

# ISUZU MOTORS LIMITED CSR Report 2013

Trucks for life

**ISUZU**

# Contents

|  | page      |
|--|-----------|
| <b>CSR Report 2013 .....</b>   | <b>1</b>  |
| <b>Editorial Policy.....</b>   | <b>2</b>  |
| <b>Compliance Initiatives.....</b>                                   | <b>3</b>  |
| Basic Policy for Compliance.....                                     | 4         |
| Compliance Promotion Scheme.....                                     | 5         |
| Major Compliance Activities.....                                     | 6         |
| <b>Environmental Initiatives.....</b>                                | <b>8</b>  |
| Basic Policy for Environmental Initiatives.....                      | 9         |
| Environment Promotion Scheme.....                                    | 10        |
| Major Environmental Initiatives.....                                 | 11        |
| Other Environmental Initiatives.....                                 | 16        |
| <b>Quality Initiatives.....</b>                                      | <b>23</b> |
| Basic Policy for Quality Initiatives.....                            | 24        |
| Initiatives for higher product quality.....                          | 25        |
| Initiatives for higher service quality.....                          | 27        |
| Initiatives for higher operation quality.....                        | 30        |
| <b>Social Contribution Initiatives.....</b>                          | <b>32</b> |
| Activities to support transportation in disaster-stricken areas..... | 33        |
| Other social contribution initiatives.....                           | 37        |
| <b>Respect for Employees.....</b>                                    | <b>39</b> |
| <b>Harmony with Local Communities.....</b>                           | <b>44</b> |
| <b>Disclosure of Information.....</b>                                | <b>52</b> |
| <b>Environmental Impact Data.....</b>                                | <b>53</b> |
| <b>GRI Guidelines Index.....</b>                                     | <b>60</b> |
| <b>Stakeholder Index.....</b>  | <b>77</b> |

# For the future of mankind and the Earth.

## ▶ Compliance Initiatives



Isuzu introduces its compliance initiatives.

## ▶ Environmental Initiatives



Isuzu introduces its environmental initiatives.

## ▶ Quality Initiatives



Isuzu introduces its quality initiatives.

## ▶ Social Contribution Initiatives



Isuzu introduces its social contribution initiatives.

## ▶ Respect for Employees



Isuzu introduces its initiatives about respect for employees.

## ▶ Harmony with Local Communities



Isuzu introduces its initiatives for harmony with local communities.

## ▶ Information Disclosure



Isuzu explains its information disclosure.

## ▶ Editorial Policy

## ▶ Environmental Impact Data

## ▶ GRI Guidelines Index

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# Editorial Policy

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## Editorial Policy

The Isuzu CSR Reports are published to provide the understanding of the "important issues for both our stakeholders and Isuzu", with regards to the CSR activities carried out by the Isuzu Group. Such references as GRI guidelines\* were used to prepare this report.

It is intended to reinforce communication with the Group's stakeholders thus to further improve the CSR activities where the Isuzu Group can meet the expectations of the stakeholders and the society.

\* GRI Guideline (GRI Sustainability Reporting Guideline): 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).

## Scope of Report

Centering on Isuzu Motors Limited, this report describes the activities carried out by Isuzu Group companies in Japan and abroad.

\* "Isuzu" in the report means "Isuzu Motors Limited" alone.

## Period Covered

This report includes activities carried out between April 1, 2012 and March 31, 2013 in principle. However, significant matters in other periods are partly included in this report.

# Compliance Initiatives

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



We strongly believe that in order to realize our corporate visions, and to enhance our corporate value, it is vital to accomplish the compliance activities. Since in April 2005, Isuzu Group has been making continuous efforts to develop and modifying the system for the compliance. It has been stated on "Basic Policy for Compliance", disclosing the management intentions towards the compliance activities which has been officially available internally and externally.

## ▶ Basic Policy for Compliance

We believe that it is imperative for each executive manager and each employee to be responsible with their actions based on their high morality, not only to comply with the laws and regulations, but to meet the expectations and to earn trust from society.

## ▶ Compliance Promotion Scheme

Not only establishing a system to implement the specific activities, but we also have established several routes for accepting both internal and external suggestions/opinions regarding our CSR activities.

## ▶ Major Compliance Activities

Isuzu introduces its FY2012 initiatives for compliance.

- ▶ Promotion of risk management
- ▶ Compliance promotion meetings for the Isuzu Group companies
- ▶ Activities for the Isuzu Group common issues.

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# Basic Policy for Compliance

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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 the environment."

For Isuzu's organization to prove its value in the community and to continuously fulfill its corporate vision it is indispensable for each director and each employee to act according to the Isuzu's compliance standards; not only complying the laws and regulations but each should also possess a high code of ethics to win credibility from society.

Isuzu has placed the highest priority on the implementation of the compliance standards. For this commitment to be known internally, externally, and for the practices of CSR to be established, Isuzu has settled the "Basic Policy for Compliance."

Especially, the top management recognizes the importance of them carrying out this Policy to set a good example for the others, and whenever there is a case of breach of the Policy, the managers themselves shall be directly involved in the root causes analysis, and resolution of the matter to develop the preventive measures. Top management will also ensure a prompt and appropriate information disclosure to society and to demonstrate their accountability on such occasions.

## **1. Winning trust from our customers**

We aim to win trust from our customers by providing meaningful products and services to 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 keeps sound and proper relationships with the government and politicians, and as a corporate citizenship, acts strongly against anti-social forces and organizations.

## **3. Ensuring appropriate disclosure of corporate information**

We broadly communicate 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**

We actively work on environmental protection not only through our business activities but also as a corporate citizen of the 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.

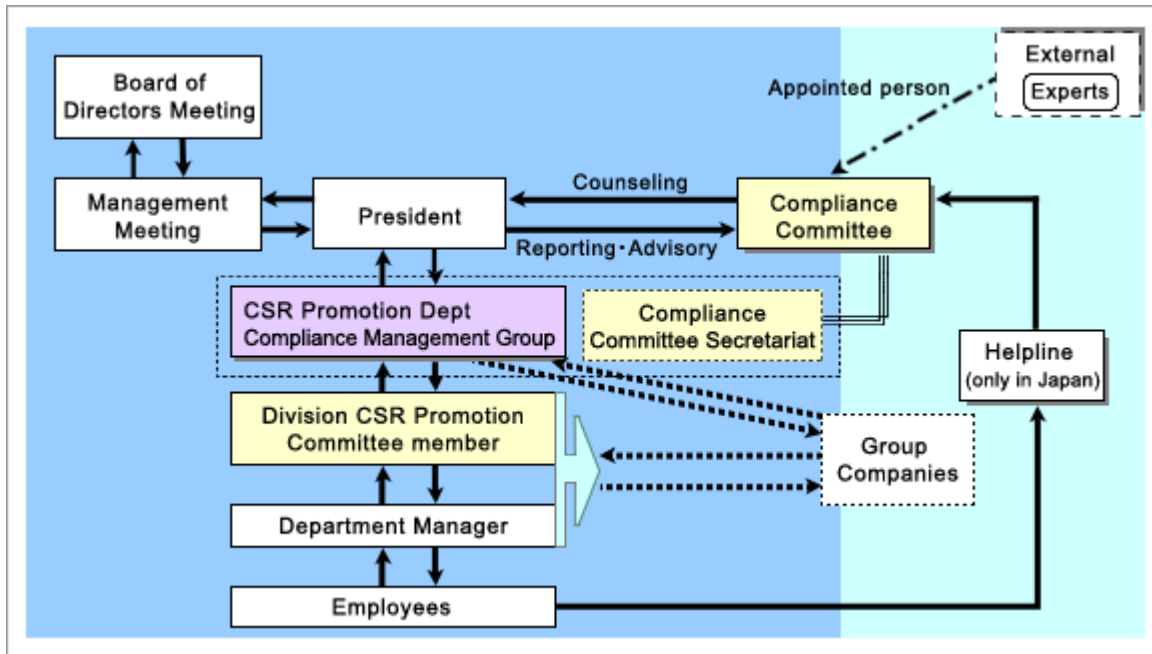
## **7. Ensuring harmony with international and regional communities**

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

# Compliance Promotion Scheme



The scheme has been well established to implement specific activities and has set internal and external (Helpline: only in Japan) routes to collect suggestions regarding Isuzu compliance.



## Compliance Committee

The "Compliance Committee" consists of four external experts, our President, and three executive members; it was established to provide objective advice, audits, and evaluations for the development of compliance activities, and structuring the system.

# Major Compliance Activities

## Promotion of risk management



Isuzu introduced the "Isuzu Group Company Management Rules" in January 2013 with the purpose of managing the Isuzu Group companies through integrated standards; hence the management level can be improved and compliance risks can be prevented within the Isuzu Group.

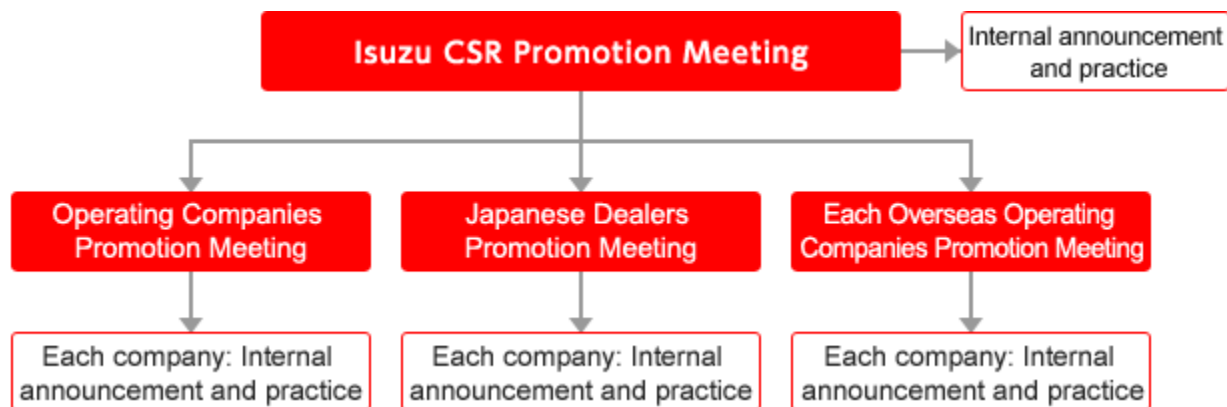
## Compliance promotion meetings for the Isuzu Group companies



As part of the Isuzu Group compliance activities, compliance promotion meetings are regularly held for the group companies. The meetings are held according to the different business categories, which are aimed to help each company to actually implement the common target activities.

In the meetings, such information as the compliance risks each company has faced or examples of the counter measurements they have taken for the risk management.

In FY2012, the progress meetings were introduced to the operating companies and Japanese dealers, and held regularly; where active discussions in the promotion meetings were aimed. Isuzu realizes that the important challenge is to make sure that each company extends its compliance activities after the promotion meetings. In order to study how the compliance activities can be fully delivered to each company, we share information and encourage active discussions during the promotion meetings as each company is under different circumstance. We are aiming to bring this activity to be expanded to our overseas subsidiaries, affiliates and office.





## Compliance education (only in Japan)

To have all group employees practice compliance, it is essential to raise their awareness as well as improve their knowledge of compliance, laws and regulations. Therefore, Isuzu has given training about compliance basics and laws and regulations through lectures and e-learning programs, aiming to foster an awareness of compliance along with knowledge.

This attempt also applies to the group companies; manager training and law and regulation training are given to provide common awareness of compliance throughout the entire group.

In FY2012, in addition to the training programs above, another education course, which stresses the significance of the act to Isuzu employees and the importance of raising awareness about compliance, was given. The education will be continuously provided to enhance not only knowledge but also the awareness.

## Activities for the Isuzu Group common issues.



## Drink driving eradication campaign (only in Japan)



As we engage in automobile manufacturing, sales and service, Isuzu Group has the slogan of "Don't Drink and Drive, and Don't Let Others Drink and Drive" and promotes "Eradication of Drink driving".

In FY2012 Isuzu group aimed to establish awareness among each employee through a number of activities, such as posting the same slogan posters across the group, collecting declaration statement and signature from each employee, educating through DVDs, and providing experience leanings etc. These activities will be carried out every year.



The signatures collected for "Eradication of drink driving" from each working team members are posted at their office/plant; where each employee's vows are included.



Drunk-driving simulation goggles were used as to provide hand-on learning experience of the danger of drunk-driving (as part of drink driving eradicating education).

# Environmental Initiatives

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



## ▸ Basic Policy for Environmental Initiatives

Isuzu tackles environment conservation through its business operations as a global corporate citizen.

- Isuzu Charter on the Global Environment

## ▸ Major Environmental Initiatives

Isuzu introduces its major environmental initiatives.

- Energy saving initiatives (only in Japan)
- Reduction of CO<sub>2</sub> emissions

## ▸ Environment Promotion Scheme

Isuzu introduces its environment promotion scheme.

- Isuzu Global Environment Committee

## ▸ Other Environmental Initiatives

Isuzu introduces the other environmental initiatives.

# Basic Policy for Environmental Initiatives

## Isuzu Charter on the Global Environment




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

|                             |   |
|-----------------------------|---|
| <b>Our Corporate Vision</b> | <b>Isuzu will always mean the best</b><br>A leader in transportation, commercial vehicles and diesel engines, supporting our customers and respecting the environment |
|-----------------------------|---|

|                              |   |
|------------------------------|---|
| <b>Our Corporate Mission</b> | <b>Trust, Action, Excellence</b><br>A global team delivering inspired products and services committed to exceeding expectations |
|------------------------------|---|



|  |  |
|--|--|
| <b>Isuzu Charter on the Global Environment</b> | <b>Policy Statement</b><br> <ul style="list-style-type: none"><li>- We will create a prosperous and sustainable society</li><li>- We will reduce environmental impacts throughout our operations.</li><li>- We will collaborate with the community and participate in social activities.</li></ul>   |
|  | <b>Action Guidelines</b> <ol style="list-style-type: none"><li>1. Create a sustainable society</li><li>2. Promote environmental technology</li><li>3. Comply with laws and work towards self-imposed targets</li><li>4. Formulate an environmental management system and collaborate with affiliate companies</li><li>5. Enhance communication with and contributions to society</li><li>6. Promote education and training and nurture environmental awareness</li></ol> |

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# Environment Promotion Scheme

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## Isuzu Global Environment Committee



Led by Isuzu Global Environment Committee (founded in August 1990), we have launched four environment committees to seek solutions for environmental issues.

- Establishment of policy on environmental challenges
- Progress management of activities based on the policy on environmental issues
- Discussion on important matters regarding environmental issues
- Promotion of external PR activities, internal education activities, etc.



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# Major Environmental Initiatives

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## Energy saving initiatives (only in Japan)



Ensuring electric power has become one of the apparent major social concerns, following the power supply issues since the Great East Japan Earthquake. "Energy saving" has been socially requested, and Isuzu has continuously been working on this issue since FY2011.

In FY2012, the policies below were practiced under the aim of "energy saving practices without giving stress to the employees."

1. Save energy in a way that employee can practice without being under stress.
2. Practicing the activities not only in Isuzu but also in the group companies (operating companies, dealers).
3. Provide information to the employees about the activities and results.
4. The target is set as: 15% reduction (from FY2010), which is equivalent target as of FY2011. Requests from the government, municipalities, or power companies should be respected if they exist.
5. Continue the energy saving and power conservation activities throughout the year.
6. The energy saving activities shall be kept for a long term.

## Activity outline and achievements

### 1. Enhancing energy conservation awareness among the employees

- Displaying saving energy posters.  
The posters have been on display across Isuzu and the group companies with internally collected slogans on saving energy.
- Installing a system which visualizes the electric power.  
The "visualization (monitoring) system for power consumption levels" has been introduced.  
The system allowed monitoring and comparison of the current electricity consumption level with the target value, conveniently at a desk.



Poster with all slogans collected from employees



Power level monitors (top: Head office; bottom: Fujisawa/Tochigi Plant)

### 2. Execution of the current action items and introduction of new action items

We have assured the practice of the action items which have already been implemented, such as switching the lights off when not in use, saving energy with computers, using stairs instead of elevator (at least for 2 floors up and 3 floors down), replacing normal lighting with energy-saving lighting, switching off various devices when not in use, no idling, and introducing inverters to motors.

Moreover, reflection boards for fluorescent lights (partially) and vaporizing electric fans have been newly added.

As the results of these activities, the target has been achieved with a reduction of 15.6% (to FY2010).

Our energy saving activities will be continuously carried on.

## Reduction of CO2 emissions



To counter act global warming, the entire Isuzu group has been aiming for "CO2 emission reduction", while various environmental problems have been worsening due to global warming.

Our particular focuses are placed on creating products with less CO2 emissions, and initiatives which would reduce CO2 emissions while our products are in use. We will promote these activities further.

### CO2 emission reduction from our products

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#### Promoting natural gas vehicles and advancing the technology

Natural gas is a major component of town gas, and has been used as safe fuel even for the domestic use. By using natural gas in truck and bus engines, the CO2 emissions can be reduced, and the exhaust gas can be cleaner. In between the period of the release of CNG vehicles (which use compressed natural gas) into the Japanese market in 1996 and 2012, Isuzu has sold 15,000 CNG vehicles (Japanese domestic market sales). As energy security issues came to the surface after the Great East Japan Earthquake, the diversified fuel sources are called for goods transportation by trucks that support the economy and people's lives in the occurrence of large scale natural disasters to secure the transport of emergency supplies. Furthermore, as it has been called the shale gas revolution, the advantages of natural gas have been drawing attention; it was studied that stable supply and low pricing is possible with large volume of shale gas supply. To not only depend on diesel oil, Isuzu has started new initiatives to seek further development of natural gas to provide sustainable commercial transportation to society. In addition to making efforts for better fuel economy, and to reduce the costs of the components of natural gas light/mid duty trucks/buses (only in the Japanese market), we are preparing to offer heavy duty trucks for the long-distance transportation to meet the customer's demands (only in the Japanese market). Isuzu develops and offers natural gas vehicles that contribute to the reduction of CO2 emissions while securing clean exhaust gas.

## Launching Hybrid Bus (only in the Japanese market)

In August 2012, our heavy-duty town bus, "ERGA Hybrid," was unveiled in the market. Its motor-assist engine and efficient energy regeneration at slowdown derives low-fuel economy driving and satisfies both needs of CO<sub>2</sub> emission reduction and lower exhaust gas emission.

ERGA Hybrid uses its engine and motor separately under different conditions. The introduction of the parallel method that produces high energy efficiency has made it possible for the model to be able to run only with the motor at start up. When accelerating, it takes advantages of the motor characteristics uses torque assist, and when slowing down, the motor acts as a generator and regenerates the braking energy as electric power. By using these regeneration and torque assist modes efficiently, heavy-duty town buses get great benefits in particular, as they make frequent stops and starts.

Since 2005, "ELF Hybrid," is available to our customers in the Japanese market and we have been continuously exploring the further development of hybrid vehicles. ERGA Hybrid has been introduced to JR East Japan for BRT in its Ofunato Line and Kesenuma Line (Iwate) (since June 2013) to support the transportation system for the people in the regions affected by the earthquake.



Isuzu ERGA Hybrid



ERGA Hybrid introduced to JR East Japan as BRT



## CO2 reduction when our products are used (Eco Drive Seminar)

Fuel economy can be improved and CO2 emissions can be reduced depending on the way customers drive. Isuzu offers "Fuel-efficiency Seminars: Transportation Strategy Seminar," where customers can learn the effective driving methods.

We invite our customers to the test courses of Isuzu, Wacom Hokkaido Co., Ltd. (Mukawa, Yofutsu County, Hokkaido), or to the dealers. After presenting key driving points to improve fuel economy based on the truck driving performances, we have the customers to actually practice driving for them to experience the effects of fuel economy driving.

This program has been continuously carried out since 1995, and in FY2012, a total of 3,284 customers attended Isuzu's and the dealers' seminars. Our customers from overseas have also been invited to the seminar where they experience fuel economy driving.

Isuzu believes this fuel-efficiency seminars contribute to the reduction of CO2 during driving. We are planning to expand this seminar to be held at overseas for our customers abroad and offer occasions for them to experience the fuel economy driving.

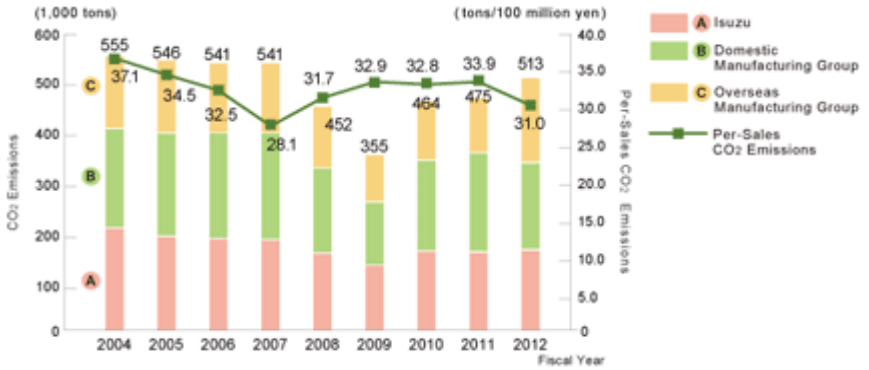


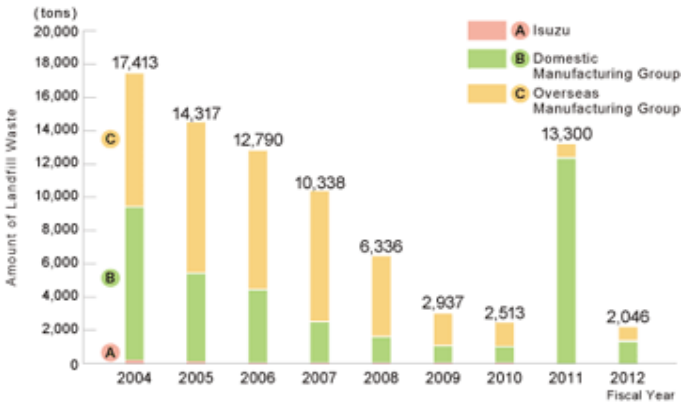
A Scene from the Fuel-efficiency Seminar

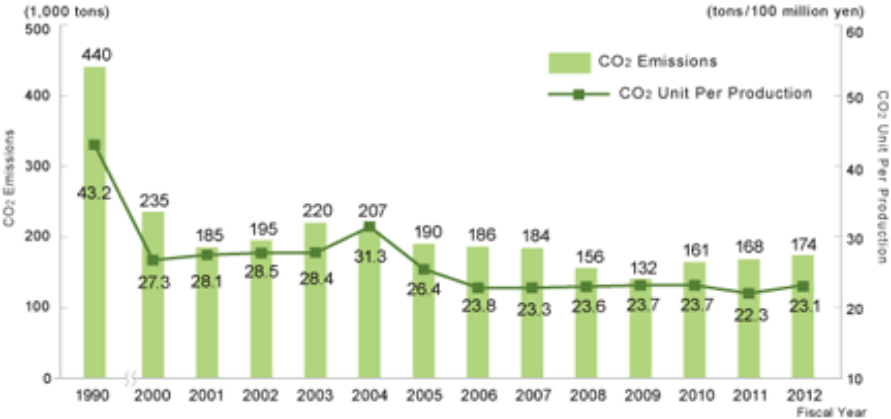
|        |              | Number of Seminars Held | Participants |
|--------|--------------|-------------------------|--------------|
| Isuzu  | For Domestic | 18                      | 418          |
|        | For Overseas | 10                      | 257          |
| Dealer |              | 185                     | 2609         |
| Amount |              | 213                     | 3284         |

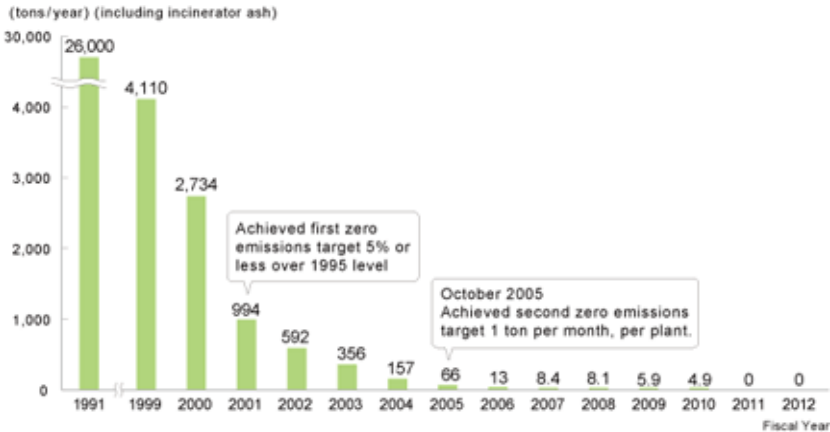
# Other Environmental Initiatives

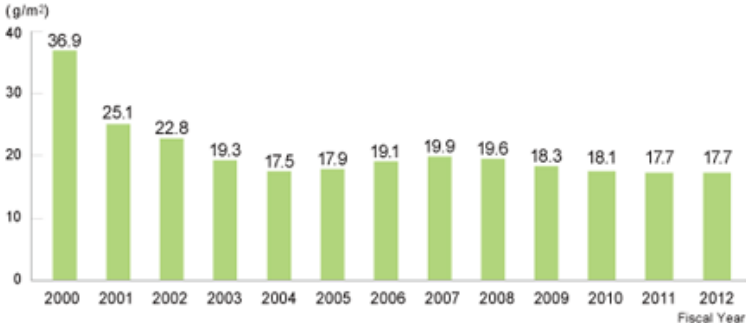
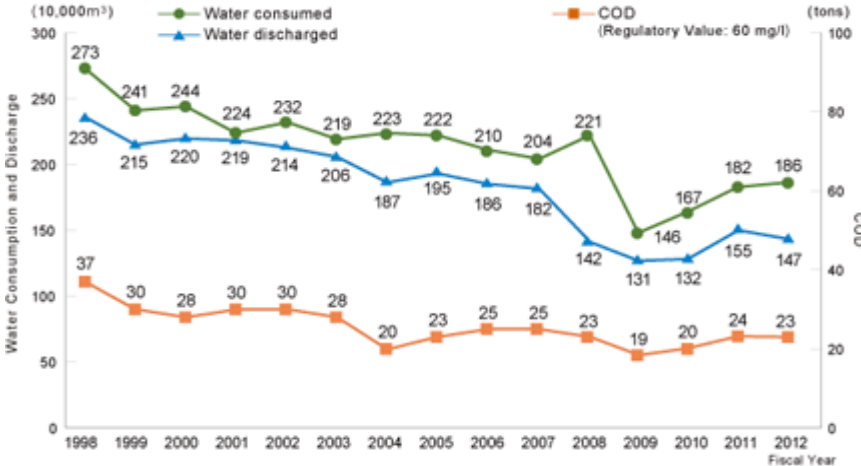


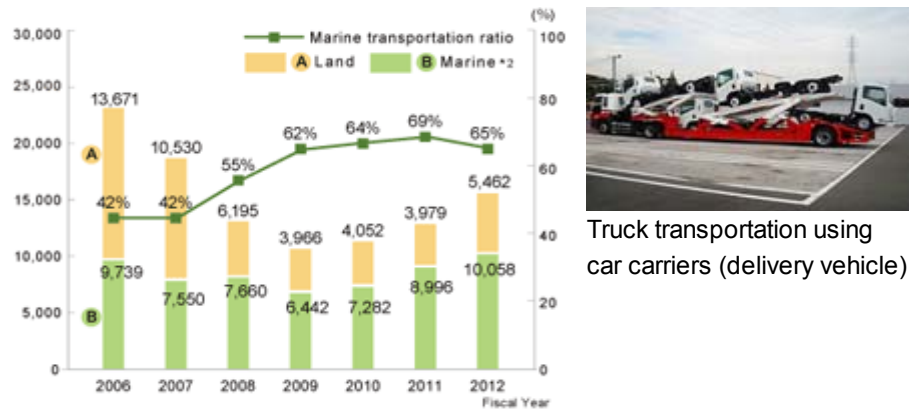
| Contents                              | Key Issues  | Activities   |
|---------------------------------------|---|--|
| Consolidated Environmental Management | <p><b>Changes in CO<sub>2</sub> emissions and per-sales CO<sub>2</sub> emissions in 10 domestic companies and 13 foreign companies of Isuzu production group.</b></p> | <p><b>Targets</b><br/>CO<sub>2</sub> emissions per sales unit: more than 5% of reduction from FY2010 by FY2015</p> <p><b>FY2012 Achievements</b><br/>CO<sub>2</sub> emissions: 513,000 tons<br/>CO<sub>2</sub> emissions per sales unit: 31.0 tons/100 million yen (6% reduction from FY2010)</p>  <p>* FY2011 Achievements have been corrected due to a calculation error.</p> |


| Contents                              | Key Issues   | Activities  |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
|---------------------------------------|--|---|-------------|--------------|------|--------|------|--------|------|--------|------|--------|------|-------|------|-------|------|-------|------|--------|------|-------|
| Consolidated Environmental Management | <p><b>Changes in amount of the final landfill waste in 10 domestic companies and 13 foreign companies of Isuzu production group.</b></p> | <p><b>Targets</b><br/>Zero Emission by 2015 (landfill waste/total waste = 0)(Applied only for Isuzu domestic production group.)</p> <p><b>FY2012 Achievements</b><br/>Amount of the final landfill waste: 2,046 tons(Domestic production group:1,239 tons)</p>  <table border="1" data-bbox="503 567 1185 966"> <caption>Amount of Landfill Waste (tons)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Total (tons)</th> </tr> </thead> <tbody> <tr><td>2004</td><td>17,413</td></tr> <tr><td>2005</td><td>14,317</td></tr> <tr><td>2006</td><td>12,790</td></tr> <tr><td>2007</td><td>10,338</td></tr> <tr><td>2008</td><td>6,336</td></tr> <tr><td>2009</td><td>2,937</td></tr> <tr><td>2010</td><td>2,513</td></tr> <tr><td>2011</td><td>13,300</td></tr> <tr><td>2012</td><td>2,046</td></tr> </tbody> </table> <p>* 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> | Fiscal Year | Total (tons) | 2004 | 17,413 | 2005 | 14,317 | 2006 | 12,790 | 2007 | 10,338 | 2008 | 6,336 | 2009 | 2,937 | 2010 | 2,513 | 2011 | 13,300 | 2012 | 2,046 |
| Fiscal Year                           | Total (tons)   |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2004                                  | 17,413   |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2005                                  | 14,317   |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2006                                  | 12,790   |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2007                                  | 10,338   |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2008                                  | 6,336  |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2009                                  | 2,937  |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2010                                  | 2,513  |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2011                                  | 13,300   |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |
| 2012                                  | 2,046  |   |             |              |      |        |      |        |      |        |      |        |      |       |      |       |      |       |      |        |      |       |

| Contents  | Key Issues  | Activities  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
|---|---|---|-------------|--|--|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|------|-----|------|
| Initiatives in Isuzu Fujisawa and Tochigi Plant | <p><b>Reduction of CO<sub>2</sub> Emissions</b></p> | <p><b>Targets</b></p> <p>CO<sub>2</sub> emissions per production unit: 5% or more of reduction from FY2010 by FY2015</p> <p><b>FY2012 Achievements</b></p> <p>CO<sub>2</sub> emissions: 174,000 tons<br/> CO<sub>2</sub> emissions per production unit: 23.1 tons/100 million yen (3% reduction from FY2010)</p> <p><b>Major CO<sub>2</sub> Reduction Initiatives</b></p> <ul style="list-style-type: none"> <li>• Use of a large-scale combined heat and power system to provide electricity and a heat source for plants</li> <li>• Use of small-scale combined heat and power systems for new buildings</li> <li>• Use of highly efficient multi-can boilers</li> <li>• Use of inverter air-conditioning equipment and power equipment</li> <li>• Promotion of "eco-stop" and "no-idling"</li> <li>• Improving the working efficiency of large-scale air compressors (deployment of small-sized equipment)</li> <li>• Introduction of lighting equipments which uses renewable energy</li> <li>• Introduction of high-efficiency lighting equipments</li> </ul>  <table border="1" data-bbox="483 1077 1369 1493"> <caption>CO<sub>2</sub> Emissions and Unit Per Production Data (1990-2012)</caption> <thead> <tr> <th>Fiscal Year</th> <th>CO<sub>2</sub> Emissions (1,000 tons)</th> <th>CO<sub>2</sub> Unit Per Production (tons/100 million yen)</th> </tr> </thead> <tbody> <tr><td>1990</td><td>440</td><td>43.2</td></tr> <tr><td>2000</td><td>235</td><td>27.3</td></tr> <tr><td>2001</td><td>185</td><td>28.1</td></tr> <tr><td>2002</td><td>195</td><td>28.5</td></tr> <tr><td>2003</td><td>220</td><td>28.4</td></tr> <tr><td>2004</td><td>207</td><td>31.3</td></tr> <tr><td>2005</td><td>190</td><td>26.4</td></tr> <tr><td>2006</td><td>186</td><td>23.8</td></tr> <tr><td>2007</td><td>184</td><td>23.3</td></tr> <tr><td>2008</td><td>156</td><td>23.6</td></tr> <tr><td>2009</td><td>132</td><td>23.7</td></tr> <tr><td>2010</td><td>161</td><td>23.7</td></tr> <tr><td>2011</td><td>168</td><td>22.3</td></tr> <tr><td>2012</td><td>174</td><td>23.1</td></tr> </tbody> </table> | Fiscal Year | CO <sub>2</sub> Emissions (1,000 tons) | CO <sub>2</sub> Unit Per Production (tons/100 million yen) | 1990 | 440 | 43.2 | 2000 | 235 | 27.3 | 2001 | 185 | 28.1 | 2002 | 195 | 28.5 | 2003 | 220 | 28.4 | 2004 | 207 | 31.3 | 2005 | 190 | 26.4 | 2006 | 186 | 23.8 | 2007 | 184 | 23.3 | 2008 | 156 | 23.6 | 2009 | 132 | 23.7 | 2010 | 161 | 23.7 | 2011 | 168 | 22.3 | 2012 | 174 | 23.1 |
| Fiscal Year                                     | CO <sub>2</sub> Emissions (1,000 tons)              | CO <sub>2</sub> Unit Per Production (tons/100 million yen)  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 1990  | 440   | 43.2  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2000  | 235   | 27.3  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2001  | 185   | 28.1  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2002  | 195   | 28.5  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2003  | 220   | 28.4  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2004  | 207   | 31.3  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2005  | 190   | 26.4  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2006  | 186   | 23.8  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2007  | 184   | 23.3  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2008  | 156   | 23.6  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2009  | 132   | 23.7  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2010  | 161   | 23.7  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2011  | 168   | 22.3  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |
| 2012  | 174   | 23.1  |             |  |  |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |      |     |      |

| Contents  | Key Issues   | Activities  |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
|---|--|---|-------------|-------------------|------|--------|------|-------|------|-------|------|-----|------|-----|------|-----|------|-----|------|----|------|----|------|-----|------|-----|------|-----|------|-----|------|---|------|---|
| Initiatives in Isuzu Fujisawa and Tochigi Plant | <p><b>Waste reduction (landfill waste/total waste = 0)</b></p> | <p><b>Targets</b><br/>Landfill waste/total waste = 0</p> <p><b>FY2012 Achievements</b><br/>Amount of the final landfill waste: zero tons</p> <p><b>Waste reduction activities</b></p> <ul style="list-style-type: none"> <li>• Expansion of items to be converted to valuable resources by seeking new purchasers</li> <li>• Careful sorting and collection; promoting recycling after disassembly and scrapping</li> <li>• Reduction of the total amount of waste and reduction of by-products</li> <li>• Promotion of material recycling of plastic products</li> <li>• Expansion of recycling by sorting waste oil</li> <li>• Promotion of recycling the clay attached to foam polystyrenes</li> <li>• Reduction of emission by returning wooden pieces used as partitions</li> <li>• Promotion of turning helmets and safety caps as valuables</li> <li>• Recycling of compact rechargeable batteries</li> <li>• Reduction of paint residues by changing the chemicals used in the circulation tank</li> <li>• Recycling of iron powders from the forging process into as steel materials</li> </ul> <p>(tons/year) (including incinerator ash)</p>  <table border="1"> <caption>Waste Reduction Data (tons/year)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Waste (tons/year)</th> </tr> </thead> <tbody> <tr><td>1991</td><td>26,000</td></tr> <tr><td>1999</td><td>4,110</td></tr> <tr><td>2000</td><td>2,734</td></tr> <tr><td>2001</td><td>994</td></tr> <tr><td>2002</td><td>592</td></tr> <tr><td>2003</td><td>356</td></tr> <tr><td>2004</td><td>157</td></tr> <tr><td>2005</td><td>66</td></tr> <tr><td>2006</td><td>13</td></tr> <tr><td>2007</td><td>8.4</td></tr> <tr><td>2008</td><td>8.1</td></tr> <tr><td>2009</td><td>5.9</td></tr> <tr><td>2010</td><td>4.9</td></tr> <tr><td>2011</td><td>0</td></tr> <tr><td>2012</td><td>0</td></tr> </tbody> </table> | Fiscal Year | Waste (tons/year) | 1991 | 26,000 | 1999 | 4,110 | 2000 | 2,734 | 2001 | 994 | 2002 | 592 | 2003 | 356 | 2004 | 157 | 2005 | 66 | 2006 | 13 | 2007 | 8.4 | 2008 | 8.1 | 2009 | 5.9 | 2010 | 4.9 | 2011 | 0 | 2012 | 0 |
| Fiscal Year                                     | Waste (tons/year)  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 1991  | 26,000   |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 1999  | 4,110  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2000  | 2,734  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2001  | 994  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2002  | 592  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2003  | 356  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2004  | 157  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2005  | 66   |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2006  | 13   |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2007  | 8.4  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2008  | 8.1  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2009  | 5.9  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2010  | 4.9  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2011  | 0  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |
| 2012  | 0  |   |             |                   |      |        |      |       |      |       |      |     |      |     |      |     |      |     |      |    |      |    |      |     |      |     |      |     |      |     |      |   |      |   |

| Contents  | Key Issues   | Activities  |
|---|--|---|
| Initiatives in Isuzu Fujisawa and Tochigi Plant | <p><b>Reducing VOC*1 emissions in Fujisawa Plant</b></p> | <p><b>FY2012 Targets</b><br/>VOC emissions: under 19.2 g/m<sup>2</sup></p> <p><b>FY2012 Achievements</b><br/>VOC emissions: 17.7 g/m<sup>2</sup></p> <p>*1 VOC: Volatile organic compounds (mainly organic solvents)</p>    |
|   | <p><b>Effective use of water resources</b></p>           | <p>Isuzu effectively uses water resources by: promoting water saving and water recycling in the final water treatment process, and filtering ground water for daily life usage.</p> <p><b>FY2012 Achievements</b></p> <ul style="list-style-type: none"> <li>• Water Consumption: 1,860,000 m<sup>3</sup></li> <li>• COD: 23.0 mg/l (Fujisawa Plant), 16.1 mg/l (Tochigi Plant)</li> </ul> <p>*Fujisawa Plant: In FY2012, water consumption rose by about 2% from FY2011 due to the increase of production volume.</p>  <p>*COD: Chemical oxygen demand</p> |

| Contents                              | Key Issues  | Activities  |                                 |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
|---------------------------------------|---|---|---------------------------------|----------|------------|---------------------------------|------|--------|-------|-----|------|--------|-------|-----|------|-------|-------|-----|------|-------|-------|-----|------|-------|-------|-----|------|-------|-------|-----|------|-------|--------|-----|
| Power Saving Initiatives in Logistics | <p><b>Power Saving Initiatives in Logistics</b></p> | <p><b>FY2012 Targets</b><br/>           Reduce energy consumption (per unit*1): By 1% or more compared to FY2011</p> <p>*1 Per unit: Energy consumption (crude oil equivalent kl)/Net sales of Isuzu Group (millions of yen)</p> <p><b>FY2012 Achievements</b><br/>           Reduce energy consumption (per unit): By 2.3% compared to FY2011</p> <p><b>Major Activities</b></p> <ol style="list-style-type: none"> <li>1. Increased efficiency of truck transportation<br/>             Management of transportation according to the payloads of the trucks</li> <li>2. Improvement on transportation of export containers<br/>             Increasing transportation by trailers with better container filling rate</li> <li>3. Promotion of modal shift<br/>             Increased marine transportation in cooperation with dealers in transportation of product vehicles</li> <li>4. Promotion of use of the foldable racks on return<br/>             Reduced material usage and improved transportation efficiency by expanding the range of usage of the racks.</li> <li>5. Promotion of eco-driving<br/>             By cooperating with the logistic companies, energy conservation driving, and the fuel consumption management are promoted.</li> </ol> <div data-bbox="440 1150 1365 1234" style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>Improvement regarding logistics of product vehicles (Change in marine transportation ratio)</p> </div> <div data-bbox="440 1270 1344 1680">  <table border="1"> <caption>Improvement regarding logistics of product vehicles (Change in marine transportation ratio)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Land (A)</th> <th>Marine (B)</th> <th>Marine transportation ratio (%)</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>13,671</td> <td>9,739</td> <td>42%</td> </tr> <tr> <td>2007</td> <td>10,530</td> <td>7,550</td> <td>42%</td> </tr> <tr> <td>2008</td> <td>6,195</td> <td>7,660</td> <td>55%</td> </tr> <tr> <td>2009</td> <td>3,968</td> <td>6,442</td> <td>62%</td> </tr> <tr> <td>2010</td> <td>4,052</td> <td>7,282</td> <td>64%</td> </tr> <tr> <td>2011</td> <td>3,979</td> <td>8,996</td> <td>69%</td> </tr> <tr> <td>2012</td> <td>5,462</td> <td>10,058</td> <td>65%</td> </tr> </tbody> </table> <p>Truck transportation using car carriers (delivery vehicle)</p> </div> | Fiscal Year                     | Land (A) | Marine (B) | Marine transportation ratio (%) | 2006 | 13,671 | 9,739 | 42% | 2007 | 10,530 | 7,550 | 42% | 2008 | 6,195 | 7,660 | 55% | 2009 | 3,968 | 6,442 | 62% | 2010 | 4,052 | 7,282 | 64% | 2011 | 3,979 | 8,996 | 69% | 2012 | 5,462 | 10,058 | 65% |
| Fiscal Year                           | Land (A)  | Marine (B)  | Marine transportation ratio (%) |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
| 2006                                  | 13,671  | 9,739   | 42%                             |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
| 2007                                  | 10,530  | 7,550   | 42%                             |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
| 2008                                  | 6,195   | 7,660   | 55%                             |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
| 2009                                  | 3,968   | 6,442   | 62%                             |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
| 2010                                  | 4,052   | 7,282   | 64%                             |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
| 2011                                  | 3,979   | 8,996   | 69%                             |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |
| 2012                                  | 5,462   | 10,058  | 65%                             |          |            |                                 |      |        |       |     |      |        |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |       |     |      |       |        |     |

| Contents                | Key Issues  | Activities   |
|-------------------------|---|--|
| ISUZU Green Procurement | <p><b>Promotion of environmental initiatives by our business partners</b></p> | <p>Our business partners are expected to lead environmental initiatives based on the "Isuzu Green Procurement Guidelines", asking them to have the understanding of the purpose of the activities.</p> <p>Isuzu conducts procurement according to three basic policies:</p> <ol style="list-style-type: none"> <li>1. With having the "quality" as the first priority, Isuzu seeks to create and offer products that would satisfy our customers.</li> <li>2. Isuzu aims to procure domestic or overseas parts, under fair competition, if the parts are satisfactory in terms of quality, pricing and delivery.</li> <li>3. Isuzu enhances corporate competitiveness while developing procurement scheme aiming to form win-win relationships with our business partners.</li> </ol> <div style="text-align: center;">  <p><b>OPEN</b><br/>OPTIMUM PROCUREMENT TO EMBODY THE NEEDS</p> <p>OPEN (Optimum Procurement to Embody the Needs)<br/>Meet market needs and establish the optimum procurement route, while promoting reform of procurement.<br/>This is our procurement slogan aiming to embody the image of reform and disseminate it inside and outside the company.<br/>Enacted on July 13, 2010</p> </div> <p><b>Specific Measures</b></p> <ol style="list-style-type: none"> <li>1. Construction of environment management system <ul style="list-style-type: none"> <li>• Encouraging business partners to acquire ISO 14001 certification or to construct environmental management system based on the standard such as EcoStage or EcoAction 21.</li> <li>• Compliance with related environmental laws, regulations and related ordinances by the local governments.</li> </ul> </li> <li>2. Control of environmentally hazardous substances <ul style="list-style-type: none"> <li>• Data Collection of Energy Input/Waste of Designated related parts</li> <li>• Continuous collection of material data using IMDS*1</li> <li>• Promoting a reduction in parts containing highly concentrated VOC*2 / Survey on newly regulated substances</li> </ul> </li> </ol> <div style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><b>*1 IMDS: International Material Data System</b><br/>System to collect material component of parts and information on chemicals through the Internet</p> <p><b>*2 VOC (Volatile Organic Compounds)</b><br/>Volatile organic compounds such as formaldehyde and toluene</p> </div> |



# 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.



Isuzu puts forth the corporate vision, "Isuzu will always mean the best : A leader in transportation, commercial vehicles and diesel engines, supporting our customers and respecting the environment," as we consider this as the principle behind the all measures we take for the product quality, and helps us to be able to provide useful products and services to our customers.

## ▸ Basic Policy for Quality Initiatives

By putting first priority on quality, Isuzu creates products that bring satisfaction to our customers in a profound way, and our goal is to contribute to society as a company with a rich sense of humanity.

## ▸ Initiatives for higher product quality

From the stage of product development, production, to the product operation in the field, a number of various activities are taken place for the quality improvement.

- Initiatives in the development stages
- Initiatives in the manufacturing stages
- Initiatives for higher market quality

## ▸ Initiatives for higher service quality

To provide high quality after sales services, Isuzu strives to structure a uniform servicing system both in Japan and in overseas.

- Service system
- Service parts supply system
- Improvement of maintenance engineering
- Customer support

## ▸ Initiatives for higher operation quality

Not only making efforts to increase the quality of our products and services, Isuzu further makes the efforts in raising awareness and enhance the knowledge of each employee for the quality of their individual operation, as we believe that would result in providing the quality demanded by the customers.

- Quality Management System
- Awareness and knowledge education for employees

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# Basic Policy for Quality Initiatives

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Not only making efforts to increase the quality of our products and services, Isuzu further makes the efforts in raising awareness and to enhance the knowledge of each employee for the quality of their individual operation, as we believe that would result in providing the quality which would meet the customer's needs.



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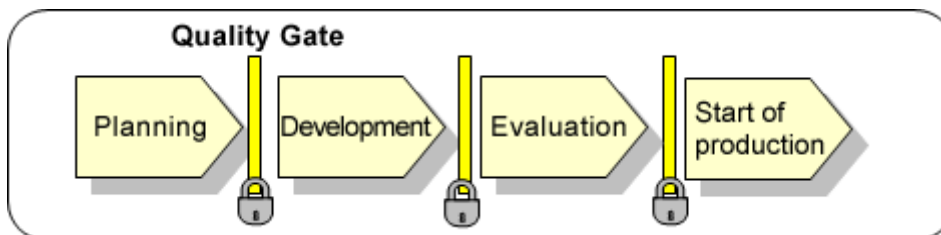
# Initiatives for higher product quality

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## Initiatives in the development stages



Our product development philosophy is "gaining trust from every person" which is supported by the basic concept of "S.E.E. Technology"; S.E.E stands for the three important issues, Safety, Economy, and the Environment. To acquire the high "quality" which would underpin this philosophy, we set "quality gates (milestones)" at different product development stages, where the quality and the maturity of the products are confirmed to advance the product development.



Isuzu's focus is placed on failure and its recurrence preventions during the development stages above. FMEA\* (failure mode and effect analysis) or other methods are used to enhance reliability and durability.

\* Failure Mode and Effect Analysis

## Initiatives in the manufacturing stages



Isuzu is reinforcing the human resources and the production systems to offer high-level integrated products worldwide.

Especially, the manufacturing principle of Isuzu, "Quality First," which includes the methodology and the production know-how are systematized into Isuzu Manufacturing Management (IMM). This IMM applies to every Isuzu plants around the world as the manufacturing standard, hence that Isuzu are capable of maintaining consistent quality for all, at all plants, and in all locations on the globe.

## Initiatives for higher market quality



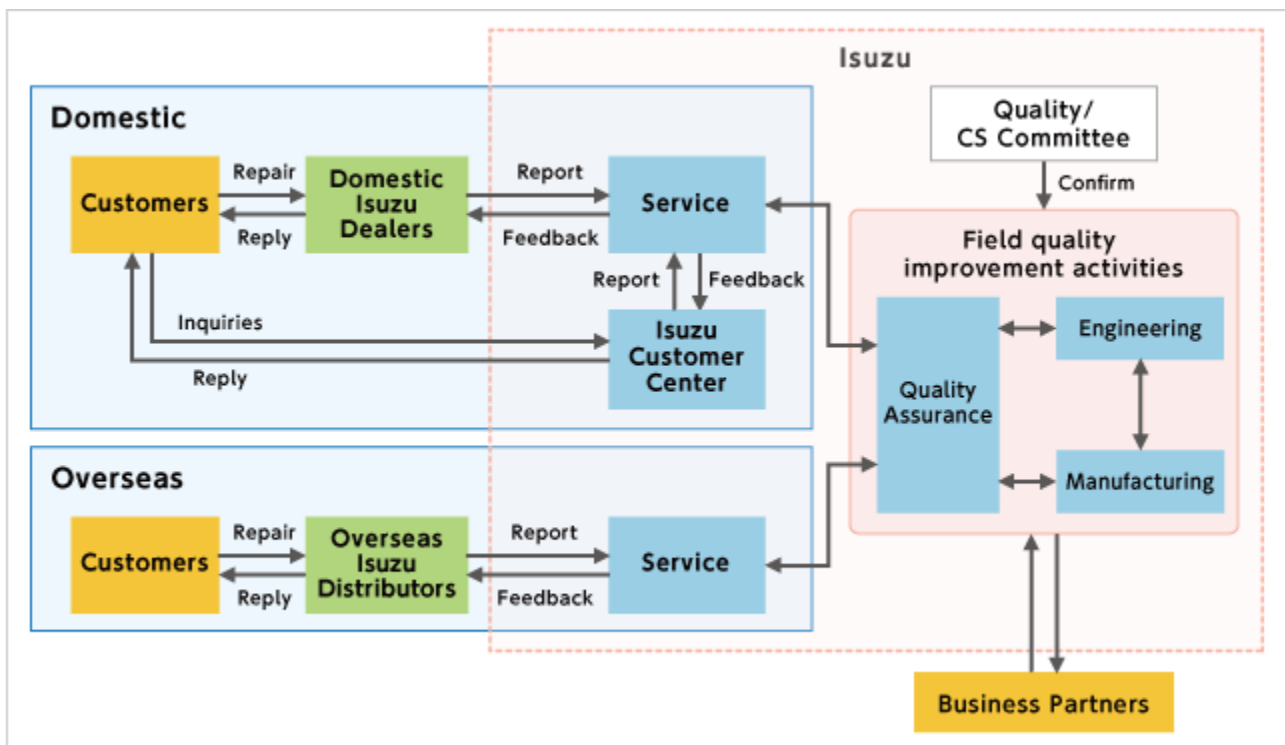
Isuzu constantly strives to make improvements by listening to, and analyzing opinions of customers, and they are fed backed to each quality-related process for the never-ending improvements.

### Initiatives for market quality improvement

Isuzu collects market quality information followed by implementation of spontaneous investigations and responses to issues in a prompt and accurate manner according to the FQ management system\*. Moreover, the Isuzu top management is always aware of the company-wide activities for the market quality improvement and other quality activities through "Quality Assurance/CS Improvement Committee."

\* FQ (Field Quality) management system: The quality information is collected from markets and shared in the scheme shown in the chart below for improvements.

Field quality improvement activity (FQ management system) scheme



### Initiatives for the Recall Campaigns

The activities are intended to prevent defective vehicles from causing accidents and to secure the safety and the assets of our business partners and the drivers; based on the purpose of the activities, we ensure the proper operations of our customers' vehicles through recall campaigns. We are always prepared to make prompt and accurate actions which would satisfy the customers' perspectives under various conditions.

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# Initiatives for higher service quality

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In addition to making efforts to improve quality based on the customer feedbacks, Isuzu is structuring a unified system that helps to provide high-quality services both in Japan and overseas. Standardization of operations and conforming to the standard are our on-going efforts to offer continuous, quick and accurate services which customers would find them comfortable.

In our efforts to make certain that the customers can rest assured in using Isuzu vehicles every day, we have established servicing systems for the quick recovery from failures, as well as ensuring that the service parts are supplied.

## **Service system**



### **Enhancing service network**

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Isuzu is currently, fully committed to the customer support services that take place after we deliver the vehicles to our customers. In Japan such services are in one step ahead in the progress, where this advanced service scheme is to be expanded in other countries. As our customers always expect high-quality services, Isuzu aims to establish high-quality integrated service schemes regardless of whether the customer is in Japan or overseas.

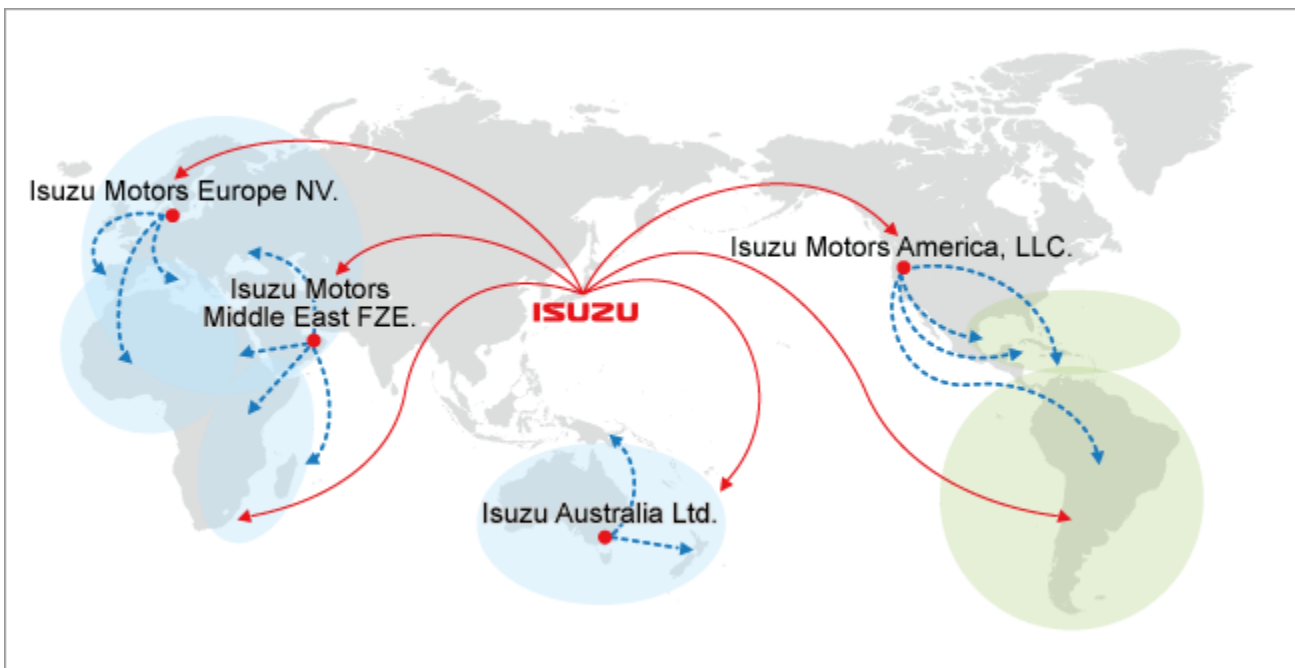
## Service parts supply system



### Parts centers and depot scheme

For the domestic service parts supply system, service parts can be supplied from any of our seven parts warehouses and the Tochigi mother parts center. We have also succeeded in not only supplying parts to local distributors abroad, but also to the local parts warehouses established in the Middle East, North America, and Europe for the timely delivery of parts supply.

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



## Improvement of maintenance engineering



### Training program in the Isuzu Training Center

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We provide training programs to the employees of the dealers who are part of the Isuzu after sales servicing network.

### Service parts technical competition (for dealers in Japan)/ Isuzu world technical competition (I-1GP: for dealers in all markets).

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The skill competitions take place every year to have people compete in their daily skill training results.

- FY2012 Service Parts Techninal Competition (November 2012)
- The 7th Isuzu World Technical Competition (November 2012)

## Customer support



### We provide support programs, such as fuel-efficiency and safe driving seminars.

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Isuzu has been offering seminars on fuel-efficiency and safe driving since 1995. At the Fujisawa Plant, we have a seminar facility called "Isuzu Premium Club" on the site, which is equipped with test courses, exclusively for our customers to offer more versatile seminars with rich contents.

### Advanced telematics system "Mimamori-kun" (available in some markets)

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As a means to monitor the user's driving status, Isuzu recommends customers to install its unique advanced telematics system known as "Mimamori-kun".

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# Initiatives for higher operation quality

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## Quality Management System



### ISO9001 and ISO/TS16949 certified

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All of Isuzu offices have been certified with ISO9001:2008, an international standard of quality management. Moreover, the components to be delivered to GM (General Motors: US) are certified with ISO/TS16949:2009, the standard for the automobile sector. Isuzu has been striving to enhance its operation quality using such measures.



top: ISO9001, bottom:  
ISO/TS16949



## Awareness and knowledge education for employees



Isuzu's employee training programs focus both sides of the aspect, raising the awareness, and deepening the knowledge, to improve the quality of the operation.

### Raising awareness

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Given themes from telephone calls which the customer service group received, or "quality messages" issued by the management to the employees every November, the "quality month", Isuzu takes its intra-communication to a higher level through discussions among employees to raise the awareness for a higher operation quality.

Another effort is to provide opportunities for the young engineers to work at dealers, for them to experience how the front line of the sales and service section handle customer services.

\* Quality month: the Union of Japanese Scientists and Engineers, the Japanese Standards Association, and the Japan Chamber of Commerce and Industry have defined every November as the quality month to promote quality improvement activities.

### Improving knowledge

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#### Education program for knowledge

Isuzu has training programs on laws/regulation and QC to offer quality-related knowledges to employees.

The laws/regulation training includes programs on recall systems and the Road Transport Vehicle Act (Japanese Law) while the QC training includes the entry-level QC course and the problem solving practice course for quality improvement, both of which are suitable for the newly employed to mid-level employees.

#### Isuzu Technical High School

Isuzu Technical High School provides the necessary basic knowledge for engineers and aims to develop future leaders. Not only do students learn required knowledge and skills for "monozukuri" (craftsmanship), but also the school guides students the sprits of "monozukuri" as well.

The school participates in skills competitions to confirm the results of diligent trainings the students have received.

Awarded with one bronze and one award of fighting spirit at 50th National Contest of Skill Competition (October 2012)

# 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 society by executing business activities aiming at Isuzu's profit consistent with social benefit.

## Social contribution through our business operations

### ▶ Activities to support transportation in disaster-stricken areas

Isuzu has been offering support with the will to "provide continuous support for the recovery and restoration work" since the aftermath of the Great East Japan Earthquake.

- ▶ After-sales activity supporting the recovery and restoration from the Great East Japan Earthquake

Taking advantage of our experiences in the tsunami damage recovery support in the Great East Japan Earthquake and the flood damage in Thailand, we do offer supports to help people both in Japan and abroad for the vehicles affected by water damage.

- ▶ Support for the flood damages (vehicles) by the Isuzu Group

### ▶ Other social contribution initiatives

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

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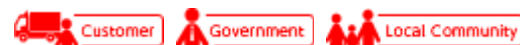
# Activities to support transportation in disaster-stricken areas

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Logo mark used in Isuzu after the earthquake. Having character for "Transportation[運]" as the base shape of the logo, a shape of truck cab was merged with an flexed arm (with a tire placed as one of the arm's muscles). The map of Japan in the red circle represents our wish for Japan's full recovery.

## After-sales activity supporting the recovery and restoration from the Great East Japan Earthquake



Many Isuzu vehicles or construction machines equipped with Isuzu engines are working to clear debris and rebuild land in the affected areas where recovery/restoration is taking place.

Isuzu carries out numerous after-sales activities to keep these "Isuzu vehicles and construction machines operating without interruptions" in the affected areas.



Isuzu dump truck working to restore the affected areas

## Parts supply scheme to "provide continuous support for the recovery and restoration work".

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It is necessary to supply a broad range of parts, as many old models and construction machines are working in the affected areas besides the current models.

Demands for the parts supply are expected to increase further as civil engineering works and construction works for the restoration are expected to be carried out in a larger scale.

Isuzu has been monitoring parts inventory status all of the time, increasing the stock volume, and using the parts depots effectively for a stable and better parts supply.

To support "transportation" with wide range and models of products from Isuzu vehicles to Isuzu engines used at the recovery site, we are going to continuously aim to be able to solve any related issues, and maintain stable and smooth parts supply.

## Follow-up on operation status of water-damaged vehicle after repair

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Isuzu has been providing regular follow-up checks on the repaired vehicles and construction machines under the "relief for flood damaged vehicles" activity (introduced in Environmental and Social Report 2011). All of the repaired vehicles and construction machines have been maintaining the performances they had before the damage. We will keep monitoring the vehicles, to make sure they would act the "working vehicles" in the affected areas.



restored septic tank truck



Truck with a crane mounted directly behind the cab, imperative for fixed net fishing

## Performance assurance for construction machines (with Isuzu engine mounted)

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Construction machines equipped with Isuzu engines, such as diggers, are also often seen working. To avoid any interruption to the recovery or reformation work with construction machines due to failures, Isuzu checks parts supply status, while listening to the needs of construction machine manufacturers at the affected areas so that Isuzu can assure the performances of industrial engines.

Regular follow-ups are made on the repaired engines that were damaged with water to assure their performances as well.



Restored Engine Mounted Excavator



Restored Engine Mounted

## Donating engines to an auto mechanic technical school as educational materials

In August 2012, Isuzu Motors Sales Ltd. and Isuzu Motors Tohoku Ltd. donated six Isuzu engines as educational materials to six technical schools for auto mechanics in Fukushima, Miyagi, Iwate, and Aomori - places that had few educational materials left after the flood damage.



## Support for the flood damages (vehicles) by the Isuzu Group



After vehicles are immersed in water or salt water due to flooding or tsunami, most of them end up being disposed of, as it may be too costly to replace a large number of parts.

Besides, substitute vehicles may not be provided soon if the original vehicles had special body applications.

For such difficult cases, we are working to support quickly and accurately restoring the water damaged vehicles to meet the customer's needs of "vehicles back in working condition promptly".

## Support for water-damaged vehicles after Hurricane (Sandy) hit the eastern US

In October 2012, Hurricane Sandy hit the eastern United States, and an extended area was affected by seawater floods.

Taking advantage of the experience in handling the tsunami damage in Japan and the flood disaster in Thailand, Isuzu tackled work restoring water-damaged vehicles in the US in cooperation with our local group companies.



Disassembled analysis on water-damaged vehicle

## Preparing "water-damaged vehicle inspection and restoration manual" for prompt and accurate responses to water-damaged vehicles

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Isuzu has researched how quick and reliable inspection and restoration can be carried out on customers' vehicles that are affected by tsunami or floods, using the experiences of the large-scale tsunami at the Great East Japan Earthquake, the wide-area floods damage in Thailand, and the hurricane damage in the US.

For water damage, inspection or restoration methods can greatly vary depending on whether the damage was due to seawater or pure water. Isuzu disassembled water-damaged vehicles for analysis and have built up know-how from every analysis results. The results have been summarized in this "Water-damaged vehicle inspection and restoration manual."

Using the manual effectively, we will continue with activities to recover water-damaged vehicles in a more prompt and accurate way.

### Indonesia flood relief

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In January 2013, considerable flood damage was caused in Jakarta, Indonesia. P.T. Isuzu Astra Motor Indonesia jointly conducted relief activities on water damaged vehicles with its local partner, the Astra Group, by providing inspections free of charge at 21 sales offices in Jakarta.



Scene at the flood



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## Other social contribution initiatives

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



Since November 2008, Isuzu has been providing educational programs at a technical school for auto mechanics under the TESDA\*1 in the city of Tacloban on the island of Leyte in the Philippines. Sixteen 4th-generation students graduated in May 2012 and sixteen 5th-generation students did so in November of the same year. They were certified with NC-IV, one of the highest-ranked national certificates, and are now playing major roles in dealers and maintenance shops as auto mechanics. The number of graduates has totaled to 100 students, and the number of recruiting positions has outstripped the number of graduates in recent days. Isuzu intends to contribute to the Philippine economy as well as development of the automobile industry in the Philippines by continuously offering support in various aspects including engineering techniques.

\*1 TESDA: Technical Education and Skills Development Authority



Graduation ceremony for the 5th-generation graduates

- We extend our condolences and sympathies to those who were suffered by the damages caused by the hurricane in the Philippines in November 2013, and our sincere wishes for the earliest possible recovery of the affected areas. Isuzu has been carrying out activities to support the affected people.

**Donating transmissions to a technical school for auto mechanics as educational materials, as for maintenance lessons**

**(Isuzu Autoparts Manufacturing Corporation: the Philippines)**



Isuzu Autoparts Manufacturing Corporation (the Philippines) donated six Isuzu transmissions to a technical school for auto mechanics under the TESDA as educational materials in September 2012. Following the donation, Isuzu sent a graduate who works for the company as an instructor, and he has given a direct guidance to the students.



Donated transmissions



A graduate teaching about the transmission.



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# Respect for Employees

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Isuzu respects the individuality and the personal character of each Isuzu employee and helps them to work to the full extent while creating a sound, safe, and comfortable work environment where they can feel a sense of achievement and satisfaction.

## Securing safety of our employees in emergency situations in foreign countries



The overseas incidents are diverse and wide-ranged, from terrorism, accidents, deterioration of public security, large-scale natural disasters such as earthquakes and typhoons.

As the tragedy happened in Algeria in February 2013 being the trigger, we have been tackling the important challenge of "securing safety for our employees in emergency situations in overseas".

Not only inside of Japanese market, Isuzu has been widely expanding its business activities in foreign countries, and a large number of its employees are positioned in overseas offices for a long-term stay or on international business trips.

Isuzu carries out activities to "secure the safety of the employees and making sure that they are helped out from any emergency situations in foreign countries", including the employees who are employed locally as well.

## Personnel development (training for awareness and knowledge: activities held in Japan)



Isuzu considers the importance of the employees to make the most out of their abilities, to achieve the best results for the company. Isuzu runs a variety of educational programs for employees under the policy of "each employee's awareness and abilities for better results is linked to the better achievements of Isuzu as a collective success".

Training for CSR awareness and knowledge has also been carried out in recent years.

### "CSR awareness training" result (April 2012 to March 2013)

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We are aiming to raise each employee's awareness by making each working group to have internal discussions with a given theme together with the messages from the management.

|                                   | Action Items  |
|-----------------------------------|---|
| "Environment" awareness education | "Power saving for this summer" in June 2012                             |
| "Quality" awareness education     | "Enhancing operation quality - increase your capacity" in November 2012 |
| "Compliance" awareness education  | "Learning the Road Transport Vehicle Act" in February 2013              |

## Other training programs

| Main Themes   | Action Items   |         |         |         |         |         |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|---|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------------------|-------|-----|-----|-----|-----|----------------------|-----|-----|-----|-----|-----|------------------------|-----|---|---|-----|-----|---------------------|-----|----|----|-----|-----|--------------------------|-----|----|----|-----|----|--------------------------|----|----|----|-----|----|--------------|-------|-------|-----|-------|------|
| <b>Various seminars</b>   | <p>Different positions and jobs may require different qualities, and Isuzu offers various training activities in order for the employee to be able to acquire the necessary knowledge and insights to be able to strive at the global environment.</p> <p>Moreover, the company motivates each employee to build his/her own careers path as well as managers to practice the management based on the career paths of their members. Aiming to back up our employees in both aspects, we have established group training programs, consultation and systems that encourage communication and help employees to increase awareness of their roles.</p>  |         |         |         |         |         |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|   | <table border="1"> <thead> <tr> <th></th> <th>FY 2008</th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> </tr> </thead> <tbody> <tr> <td><b>Position-based training</b></td> <td>1,125</td> <td>873</td> <td>618</td> <td>783</td> <td>920</td> </tr> <tr> <td><b>Career design</b></td> <td>150</td> <td>150</td> <td>131</td> <td>137</td> <td>151</td> </tr> <tr> <td><b>Business skills</b></td> <td>490</td> <td>0</td> <td>0</td> <td>216</td> <td>226</td> </tr> <tr> <td><b>Human skills</b></td> <td>375</td> <td>58</td> <td>26</td> <td>103</td> <td>303</td> </tr> <tr> <td><b>Special training*</b></td> <td>193</td> <td>95</td> <td>85</td> <td>639</td> <td>62</td> </tr> <tr> <td><b>Language training</b></td> <td>96</td> <td>95</td> <td>59</td> <td>153</td> <td>74</td> </tr> <tr> <td><b>Total</b></td> <td>2,429</td> <td>1,271</td> <td>919</td> <td>2,031</td> <td>1736</td> </tr> </tbody> </table> |         |         |         |         |         | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 | <b>Position-based training</b> | 1,125 | 873 | 618 | 783 | 920 | <b>Career design</b> | 150 | 150 | 131 | 137 | 151 | <b>Business skills</b> | 490 | 0 | 0 | 216 | 226 | <b>Human skills</b> | 375 | 58 | 26 | 103 | 303 | <b>Special training*</b> | 193 | 95 | 85 | 639 | 62 | <b>Language training</b> | 96 | 95 | 59 | 153 | 74 | <b>Total</b> | 2,429 | 1,271 | 919 | 2,031 | 1736 |
|   |  | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|   | <b>Position-based training</b>   | 1,125   | 873     | 618     | 783     | 920     |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|   | <b>Career design</b>   | 150     | 150     | 131     | 137     | 151     |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|   | <b>Business skills</b>   | 490     | 0       | 0       | 216     | 226     |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|   | <b>Human skills</b>  | 375     | 58      | 26      | 103     | 303     |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|   | <b>Special training*</b>   | 193     | 95      | 85      | 639     | 62      |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
|   | <b>Language training</b>   | 96      | 95      | 59      | 153     | 74      |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
| <b>Total</b>  | 2,429  | 1,271   | 919     | 2,031   | 1736    |         |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |
| <p>* Special training: QC training, Creativity development training, Product knowledge improvement training, etc.</p> |  |         |         |         |         |         |         |         |         |         |         |                                |       |     |     |     |     |                      |     |     |     |     |     |                        |     |   |   |     |     |                     |     |    |    |     |     |                          |     |    |    |     |    |                          |    |    |    |     |    |              |       |       |     |       |      |

## Other initiatives for respecting employees (activities in Japan)



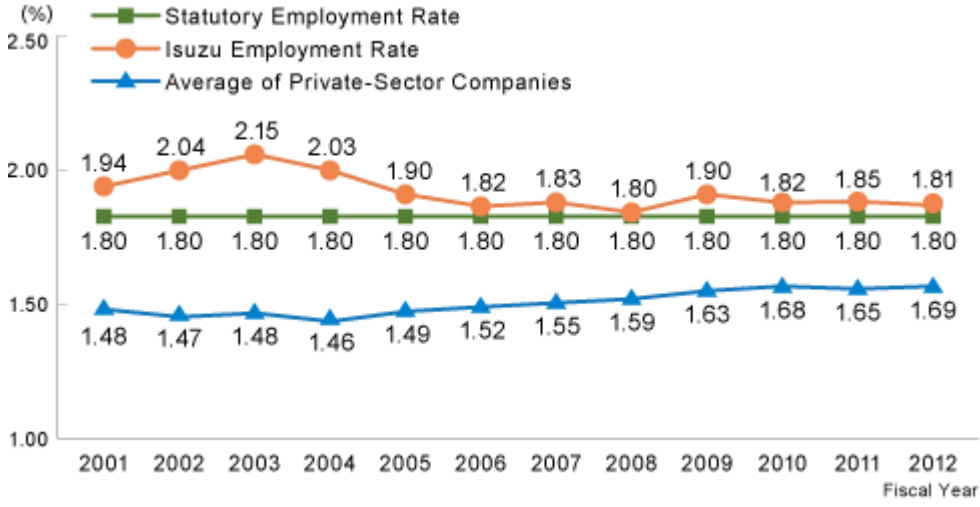
### Creating Safe and Sound Workplaces

| Main Themes                               | Action Items  |
|---|---|
| <b>Prevention of industrial accidents</b> | Increase in safety knowledge and awareness.<br>Ensure safety during work (Review procedure manuals, instruction in work safety, etc.)<br>Confirm intrinsic safety of production facilities. |
| <b>Prevention of fire accidents</b>       | Appropriately maintain and control facilities and equipment that use hazardous materials.<br>Understand and eliminate factors causing fire accidents.                                       |
| <b>Prevention of traffic accidents</b>    | Prevent traffic accidents of commuters by car and motorcycle.<br>Improve traffic safety awareness campaigns.  |
| <b>Health promotion</b>                   | Industrial physicians interview employees with excessive overtime.<br>Implement training of mental health administrators.   |
| <b>Improvement of work environment</b>    | Continue performing environmental evaluation during safety assessments.<br>Promote the creation of comfortable work environment.  |
| <b>Disaster measures</b>                  | Reviewing measures against earthquake (creating manuals, developing disaster prevention facility in several phases etc.)  |

## Creating healthy mind and body

| Main Themes   | Action Items                                   |                 |
|---|--|-----------------|
| <b>Specific healthcare guidance (for metabolic syndrome)</b>  | FY2012<br>Achievements<br>(Total participants) | 737 employees   |
| <b>Patients receiving health check-ups</b>  |  | 4,710 employees |
| <b>Mental health counseling users</b>   |  | 66 employees    |
| <b>24-hour telephone health counseling users</b>  |  | 202 employees   |
| <b>Recreation and sport event participants</b>  |  | 276 employees   |
| <b>Home health services/guidances for elderly patients</b>  |  | 9 employees     |
| <b>Seminar participants</b>   |  | 22 employees    |
| <b>Lifestyle-related disease prevention, promoting gargling/hand washing, walking challenge program, and other health related activities.</b> |  | 2,134 employees |
| <b>Breast cancer screening</b>  |  | 133 employees   |

## Promoting Employment with an Emphasis on Diversity

| Main Themes  | Action Items  |                           |   |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
|--|---|---------------------------|---|---------------------------|---|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| <p><b>Promoting Employment with an Emphasis on Diversity</b></p> | <p>Isuzu is promoting the employment of disabled people with a view to achieve a society where people supporting each other, regardless of disabilities, for each members of the society to have prosperous life. Isuzu considers the employment of disabled people as an important theme to achieve the diversity in employment. The employment of people with disabilities was 1.81% in FY2012, exceeding the legal employment rate and the average rate of the other private sector companies. The legal employment rate has risen to 2.0% in FY2013. We will continue to support people with disabilities as we work on our target.</p> <p>Isuzu employment rate: 1.81%</p> <p>(Legal Employment Rate: 1.8%; Average of Private-Sector Companies: 1.69%)</p>  <p>The chart displays three data series over a 12-year period from 2001 to 2012. The Y-axis represents the percentage of employment, ranging from 1.00% to 2.50%. The X-axis represents the fiscal year. The 'Statutory Employment Rate' (green line with squares) is constant at 1.80% from 2001 to 2008, then increases to 1.80% in 2009, 1.80% in 2010, 1.80% in 2011, and 1.80% in 2012. The 'Isuzu Employment Rate' (orange line with circles) starts at 1.94% in 2001, peaks at 2.15% in 2003, and ends at 1.81% in 2012. The 'Average of Private-Sector Companies' (blue line with triangles) starts at 1.48% in 2001 and ends at 1.69% in 2012.</p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Statutory Employment Rate (%)</th> <th>Isuzu Employment Rate (%)</th> <th>Average of Private-Sector Companies (%)</th> </tr> </thead> <tbody> <tr><td>2001</td><td>1.80</td><td>1.94</td><td>1.48</td></tr> <tr><td>2002</td><td>1.80</td><td>2.04</td><td>1.47</td></tr> <tr><td>2003</td><td>1.80</td><td>2.15</td><td>1.48</td></tr> <tr><td>2004</td><td>1.80</td><td>2.03</td><td>1.46</td></tr> <tr><td>2005</td><td>1.80</td><td>1.90</td><td>1.49</td></tr> <tr><td>2006</td><td>1.80</td><td>1.82</td><td>1.52</td></tr> <tr><td>2007</td><td>1.80</td><td>1.83</td><td>1.55</td></tr> <tr><td>2008</td><td>1.80</td><td>1.80</td><td>1.59</td></tr> <tr><td>2009</td><td>1.80</td><td>1.90</td><td>1.63</td></tr> <tr><td>2010</td><td>1.80</td><td>1.82</td><td>1.68</td></tr> <tr><td>2011</td><td>1.80</td><td>1.85</td><td>1.65</td></tr> <tr><td>2012</td><td>1.80</td><td>1.81</td><td>1.69</td></tr> </tbody> </table> | Fiscal Year               | Statutory Employment Rate (%)           | Isuzu Employment Rate (%) | Average of Private-Sector Companies (%) | 2001 | 1.80 | 1.94 | 1.48 | 2002 | 1.80 | 2.04 | 1.47 | 2003 | 1.80 | 2.15 | 1.48 | 2004 | 1.80 | 2.03 | 1.46 | 2005 | 1.80 | 1.90 | 1.49 | 2006 | 1.80 | 1.82 | 1.52 | 2007 | 1.80 | 1.83 | 1.55 | 2008 | 1.80 | 1.80 | 1.59 | 2009 | 1.80 | 1.90 | 1.63 | 2010 | 1.80 | 1.82 | 1.68 | 2011 | 1.80 | 1.85 | 1.65 | 2012 | 1.80 | 1.81 | 1.69 |
| Fiscal Year  | Statutory Employment Rate (%)   | Isuzu Employment Rate (%) | Average of Private-Sector Companies (%) |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2001   | 1.80  | 1.94                      | 1.48                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2002   | 1.80  | 2.04                      | 1.47                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2003   | 1.80  | 2.15                      | 1.48                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2004   | 1.80  | 2.03                      | 1.46                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2005   | 1.80  | 1.90                      | 1.49                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2006   | 1.80  | 1.82                      | 1.52                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2007   | 1.80  | 1.83                      | 1.55                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2008   | 1.80  | 1.80                      | 1.59                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2009   | 1.80  | 1.90                      | 1.63                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2010   | 1.80  | 1.82                      | 1.68                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2011   | 1.80  | 1.85                      | 1.65                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 2012   | 1.80  | 1.81                      | 1.69                                    |                           |   |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |

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# Harmony with Local Communities

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Isuzu and the Isuzu Group wish to win the trust of the local communities where we are one of the community members and wish to contribute to the development of the community.

Moreover, as Isuzu carries out operations across the world, Isuzu would show the respects for the local cultures and customs of each nation and region through our business activities. We do wish to act as a good corporate citizen of the global community as well.

## Initiatives by Isuzu (only in Japan)



### "Isuzu Summer Festival 2012"

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Both the Fujisawa and Tochigi Plants had their summer festivals for the first time in four years in August 2012.

As part of the 50th anniversary celebration for the Fujisawa Plant (January 2012) and the 40th for the Tochigi Plant (June 2012), the festivals offered various joyful events with the purpose of "thanking the employees and their family members for their daily efforts" and also "thanking the local community members and residents for their cooperation". The Fujisawa Plant welcomed around 15,000 visitors and the Tochigi Plant had about 4,500 visitors. The festivals were a great success with fireworks.

Isuzu considers the Isuzu summer festivals to be an occasion where we mutual trust with community members can be established through communication, at the same time showing our appreciation to the group company employees as well.



### Tochigi Plant Received Certificate of Appreciation from Tochigi City for Contributions to the Community

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On October 31, 2012, Mr. Suzuki, Mayor of Tochigi City, offered a certificate of appreciation at the Tochigi City Office for the donations of toys and Christmas cakes that the Tochigi Plant has made for six years to nurseries and other facilities.




As in the same manner as in the previous years, in 2012, the Christmas cakes were loaded onto two trucks, and delivered to the local nurseries by Isuzu employees at Tochigi Plant together with the officers of Tochigi City.





## Initiatives by Other Isuzu Operation Sites (only in Japan)



| Contents   | Action Items   |
|--|--|
| <p><b>Plant tours for the local elementary schools, universities, and members of residents' associations</b></p> | <p>The tours have been offered, and invited people from various groups so that they can comprehend and understand our environmental activities and other numerous operations held at production sites to build our trucks.</p> <ul style="list-style-type: none"> <li> <p><b>Elementary Schools and Universities in Fujisawa City and Ayase City</b><br/>                     The Fujisawa Plant had a total of approximately 3,000 visitors from 27 schools in FY2012.</p>  </li> <li> <p><b>Members of Local Residents' Association</b><br/>                     The plant had a total of approximately 100 visitors from 58 residents' associations in FY2012.</p> </li> <li> <p><b>"Supporting transportation - Isuzu's work," Plant Tour Brochure for Elementary Students</b><br/>                     The easy-to-understand brochure, "Supporting transportation - Isuzu's work," summarizes Isuzu Corporate Visions and relations with society and is distributed to elementary students at their visits.</p>  </li> </ul> |

| Contents   | Action Items   |                       |       |                      |    |
|--|--|-----------------------|-------|----------------------|----|
| <p><b>Cleanup activities in the neighborhood of Isuzu plants</b></p>   | <p>Plant employees and the employees of other related companies located on-site implementing cleanup activities around the plants once every month.</p> <ul style="list-style-type: none"> <li>• <b>Participants in FY2012</b></li> </ul> <table border="1" data-bbox="800 359 1240 512"> <tr> <td><b>Fujisawa Plant</b></td> <td>1,479</td> </tr> <tr> <td><b>Tochigi Plant</b></td> <td>50</td> </tr> </table>   | <b>Fujisawa Plant</b> | 1,479 | <b>Tochigi Plant</b> | 50 |
| <b>Fujisawa Plant</b>  | 1,479  |                       |       |                      |    |
| <b>Tochigi Plant</b>   | 50   |                       |       |                      |    |
| <p><b>Presenting Christmas cakes to child welfare institutions</b></p> | <p>Isuzu makes annual donations of Christmas cakes to the local administrative organizations where each Isuzu operation offices are located, as a way to participate in public welfare activities.</p> <ul style="list-style-type: none"> <li>• <b>FY2012 Achievements</b></li> </ul> <p>Omori Head Office: Offered 550 cakes to 59 institutions, such as child care centers and nurseries in Shinagawa, Tokyo.</p> <p>Fujisawa Plant: Offered 600 cakes to 121 institutions for the disabled, nursing homes, and child foster centers in Fujisawa City, Kanagawa.</p> <p>Tochigi Plant: Offered 308 cakes to 26 nurseries and kindergartens in Tochigi City, Tochigi.</p> |                       |       |                      |    |
| <p><b>Participating Ohira Industrial Festival (Tochigi Plant)</b></p>  | <p>The Tochigi Plant exhibited the ELF light-duty dump truck, introduced its environmental activities, and invited people to its virtual plant tours and events such as all-you-can-grab candy game at the "Ohira Industry Fair", held in Ohira Town of Tochigi City on November 23, 2012. The event attracted many local visitors despite the unfortunate weather conditions with a light shower. The children and families especially enjoyed the all-you-can-grab candy game.</p>              |                       |       |                      |    |



| Contents   | Action Items  |
|--|---|
| <p><b>Participation in the 17th Fujisawa-City Environment Fair, "Fujisawa Eco2 Fair"</b></p> | <p>Isuzu exhibited ERGA hybrid bus and introduced Isuzu's environmental initiatives at the Fujisawa-City Environment Fair, held at Fujisawa civic hall on December 15, 2012.</p>  <p>ERGA hybrid bus, on display</p>  <p>Introducing Isuzu's environmental Initiatives</p> |

## Initiatives by the Isuzu Group



### Donating engines and transmissions to engineering school as training materials (Isuzu Commercial Truck of America, Inc. , Isuzu Manufacturing Service of America, Inc.: US)

Isuzu Commercial Truck of America, Inc. and Isuzu Manufacturing Service of America, Inc. (US) offered their engines and transmissions to an engineering school in Florida as training materials in January 2013.

These engines and transmissions came from the vehicles affected by the hurricane (Sandy) in 2012. They were reassembled and donated for another useful purpose after being used for disassembly analysis at a hurricane relief activity.



## Linking Bridge between Japan and Saudi Arabia (Isuzu Motors Saudi Arabia Co., Ltd: Saudi Arabia)

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On March 12, 2013, the Royal Embassy of Saudi Arabia, Cultural Office, Japan, hosted "Graduation Ceremony and Job fair for Saudi Arabian students in Japan" in Odaiba, Tokyo.

This job fair in fact started from a joint career orientation hosted by the Royal Embassy of Saudi Arabia, Cultural Office and Isuzu Motors Saudi Arabia Co., Ltd. (Saudi Arabia: hereinafter IMSAC) in the summer of 2011.

This year the job fair was a great success with over 30 companies participating. IMSAC and Isuzu hope it helps competent Saudi Arabian students find positions in Japanese companies and play major roles in bridging Japan and Saudi Arabia.

## Donating Folk Music Instruments to an Elementary School (P.T. Isuzu Astra Motor Indonesia: Indonesia)

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P.T. Isuzu Astra Motor Indonesia (Indonesia) offered Indonesian traditional instruments, Angklung\*, to six elementary schools in Kupang, West Timor with the purpose of contributing to educational development of the region.

\* Angklung

It is a bamboo-made percussion instrument in which the bamboo tubes make sounds when they are shaken and stricken to each other. Pitches are different according to the length or thickness of the bamboo tubes. Several players share the tubes like hand bells to make a musical composition. (cited from the Japanese site of Wikipedia)



## Donating Isuzu D-MAX to World Vision Philippine (WVP) (Isuzu Philippines Corporation: the Philippines)

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Isuzu Philippines Corporation (the Philippines, hereinafter IPC) celebrated the 15th anniversary of its foundation and donated one unit of D-MAX to NGO WVP, which supports humanitarian activities in the Philippines, in December 2012. Two D-MAXs were on lease from IPC to WVP for emergency relief after Manila was affected by the floods in August of the same year. This donation was made with the aim of giving further support for the NGO.



## Introducing the activities at "Wacom Hokkaido Co., Ltd" as an example of Isuzu Group's initiatives (located in Mukawa Town, Hokkaido)



Wacom Hokkaido Co., Ltd. (hereinafter Wacom Hokkaido) carries out many activities to support the local community, Mukawa town, with the focus on communication and to take responsibility as a good community-based company.

- Wacom Hokkaido Co., Ltd.

The company conducts extensive vehicle tests to meet customer needs and builds up products that are excellent in terms of safety, the environment, and economic efficiency for Isuzu vehicles. Its special vehicle test courses can test performances and durability of products ranging from heavy duty buses to passenger vehicles. To keep pace with the vehicle technologies that are evolving year-by-year, the company seeks even higher safety measures through its tests based on advanced technologies developed from its past experience and data archives of veteran staff members. Its versatile course environments can incorporate overseas road conditions, and the company uses every piece of market data available from many countries to offer highly reliable test results. (Established in October 2002)

Wacom Hokkaido website:<http://wa-com.jp/>

\* What is "Wacom"?: It is a word that originates from the name of the local town, Mukawa (mou-ka-wah), when read backwards. The aim is to make a company that works closely with the community.

### Contributing to the local community by supporting its animal damage prevention activities

Wild animals cause serious damages to crops in the local area. The company sets up fences to prevent Yezo deers from entering fields jointly with the Mukawa town community as part of the animal damage prevention activities.

The Mayor of Mukawa offered a certificate of appreciation for this contribution to the town administration in June 2012.



The news was introduced on "Mukawa Community Journal." (Photo: Mr. Shoda, Managing Director of Wacom Hokkaido)

## Inviting "Fukushima Kids" to a Facility Tour

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Around 20 children were invited to see the test courses in July 2012 as part of the activity to support "Fukushima Kids executive committee" which tries to free children from the concern about the nuclear disaster and promotes sound growth and good education in Fukushima, a place that has been severely affected by the Great East Japan Earthquake.



## Co-hosting "Mukawa Town Relay Road Race 2012"

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The company has been co-hosting the annual fall event, "Mukawa Family Relay Road Race," and also has been cooperating to organize the event by providing one of the test courses (4.4 km per round) as part of the road race course to the local people.

A total of 1,468 runners, aged 3 to 89 participated in the race in October 2012, which was the 9th event since it began. The event also has other activity which offers people a chance to enjoy the tastes of fall. It has gained an excellent reputation as a local regular event that revitalizes the town and reinforces communication with local residents.



## Donating Christmas Cakes to Local Nurseries

The company has been donating cakes for Christmas to local nurseries since 2003. The mayor of Mukawa awarded the company with a letter of appreciation this year, which is the 10th year since it began.



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# Disclosure of Information

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Isuzu discloses corporate information in a timely and appropriate manner for the higher corporate transparency, and aiming to broadly win the trust of society.

Also, we are making efforts to share information and concerns by building schemes that would encourage smooth communications within the company, among the group companies, and with society as well.

## Communication and Disclosure of Corporate Information



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### Isuzu Website

Isuzu uses its website to provide relevant information and for the better communication with its stakeholders (corporate information, management policy, IR information, accounting status, products, CSR activities, etc.).

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### I.R. Information

Isuzu's IR (Investor Relations) information is disclosed on its website for stockholders and investors.

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### Annual Report

Isuzu's financial status and other activity results are reported in the Isuzu Annual Report (on a yearly-basis).

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### CSR Report

Isuzu's CSR activities are reported in the Isuzu CSR Report (on a yearly-basis).

# Environmental Impact Data



## Principle environmental impact data (CO<sub>2</sub> emissions, CO<sub>2</sub> unit per production process, amount of landfill waste, etc.)

| Items                                       |                          |                | FY2012 Achievements         | Plant                            |
|---|--------------------------|----------------|-----------------------------|----------------------------------|
| Energy consumption (Converted to crude oil) |                          |                | 103,100 kl                  | Fujisawa Plant and Tochigi Plant |
| Material consumption                        | Metals                   | Iron and steel | 285,000 t                   | Fujisawa Plant and Tochigi Plant |
|   |                          | Aluminum       | 31,000 t                    | Fujisawa Plant and Tochigi Plant |
|   | Chemicals                |                | 2,600 t                     | Fujisawa Plant and Tochigi Plant |
| Water consumption                           |                          |                | 18.6 million m <sup>3</sup> | Fujisawa Plant and Tochigi Plant |
| CO <sub>2</sub> emissions                   |                          |                | 174,000 t                   | Fujisawa Plant and Tochigi Plant |
| CO <sub>2</sub> unit per production         |                          |                | 23.1 tons/100 million yen   | Fujisawa Plant and Tochigi Plant |
| Waste                                       | Total generated          |                | 6,550 t                     | Fujisawa Plant and Tochigi Plant |
|   | Amount recycled          |                | 6,550 t                     | Fujisawa Plant and Tochigi Plant |
|   | Amount of landfill waste |                | 0 tons                      | Fujisawa Plant and Tochigi Plant |
| Water discharged                            |                          |                | 14.7 million m <sup>3</sup> | Fujisawa Plant and Tochigi Plant |
| VOC emissions                               |                          |                | 17.7g/m <sup>2</sup>        | 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 Conservation Costs

The amount of investment was 2,220 million yen, which was an increase of 456 million yen from the previous year. The costs were 23,841 million yen, which was an increase of 2,057 million yen from the previous year. Details are shown in the table below.

Target period: April 1, 2012 to March 31, 2013

(Unit: millions of yen)

|                                     |   | Amount of investment | Costs  | Major activities   |
|-------------------------------------|---|----------------------|--------|--|
| Business-area cost                  | Costs for pollution prevention                  | 11                   | 156    | Prevention of air pollution / Wastewater treatment, Maintenance of pollution prevention facilities                                     |
|                                     | Costs for environmental conservation            | 182                  | 359    | Introduction of equipment for low-carbon fuel, Improvement for energy saving   |
|                                     | Costs for waste treatment and reduction efforts | 30                   | 344    | Costs for waste treatment and waste reduction efforts  |
| Upstream and downstream costs       |   | 0                    | 1,217  | Re-manufacturing engine transmissions  |
| Management activity costs           |   | 80                   | 356    | Costs for internally addressing the Japanese Automotive Recycling Law, environmental education   |
| Research and development costs      |   | 1,917                | 21,356 | Development of environmentally friendly products to comply with emissions regulations and the introduction of manufacturing facilities |
| Social activity costs               |   | 0                    | 34     | Costs of supporting environmental conservation activities  |
| Environmental damage recovery costs |   | 0                    | 18     | Surcharge on pollution impact  |
| Total                               |   | 2,220                | 23,841 |  |



## Effects of environmental conservation

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Target period: April 1, 2012 to March 31, 2013

| Classification                                | Details of effects                                       | Effects |
|---|--|---------|
| Economic effect<br>(Unit: millions of<br>yen) | Energy cost reduction through energy conservation        | 45      |
|   | Profit on sales of variable resource                     | 1,021   |
| Quantitative<br>effect<br>(tons)              | CO <sub>2</sub> reduction (CO <sub>2</sub> amount: tons) | 2,224   |

Note: The calculation of environmental conservation effects were previously presented as "Effects of Cost Reduction per Amount of business activities" and "Effects of substance reductions per Amount of business activities". However, from this year, the report focuses on "Effects of environmental conservation activities," which measures how the Isuzu environmental activities were effective.

## Major actions for regulatory compliance

### FY2012 PRTR\* and other emissions (Inspection period: April 2012 to March 2013)

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The following information represents typical emission status at Fujisawa Plant and Tochigi Plant in FY2012 as expressed in primary indicators related to PRTR.

\* PRTR: Pollutant Release and Transfer Register Law

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) | 5,800          | 0                | 0                           | 0                 | 0               | 0               | 0                  |
| Ethyl benzene                  | 110,000        | 71,000           | 0                           | 0                 | 0               | 71,000          | 24,000             |
| Xylene                         | 180,000        | 110,000          | 0                           | 0                 | 0               | 110,000         | 24,000             |
| Organic tin compounds          | 3,900          | 0                | 0                           | 0                 | 0               | 0               | 150                |
| 1,2,4-trimethylbenzene         | 16,000         | 420              | 0                           | 0                 | 0               | 420             | 0                  |
| 1,3,5-trimethylbenzene         | 4,900          | 3,400            | 0                           | 0                 | 0               | 3,400           | 0                  |
| Toluene                        | 100,000        | 61,000           | 0                           | 0                 | 0               | 61,000          | 20,000             |
| Nickel compounds               | 970            | 0                | 0.02                        | 0                 | 0               | 0               | 230                |
| n-hexane                       | 3,700          | 53               | 0                           | 0                 | 0               | 53              | 2.7                |
| Benzene                        | 1,100          | 6.0              | 0                           | 0                 | 0               | 6               | 0                  |
| Formaldehyde                   | 960            | 680              | 0                           | 0                 | 0               | 680             | 0                  |
| Manganese and its compounds    | 1,400          | 0                | 0                           | 0                 | 0               | 0               | 350                |
| Methylnaphthalene              | 14,000         | 34               | 0                           | 0                 | 0               | 34              | 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               | 5,800          | 5,700            | 0                           | 0                 | 0               | 5,700           | 130                |
| Xylene                      | 17,000         | 16,000           | 0                           | 0                 | 0               | 16,000          | 0                  |
| 1,2,4-trimethylbenzene      | 1,500          | 2.7              | 0                           | 0                 | 0               | 2.7             | 0                  |
| Toluene                     | 8,500          | 8,400            | 0                           | 0                 | 0               | 8,400           | 0                  |
| Manganese and its compounds | 1,000          | 0                | 0                           | 0                 | 0               | 0               | 110                |
| Methylnaphthalene           | 12,000         | 31               | 0                           | 0                 | 0               | 31              | 0                  |

**FY2012 Air Quality and Water Quality (Inspection period: April 2012 to March 2013)**

The following information represents typical status of discharge into air and water at Fujisawa Plant and Tochigi Plant in FY2012.

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

Air Quality

| Item                              | Facility              | Regulatory Value | Actual measurements |         |
|-----------------------------------|-----------------------|------------------|---------------------|---------|
|                                   |                       |                  | Maximum             | Average |
| NOx(ppm)                          | Boiler                | 60               | 23                  | 17.5    |
|                                   | Metal melting furnace | 180              | 42                  | 34.3    |
|                                   | Paint/drying furnace  | 230              | 28                  | 12.7    |
| Dust and soot(g/Nm <sup>3</sup> ) | Boiler                | 0.1              | 0.008               | 0.004   |
|                                   | Metal melting furnace | 0.2              | 0.012               | 0.008   |
|                                   | Paint/drying furnace  | 0.1              | 0.005               | 0.003   |
| SOx(Nm <sup>3</sup> /h)           | (Regulatory total)    | 21.19            | -                   | -       |

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

Water Quality

(Discharged to Hikichi River)

| Item             | Regulatory Value | Actual measurements |               |         |
|------------------|------------------|---------------------|---------------|---------|
|                  |                  | Maximum             | Minimum       | Average |
| pH               | 5.8~8.6          | 7.9                 | 7.1           | 7.4     |
| COD mg/l         | 60.0             | 23.0                | 11.0          | 18.6    |
| BOD mg/l         | 60.0             | 18.0                | 6.6           | 11.0    |
| SS mg/l          | 90.0             | 8.0                 | Less than 2.0 | 4.7     |
| Oil content mg/l | 5.0              | 3.0                 | Less than 1.0 | 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 260    | 40                  | 36.5    |
|                                   | Metal melting furnace | Less than 180    | 80                  | 40.7    |
| Dust and soot(g/Nm <sup>3</sup> ) | Boiler                | Less than 0.3    | 0.002               | 0.002   |
|                                   | Metal furnace         | Less than 0.2    | 0.016               | 0.005   |
| 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          | 7.8                 | 7.0           | 7.4           |
| COD mg/l         | 20               | 16.1                | 3.7           | 8.8           |
| BOD mg/l         | 20               | 13.5                | 1.2           | 6.7           |
| SS mg/l          | 40               | 8                   | Less than 1.0 | 3.5           |
| 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

# 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<br>1.1<br>2.1-2.10<br>3.1-3.8,3.10-3.12<br>4.1-4.4,4.14-4.15  | Report Externally Assured | Report on all criteria listed for Level C plus<br>1.2<br>3.9,3.13<br>4.5-4.13,4.16-4.17   | Report Externally Assured | Same as requirement for Level B   | Report Externally Assured |
|                          | 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. |                           |

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

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

| Items                       |  | Indicator   | Pages in relevant Isuzu Websites   |
|-----------------------------|--|---|--|
| 2.10                        |  | Awards received in the reporting period.  | ▶ <a href="#">Harmony with Local Communities</a>                               |
| <b>3. Report Parameters</b> |  |   |  |
| Report Profile              |  |   |  |
| 3.1                         |  | Reporting period (e.g., fiscal/calendar year) for information provided.   | ▶ <a href="#">Editorial Policy</a>   |
| 3.2                         |  | Date of most recent previous report (if any).   | ▶ <a href="#">Editorial Policy</a>   |
| 3.3                         |  | Reporting cycle (annual, biennial, etc.)  | ▶ <a href="#">Editorial Policy</a>   |
| 3.4                         |  | Contact point for questions regarding the report or its contents.   | ▶ <a href="#">Editorial Policy</a>   |
| Report Scope and Boundary   |  |   |  |
| 3.5                         |  | Process for defining report content, including: <ul style="list-style-type: none"> <li>• Determining materiality;</li> <li>• Prioritizing topics within the report; and</li> <li>• Identifying stakeholders the organization expects to use the report.</li> </ul>  | ▶ <a href="#">Editorial Policy</a><br>▶ <a href="#">Isuzu's CSR Activities</a> |
| 3.6                         |  | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.  | ▶ <a href="#">Editorial Policy</a>   |
| 3.7                         |  | State any specific limitations on the scope or boundary of the report.  | ▶ <a href="#">Editorial Policy</a>   |
| 3.8                         |  | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.   | ▶ <a href="#">Editorial Policy</a>   |
| 3.9                         |  | Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols. | ▶ <a href="#">Environmental Impact Data</a>                                    |



| Items   |  | Indicator   | Pages in relevant Isuzu Websites              |
|---|--|---|---|
| 3.10  |  | Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).   | -   |
| 3.11  |  | Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.   | -   |
| GRI Content Index                                 |  |   |   |
| 3.12  |  | Table identifying the location of the Standard Disclosures in the report.   | ▶ <a href="#">GRI Guidelines Index</a>        |
| Assurance   |  |   |   |
| 3.13  |  | Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s). | -   |
| <b>4. Governance, Commitments, and Engagement</b> |  |   |   |
| Governance  |  |   |   |
| 4.1   |  | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.  | ▶ <a href="#">Annual Report 2013</a>          |
| 4.2   |  | Indicate whether the Chair of the highest governance body is also an executive officer.   | ▶ <a href="#">Annual Report 2013</a>          |
| 4.3   |  | For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.  | -   |
| 4.4   |  | Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.   | ▶ <a href="#">Compliance Promotion Scheme</a> |

| 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.  | ▶ <a href="#">Annual Report 2013</a>  |
| 4.7   | Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.  | ▶ <a href="#">Annual Report 2013</a>  |
| 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"> <li>▶ <a href="#">Corporate Vision/Corporate Mission</a></li> <li>▶ <a href="#">Basic Policy for Compliance</a></li> <li>▶ <a href="#">Basic Policy for Environmental Initiatives</a></li> </ul> |
| 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"> <li>▶ <a href="#">Compliance Promotion Scheme</a></li> <li>▶ <a href="#">Environment Promotion Scheme</a></li> <li>▶ <a href="#">Annual Report 2013</a></li> </ul>                               |
| 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"> <li>▶ <a href="#">Compliance Promotion Scheme</a></li> <li>▶ <a href="#">Basic Policy for Environmental Initiatives</a></li> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environment Impact Data</a></li> </ul> |
| 4.12                                | Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.   | -   |
| 4.13                                | Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>• Has positions in governance bodies;</li> <li>• Participates in projects or committees;</li> <li>• Provides substantive funding beyond routine membership dues; or</li> <li>• Views membership as strategic.</li> </ul> | -   |
| Stakeholder Engagement              |   |   |
| 4.14                                | List of stakeholder groups engaged by the organization.   | ▶ <a href="#">Isuzu's CSR Activities</a>  |
| 4.15                                | Basis for identification and selection of stakeholders with whom to engage.   | ▶ <a href="#">Isuzu's CSR Activities</a>  |
| 4.16                                | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Other social contribution initiatives</a></li> <li>▶ <a href="#">Harmony with Local Communities</a></li> </ul>   |
| 4.17                                | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Other social contribution initiatives</a></li> <li>▶ <a href="#">Harmony with Local Communities</a></li> </ul>   |

| Items  |      | Indicator   | Pages in relevant Isuzu Websites   |
|--|------|---|--|
| <b>5. Management Approach And Performance Indicators</b> |      |   |  |
| <b>Economic</b>  |      |   |  |
| Management Approach                                      |      |   | <ul style="list-style-type: none"> <li>▶ <a href="#">Isuzu's CSR Activities</a></li> <li>▶ <a href="#">Basic Policy for Compliance</a></li> <li>▶ <a href="#">Financial Reports</a></li> <li>▶ <a href="#">Mid-term Business Plan</a></li> <li>▶ <a href="#">Annual Report 2013</a></li> </ul> |
| Economic Performance                                     |      |   |  |
| EC1  | Core | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. | -  |
| EC2  | Core | Financial implications and other risks and opportunities for the organization's activities due to climate change.   | ▶ <a href="#">Environment Impact Data</a>  |
| EC3  | Core | Coverage of the organization's defined benefit plan obligations.  | ▶ <a href="#">Annual Report 2013</a>   |
| EC4  | Core | Significant financial assistance received from government.  | -  |
| Market presence  |      |   |  |
| EC5  | Add  | Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.  | -  |
| EC6  | Core | Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.   | ▶ <a href="#">Other Environmental Initiatives</a>  |
| EC7  | Core | Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.   | -  |

| Items                     |      | Indicator  | Pages in relevant Isuzu Websites   |
|---------------------------|------|--|--|
| Indirect economic impacts |      |  |  |
| EC8                       | Core | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. | <ul style="list-style-type: none"> <li>▶ <a href="#">Other social contribution initiatives</a></li> <li>▶ <a href="#">Harmony with Local Communities</a></li> </ul>  |
| EC9                       | Add  | Understanding and describing significant indirect economic impacts, including the extent of impacts.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul>  |
| <b>Environmental</b>      |      |  |  |
| Management Approach       |      |  | <ul style="list-style-type: none"> <li>▶ <a href="#">Isuzu's CSR Activities</a></li> <li>▶ <a href="#">Basic Policy for Environmental Initiatives</a></li> <li>▶ <a href="#">Environment Promotion Scheme</a></li> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul> |
| Materials                 |      |  |  |
| EN1                       | Core | Materials used by weight or volume.  | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul>   |
| EN2                       | Core | Percentage of materials used that are recycled input materials.  | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul>   |
| Energy                    |      |  |  |
| EN3                       | Core | Direct energy consumption by primary energy source.  | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul>   |
| EN4                       | Core | Indirect energy consumption by primary source.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul>   |

| Items        |      | Indicator   | Pages in relevant Isuzu Websites   |
|--------------|------|---|--|
| EN5          | Add  | Energy saved due to conservation and efficiency improvements.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul>                 |
| 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"> <li>▶ <a href="#">Reduction of CO2 emissions</a></li> </ul>   |
| EN7          | Add  | Initiatives to reduce indirect energy consumption and reductions achieved.  | <ul style="list-style-type: none"> <li>▶ <a href="#">Energy saving initiatives (only in Japan)</a></li> <li>▶ <a href="#">Other Environmental Initiatives</a></li> </ul> |
| Water        |      |   |  |
| EN8          | Core | Total water withdrawal by source.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul>                 |
| EN9          | Add  | Water sources significantly affected by withdrawal of water.  | Not applicable   |
| EN10         | Add  | Percentage and total volume of water recycled and reused.   | -  |
| Biodiversity |      |   |  |
| EN11         | Core | Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.                        | Not applicable   |
| 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. | -  |
| EN13         | Add  | Habitats protected or restored.   | -  |
| EN14         | Add  | Strategies, current actions, and future plans for managing impacts on biodiversity.   | -  |

| 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"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul> |
| EN17                           | Core | Other relevant indirect greenhouse gas emissions by weight.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul> |
| EN18                           | Add  | Initiatives to reduce greenhouse gas emissions and reductions achieved.   | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul> |
| EN19                           | Core | Emissions of ozone-depleting substances by weight.  | Not applicable   |
| EN20                           | Core | NOx, SOx, and other significant air emissions by type and weight.   | ▶ <a href="#">Environmental Impact Data</a>  |
| EN21                           | Core | Total water discharge by quality and destination.   | ▶ <a href="#">Environmental Impact Data</a>  |
| EN22                           | Core | Total weight of waste by type and disposal method.  | <ul style="list-style-type: none"> <li>▶ <a href="#">Other Environmental Initiatives</a></li> <li>▶ <a href="#">Environmental Impact Data</a></li> </ul> |
| EN23                           | Core | Total number and volume of significant spills.  | Not applicable   |
| 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.  | ▸ <a href="#">Reduction of CO2 emissions</a>  |
| EN27                  | Core | Percentage of products sold and their packaging materials that are reclaimed by category.   | -   |
| Compliance            |      |   |   |
| EN28                  | Core | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.                                  | Not applicable  |
| Transport             |      |   |   |
| EN29                  | Add  | Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce. | ▸ <a href="#">Reduction of CO2 emissions</a><br>▸ <a href="#">Other Environmental Initiatives</a> |
| Overall               |      |   |   |
| EN30                  | Add  | Total environmental protection expenditures and investments by type.  | ▸ <a href="#">Environmental Impact Data</a>   |



| Items  |      | Indicator   | Pages in relevant Isuzu Websites   |
|--|------|---|--|
| <b>Social: Labor Practices and Decent Work</b> |      |   |  |
| Management Approach                            |      |   | <ul style="list-style-type: none"> <li>▶ <a href="#">Basic Policy for Compliance</a></li> <li>▶ <a href="#">Respect for Employees</a></li> </ul> |
| Employment                                     |      |   |  |
| LA1  | Core | Total workforce by employment type, employment contract, and region.  | ▶ <a href="#">Principal Overseas Subsidiaries, Affiliates and Offices</a>  |
| LA2  | Core | Total number and rate of employee turnover by age group, gender, and region.  | -  |
| LA3  | Add  | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.  | ▶ <a href="#">Respect for Employees</a>  |
| LA15   | Core | Return to work and retention rates after parental leave, by gender.   | -  |
| Labor/management relations                     |      |   |  |
| LA4  | Core | Percentage of employees covered by collective bargaining agreements.  | -  |
| LA5  | Core | Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.   | -  |
| Occupational health and safety                 |      |   |  |
| LA6  | Add  | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. | -  |
| LA7  | Core | Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.  | -  |
| LA8  | Core | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.     | ▶ <a href="#">Other initiatives for respecting employees (activities in Japan)</a>   |
| LA9  | Add  | Health and safety topics covered in formal agreements with trade unions.  | ▶ <a href="#">Other initiatives for respecting employees (activities in Japan)</a>   |

| Items                           |      | Indicator  | Pages in relevant Isuzu Websites  |
|---------------------------------|------|--|---|
| Training and education          |      |  |   |
| LA10                            | Core | Average hours of training per year per employee by employee category.  | ▶ <a href="#">Other initiatives for respecting employees (activities in Japan)</a>  |
| LA11                            | Add  | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.                         | ▶ <a href="#">Other initiatives for respecting employees (activities in Japan)</a>  |
| LA12                            | Add  | Percentage of employees receiving regular performance and career development reviews.  | ▶ <a href="#">Other initiatives for respecting employees (activities in Japan)</a>  |
| Diversity and equal opportunity |      |  |   |
| LA13                            | Core | Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.         | ▶ <a href="#">Other initiatives for respecting employees (activities in Japan)</a>  |
| LA14                            | Core | Ratio of basic salary of men to women by employee category.  | -   |
| <b>Social: Human Rights</b>     |      |  |   |
| Management Approach             |      |  | ▶ <a href="#">Basic Policy for Compliance</a>   |
| Diversity and equal opportunity |      |  |   |
| HR1                             | Core | Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.                              | -   |
| HR2                             | Core | Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.   | -   |
| HR3                             | Add  | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. | ▶ <a href="#">Basic Policy for Compliance</a><br>▶ <a href="#">Other initiatives for respecting employees (activities in Japan)</a> |
| 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.                    | ▶ <a href="#">Basic Policy for Compliance</a> |
| Indigenous rights                                |      |  |   |
| HR9  | Add  | Total number of incidents of violations involving rights of indigenous people and actions taken.   | Not applicable                                |
| Aspect: Assessment                               |      |  |   |
| HR10   | Core | Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.  | -   |
| Aspect: Remediation                              |      |  |   |
| HR11   | Core | Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.  | Not applicable                                |

| Items                     |      | Indicator   | Pages in relevant Isuzu Websites  |
|---------------------------|------|---|---|
| <b>Social: Society</b>    |      |   |   |
| Management Approach       |      |   | ▸ <a href="#">Basic Policy for Compliance</a>   |
| 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.  | Not applicable  |
| SO10                      | Core | Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.                                    | Not applicable  |
| Corruption                |      |   |   |
| SO2                       | Core | Percentage and total number of business units analyzed for risks related to corruption.   | -   |
| SO3                       | Core | Percentage of employees trained in organization's anti-corruption policies and procedures.  | ▸ <a href="#">Compliance promotion meetings for the Isuzu Group companies</a><br>▸ <a href="#">Other initiatives for respecting employees (activities in Japan)</a> |
| SO4                       | Core | Actions taken in response to incidents of corruption.   | Not applicable  |
| Public policy             |      |   |   |
| SO5                       | Core | Public policy positions and participation in public policy development and lobbying.  | -   |
| SO6                       | Add  | Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.  | -   |
| Anti-competitive behavior |      |   |   |
| SO7                       | Add  | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.   | Not applicable  |

| 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   |
| <b>Social: Product Responsibility</b> |      |  |  |
| Management Approach                   |      |  | ▸ <a href="#">Basic Policy for Compliance</a>  |
| Customer health and safety            |      |  |  |
| PR1                                   | Core | Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures. | <ul style="list-style-type: none"> <li>▸ <a href="#">Initiatives for higher product quality.</a></li> <li>▸ <a href="#">Initiatives for higher service quality.</a></li> </ul> |
| PR2                                   | Add  | Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.           | -  |
| Marketing communications              |      |  |  |
| PR3                                   | Core | Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.  | -  |
| PR4                                   | Add  | Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.   | Not applicable   |
| PR5                                   | Add  | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.  | -  |

| 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                   |

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

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

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# Stakeholder Index

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## Customer



- ▶ Basic Policy for Compliance
- ▶ Compliance Promotion Scheme
- ▶ Drink driving eradication campaign (only in Japan)
- ▶ Isuzu Charter on the Global Environment
- ▶ Isuzu Global Environment Committee
- ▶ Reduction of CO2 emissions
- ▶ Other Environmental Initiatives
- ▶ Basic Policy for Quality Initiatives
- ▶ Initiatives in the development stages
- ▶ Initiatives in the manufacturing stages
- ▶ Initiatives for higher market quality
- ▶ Service system
- ▶ Service parts supply system
- ▶ Improvement of maintenance engineering
- ▶ Customer support
- ▶ Quality Management System
- ▶ After-sales activity supporting the recovery and restoration from the Great East Japan Earthquake
- ▶ Support for the flood damages (vehicles) by the Isuzu Group
- ▶ Communication and Disclosure of Corporate Information

## Shareholders



- ▶ Basic Policy for Compliance
- ▶ Compliance Promotion Scheme
- ▶ Promotion of risk management
- ▶ Isuzu Charter on the Global Environment
- ▶ Isuzu Global Environment Committee
- ▶ Communication and Disclosure of Corporate Information
- ▶ Environmental Impact Data

## Business partners



- ▶ Basic Policy for Compliance
- ▶ Compliance Promotion Scheme
- ▶ Promotion of risk management
- ▶ Compliance promotion meetings for the group companies
- ▶ Activities for the Isuzu Group common issues.
- ▶ Drink driving eradication campaign (only in Japan)
- ▶ Isuzu Charter on the Global Environment
- ▶ Isuzu Global Environment Committee
- ▶ Energy saving initiatives (only in Japan)
- ▶ Reduction of CO2 emissions
- ▶ Other Environmental Initiatives
- ▶ Securing safety of our employees in emergency situations in foreign countries
- ▶ Personnel development (training for awareness and knowledge: activities held in Japan)
- ▶ Communication and Disclosure of Corporate Information

## Employee



- ▶ Basic Policy for Compliance
- ▶ Compliance Promotion Scheme
- ▶ Promotion of risk management
- ▶ Compliance promotion meetings for the group companies
- ▶ Activities for the Isuzu Group common issues.
- ▶ Drink driving eradication campaign (only in Japan)
- ▶ Isuzu Charter on the Global Environment
- ▶ Isuzu Global Environment Committee
- ▶ Energy saving initiatives (only in Japan)
- ▶ Reduction of CO2 emissions
- ▶ Awareness and knowledge education for employees
- ▶ Securing safety of our employees in emergency situations in foreign countries
- ▶ Personnel development (training for awareness and knowledge: activities held in Japan)
- ▶ Other initiatives for respecting employees (activities in Japan)
- ▶ Initiatives by Other Isuzu Operation Sites (only in Japan)
- ▶ Communication and Disclosure of Corporate Information



## Government



- ▶ Basic Policy for Compliance
- ▶ Compliance Promotion Scheme
- ▶ Activities for the Isuzu Group common issues.
- ▶ Drink driving eradication campaign (only in Japan)
- ▶ Isuzu Charter on the Global Environment
- ▶ Isuzu Global Environment Committee
- ▶ Energy saving initiatives (only in Japan)
- ▶ Reduction of CO<sub>2</sub> emissions
- ▶ Other Environmental Initiatives
- ▶ Initiatives for higher market quality
- ▶ After-sales activity supporting the recovery and restoration from the Great East Japan Earthquake
- ▶ Educational aid program at a training school for auto mechanics (ISUZU HEART & SMILE PROJECT: The Philippines)
- ▶ Donating transmissions to a technical school for auto mechanics as educational materials, as for maintenance lessons (Isuzu Autoparts Manufacturing Corporation: the Philippines)
- ▶ Initiatives by Isuzu (only in Japan)
- ▶ Initiatives by Other Isuzu Operation Sites (only in Japan)
- ▶ Initiatives by the Isuzu Group
- ▶ Communication and Disclosure of Corporate Information
- ▶ Environmental Impact Data

## Local Community



- ▶ Basic Policy for Compliance
- ▶ Compliance Promotion Scheme
- ▶ Drink driving eradication campaign (only in Japan)
- ▶ Isuzu Charter on the Global Environment
- ▶ Isuzu Global Environment Committee
- ▶ Energy saving initiatives (only in Japan)
- ▶ Reduction of CO<sub>2</sub> emissions
- ▶ Other Environmental Initiatives
- ▶ After-sales activity supporting the recovery and restoration from the Great East Japan Earthquake
- ▶ Support for the flood damages (vehicles) by the Isuzu Group
- ▶ Educational aid program at a training school for auto mechanics (ISUZU HEART & SMILE PROJECT: The Philippines)
- ▶ Donating transmissions to a technical school for auto mechanics as educational materials, as for maintenance lessons (Isuzu Autoparts Manufacturing Corporation: the Philippines)
- ▶ Initiatives by Isuzu (only in Japan)
- ▶ Initiatives by Other Isuzu Operation Sites (only in Japan)
- ▶ Initiatives by the Isuzu Group
- ▶ Introducing the activities at "WAcorn Hokkaido Co., Ltd" as an example of Isuzu Group's initiatives (located in Mukawa Town, Hokkaido)
- ▶ Communication and Disclosure of Corporate Information
- ▶ Environmental Impact Data