 2011	Special Environment Training Program	<ul style="list-style-type: none"> Water Pollution Prevention Law / Air Pollution Control Law 	67 Isuzu employees 16 employees of business partners
Friday, October 14, 2011	General environmental education	<ul style="list-style-type: none"> Promotion of 3R and treatment of emissions and waste Important concerns about waste and current activities 	109 Isuzu employees 54 employees of business partners
Tuesday, November 08, 2011	Special Environment Training Program	<ul style="list-style-type: none"> Pre-Training for Internal Auditors. 	28 internal auditors (including employees of Isuzu and business partners)
Wednesday, November 09, 2011	Special Environment Training Program	<ul style="list-style-type: none"> Training course for new internal auditors 	19 new internal auditors (including employees of Isuzu and business partners)
Wednesday, November 16, 2011	General environmental education	<ul style="list-style-type: none"> Plant construction waste treatment 	22 Isuzu employees

Date of implementation	Classification	Curriculum	Participants
Monday, February 20, 2012	General environmental education	<ul style="list-style-type: none"> • Energy Saving Law control standards • Introduction of energy saving cases and energy saving products 	145 Isuzu employees 45 employees of business partners

■ Tochigi Plant

Date of implementation	Classification	Curriculum	Participants
Monday, May 23, 2011	General environmental education	<ul style="list-style-type: none"> • Emergency power saving response for the power supply shortage 	22 Isuzu employees
Monday, June 27, 2011	General environmental education	<ul style="list-style-type: none"> • Current environment for Isuzu Motors • Green Action 2015 • ISO14001, Environmental management manual 	48 Isuzu employees
Sunday, September 18, 2011	Special Environment Training Program	<ul style="list-style-type: none"> • Education for the ISO renewal survey • Entry method for the environmental assessment format 3 	18 Isuzu employees
Friday, October 28, 2011	General environmental education	<ul style="list-style-type: none"> • 3R activities in the multipurpose warehouse • 3R activities quiz 	127 Isuzu employees 3 employees of business partners
Wednesday, November 16, 2011	General environmental education	<ul style="list-style-type: none"> • Waste treatment after plant construction and review of reports of construction work 	22 Isuzu employees 11 employees of business partners
Thursday, November 24, 2011	Special Environment Training Program	<ul style="list-style-type: none"> • Energy management 	25 Isuzu employees 9 employees of business partners
Wednesday, February 29, 2012	Special Environment Training Program	<ul style="list-style-type: none"> • Response to the Energy Saving Law • Education on electric energy saving points 	22 Isuzu employees 18 employees of business partners

Environmental Risk Management

In order to manage environmental risks, Isuzu has been advancing the construction of an environmental management system for the entire Isuzu Group, including domestic and overseas Group production companies. Isuzu makes efforts for continuous improvement and employs the optimal methods of decreasing environmental impact according to the environment and business activities of each region.

Isuzu also conducts workshops on related laws and regulations and exchanges information about issues in order for the domestic group companies to deepen their knowledge of environmental laws.

Domestic Manufacturing Group Activities in FY2011

- Held seminars about the Air Pollution Law and the Water Pollution Control Law, which are deeply related to automobile manufacturing (October 2011).
- Shared the method of evaluating compliance with related environmental laws and regulations and clarified issues about the management systems of each group company (October 2011).
- Shared the activities of each company on global warming prevention, the promotion of resource recycling, and the management of substances subject to control, and clarified issues about the same (October 2011).

No environmental accidents causing problems to factory neighbors occurred in FY2011.

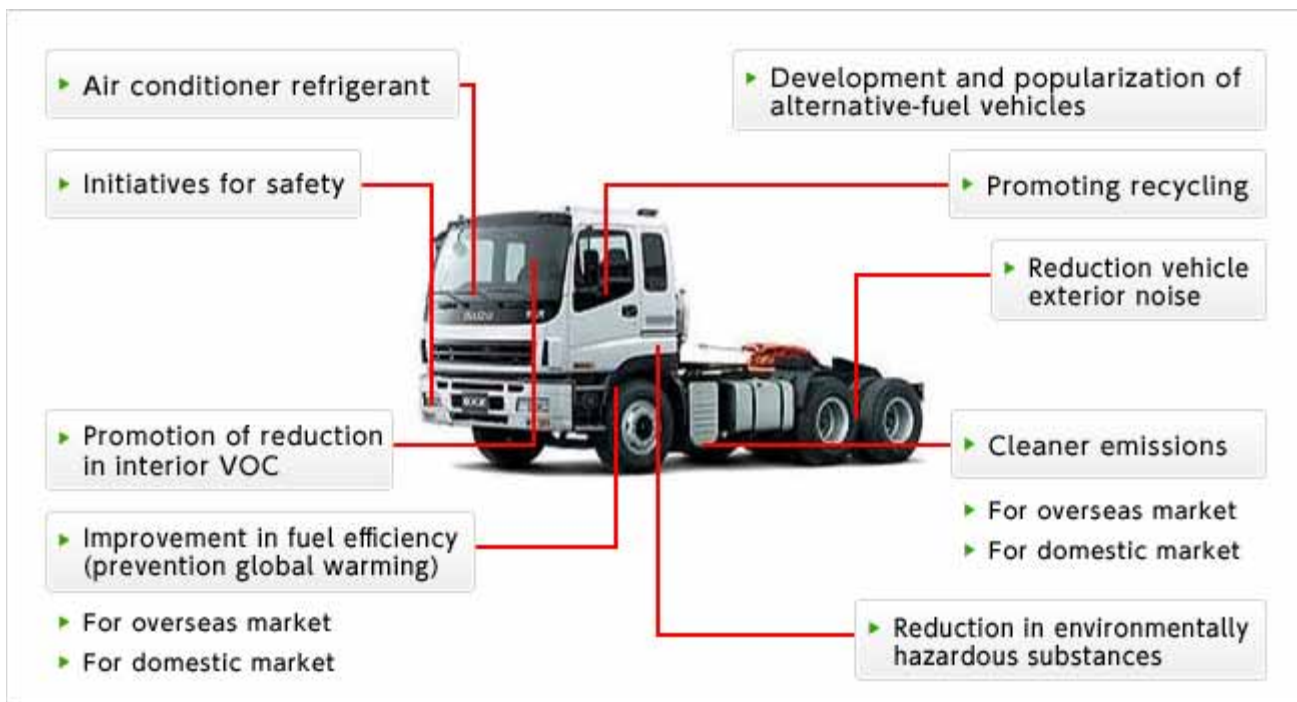
Isuzu will continue to strengthen environmental risk management across the entire group in the future as well.

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.

■ 9 priority tasks

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



| Improvement in fuel efficiency (prevention global warming) [For overseas market](#) / [For domestic market](#) |

| Cleaner emissions [For overseas market](#) / [For domestic market](#) |

| [Reduction vehicle exterior noise](#) | [Development and popularization of alternative-fuel vehicles](#) |

| [Promoting recycling](#) | [Reduction in environmentally hazardous substances](#) | [Air conditioner refrigerant](#) |

| [Promotion of reduction in interior VOC](#) | [Initiatives for safety](#) |

■ Life Cycle and Environmental Impact of Products and Components >>>

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

Improvement in fuel efficiency (prevention global warming)

Mid- and Long-term Targets

- Aiming to achieve top-level fuel efficiency conforming to the fuel efficiency and CO₂ emissions regulations of each country and region through the systematic development of fuel enhancement technology.

FY2011 Achievements

N-Series

The NPR ECO-MAX trucks are powered by Isuzu's world-proven, clean, efficient, and powerful 3.0-liter dual overhead camshaft, turbocharged diesel engine, which is engineered to achieve 20 percent better fuel economy than the engine it is replacing. This engine meets the strict EPA 2010 and CARB HD-OBD emission standards.



Isuzu 4JJ1-TC 3.0-liter diesel engine

Its high-pressure common-rail fuel injection system squeezes the most energy out of every drop of fuel, and its intercooled, variable-geometry turbocharger provides excellent response over the engine's entire RPM range. Together, these features help the 4JJ1-TC generate 150 horsepower and 282 lbs.-ft. of torque.



Isuzu 4HK1-TC 5.2-liter diesel engine

Standard on every NPR-HD,NQR,and NRR is the Isuzu 4HK1-TC engine-known worldwidw for its power and ruggedness,and improved for 2011 to deliver even more performance,economy,and reliability.The 4HK1-TC is now equipped with electronic high-pressure common-rail direct injection and a water-cooled EGR system to achieve unprecedented performance-210 horsepower for trucks equipped with automatic transmission,and 190 horsepower for manual-transmission models.



■ Walk-in VAN

Its design is fuel-efficient,and thanks to its lightweight,aerodynamic Utilimaster body and efficient Isuzu diesel powertrain,the Reach delivers up to 35% better fuel economy* than a traditional commercial van.
*Compared to class 3-5 commercial walk-in vans;testing conducted by independent,certified party.



■ D-MAX

Isuzu started the D-Max production in March this year after taking an opportunity of the full model change of the pickup truck. In addition to significantly enhanced fuel efficiency from the previous model, this new D-Max has been introduced with the following improvements to conform to the Euro 5 Emission Regulations in Europe, where it is environmentally advanced, and to address ahead the CO₂ regulations.

- The body design is fully renewed with improved aerodynamic exterior styling.
- It is equipped with the two-stage turbocharger, super high-pressure fuel injection, and high-efficiency cooled EGR system.
- It achieves the combination of the 6-speed manual transmission and the high-speed final gear ratio.



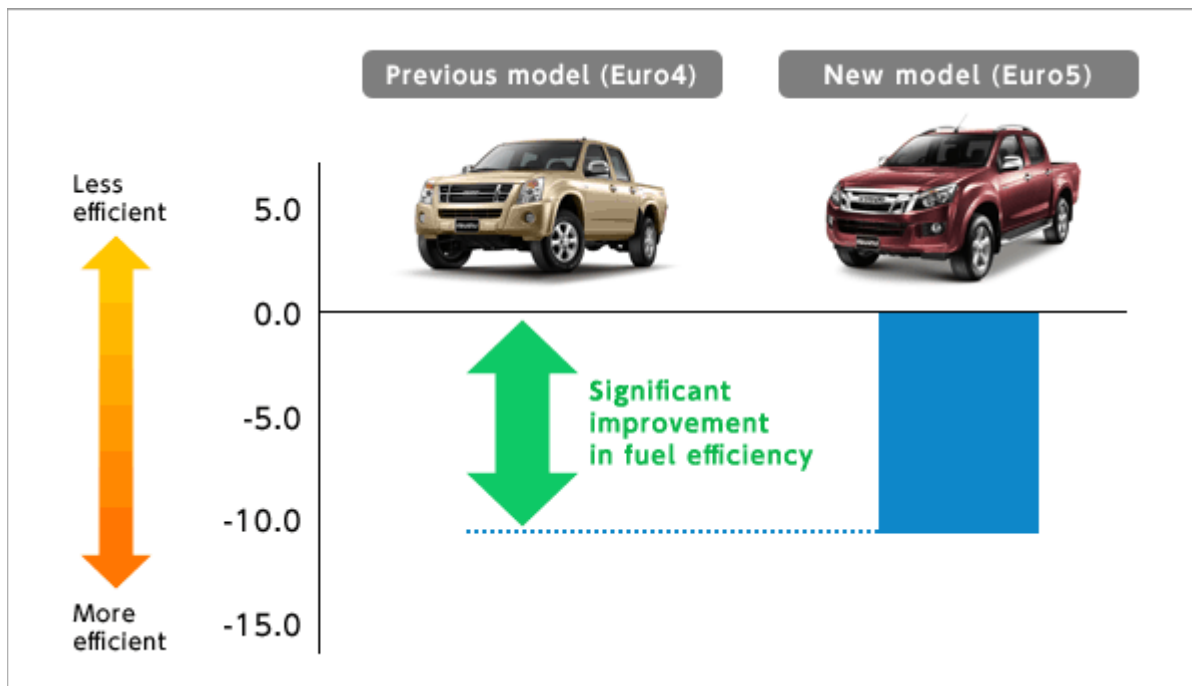
AeroDynamics



4JK1-TC 2.5-liter diesel engine



6th Manual Transmission



Improvement in fuel efficiency (prevention global warming)

Mid- and Long-term Targets

- **Aiming to achieve top-level fuel efficiency conforming to the fuel efficiency and CO₂ emissions regulations of each country and region through the systematic development of fuel enhancement technology.**

FY2011 Achievements

Engine technology (for the domestic market only)

Introduced DPD and an urea-based SCR system for the 6U, 6W, and 6H engines (available on the market since 2010)

The 6U, 6W, and 6H engines introduced the ultra high pressure injector DPD and an urea-based SCR system for optimized combustion, allowing Isuzu to achieve cleaner emissions and improve fuel efficiency.

Introduced the two-stage turbocharger, the high-efficiency EGR cooling system, and ultra high-pressure fuel injection for our new 4J and 4H engines (New 4H: Available since 2010; New 4J: Available since 2011.)

With our new 4JJ1 and new 4HK1 engines, we have introduced the two-stage turbocharger, the high-efficiency EGR cooling system, and ultra high-pressure fuel injection in order to realize cleaner emissions and improved fuel efficiency.

The two-stage turbocharger provides a powerful boost through a full range of engine speeds and achieves stable fuel performance by its ability to shift to a higher gear with an expanded low fuel consumption zone and increased low-speed torque. The high-efficiency EGR cooling and ultra high-pressure fuel injection also deliver a combination of cleaner emissions and fuel efficiency.

Percent of the 2015 fuel efficiency standards achieved by heavy-duty vehicles

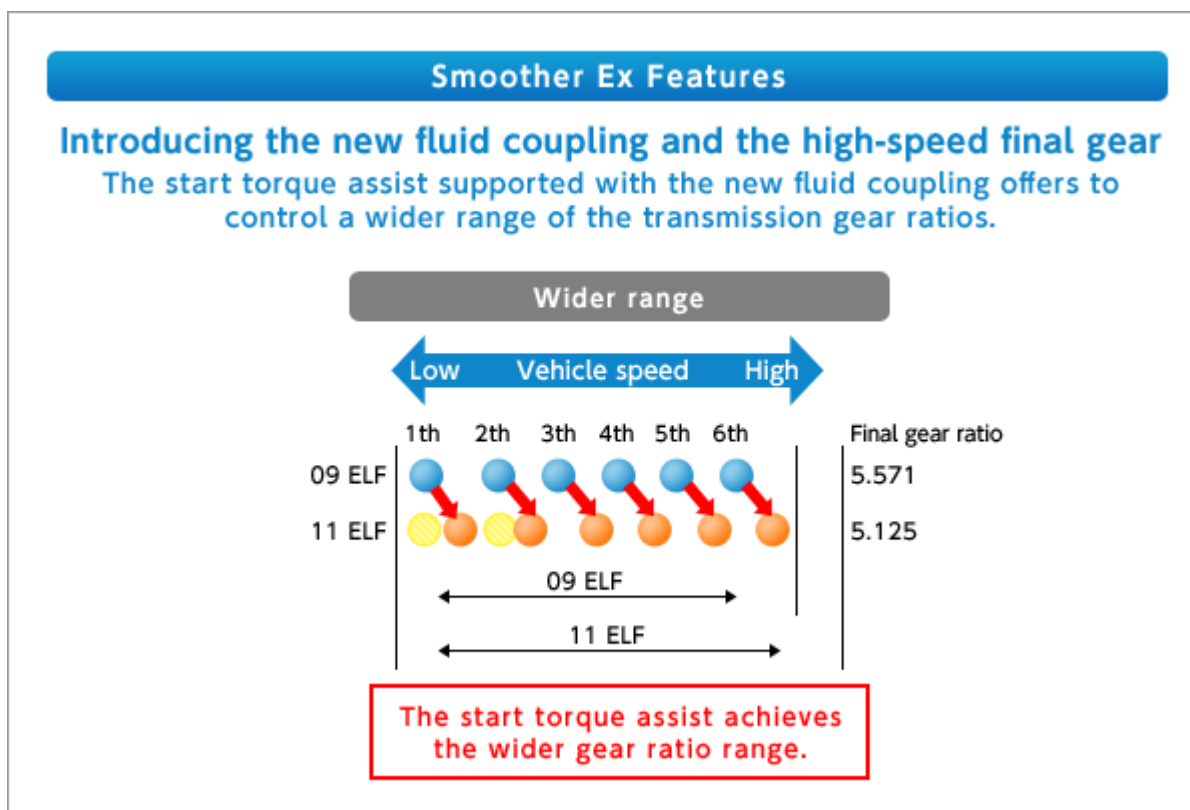
Model	Percent for the standard vehicles (%)
GIGA	99% (Rigid vehicles 100%)
FORWARD	97%
ELF	97%

■ Vehicle body and control system technology (for the domestic market only)

New fluid coupling (Smoother Ex) + high-speed final gear (Available since 2011)

While Smoother Ex can only achieve computer-controlled gear shifting through shift lever operations, the new fluid coupling with the start torque assistance function has been added to optimize the gear ratio and help it run longer with low engine combustion, achieving enhanced fuel efficiency.

Smoother Ex Features



■ Seminars with first-hand experience to achieve fuel efficiency (for the domestic market only)

Fuel-efficiency Seminar (in Japan)

Isuzu hosts Fuel-efficiency Seminars where customers can take advantage of the fuel-efficient features of Isuzu products. These seminars allow customers to experience fuel efficient driving with our actual vehicles.

We had 412 participants in the seminars in FY2012.



Cleaner emissions

Mid- and Long-term Targets

- Aiming to develop a super clean diesel engine with elemental technology in preparation for regulations after the Post New Long-term Emissions Regulations in Japan domestic market.

FY2011 Achievements

Compliance with the post new long-term emissions regulations in Japan domestic market

- The light-duty truck ELF and the medium-duty truck FORWARD have been made compliant with the New Long-term Emissions Regulations and were released to the market in FY2011.
- The medium-duty personal/tour bus GALA mio and the medium-duty public transport bus ERGA mio have been made compliant with the New Long-term Emissions Regulations and were released to the market in FY2011.

Cleaner emissions technology adopted for GIGA

- Variable geometry turbocharger continuously controls electricity
- Electric control common-rail high-pressure fuel injection system
- Large-capacity high-efficiency inter-cooler & electric cooling fan
- DPT and urea SCR system
- Isuzu total engine control system

Cleaner emissions technology adopted for FORWARD

- Two-stage turbocharger (used in the 4HK1 engine vehicles)
- DPT and urea SCR system (used in the 6HK1 engine vehicles)
- Large-capacity electric control EGR cooling system
- Electric control common-rail high-pressure fuel injection system
- Isuzu total engine control system
- Idling stop-and-start system

■ Cleaner emissions technology adopted for ELF

- Two-stage turbocharger
- DPD
- Large-capacity electric control EGR cooling system
- Electric control common-rail high-pressure fuel injection system
- Isuzu total engine control system
- Idling stop-and-start system (SE Custom vehicle/SG Standard vehicle)*

*The equipment specifications vary according to the model.

■ Cleaner emissions technology adopted for GALA mio

- Electric control nozzle turbocharger
- New high-pressure common-rail fuel injection system
- Engine cooperative control system
- Reinforced electric control ERG cooling system
- New combustion chamber
- New auto play type diesel particulate matter (PM) removal device

■ Cleaner emissions technology adopted for ERGA mio

- Two-stage turbocharger
- DPD
- Large-capacity electric control EGR cooling system
- Electric control common-rail high-pressure fuel injection system
- Idling stop-and-start system

Reduction vehicle exterior noise

Mid- and Long-term Targets

- Promotion of reducing idling noise and development of technologies for compliance with noise regulations/laws in the following term.

FY2011 Achievements

Promotion and development of noise reduction technologies

Stricter regulations and new regulations on vehicle noise are expected to be enforced across the world. Isuzu promotes development of technologies to comply with the high standards of these noise regulations. In addition to compliance with the noise regulations, the noise reduction at the time of an idling and the improvement of unpleasant sound quality peculiar to diesel engines are also tackled to aim to the silence under vehicle stop.

Major Activities

- Noise reduction of engines and drive-trains by the geometry optimization using CAE (Computer Aided Engineering), and research of the optimal sound insulating construction based on noise path analysis.
- Research on high-performance noise-absorbing materials and insulating materials, etc.

Noise regulation trends across the world

Country	Current noise regulations	Plan to introduce stricter noise regulations or new noise regulations									
		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Europe	ECE R51-02					▼ ECE R51-03					
China	ECE R51-01 or equivalent				▼ ECE R51-03 or equivalent						
Thailand	Stationary Noise				▼ ECE R51-01				▼ ECE R51-02		
Malaysia	ECE R51-00 or equivalent				▼ ECE R51-01						
Indonesia	ECE R51-00 or equivalent				▼ ECE R51-01						
The Philippines	Not available					▼ ECE R51-02					
Japan	ECE R51-02 or equivalent								▼ ECE R51-03		

Development and popularization of alternative-fuel vehicles

Mid- and Long-term Targets

- Promoting research and development of vehicles using alternative fuels and electricity which have superior environmental performance and do not depend on fossil fuels.

FY2011 Achievements

Development of alternative-fuel vehicles

CNG (compressed natural gas) vehicles

CNG vehicles draw global attention both as low emission vehicles that emit almost no particulate matter in their exhaust gas and as alternative fuel vehicles.

Isuzu has offered its CNG vehicles in the domestic market for many years in the following lineups: the light-duty truck "N-Series", the medium-duty truck "F-Series", the heavy-duty bus "ERGA", and the medium-duty bus "ERGA mio." These CNG vehicles have also been introduced into overseas markets including Thailand and Australia, and further expansion can be expected progressively.

DME (Dimethyl Ether) vehicles (for the domestic market only)

Isuzu promotes studies on trucks fueled by DME*1 (Dimethyl Ether). It acts as an alternative fuel to petrol and as a clean energy source that, because it contains oxygen during combustion, achieves virtually nonexistent particulate matter emissions.

In FY2011 we made progress toward practical application of the new next-generation energy, DME, through field tests with freight companies and analysis of engineering standards for the DME vehicles following the previous year's activities.

*1 As a merit, only moderate modification is needed with DME when an engine is converted from a diesel engine because it has the same cetane rating as diesel.



Vehicles fueled by DEM under field test

■ Promotion of Hybrid Vehicles (HV) development

Light-duty truck "ELF Diesel Hybrid" (for the domestic market only)

The advanced diesel hybrid truck "ELF Diesel Hybrid" has been on the market since FY2011. This new ELF's motor is optimized for light-duty trucks as well as the hybrid system with a carefully designed motor mount position. This hybrid truck also successfully satisfies both needs of any commercial vehicle: low fuel consumption and low gas emissions.

The new drive-train control system "Smart Glide +e" has contributed to achieving the excellent fuel consumption and low CO₂ in addition to PM reduction that is 30% lower than the post new long-term emission regulations. Moreover, efforts have been made to reduce waste in line with our Life-Cycle Assessment through the introduction of lithium-ion cells. The lithium-ion cell is highly durable compared to nickel-hydrogen cells. This is the first attempt with trucks in the domestic market.

Heavy-duty bus "ERGA Hybrid" (for the domestic market only)

The hybrid public transport bus "ERGA Hybrid" was exhibited at the 42nd Tokyo Motor Show and showed that it delivers high levels of both environmental performance and drivability.

Aiming to serve as an eco-friendly bus to drivers and to the environment, it incorporates a high efficiency diesel engine compliant with the post new long-term emission regulations as well AMT (automated manual transmission).

■ Promotion of Plug-in Hybrid(PHV) development (for the domestic market only)

The ELF Plug-in Hybrid System, exhibited at the 42nd Tokyo Motor Show, surpasses the performance of standard hybrids thanks to a motor propulsion system that releases no pollutant emissions and only low levels of noise pollution in addition to the standard hybrid driving performances.

Not only can it regeneratively recharge during deceleration, it can also be plugged in to charge the battery directly. With the ability to provide homes with AC 100 V of electricity in the event of an emergency, this new ELF can play the role of a mobile power source in the new smart grid (next-generation power distribution grids).



ELF Plug-in Hybrid

Promoting recycling

Mid- and Long-term Targets

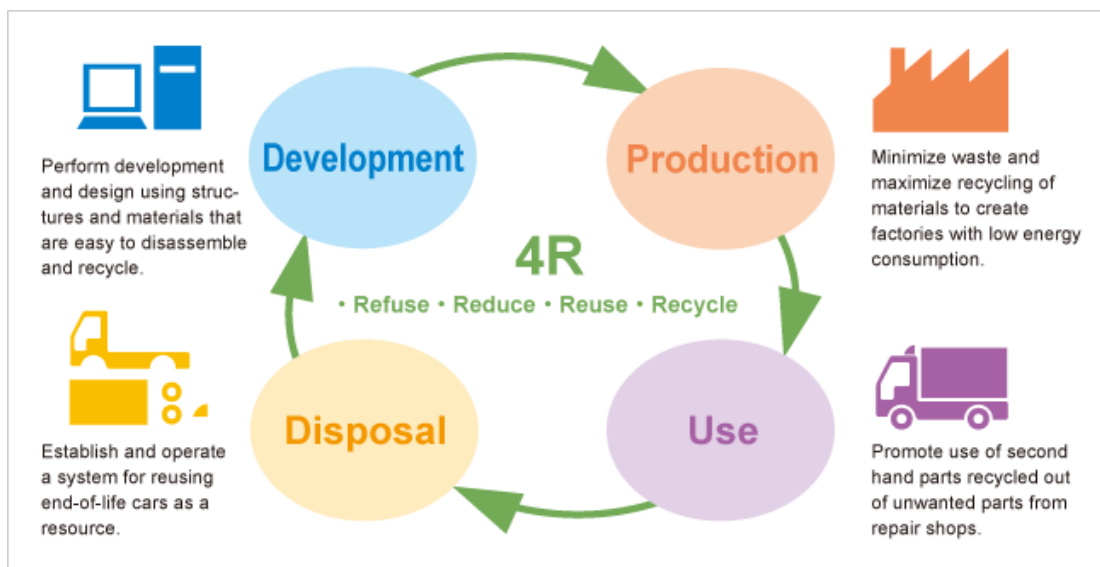
- Promoting recycling-based designs.
- Achieving the end-of-life vehicle recycling rate of 95% by 2015.

FY2011 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 in the trays on the back of center sheet, others.

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.



ELF



FORWARD



GIGA

Reduction in environmentally hazardous substances

Mid- and Long-term Targets

- Reinforcing the control of environmentally hazardous substances and efforts in reducing use.

FY2011 Achievements

Elimination of heavy metals

Isuzu has set its own standards on the use of the four heavy metals (lead, mercury, cadmium, and hexavalent chromium) to respond to environmental regulations around the world as an activity to reduce environmentally hazardous substances.

- Mercury and cadmium have been totally eliminated except in cases which are exempt, and we will continuously promote the prohibition of its use.
- 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

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

Mid- and Long-term Targets

- Reducing alternative CFCs and developing a new refrigerant system by developing technology to reduce total CO₂.

FY2011 Achievements

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

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

Promotion of reduction in interior VOC*1

Mid- and Long-term Targets

- **Promotion of reducing interior VOC in compliance with relevant self-imposed industrial regulations and global markets.**

FY2011 Achievements

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

In FY2011, Isuzu released a new pickup truck, D-MAX which meets the self-imposed industrial regulations on interior VOC in Thailand.

*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

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.

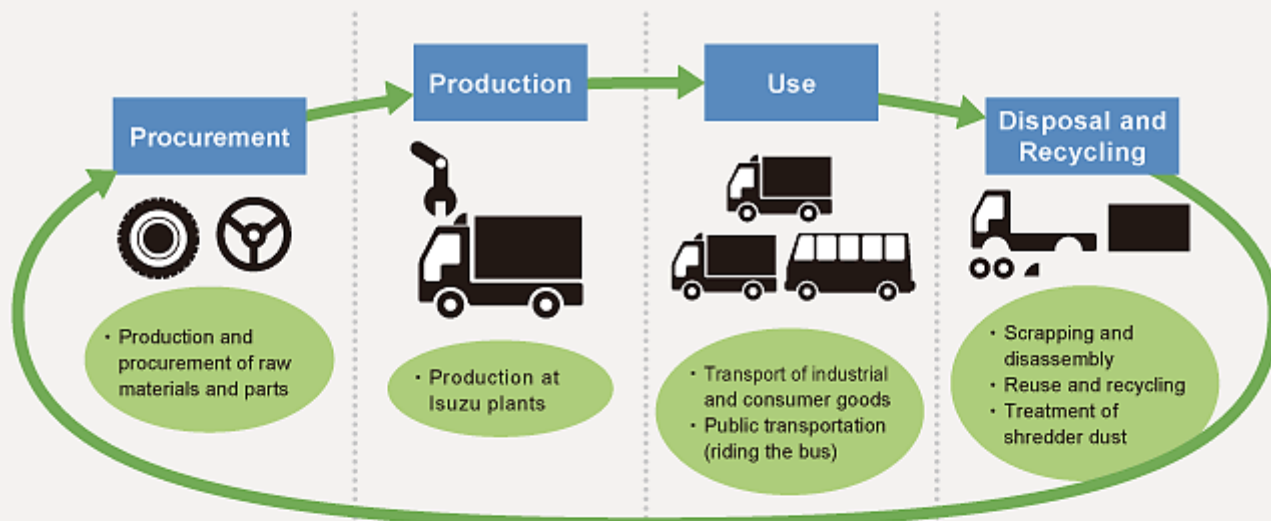
Environmental impact assessment for trucks and buses

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 CO₂, 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 CO₂ 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

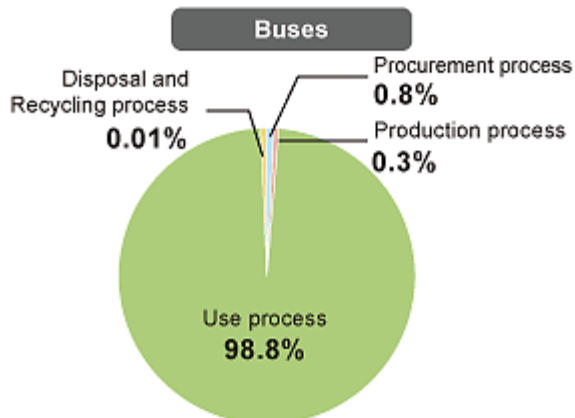
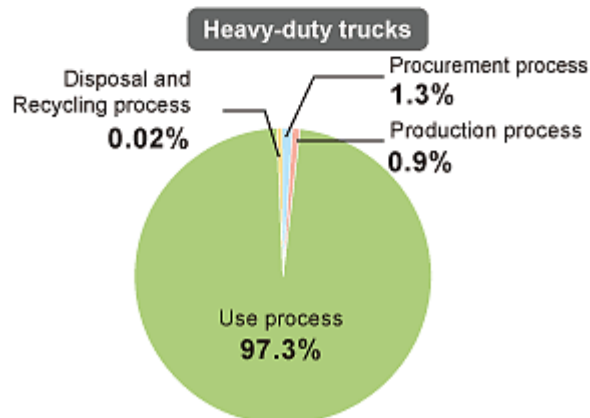
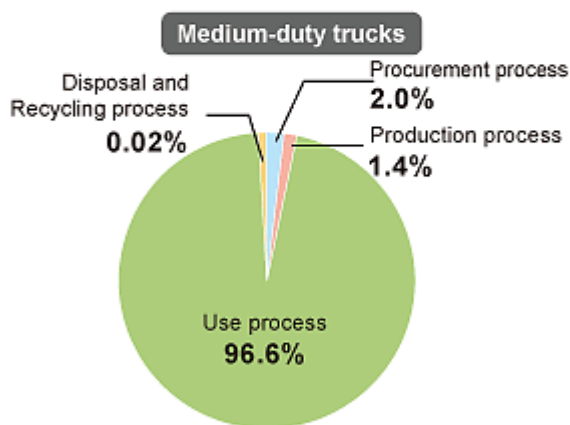
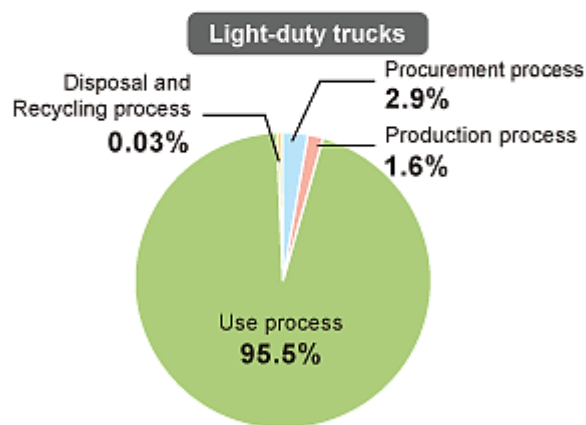
- Consumption of resources and energy
- Discharge of industrial waste
- Discharge of NOx, dust and soot, and other substances into air and water
- Use of environmentally hazardous substances

- 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

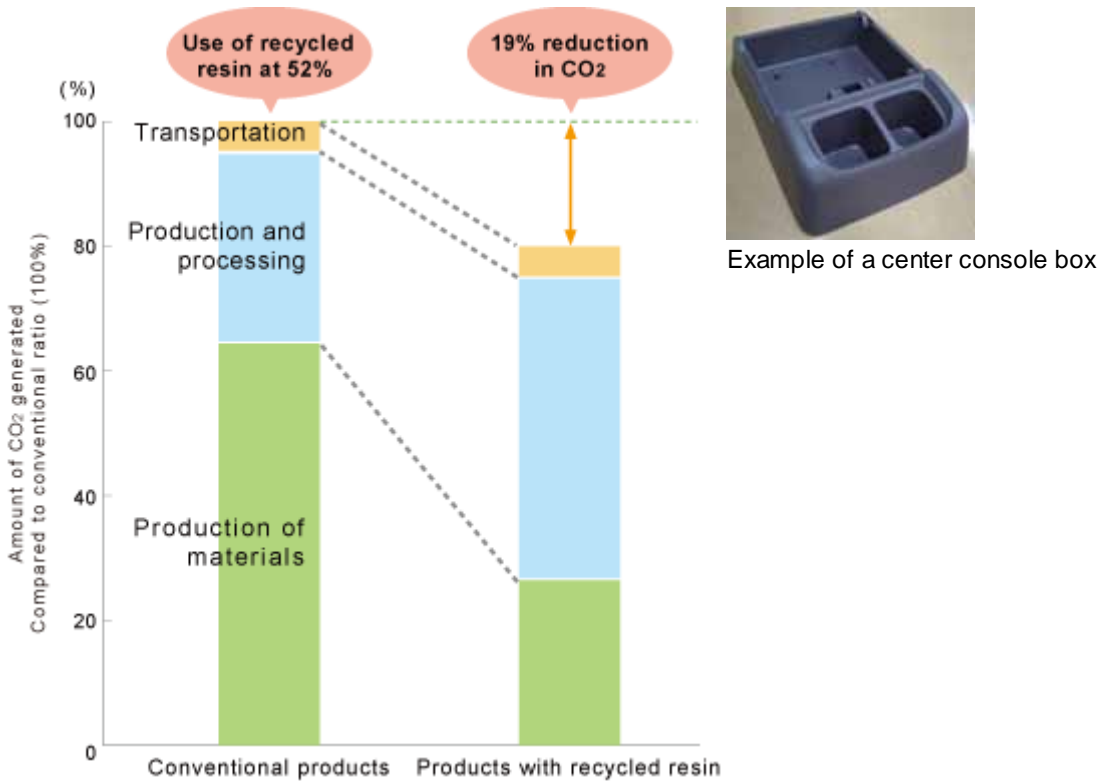
- Discharge of shredder dust
- Discharge of industrial waste
- Discharge of environmentally hazardous substances

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.



Amount of CO2 generated Effects of reducing CO2 in the production process of center console boxes
(Recycling material mixed rate: 52%)

Building Environmentally Friendly Plants

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

■ Power saving initiatives >>

Power shortages were a summertime concern due to the damages of the Great East Japan Earthquake in March 2011 and the nuclear disaster. In order to avoid power shortages, the Japanese government made an urgent request for power saving to corporations in the areas where power supply was a concern. In response to this, the entire Isuzu Group started (in Japan) power saving initiatives. (July to September 2011)

- Examples of Activities

■ Reduction of Wastes >>

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.

- Efforts for recycling resources at plants

■ Global Warming Prevention (CO₂ reduction) >>

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.

- Energy Saving Activities at Plants

■ Control and Reduction of Environmentally Hazardous Substances >>

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

- Efforts to reduce environmentally hazardous substances at plants

Power saving initiatives

Power shortages were a summertime concern due to the damage from the Great East Japan Earthquake in March 2011 and the nuclear disaster. In order to avoid power shortages, the Japanese government made an urgent request for energy saving to corporations in the areas where power supply was a concern. In response to this, the entire Isuzu Group started (in Japan) energy saving initiatives.(July to September 2011)

Examples of Activities

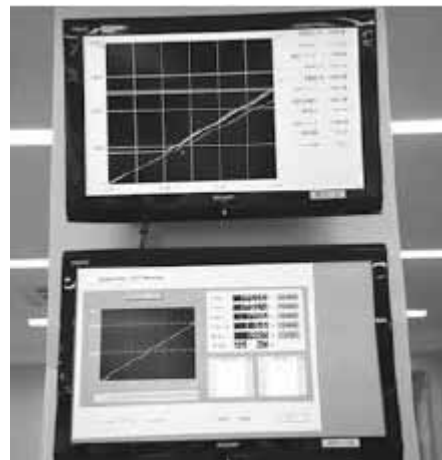
Examples of activities addressing the restriction of electricity consumption

• Curbing peak power by monitoring power consumption

Both Fujisawa Plant and Tochigi Plant introduced a monitoring facility for curbing power consumption. The facility makes it possible to constantly monitor real-time power consumption, sound an alarm when consumption near the control limit is detected, and shut down the air conditioning systems through its automatic remote control function. Furthermore, their facilities are shut down in a pre-determined order so that the peak power is maintained under the control limit.

• Generating electric power with test machines in the Development Division.

We used the power generators that are installed on engine test machines in the Development Division to curb peak power in order to help reduce purchased electricity.



Electricity consumption monitor used at Fujisawa Plant and Tochigi Plant

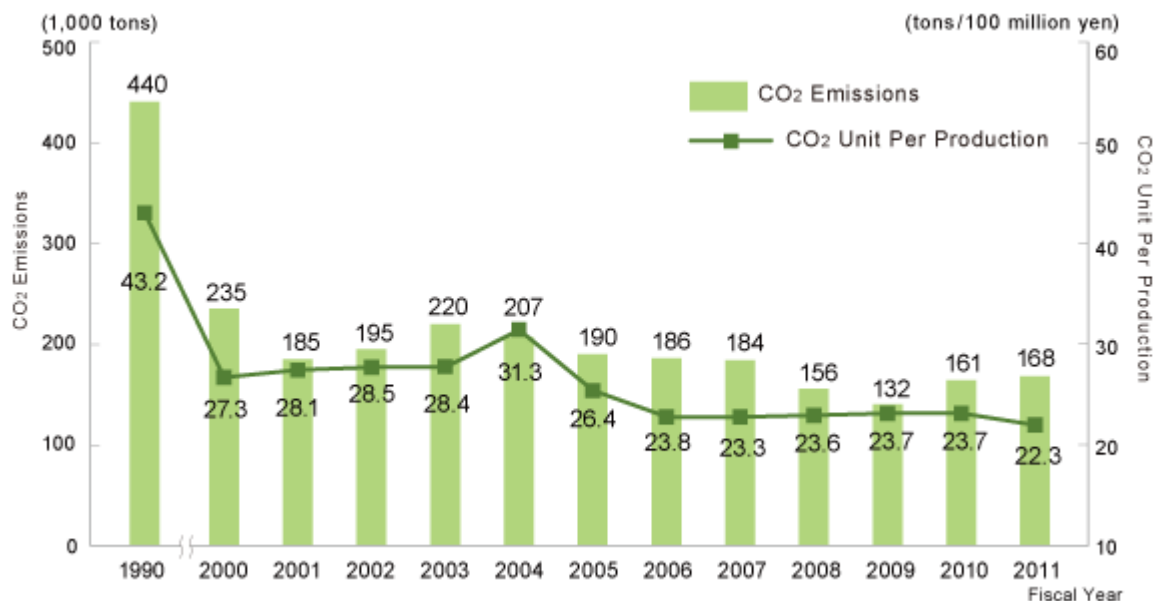
Global Warming Prevention (CO₂ reduction)

Energy Saving Activities at Plants

A target Isuzu's Manufacturing Division aims to meet by FY2012 is reducing CO₂ emissions by 8% relative to the FY2007 level.

Isuzu achieved a target in FY2011 with the emissions totaling 168,000 tons, and 22.3 tons/100 million yen units.

CO₂ Emissions Record and Trends(Fujisawa Plant and Tochigi Plant)



* CO₂ emissions resulting from energy use by the Manufacturing Division.

Primary activities

- Use of a large-scale cogeneration system to provide electricity and a heat source for plants
- Adoption of a small-scale (distributed) cogeneration system that takes the air-conditioning capacity of new buildings into account
- 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
- Improving 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 high-efficiency lighting equipment
- Adoption of LED solar lighting for part of the outdoor lighting

■ Promotion of global warming prevention

The Global Warming Prevention Promotion Committees, led by Isuzu's Manufacturing Division and comprised of members of the Engineering Division and affiliate companies, implements meticulous energy saving activities. In particular, the committee makes patrols not only during operating hours but also between the daytime and nighttime shifts, when the factories are shut down, as well as during holidays. The patrols check whether the lights have been turned off, minimize any leakage of cool/warm air, and monitor environmental devices, thus raising awareness among individual staff members and enhancing energy conservation activities.

The Committee uses surveys on energy usage by department and time to take on challenges to achieve effects in a variety of measures and further energy saving measures.

We will continue developing further energy saving activities (CO₂ reduction), revitalizing global warming prevention activities, and studying approaches by process and use of renewable energy, etc.

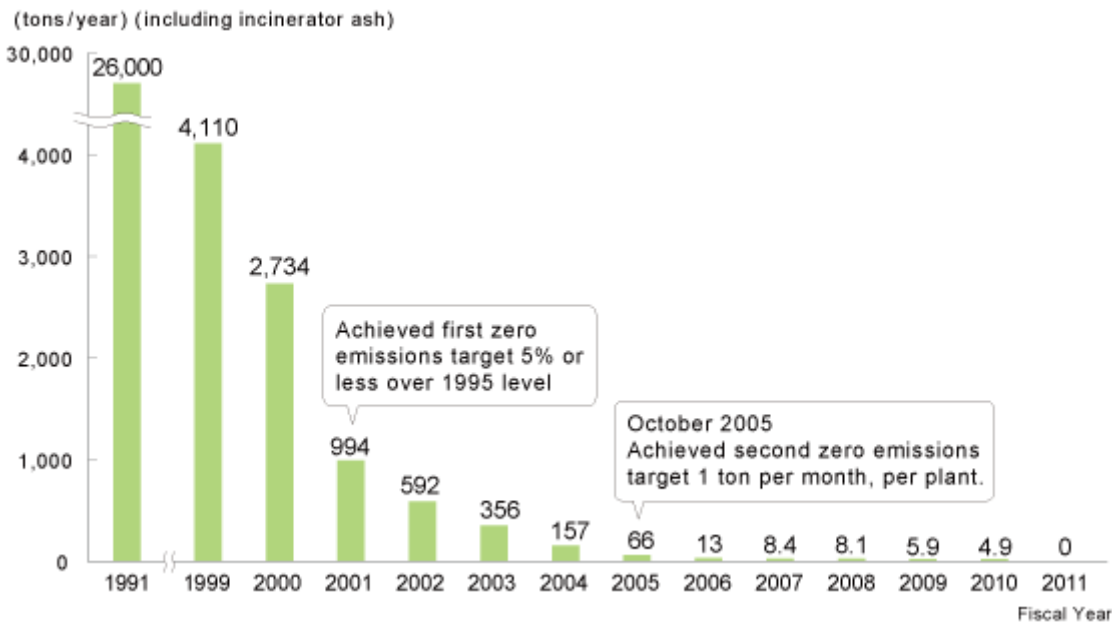
Reduction of Wastes

Efforts for recycling resources at plants

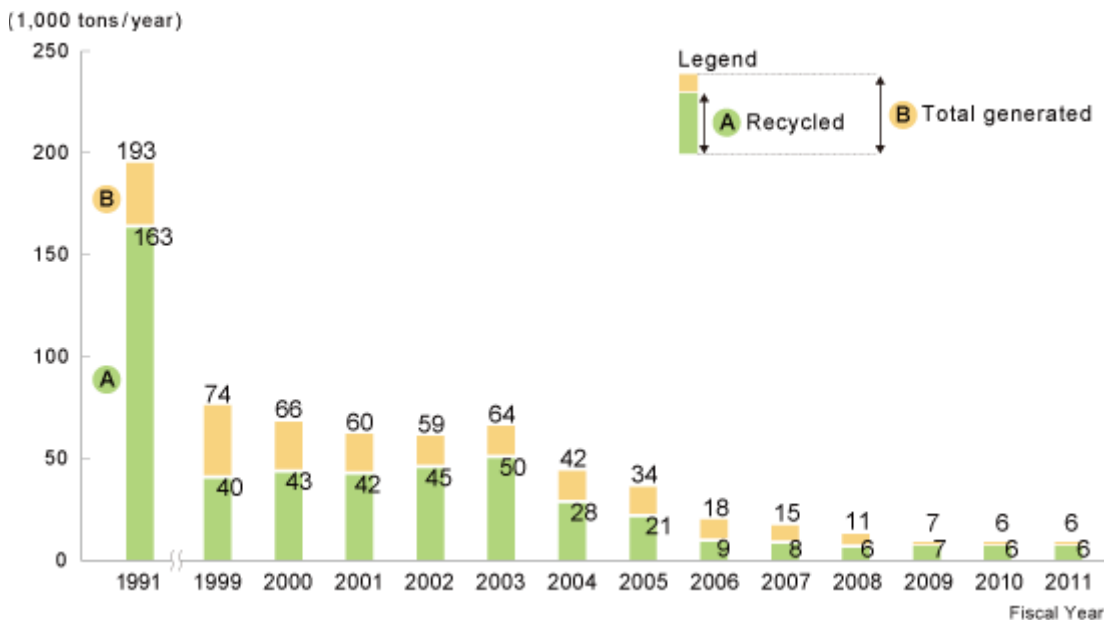
Isuzu has been reducing the final amount of landfill waste since 1990 (over 25,000 tons), meeting targets year after year, and successfully reduced the amount to zero tons in FY2011.

We will continue making efforts to minimize the amount of landfill waste.

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



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



Examples of waste reduction and efficient use of resources

- Expansion of items to be converted to valuable resources by seeking new purchasers (see photo)
- Promotion of voluntary collection of waste with the goal of raising awareness
- Reducing the total amount of waste and reducing related by-products
- Promotion of material recycling of plastic products
- Expansion of recycling by sorting waste oil
- Promotion of reusing waste cloths by washing used cloths
- Promotion of recycling clay attached to foam polystyrenes
- Promoting of recycling heat resistance glass products (test tubes, flasks, etc.)

Plastics newly included in items to be converted to valuable resources



Plastic sheet to prevent corrosion

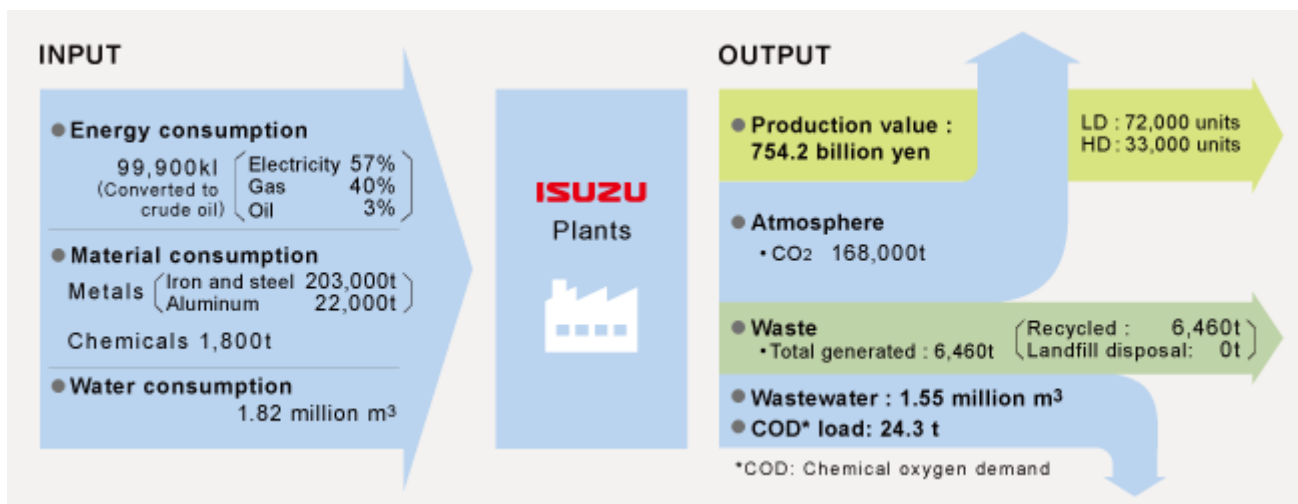


Protecting cap of parts



Cushions of parts

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

Hazardous Substances at Plants

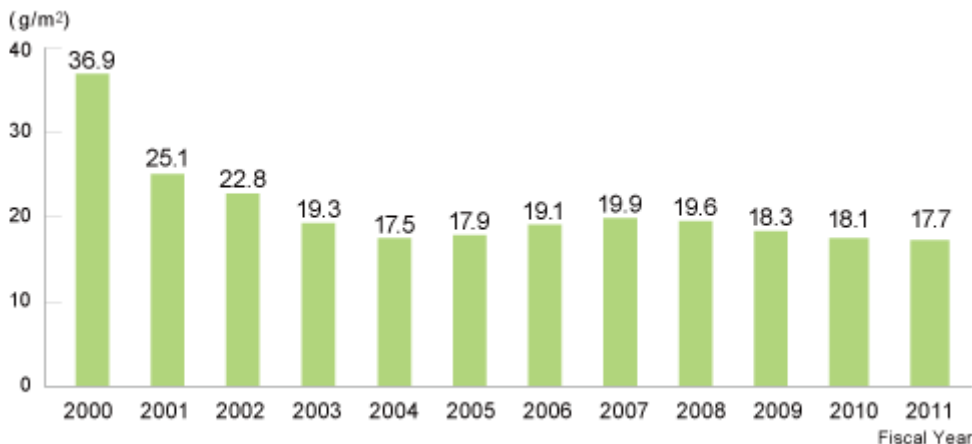
Reducing of Volatile Organic Compounds (VOC) (Fujisawa Plant)

The amended Air Pollution Control Act of 2006 restricted the emission of VOCs,*1 which are a factor in photochemical oxidants and smog. 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. Isuzu's self-imposed reduction target of 48% (19.2 g/m², fiscal 2011) 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 FY2011, VOC emissions were reduced to 17.7 g/m², 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 appropriate management and reduction of chemicals used in production processes and classified into the three levels of prohibited, conditionally permitted, and permitted (but requiring caution).

Management will be performed based on the new MSDS, which has been revised to address the amendments of the law in FY2010.

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

■ Prevention of Air and Water Pollution, Regulatory Compliance

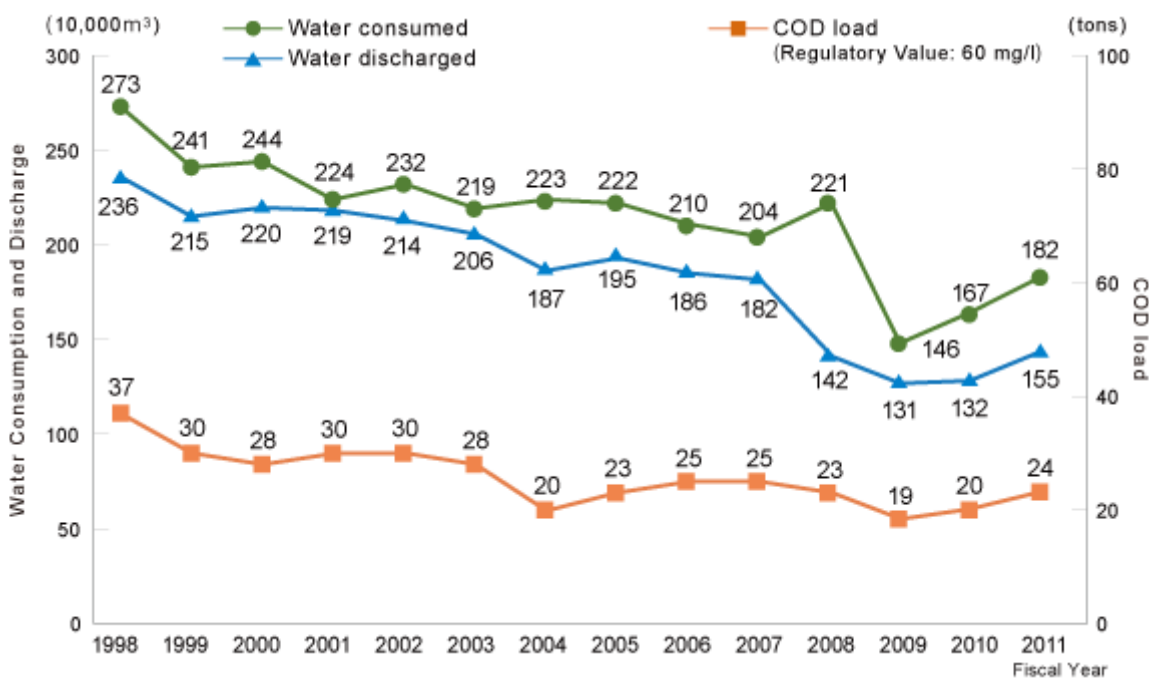
Isuzu regards the prevention of air and water pollution as a cornerstone of environmental conservation. Our own standards are stricter than official pollution regulations, and appropriate actions and administration are implemented within the framework of our environmental management system.

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

Isuzu effectively uses water resources, while reducing the water consumed in daily activities and the production process, and reusing water in the final water treatment process. In FY2011, water consumption increased about 9% over the previous year to 1,820,000 m³ due to the increased production volume.

We intend to promote the effective use of water resources, and implement thorough management of discharge in the future as well.

Trends in Water Consumption, Discharge, and COD*³ Load (Fujisawa Plant)



*³ COD: Chemical oxygen demand

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

Isuzu has banned the use of three chlorinated organic solvents*⁴ that were previously used. Since 1996, we have been conducting independent studies on the effects these solvents have on soil and groundwater at plants and offices to confirm that contamination does not spread outside the affected areas. We have also taken steps to detoxify affected areas, and have reported the results to the government.

*⁴ Three substances: trichloroethylene, 1-1-1 trichloroethane, and dichloromethane

Activities in Sales and Service

Isuzu is proactively promoting environmental activities at dealers and logistics divisions.

■ Activities at Dealers in Japan >>

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

- Power Saving Initiatives at Domestic Dealers
- Environmental Management Activities at Domestic Dealers
- About the 5S Activities at Domestic Dealers
- Development of Environmental Staff and Maintenance Staff Education at Dealers
- Reusing Heavy-Duty Lifts from a Dealer in the Disaster Area

■ Activities in Logistics >>

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

- Power Saving Initiatives in Logistics
- Environmentally Sound Approaches in Distribution
- Efforts to Meet Our Reduction Targets

Activities at Dealers in Japan

Power Saving Initiatives at Domestic Dealers

Power shortages were a summertime concern due to the damage from the Great East Japan Earthquake in March 2011 and the nuclear disaster.

In order to avoid power shortages, the Japanese government made an urgent request for power saving to corporations in the areas where power supply was a concern. In response to this, the entire Isuzu Group started (in Japan) power saving initiatives.

Isuzu dealers in Japan conducted committed power saving activities such as maintaining proper temperature settings in the air conditioning systems, using fewer lighting facilities, being sure to turn off computers, etc.



Replacing lamps in a service workshop (Mercury lamps -> ceramic metal halide lights + Adaptive diode lighting)

Environmental Management Activities at Domestic Dealers

Our customer interface is its dealers, who sell and provide services. Moreover, the dealers take an active part in environmental activities in which they make close connections with local communities through their everyday business activities.

Isuzu introduced the Isuzu Environmental Measures Guidelines in April 2005, and has carried out regular annual inspections at each field office so that they can apply measures immediately once a problem arises.

Another effort is the 5S activities held at service workshops that they started in April 2010. With this method, it is possible to make objective inspections to see the extent to which waste or dangerous substances are maintained.

About the 5S Activities at Domestic Dealers

Our closest contact with customers takes place at the service workshops of our dealers in Japan. Under our policy of keeping the workshops clean for our customers and their important vehicles, the dealers are taking measures to improve their workshop management using the 5S themes.

5S stands for the first letter of the five Japanese words, "Seiri (tidiness), Seiton (orderliness), Seiso (cleaning), Seiketsu (cleanliness), and Shitsuke (discipline)". Isuzu Manufacturing Division has practiced the 5S activities in its manufacturing processes to improve the efficiency of manufacturing systems. Based on the know-how we developed in this way, the entire Isuzu Group engages in measures to improve the workshop management at our dealers in Japan.

The goal of the activities is for the dealers to be able to offer a reliable place for customers to entrust their vehicles and to deliver pleasant services as customers choose.

Actual examples of 5S activities at dealers

Seiri (Tidiness), Seiton (Orderliness)



Facilities or spare parts are stored in a disorganized manner.



Facilities and spare parts are organized. The space is rearranged as a working space near the wall where no objects or racks are placed.



Disorderly aisle.



Mechanics have cleaned it up to be organized and shiny.



The space has been reorganized with new compartment lines that ensure safe aisles. Working efficiency has been improved.

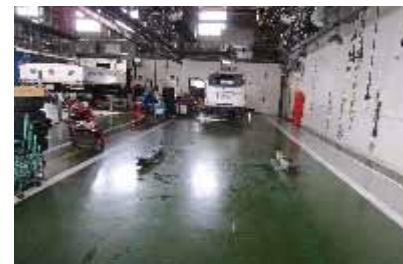
Others



Arranged a tool storage area for light works to improve working efficiency.



Arranged a trash can space to maintain clean working areas.



Tidied up the spaces near the wall for customers to pass through smoothly.

Development of Environmental Staff and Maintenance Staff Education at Dealers

Isuzu held ISO 14001 internal auditor training sessions to develop more environmental staff who are certified as internal auditors at dealers. A total of 165 employees have been certified as of end of March 2012. Isuzu also provided those responsible with guidance about waste and dangerous substance maintenance at the 5S model dealers as a way of providing support for 5S audits in FY2011.

Reusing Heavy-Duty Lifts from a Dealer in the Disaster Area

The Great East Japan Earth quake last year caused the shut down of the Sendai Airport branch of Miyagi Isuzu Motors Limited *1, but Isuzu repaired a water-damaged heavy-duty lift and relocated it to Isuzu Motors Kyushu Limited to be reused.

*1 Miyagi Isuzu Motors Limited has become Isuzu Motors Tohoku Limited as of April 1st, 2012.



Removing the lift.



Repairing the lift.



Repairing the lift.

Activities in Logistics

Power Saving Initiatives in Logistics

Mercury lamps and fluorescent lamps were replaced with LEDs for the purpose of reducing electricity consumption.



Logistics warehouse with use of LEDs

Environmentally Sound Approaches in Distribution

Isuzu reviews product shipping methods to improve transport efficiency and reduce energy consumption. We also promote the widespread adoption of MIMAMORI online services and CNG vehicles as part of our commitment to reducing environmental impacts.(We will suggest green management initiatives to transport operators who can use it.)

Energy Consumption Reduction Targets

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 (millions of yen)

Efforts to Meet Our Reduction Targets

In FY 2011, Isuzu made good progress as per the plan. We reduced energy consumption (per unit) by 2.6% compared to the previous year.

Primary activities

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

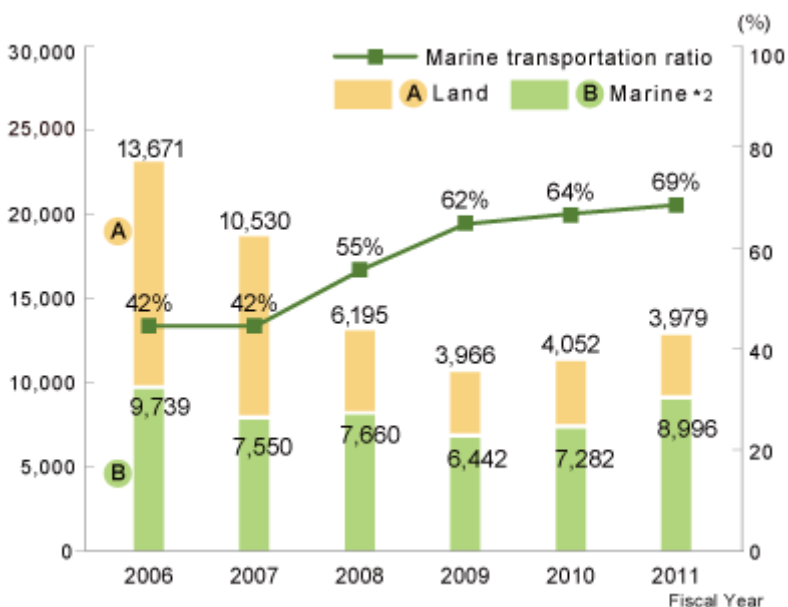
1. Increased efficiency of truck transportation
Thorough management of truck transportation according to payload volume.
2. Improving export container transportation
Expansion of transportation by trailer and increased filling rate in a container.
3. Promotion of modal shift
Increased marine transportation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

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)



*2 CO₂ emissions in marine transportation is 28% of that in land transportation (in comparison to self-propelled vehicles)



Truck transportation using car carriers (delivery vehicle)



Returnable containers

Activities at the Offices

Power saving Initiatives in the Office

Power shortages were a summertime concern due to damage from the Great East Japan Earthquake in March 2011 and the nuclear disaster.

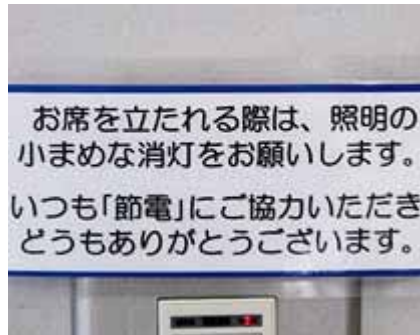
In order to avoid power shortages, the Japanese government made an urgent request for energy saving to corporations in the areas where power supply was a concern.

In response to this, the entire Isuzu Group began (in Japan) energy saving initiatives.

- Implementing the Cool Biz dress code (May to October)
- Rescheduling working days (Monday through Friday to Saturday through Wednesday)
- Switching off lights (before and after business hours and during lunchtime), eliminating some fluorescent lamps
- Changing the operation hours of air conditioning systems.
- Encouraging the use of stairs (up for two floors and down for three floors)
- Controlling rising room temperatures by closing blinds, etc.



Displaying a seating chart with lighting classifications



Encouraging employees to turn off lights as they leave the office.
"Please make sure to turn off the lights as you leave the room."



Saving power consumed by the PC monitor by folding it closed when it is not in use.

Energy saving Activities

Isuzu is making efforts to reduce CO₂ emissions by replacing existing equipment with more efficient equipment in order to curb electricity use*1

*1 We integrated and consolidated our data servers, introducing higher-performance equipment to reduce power consumption, with the secondary effect of also reducing the energy consumed for cooling purposes.



New energy saving data servers

Participation in the Tanabata Lights Down Event(in Japan)

Since 2008, Isuzu has participated in the Tanabata Lights Down event, which is held as part of the "CO₂ Reduction & Lights Down Campaign." Isuzu, group company employees, and their families were asked to switch off any unnecessary lights between 8 and 10 pm on July 7. The lights illuminating the ISUZU symbol at its head office and the signs at each plant were also turned off all night.

As a power saving measure in summer 2011, we participated in the Day and Night Lights Down Campaign, and switched off the lights of the symbols and signs at the head office and plants all night during the campaign period. The Isuzu symbol light at the head office is still turned off all night.



The Isuzu symbol light turned on



The Isuzu symbol light after turning off all night

Green Purchasing of Stationery

Since June 2007, when purchasing paper goods for the office and copier and printer paper, Isuzu has preferentially selected products that comply with green purchasing guidelines and thus have less of an impact on the environment.

Environmental Conservation Initiatives

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 Basic Act on Biodiversity, issued in 2008 June.

Mt. Fuji Forestation Project (in Japan)

In the Mt. Fuji Forestation Project taking place in Yamanashi Prefecture, multiple companies, organizations, and NGOs are conducting joint activities to rejuvenate defoliated prefectural forests in Narusawa Village which are afflicted with pests and diseases. Narusawa Village spreads out across Mt. Fuji at an elevation of 1,600m to 1,700m. Isuzu has participated in this project since 2008 by volunteering in tree planting activities. By FY2010, a total of 450 of our employees and their family members had planted 3,400 seedlings of five kinds of trees (beech, *queues crispula*, maple, *alnus japonica*, and mountain cherry) in an area of 3,400 hectares.

The tree planting activities are expected to contribute to multiphase environmental conservation in the future by for example, revitalizing trees, preventing damage from landslides, ensuring water resources, conserving the ecosystem in the peripheral environment, and absorbing CO₂. Participating in the Mt. Fuji Forestation Project is also a very valuable experience for employees and their families.

In FY2011, the influence of the Great East Japan Earthquake saw Isuzu employee volunteers participating the project on a smaller scale.

Isuzu intends to continuously contribute to the revitalization of the beautiful nature of Mt. Fuji by through activities such as installing deer netting fences.



Mt. Fuji Forestation Project



Installing netting fences to avoid harm caused by deer

Nature Conservation Project(in the Philippines)

Isuzu Philippines Corporation (IPC) started a nature conservation project in the Philippines with World Wide Fund for Nature (WWF) as an event commemorating the 14th anniversary of the founding of the company.

This project aims to prevent the destruction of forests in the Province of Isabela, the Philippines; to provide educational programs to local farmers; and to ease poverty in the region. IPC has helped cultivate 100 mango trees per hectare and create agricultural land of 40 hectares.

The WWF granted IPC the Environmental Leadership Award for this project.

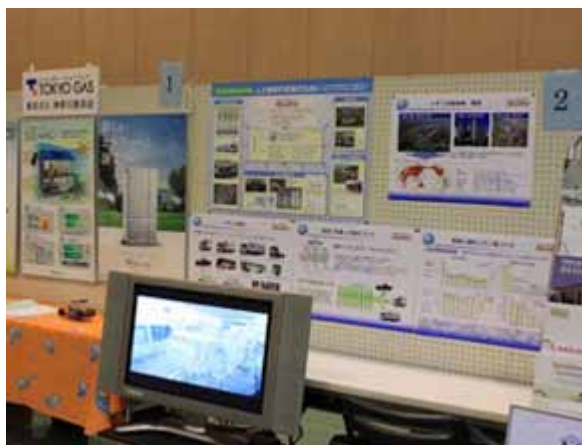


Environmental Communication

Isuzu promotes communication with local communities through our environmental activities.

Isuzu introduced Isuzu's environmental initiatives at the "Fujisawa Environmental Fair" in Fujisawa City

In December 11, 2011, Isuzu participated in the 16th Fujisawa Environmental Fair, held in Fujisawa City, and presented the Isuzu plant's environmental initiatives and new model developments to visitors to gain a further understanding.



Environmental Impact Data

Principle environmental impact data (CO₂ emissions, CO₂ unit perproduction, amount of landfill waste, etc.)

Items			FY2011 Achievements	Plant
Energy consumption (Converted to crude oil)			99,900 kl	Fujisawa Plant and Tochigi Plant
Material consumption	Metals	Iron and steel	203,000 t	Fujisawa Plant and Tochigi Plant
		Aluminum	22,000 t	Fujisawa Plant and Tochigi Plant
	Chemicals		1,800 t	Fujisawa Plant and Tochigi Plant
Water consumption			18.2 million m ³	Fujisawa Plant and Tochigi Plant
CO ₂ emissions			168,000 t	Fujisawa Plant and Tochigi Plant
CO ₂ unit per production			22.3 tons/100 million yen	Fujisawa Plant and Tochigi Plant
Waste	Total generated		6,460 t	Fujisawa Plant and Tochigi Plant
	Amount recycled		6,460 t	Fujisawa Plant and Tochigi Plant
	Amount of landfill waste		0 tons	Fujisawa Plant and Tochigi Plant
Water discharged			15.5 million m ³	Fujisawa Plant and Tochigi Plant
VOC emissions			17.7mg/m ²	Fujisawa Plant

Environmental Accounting

To ensure that Isuzu is efficiently and continually protecting 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 also disclosed as a business measure.

Environmental Accounting

The total amount of investment and costs in FY2011 was 23.5 billion yen. This is down approximately 12% from the previous year due to increased amounts invested for R&D and decreased costs for pollution prevention. Details are shown in the table below.

Target period: April 1, 2011 to March 31, 2012

(Unit: millions of yen)

Classification of environmental conservation costs		Amount of investment	Costs	Major activities
Business-area cost	Costs for pollution prevention	27	342	Prevention of air pollution / Wastewater treatment, Maintenance of pollution prevention facilities
	Costs for environmental conservation	10	171	Introduction of equipment for low-carbon fuel, Improvement for energy saving
	Costs for waste treatment and reduction efforts	73	91	Costs for waste treatment and reduction efforts
Upstream and downstream costs		0	958	Re-manufacturing engine transmissions
Management activity costs		96	298	Costs for internally addressing the Automotive Recycling Law, environmental education
Research and development costs		1,558	19,874	Development of environmentally friendly products to comply with domestic emissions regulations and the introduction of manufacturing facilities
Social activity costs		0	31	Costs of supporting environmental conservation activities
Environmental damage recovery costs		0	19	Surcharge on pollution impact
Total		1,764	21,785	

* The accounting method is based on Environment Ministry guidelines.

■ Effects of environmental conservation

From FY2010, Isuzu is taking into account the increase and decrease of business activities according to economic fluctuations in the calculation of the effects of environmental conservation. In FY2011, we were able to decrease the quantity of substances in use due to lower per-sales CO₂ emissions through increased production. In spite of our committed efforts to save energy, however, the energy cost increased due to electricity and utility gas price.

(Unit: millions of yen)

Effects of cost reductions per amount of business activities*1 (A minus means an increase.)	
Cost reductions through energy conservation	-248
Reduction in waste disposal costs	14
Reduction in costs for tap water and water for industrial use	3
Total	-231

(Unit: ton)

Effects of cost reductions per amount of business activities *2 (A minus means an increase.)	
CO ₂ emissions	5,613
Final amount of landfill waste	5
Water consumption	-2

*1 Cost reduction per amount of business activities = costs in 2011 * (products in 2011 / products in 2010) - costs in 2011

*2 Substance reduction per amount of business activities = Quantity of substances in use in 2010 * (output in 2011 / output in 2010) - Quantity of substances in use in 2011

Major actions for regulatory compliance

■ FY2011 PRTR*3 and other emissions (Inspection period: April 2011 to March 2012)

The following information represents typical emission status at Fujisawa Plant and Tochigi Plant in FY2011 as expressed in primary indicators related to PRTR.

*3 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 (Address: 8 Tsuchidana, Fujisawa-shi, Kanagawa, Japan)

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)	5,400	0	0	0	0	0	0
Ethanolamine (2-aminoethanol)	1,100	150	2.2	0	0	160	120
Ethyl benzene	110,000	62,000	0	0	0	62,000	2,700
Xylene	180,000	83,000	0	0	0	83,000	9.6
N,N-dicyclohexylamine	-	0	1,500	0	0	1,500	0
Organic tin compounds	3,800	0	0	0	0	0	0
1,2,4-trimethylbenzene	9,500	220	0.18	0	0	220	0
1,3,5-trimethylbenzene	4,500	87	0	0	0	87	0
Toluene	90,000	47,000	0	0	0	47,000	140
Nickel compounds	890	0	0.02	0	0	0.02	210
Benzene	1,100	2.6	0	0	0	2.6	0
Polyoxyethylene alkyl ether (C12-15)	1,100	0	0	0	0	0	0

Chemicals	Managed Amount	Emitted Amount					Transferred Amount
		Emissions to air	Discharge into Public Water	Emissions to Soil	Land-fill Waste	Total Emissions	Total Transfers
Formaldehyde	920	6.2	0	0	0	6.2	0
Manganese and its compounds	1,200	0	0.92	0	0	0.92	310
Methylnaphthalene	18,000	46	0	0	0	46	0

Tochigi Plant (Address: 2691 Hakuchu, Ohira-machi, Tochigi-shi, Tochigi, Japan)

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	6,200	5,600	0	0	0	5,600	650
Xylene	23,000	22,000	0	0	0	22,000	0
N,N-dicyclohexylamine	-						
1,2,4-trimethylbenzene	1,300	1.8	0	0	0	1.8	0
Toluene	9,500	9,400	0	0	0	9,400	0
Manganese and its compounds	1,900	0	0	0	0	0	370
Methylnaphthalene	16,000	41	0	0	0	41	0

FY2011 Air Quality and Water Quality (Inspection period: April 2011 to March 2012)

The following information represents typical status of discharge into air and water at Fujisawa Plant and Tochigi Plant in FY2011.

Fujisawa Plant (Address: 8 Tsuchidana, Fujisawa-shi, Kanagawa, Japan)

Air Quality

Item	Facility	Regulatory Value	Actual measurements	
			Maximum	Average
NOx(ppm)	Boiler	60	23	19
	Metal melting furnace	200	54	44
	Heat-treating furnace	200	150	150
	Paint/drying furnace	230	29	14
Dust and soot(g/Nm ³)	Boiler	0.1	0.004	0.003
	Metal melting furnace	0.2	0.012	0.008
	Heat-treating furnace	0.2	0.002	0.002
	Paint/drying furnace	0.1	0.005	0.003
SOx(Nm ³ /h)	(Regulatory total)	21.82	0.082	0.082

* The regulatory value used is of either the Air Pollution Control Act or prefectural ordinance, whichever is more strict.

(Discharged to Hikichi River)

Item	Regulatory Value	Actual measurements		
		Maximum	Minimum	Average
pH	5.8~8.6	7.9	7.3	7.6
COD mg/l	60	26.0	3.9	17.3
BOD mg/l	60	14.0	1.8	10.7
SS mg/l	90	10	Less than 1	5.2
Oil content mg/l	5	2	Less than 1	1.3

* The regulatory value used is of either the Air Pollution Control Act or prefectural ordinance, whichever is more strict.

Tochigi Plant (Address: 2691 Hakuchu, Ohira-machi, Tochigi-shi, Tochigi, Japan)

Air Quality

Item	Facility	Regulatory Value	Actual measurements	
			Maximum	Average
NOx(ppm)	Boiler	Less than 250	31	29
	Metal melting furnace	Less than 180	63	34
Dust and soot(g/Nm ³)	Boiler	Less than 0.3	0.004	0.004
	Metal furnace	Less than 0.25	0.019	0.009
SOx (K value)	(by Facility)	14.5	5.7	1.0

* The regulatory value used is of either the Air Pollution Control Act or prefectural ordinance, whichever is more strict.

Water Quality

(Discharged to Nagano River)

Item	Regulatory Value	Actual measurements		
		Maximum	Minimum	Average
pH	5.8~8.6	7.5	6.8	7.2
COD mg/l	20	17.7	2.2	8.2
BOD mg/l	20	6.8	1.1	3.6
SS mg/l	40	6	Less than 1	2.3
Oil content mg/l	5	Less than 0.5	Less than 0.5	Less than 0.5

* The regulatory value used is of either the Air Pollution Control Act or prefectural ordinance, whichever is more strict.

Notes:

- 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.



■ Targets and Achievements >>



We report on Isuzu's social initiative targets and achievements for FY2011.

■ 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.

- ▶ [Initiatives in Japan](#)
- ▶ [Initiatives in Other Countries](#)

■ 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 Report

Mid- and Long-term Targets	FY2011 Achievements
<p>Strong promotion of communication with local communities and society</p> <ul style="list-style-type: none"> Contributing to the creation of a prosperous society with good communication with communities, society, and customers through business activities. 	<p>CSR Report 2010 Issued</p> <ul style="list-style-type: none"> Released a report on the environmental and social initiatives of FY2010 on the Isuzu website in December 2011. <p>Relations with Local Communities</p> <ul style="list-style-type: none"> Implemented the cleanup activities in the neighborhood of the plant. These activities were carried out in turn by employees from all departments and affiliated companies in the plant. In FY2011, about 1,400 employees took part in these activities. Offered plant tours for neighborhood elementary schools, resident associations, community associations, and environmental communities. 1,733 children from 16 schools and 105 people from 65 neighborhood community associations in Fujisawa City and Ayase City visited Fujisawa Plant. They toured the vehicle assembly lines and heard about our environmental activities. <p>Relations with Customers (Initiatives in Japan)</p> <ul style="list-style-type: none"> Held seminars on fuel-efficient, safe driving, and driving/operation techniques. We held these seminars in cooperation with domestic dealers. The target was for operation managers and the drivers of our customers to learn about how to do fuel-efficient driving, daily inspections, drive safely, etc. We had 615 participants in the seminars in FY2011. <p>Relations with Customers (Initiatives in Other Countries)</p> <ul style="list-style-type: none"> Implemented seminars on fuel-efficient and safe driving. We held these seminars in cooperation with overseas dealers. The target was for truck or bus drivers to learn how to do fuel-efficient driving, daily inspections, drive safely, etc. We had a total of 250 participants in the seminars in FY2011.

Relations with Local Communities

Cleanup activities in the neighborhood of the plants

Isuzu Fujisawa Plant implements cleanup activities in the neighborhood of its plant for the purpose of contributing to the local society, in accordance with 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 FY2011, 1,276 employees took part in the activity. Isuzu Tochigi Plant also implements cleanup activities in the plant and its neighborhood. In FY2011, about 100 employees from all departments in Tochigi Plant took part in it.



Fujisawa Plant Tour for Neighborhood Elementary Schools and Community Associations

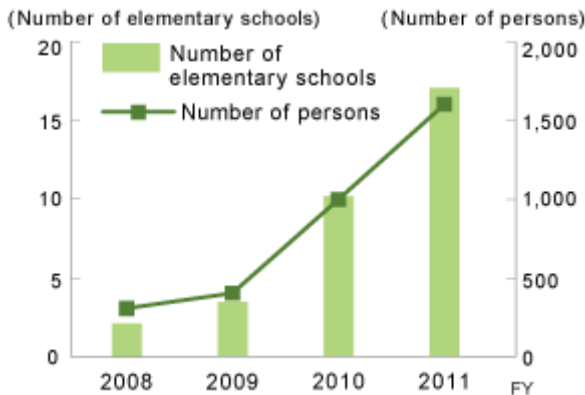
Isuzu Fujisawa Plant offers a plant tour for neighborhood elementary schools in Fujisawa city and Ayase city as an activity to contribute to a local community. In FY2011, 1,733 children from 16 schools visited Fujisawa Plant and first studied the production process of trucks and environmentally-friendly trucks, and then observed actual production lines where trucks are assembled.

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

In FY2011, 105 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.

Participants' answers to the plant tour survey (excerpt)

- I found that they are very motivated to make good quality products.
- I've lived nearby for a long time, but this was the first time I visited the Isuzu plant. This experience completely changed my view of Isuzu.
- Plant tours like this should be held more often so that people in the community can make closer connections with Isuzu and have a good understanding.
- I am proud that we have a company like this in our community.
- I was impressed by the automation of the assembly process and improvements of work postures. Also I learned about their achievements in energy saving, too.



Gifts of Christmas cakes to local governments where Isuzu office and plants are located in Japan

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

FY2011 Achievements

Omori head office: presented 550 cakes to 46 child-support centers and nursery schools in Shinagawa-ku, Tokyo.

Fujisawa Plant: presented 600 cakes to 115 facilities for the disabled, senior citizens, and foster care in Fujisawa City, Kanagawa Prefecture.

Tochigi Plant: presented 216 cakes to 21 kindergartens and nursery schools in Tochigi city, Tochigi prefecture.

Major awards in FY2011

■ April, 2011

- At the Minister of Education, Culture, Sports, Science and Technology's Commendation for Science and Technology, Isuzu Tochigi Plant received the Creativity Prize for its "forging machine monitoring control system".
- D-Max, a pickup truck marketed in Malaysia, won Malaysia's "Most fuel efficient pickup truck" from "Asian Auto Magazine" in Malaysia.
- Isuzu Fujisawa Plant received the "2011 Kanto Branch Genba Kaizen Case Award" for "Zero-zero stop circle" from the Japan Foundry Engineering Society.

■ May, 2011

- In Thailand, the pickup truck D-Max received "Best Fuel Economy Pickup (2,500 cc category)" and "Thailand's Car of the Year Award."

■ September, 2011

- Isuzu Philippines Corporation (IPC) received the "Environmental Leadership Award" for their contributions to environmental protection in Philippines from the World Wide Fund for Nature (WWF).

■ January, 2011

- In Malaysia, the pickup truck D-Max received the "2011 Asian's Most Fuel Efficiency Vehicle Award" in Malaysia.

Relations with Customers

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 for a commercial vehicle maker, Isuzu makes efforts to achieve a higher level of safety so that every customer can live safely in a mobile and motorized society.

■ Initiatives in Japan >>

Isuzu holds "transportation strategy seminars" and training programs about fuel-efficient driving and safe driving in order to better communicate with customers. "Isuzu Customer Center (Japan)" has been launched for various inquires and questions to meet customers' needs.

- Various seminars
- Isuzu Customer Center (Japan)
- HaKoBu Community Site (Japan)

■ Initiatives in Other Countries >>

Isuzu holds seminars about fuel-efficient driving and safe driving across the world in order to better communicate with customers.

- Fuel-efficiency Seminar
- Safe driving seminar

Initiatives in Japan

Various seminars

Isuzu holds "Transportation strategy seminars" and "Safe driving /delivery car accident reduction seminars" as a method of solving the customers' challenges, including fuel-efficient driving, safe driving, and daily inspection methods, through practice with an actual vehicle.

Related pages

- ▶ [Fuel-efficiency seminar](#)

Isuzu Customer Center (Japan)

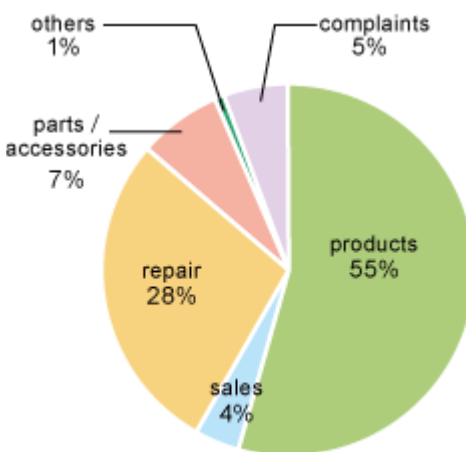
Isuzu runs a Customer Center to receive customer inquiries and comments about our products.

During FY2011, Isuzu received about 14,800 inquiries and comments through our toll-free telephone and e-mail services.

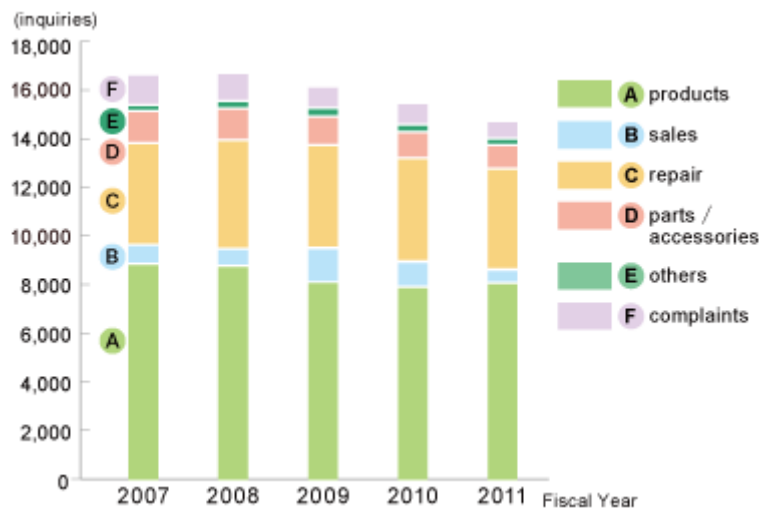
55% of the inquiries were categorized as product-related, marking the highest, and 28% as repair-related and 4% as sales-related.

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.

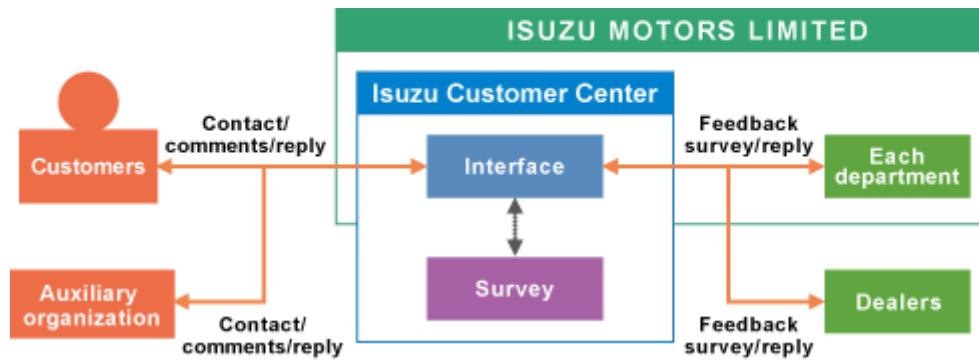
Breakdown of inquiries in FY2011



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.

As we value the invisible ties with our customers, "HaKoBu" was established to help customers feel more familiar with Isuzu and trucks, on which they can post their comments at any time. This is an interactive website facilitating not only the transmission of information from Isuzu, but also customer participation in building the website. Major features of the "HaKoBu" site include:

- A column entitled "Nadeshiko Driver," featuring female drivers working on trucks and buses;
- "Isuzu Children" in which child 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 the regular features above.

Our employees, who hope to let people know about Isuzu through their own efforts, gather information and prepare all manuscripts for a site with a community feel.

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

Origin of "HaKoBu"

"HaKoBu" takes its name from a Japanese word meaning "Transportation," as in the corporate mission, "Isuzu will always mean the best. A leader in transportation, commercial vehicles and diesel engines, supporting our customers and respecting the environment."

Initiatives in Other Countries

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

Fuel-efficiency seminar

Kenya

General Motors East Africa Limited, which handles the assembly and sales of Isuzu vehicles in Kenya, offered a Smart Driving Seminar to bus drivers working in the Kenyan public service sector. The seminar took place for two days with 26 drivers participating. Following lectures in which they learned about fuel-efficient driving and its importance, they saw an average 30% improvement in fuel efficiency during their driving experience.

Prior to the event, Isuzu had sent staff members to the local site who provided instructions about the seminar so that the company would be able to conduct an effective seminar.

At the end of the seminar, the chairperson of the national bus association commented, "This is a very useful seminar for bus operations in Kenya. We would like to continue to build a strong partnership with Isuzu."



Thailand

In cooperation with Tri Pech Isuzu Sales Co.,Ltd. in Thailand, Isuzu invited customers in Thailand to Isuzu Premium Club (IPC) and WAcorn Hokkaido Co., Ltd. (test courses) for fuel-efficiency seminars from September to October in 2011. Upon hearing a lecture by a university professor specializing

in transportation research (invited from Thailand), a total of 100 customers and 20 accompanied dealer staff from Thailand had a fuel-efficient driving experience with a heavy-duty truck equipped with the MIMAMORI system. Most customers were able to see a reduction in fuel consumption when comparing MIMAMORI reports after the driving experience.



■ Ecuador

With GM-Isuzu Camiones Andinos de Colombia, Ltda., Isuzu held a fuel-efficiency seminar for customers in Ecuador in January 2012. Through an actual driving experience, this seminar effectively proved to the customers that Isuzu's fuel-efficient driving made a difference from standard driving.

An operation control manager, one of the customers, commented: "I appreciate that you offered an opportunity like this. Your presentations and seminar met my expectations."



○ Safe driving seminar

■ Jordan

With Faouri Trading Co., Isuzu held an Isuzu tractor driving seminar that taught driving methods using the tractor features for drivers in Jordan in July 2011. Through a lecture and through practicing shift lever operations with an actual tractor, the customers learned about the multistage transmission mechanism installed on Isuzu tractors as well as proper driving methods.



■ Algeria

Isuzu held a driving seminar, organized with lectures and driving practice using an actual vehicle, about safer driving techniques with a heavy-duty dump truck for drivers in Algeria in November 2011. The seminar focused on how to accelerate the truck without failure of the clutch or brake system as well as how to operate the exhaust brake and the shift down on a downhill. The seminar also introduced the importance of pre-driving inspections and efficient inspection methods. It is expected that this will affect accident prevention and result in fewer failures due to insufficient maintenance.



■ Saudi Arabia

With Isuzu Motors Middle East FZE, Isuzu held a seminar for in-house program trainers who work at Isuzu's customers in December 2011. The seminar included lectures about the transmission mechanism and operation methods, pre-driving inspection practice with an actual vehicle, and driving practice on the road. It is expected that newly employed drivers at the customers' companies will be instructed about proper driving method or inspection method.



Inquiries - If you need further information, please ask our distributors.

▶ [Distributors Network](#)

Relations with Business Partners

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.

Basic Philosophy

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

Construction of environment management systems

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

Compliance with related environmental laws and regulations

Compliance with related environmental laws and regulations and related ordinance by local governments.

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 CO₂ 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*4" 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.

***4 MIMAMORI online service**

Available in Japan and Thailand

Relations with Shareholders

Basic Philosophy

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

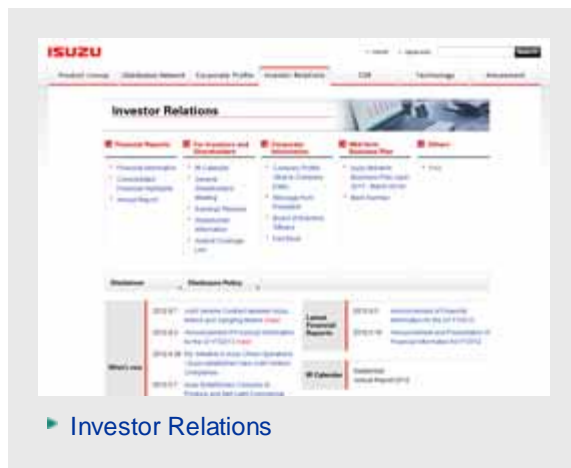
1. Isuzu aims to continuously post profits from appropriate business activities, as well as to achieve long-term growth and raise corporate value.
2. Isuzu ensures management transparency and fulfill accountability through appropriate and timely disclosure of management information.
3. Isuzu determines 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
Prevention of industrial accidents	<ul style="list-style-type: none"> • Increase in safety knowledge and awareness. • Ensure safety during work (Review procedure manuals, instruction in work safety, etc.) • Confirm intrinsic safety of production facilities.
Prevention of fire accidents	<ul style="list-style-type: none"> • Appropriately maintain and control facilities and equipment that use hazardous materials. • Understand and eliminate factors causing fire accidents.
Prevention of traffic accidents	<ul style="list-style-type: none"> • Prevent traffic accidents of commuters by car and motorcycle. • Improve traffic safety awareness campaigns.
Health promotion	<ul style="list-style-type: none"> • Industrial physicians interview employees with excessive overtime. • Implement training of mental health administrators.
Improvement of work environment	<ul style="list-style-type: none"> • Continue performing environmental evaluation during safety assessments. • Promote the creation of comfortable work environment.

USE21: A Voluntary Employee Activity

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

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

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

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.

Quality Initiatives

Isuzu defines the achievement of Isuzu's vision of 'supporting transportation as a trusted partner' as a basis of all quality control activities.



Supporting transportation

Isuzu is able to provide useful products and services to customers because of its belief that good quality will result from the achievement of Isuzu's vision that "Isuzu will always mean the best; a leader in transportation, commercial vehicles and diesel engines, supporting our customers and respecting the environment."

Isuzu provides products and services that satisfy customers fully and has ensured service systems for quick recovery from failure and service parts supply systems so that customers can rest assured in using Isuzu's products every day. In doing this, Isuzu is committed to building long-term, trusting relationships with customers.

Initiatives in the development and manufacturing stages

At each stage from development to production, there are "gates" (milestones) at which the quality and maturity of products are checked against the targets. In the manufacturing processes, Isuzu manufacturing management (IMM) works ensure product quality at plants in various countries in accordance with our standardized production know-how. Isuzu is also constantly striving to improve product quality by listening to and analyzing the opinions of customers, and encouraging improvement in all quality-related processes.

Offering our high quality services

In addition to our efforts to improve quality based on customer feedback, Isuzu is structuring an unified system that helps provide high quality services both in Japan and overseas. Standardization of operations and adhering to practice are our on-going efforts to offer continuous that are quick, accurate services that customers find comfortable.

In our efforts to make certain that customers can rest assured in using our vehicles every day, Isuzu has fully ensured service systems for quick recovery from failure, as well as service parts supply systems.

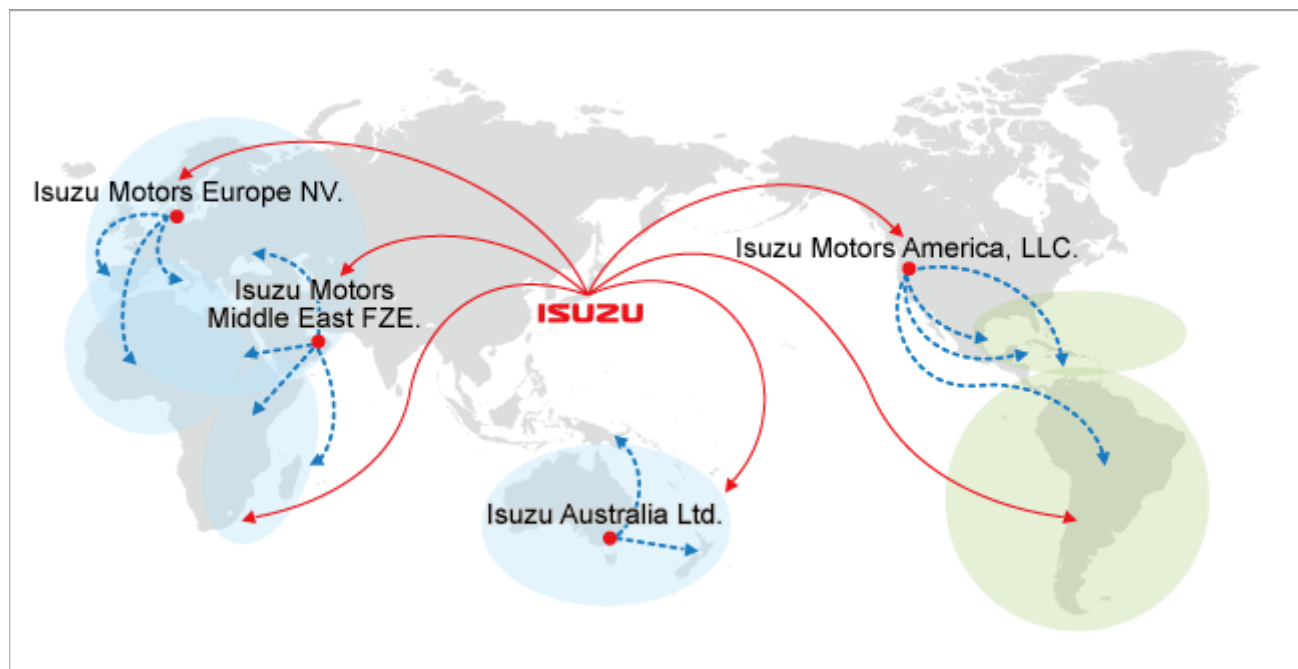
In terms of preventing breakdown, parts that should be changed on a regular basis are kept available in sufficient stock to meet customers' needs for periodical inspection. Furthermore, Isuzu recommends that customers use Isuzu's unique "Mimamori kun^{*1}" system as a tool to monitor their driving.

*1: Available in Japan and Thailand

■ Service parts supply system

As for domestic service part supply systems, service parts can be supplied by any of our 7 local parts warehouses and the Tochigi mother parts center. We have also succeeded in promptly supplying parts to local distributors abroad. with parts warehouses for the Middle East, Central America, and European countries in place.

Parts supply sites for prompt supplying of parts in major overseas regions



■ Relief activities and recovery support in the disaster areas

In the aftermath of Great East Japan Earthquake in March 2011, Isuzu conducted company-wide activities to support the operation of emergency vehicles, customer vehicles, and construction machinery.

Isuzu also captured road recovery status information using "Mimamori kun" and shared it on the internet. In addition, Isuzu predicted the possible breakdown of damaged vehicles and prepared necessary parts for customer vehicles operations so as to avoid interruptions in recovery operations. Isuzu took advantage of its experiences to bring relief efforts and recovery support to customer vehicles that were affected by the flooding in Thailand.

Those activities are still on-going.

Compliance Initiatives

Isuzu does not leave any questions unanswered and welcomes open exchange of opinions.



Isuzu strongly believes that thorough compliance is vital in implementing the corporate vision and enhancing corporate value. With compliance as the primary issue for our management, we began a company-wide approach in April 2005.

Our "Basic Policy for Compliance", which has been officially announced, describes the management's determination. Isuzu puts the following organizations and leads specific activities for the initiatives.

-Compliance Committee:

It aims to provide objective advice, supervision, and assessments with regard to its compliance promotion activities and system. The committee consists of four outside experts, a President, and three directors.

-Compliance Promotion Group, CSR Promotion Dept.:

It is launched as the center group and department across the company that plans, operates, and reviews compliance programs. This group ensures its independence through a direct reporting line with President.

-Complaint box (Help line):

This route makes it possible to accept suggestions on compliance-related issues through an external legal office.

■ Basic Policy for Compliance >>

Basic Policy for Compliance

Isuzu Motors puts forth a corporate vision "Isuzu will always mean the best. A leader in transportation, commercial vehicles and diesel engines, supporting our customers and respecting environment."

For Isuzu's organization to prove its value in the community and to continuously fulfill its corporate vision, it is indispensable for all directors and employees to individually act according to Isuzu's compliance standards, i.e. not only comply with laws and regulations but possess high code of ethics to win credibility from society.

Isuzu has placed the highest priority on implementing such compliance standards. For this commitment to be known inside and outside our group to let it sink in Isuzu's organization, Isuzu has developed "Basic Policy for Compliance."

Top management, in particular, recognizes his important role in carrying out this Policy to set a good example for others and whenever there is a case in breach of the Policy, he himself shall be directly involved in the root causes analysis and resolution of the matter and develop preventive measures. Top management will also ensure prompt and appropriate disclosure of such information to society and demonstrate accountability towards such matters.

1. Winning trust from our customers

Isuzu aims to win trust from our customers by providing meaningful product and services to the society, and thus contribute to the creation of a prosperous society.

2. Promoting fair and reasonable business

Isuzu business is based on transactions under fair and free competition.

Isuzu also keep sound and proper relationship with the government and politicians, and as a corporate citizenship, act strongly against anti-social forces and organizations.

3. Ensuring appropriate disclosure of corporate information

Isuzu broadly communicates with our stakeholders in society not limited to shareholders, and ensure timely, appropriate and fair disclosure of our corporate information.

4. Showing respect for employees

Isuzu creates a safe and comfortable work environment respecting each employee's personality and character so that everyone can fully demonstrate his/her capabilities.

5. Making contribution to preserving our environment

Isuzu actively works on environmental protection not only through our business activities but also as corporate citizen residing on earth by involving ourselves with social and regional environmental conservation activities.

6. Contributing to society

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

7. Ensuring harmony with international and regional communities

Isuzu respects the cultures and customs of nations and regions involved, and contribute to their development through our business activities.

Social Contribution Initiatives

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 disaster areas



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 activities for the Great East Japan Earthquake](#)

The entire Isuzu group conducted relief efforts for flood damages in Thailand.

▶ [Relief activities for the 2011 Thailand floods](#)

■ Social contribution programs in other countries



Isuzu performs various activities with the aim of being a good corporate citizen contributing to society.

▶ [Initiatives in Other Countries](#)

Relief activities for the Great East Japan Earthquake

Support activities at the sales offices in the affected areas

Immediately after the Great East Japan Earthquake, Isuzu started committed relief efforts and restoration activities for the affected people.

We will continue our support for transportation in the affected areas.

Support activities at Ofunato Office of Iwate Isuzu Motors Co., Ltd. (current Isuzu Motors Tohoku Limited)

All members of the office started providing support immediately after the earthquake by visiting their customers and helping take down stuck vehicles. Despite the short supply of facilities, they took down approximately 100 vehicles in total for their customers.

Once restoration activities began, they provided service even during night time and holidays in order to keep the vehicles working for debris removal or other works.



Removed vehicles on customer demand

Furthermore, the Ofunato Office offered its site to a local market that had been closed down due to tsunami damage so that the market was able to make an early reopening.



Support activities for construction machine operation in the affected areas

Many construction machines equipped with Isuzu engines, such as diggers, are working in the affected areas to remove debris.

In order to avoid interference in restoration activities such as breakdown of the construction machines, Isuzu launched an internal support team immediately after the earthquake and conducted activities in collaboration with construction machine manufacturers, such as quick restoration to water-damaged engines and periodic engine operation inspections in the affected area.



Rusted engine after water damage



Restored engine



Diggers for debris removal

Relief activities for the 2011 Thailand floods

Support activities for "Customers' operations" in Thailand

In July 2011, Thailand was severely affected across the country by river floods after typhoons and storms. As Isuzu Group, each division of Isuzu Motors gathered with the following local sites, Isuzu Motors. Co., (Thailand) Ltd. (IMCT), Tri Petch Isuzu Sales Co., Ltd. (TIS), and Isuzu Technical Center of Asia Co., Ltd. (ITA) and put restoration activities for water-damaged vehicles into place, using its experience from the disaster in Japan.



Isuzu trucks working on rescues on flooded Bangkok streets

In addition, with the following local sites, Isuzu Motors. Co., (Thailand) Ltd. (IMCT), Isuzu Engine Manufacturing Co., (Thailand) Ltd. (IEM), IT Forging (Thailand) Co., Ltd. (ITF), and Thai International Die Making Co., Ltd. (TID), Isuzu Motors provided relief efforts to our business partners who were suffering from the flood damages and delivered everyday goods, including potable water and food, on Isuzu handmade boats.



Delivering relief goods on an Isuzu handmade boat.

Initiatives in Other Countries

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

Educational aid program at a vocational school for auto mechanics

Since November 2008, Isuzu has conducted an educational program at a vocational school for auto mechanics under the TESDA*1 in Tacloban City on the island of Leyte, the Philippines. Twenty-nine 2nd batch students graduated in May 2011 and fourteen 3rd batch students in November. They are certified with NC-IV, one of the highest-ranked national certificates, and are now working for dealers and maintenance shops as auto mechanics. A total of 68 students have graduated the school.

Isuzu intends to contribute to the development of the automobile industry in the Philippines by training youths as capable mechanics.



*1 TESDA: Technical Education and Skills Development Authority



At the vocational school for auto mechanics

Indonesia: Donating vehicles to UNICEF and donating engines to a vocational school for auto mechanics

Donating pickup trucks to UNICEF, donating engines to a vocational school for auto mechanics

P.T. Isuzu Astra Motor Indonesia (IAMI) donated a D-MAX pickup truck to UNICEF in December 2011. Isuzu hopes that the truck will be part of various support activities at UNICEF.



D-Max donated to UNICEF

Also in Indonesia, IAMI donated two 4JA1 engines to a vocational school for auto mechanics run by the Education and Training Agency under the Ministry of Transportation.

Isuzu wishes their engines will be useful training for engine overhaul, inspections, or maintenance works.



4JA1 engine donated to a vocational school for auto mechanics

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

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



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

Items		Indicator	Pages in relevant Isuzu Websites
2.10		Awards received in the reporting period.	► Relations with Local Communities
3. Report Parameters			
Report Profile			
3.1		Reporting period (e.g., fiscal/calendar year) for information provided.	► Editorial Policy
3.2		Date of most recent previous report (if any).	► Editorial Policy
3.3		Reporting cycle (annual, biennial, etc.)	► Editorial Policy
3.4		Contact point for questions regarding the report or its contents.	► Editorial Policy
Report Scope and Boundary			
3.5		Process for defining report content, including: <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report. 	► Editorial Policy
3.6		Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	► Editorial Policy
3.7		State any specific limitations on the scope or boundary of the report.	<ul style="list-style-type: none"> ► Building Environmentally Friendly Plants (Global Warming Prevention (CO₂ reduction)) ► Building Environmentally Friendly Plants (Reducing of Wastes) ► Environmental Impact Data
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.	► Editorial Policy
3.9		Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	► Environmental Impact Data

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).	▶ Editorial Policy
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.	▶ GRI Guidelines Index
Assurance			
3.13		Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	-
4. Governance, Commitments, and Engagement			
Governance			
4.1		Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	▶ Annual Report 2011(p.13)  (1,395KB)
4.2		Indicate whether the Chair of the highest governance body is also an executive officer.	▶ Annual Report 2011(p.12)  (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.	▶ Compliance Initiatives

Items		Indicator	Pages in relevant Isuzu Websites
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.	<ul style="list-style-type: none"> ▶ Annual Report 2011(p.12-13)  (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.	<ul style="list-style-type: none"> ▶ Annual Report 2011(p.13)  (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.	<ul style="list-style-type: none"> ▶ Corporate Vision/Corporate Mission ▶ Isuzu Charter on the Global Environment
4.9		Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Include frequency with which the highest governance body assesses sustainability performance.	<ul style="list-style-type: none"> ▶ Isuzu Motors CSR ▶ Annual Report 2011(p.13)  (1,395KB)
4.10		Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	-

Items	Indicator	Pages in relevant Isuzu Websites
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"> ▶ Compliance Initiatives ▶ Environmental Management (Consolidated Environmental Management) ▶ Environmental Management (Environmental Risk Management)
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	-
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	-
Stakeholder Engagement		
4.14	List of stakeholder groups engaged by the organization.	▶ Editorial Policy
4.15	Basis for identification and selection of stakeholders with whom to engage.	▶ Editorial Policy
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	<ul style="list-style-type: none"> ▶ Environmental Conservation Initiatives ▶ Environmental Communication ▶ Relations with Local Communities ▶ Relations with Customers (Initiatives in Japan) ▶ Relations with Customers (Initiatives in Other Countries)
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.	▶ Relations with Customers (Initiatives in Japan)

Items		Indicator	Pages in relevant Isuzu Websites
5. Management Approach And Performance Indicators			
Economic			
Management Approach			<ul style="list-style-type: none"> ▶ Isuzu Motors CSR ▶ Basic Policy for Compliance ▶ Financial Reports ▶ Mid-term Business Plan ▶ Annual Report 2011(p.12-13)  (1,395KB)
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"> ▶ Isuzu Charter on the Global Environment ▶ Environmental Management (Environmental Risk Management)
EC3	Core	Coverage of the organization's defined benefit plan obligations.	<ul style="list-style-type: none"> ▶ Annual Report 2012(p.27)  (1,826KB)
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.	<ul style="list-style-type: none"> ▶ Relations with Business Partners
EC7	Core	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	-

Items		Indicator	Pages in relevant Isuzu Websites
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"> ▶ Manufacturing Environmentally Friendly Products (Development and popularization of alternative-fuel vehicles) ▶ Relations with Local Communities ▶ Social Contribution Initiatives
EC9	Add	Understanding and describing significant indirect economic impacts, including the extent of impacts.	<ul style="list-style-type: none"> ▶ Environmental Impact Data
Environmental			
Management Approach			<ul style="list-style-type: none"> ▶ Isuzu Motors CSR ▶ Isuzu Charter on the Global Environment ▶ Environmental Management (Isuzu Global Environment Committee) ▶ Environmental Management (Consolidated Environmental Management) ▶ Environmental Management (Targets and Achievements) ▶ Environmental Management (Environmental Education and Training) ▶ Environmental Management (Environmental Risk Management) ▶ Basic Policy for Compliance
Materials			
EN1	Core	Materials used by weight or volume.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Reducing of Wastes)
EN2	Core	Percentage of materials used that are recycled input materials.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Reducing of Wastes)
Energy			
EN3	Core	Direct energy consumption by primary energy source.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Reducing of Wastes)
EN4	Core	Indirect energy consumption by primary source.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Reducing of Wastes)

Items		Indicator	Pages in relevant Isuzu Websites
EN5	Add	Energy saved due to conservation and efficiency improvements.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Power saving initiatives) ▶ Activities in Sales and Service (Activities at Dealers in Japan) ▶ Activities in Sales and Service (Activities in Logistics) ▶ Activities at the Offices
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.	<ul style="list-style-type: none"> ▶ Manufacturing Environmentally Friendly Products (Improvement in fuel efficiency (prevention global warming) for overseas market) ▶ Manufacturing Environmentally Friendly Products (Development and popularization of alternative-fuel vehicles)
EN7	Add	Initiatives to reduce indirect energy consumption and reductions achieved.	<ul style="list-style-type: none"> ▶ Activities in Sales and Service (Activities in Logistics)
Water			
EN8	Core	Total water withdrawal by source.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Reducing of Wastes) ▶ Building Environmentally Friendly Plants (Control and Reduction of Environmentally Hazardous Substances)
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"> ▶ Environmental Conservation Initiatives
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"> ▶ Environmental Conservation Initiatives
EN13	Add	Habitats protected or restored.	<ul style="list-style-type: none"> ▶ Environmental Conservation Initiatives
EN14	Add	Strategies, current actions, and future plans for managing impacts on biodiversity.	<ul style="list-style-type: none"> ▶ Environmental Conservation Initiatives

Items		Indicator	Pages in relevant Isuzu Websites
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.	-
Emissions, effluents and waste			
EN16	Core	Total direct and indirect greenhouse gas emissions by weight.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Global Warming Prevention (CO2 reduction))
EN17	Core	Other relevant indirect greenhouse gas emissions by weight.	<ul style="list-style-type: none"> ▶ Activities in Sales and Service (Activities in Logistics)
EN18	Add	Initiatives to reduce greenhouse gas emissions and reductions achieved.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Global Warming Prevention (CO2 reduction))
EN19	Core	Emissions of ozone-depleting substances by weight.	Not applicable
EN20	Core	NOx, SOx, and other significant air emissions by type and weight.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Control and Reduction of Environmentally Hazardous Substances) ▶ Environmental Impact Data
EN21	Core	Total water discharge by quality and destination.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Control and Reduction of Environmentally Hazardous Substances)
EN22	Core	Total weight of waste by type and disposal method.	<ul style="list-style-type: none"> ▶ Building Environmentally Friendly Plants (Reducing of Wastes)
EN23	Core	Total number and volume of significant spills.	<ul style="list-style-type: none"> ▶ Environmental Management (Environmental Risk Management)
EN24	Add	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	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.	-

Items		Indicator	Pages in relevant Isuzu Websites
Products and services			
EN26	Core	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	<ul style="list-style-type: none"> ▶ Manufacturing Environmentally Friendly Products (Improvement in fuel efficiency (prevention global warming) for overseas market) ▶ Manufacturing Environmentally Friendly Products (Cleaner emissions) ▶ Manufacturing Environmentally Friendly Products (Development and popularization of alternative-fuel vehicles) ▶ Manufacturing Environmentally Friendly Products (Reduction in environmentally hazardous substances)
EN27	Core	Percentage of products sold and their packaging materials that are reclaimed by category.	<ul style="list-style-type: none"> ▶ Manufacturing Environmentally Friendly Products (Promoting recycling)
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.	<ul style="list-style-type: none"> ▶ Activities in Sales and Service (Activities in Logistics)
Overall			
EN30	Add	Total environmental protection expenditures and investments by type.	<ul style="list-style-type: none"> ▶ Environmental Impact Data

Items		Indicator	Pages in relevant Isuzu Websites
Social: Labor Practices and Decent Work			
Management Approach			<ul style="list-style-type: none"> ▸ Basic Policy for Compliance ▸ Relations with Employees
Employment			
LA1	Core	Total workforce by employment type, employment contract, and region.	<ul style="list-style-type: none"> ▸ Principal Overseas Subsidiaries, Affiliates and Offices
LA2	Core	Total number and rate of employee turnover by age group, gender, and region.	-
LA3	Add	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	<ul style="list-style-type: none"> ▸ Relations with Employees
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.	-
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.	<ul style="list-style-type: none"> ▸ Relations with Employees
LA9	Add	Health and safety topics covered in formal agreements with trade unions.	<ul style="list-style-type: none"> ▸ Relations with Employees

Items		Indicator	Pages in relevant Isuzu Websites
Training and education			
LA10	Core	Average hours of training per year per employee by employee category.	▸ Relations with Employees
LA11	Add	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	▸ Relations with Employees
LA12	Add	Percentage of employees receiving regular performance and career development reviews.	▸ Relations with Employees
Diversity and equal opportunity			
LA13	Core	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	-
LA14	Core	Ratio of basic salary of men to women by employee category.	-
Social: Human Rights			
Management Approach			▸ Basic Policy for Compliance
Diversity and equal opportunity			
HR1	Core	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	-
HR2	Core	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	-
HR3	Add	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	▸ Basic Policy for Compliance ▸ Relations with Employees
Non-discrimination			
HR4	Core	Total number of incidents of discrimination and actions taken.	Not applicable

Items		Indicator	Pages in relevant Isuzu Websites
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.	-
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.	► Basic Policy for Compliance
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

Items		Indicator	Pages in relevant Isuzu Websites
Social: Society			
Management Approach			<ul style="list-style-type: none"> ▸ Basic Policy for Compliance ▸ Targets and Achievements (Social Initiatives) ▸ Social Contribution Initiatives
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.	-
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.	<ul style="list-style-type: none"> ▸ Basic Policy for Compliance ▸ Relations with Employees
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

Items		Indicator	Pages in relevant Isuzu Websites
Compliance			
SO8	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not applicable
Social: Product Responsibility			
Management Approach			<ul style="list-style-type: none"> ▶ Basic Policy for Compliance ▶ Quality Initiatives ▶ Manufacturing Quality ▶ Safety Technology
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"> ▶ Quality Initiatives ▶ Manufacturing Quality
PR2	Add	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	-
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.	▶ Relations with Customers (Initiatives in Japan)

Items		Indicator	Pages in relevant Isuzu Websites
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
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

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