








ISUZU

CSR Report **2017**

ISUZU MOTORS LIMITED

INDEX

EDITORIAL POLICY	02	 RESPECT FOR EMPLOYEES	47
MESSAGE FROM THE PRESIDENT	03	Management Approaches	47
CORPORATE PROFILE	04	Industrial health and safety	48
ISUZU'S CSR ACTIVITIES	06	Utilization of Diverse Human Resources	51
		Personnel Development	54
		Improving Employee Satisfaction	57
Full Model Change of Heavy-Duty "Giga" Trucks for the First Time in 21 Years Embodying the "Ideal State of Trucks" for the 21st Century			
	09		
Improving Environmental Performance	09	 HARMONY WITH LOCAL COMMUNITIES	58
Pursuing Safety	10	Management Approaches	58
		Initiatives in Japan	59
		Initiatives in Foreign Countries	64
 SOCIAL CONTRIBUTIONS	11	 INFORMATION DISCLOSURE	65
Management Approaches	11		
Disaster Area Support Initiatives	13	 COMPLIANCE	66
Initiatives for Next Generation Development	14	Management Approaches	66
Employee Participation Activities	16	Activity Reports	69
Global Activities	17		
		RISK MANAGEMENT	71
		CORPORATE GOVERNANCE	72
 ENVIRONMENT	18	SUPPLY CHAIN MANAGEMENT	75
Management Approaches	18	Management Approaches	75
Activity Reports	20	Activity Reports	77
Environmental Communication	26		
FY 2016 Activity Results (Isuzu Group)	29	A THIRD-PARTY OPINION	81
FY 2016 Activity Results (Isuzu)	30		
		GRI GUIDELINES INDEX	82
 QUALITY	35		
Management Approaches	35		
Initiatives for higher product quality	37		
Initiatives for higher service quality	39		
Initiatives for higher operation quality	45		

Editorial Policy

Isuzu CSR Reports are published to provide an understanding of the “important issues for both our stakeholders and Isuzu,” with regard to the CSR activities carried out by the Isuzu Group. The reports are intended to reinforce communication with the Group’s stakeholders and thus to further develop CSR activities that can meet the expectations of stakeholders and society.


In this year’s report, we have reviewed information disclosure in response to the GRI Guidelines 4th Edition (G4), the international guidelines for sustainability reports published in May 2013.

We are also continuing our measures for materiality identification which were started in FY2016, and are proceeding with steps to specify themes that should be addressed with high priority by the Isuzu Group. The progress of these initiatives will be announced in CSR Reports scheduled for future publication.

Scope of Report

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

* “Isuzu” in this report refers to “Isuzu Motors Limited” alone.
* For details, see our Securities Report.

 Securities Report (Japanese only)
<http://www.isuzu.co.jp/investor/youka/index.html>

Period Covered

This report includes activities carried out between April 1, 2016 and March 31, 2017 in principle. However, significant matters in other periods are also partly included in this report.

Please visit the Isuzu website for our FY2016 business summary and financial information.

Publication Information

Published August 2017 (Previous report: Published September 2016; Next report: Due to be published August 2018)


Referenced Guidelines

▶ GRI Sustainability Reporting Guidelines 4th Edition

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

Significant Changes within the Reporting Period

Isuzu Motors Limited has undergone the following changes in scale, structure and ownership during period of the report.

 About Isuzu’s initiatives for its East African businesses
— Acquisition of shares in General Motors East Africa (GMEA) —
http://www.isuzu.co.jp/world/press/2017/2_28prs.html

Inquiries about the Report

CSR & Eco Planning Group, Corporate Communications Dept.,
Isuzu Motors Limited

Message from the President

I would like to express our appreciation for your continued extraordinary support and understanding.

The Sustainable Development Goals (SDGs) enacted by the United Nations are shifting from a focus on issues for individual national governments to issues for the global economy, and so response measures are being required even from corporations to resolve related social challenges. Corporate evaluations have also been changing accordingly, showing trends toward evaluating ESG (Environment, Social, Governance) investments in addition to financial information.

As the environment surrounding corporations undergoes these types of large-scale changes, the roles which should be played by Isuzu to achieve a sustainable society continue to expand.

In specific terms, Isuzu will contribute to the realization of a low-carbon society through its initiatives to address the issue of climate changes. In addition to the development of diesel engines with excellent fuel economy which comply with the strict environmental standards of individual countries, these measures also include undertaking challenges to apply various types of leading-edge technology such as vehicles powered by natural gas as an alternative fuel, hybrid vehicles, and electric vehicles. Similarly, as methods of adapting to climate changes, we are focusing on actions such as enhancing our operational support system.

While advancing our environmental activities, we have rebuilt our environmental management system according to the basis of ISO14001, and in December of last year we completed integrated support for ISO14001: 2015 across the entire Isuzu company.

However, there have recently been occurrences of unjust practices involving diesel engine development, undermining the credibility of overseas automobile manufacturers.

Isuzu has implemented in-house investigations to ensure that it is not involved with any such unjust acts. We will continue to make dedicated efforts to build strict check systems and release accurate information in order to preserve the trust we have earned from our customers.

In terms of safety, which is an essential obligation for automobile manufacturers in conjunction with environmental issues, we will perform rigorous tests based on standards while also taking action to reduce accidents by continuing to introduce the latest technology.

Furthermore, we will create many opportunities for employment by globally deploying development and production work, and development bases, working toward the cultivation of our next generation by establishing

maintenance schools and maintenance courses to communicate the technical skill and know-how we have gathered, and taking action to correct any disparities that exist in countries and regions we expand into.

In Japan, we opened our "Isuzu Plaza" in April of this year. This is a facility where visitors can become familiar with the culture of Isuzu through the themes of "Supporting transportation - Isuzu's work", "Isuzu's automobile production", and "Isuzu's history", while being available for use by local residents as a community space.

From here on, we will steadily enhance our programs and continue to promote our CSR activities.

By promoting company activities based on our Corporate Vision, Isuzu will act to fulfill its social responsibilities as a growing corporation, and will offer "Isuzu unique solutions" based on trust to make contributions toward solving various social issues.

We hope that you will continue to support us even more in the future.

President and Representative Director

Masanori Katayama



Corporate Profile

Corporate Profile

Name:	ISUZU MOTORS LIMITED
Head Office:	6-26-1 Minami-Oi, Shinagawa-ku, Tokyo 140-8722 Japan Tel. 81-3-5471-1141
President and Representative Director:	Masanori Katayama
Establishment:	April 1937
Capital:	40.6 billion yen(March 2017)
Employees:	Consolidated 33,631 Non-Consolidated 8,111 (March 2017)
Major Products:	Heavy- medium- and light-duty trucks,buses, passenger vehicle engines, industrial-use diesel engines.
Sales:	Consolidated: ¥1,953,186 million Non-Consolidated: ¥1,065,886 million (April 2016-March 2017)
Operating profit	¥146,444 million (year ending March 2017)
Operating profit	¥152,022 million (year ending March 2017)
Consolidated current net income that belongs to the shareholders of the parent company:	¥93,858 million (in March 2017)
No. of consolidated subsidiaries	90 (as of March 2017)

Isuzu Corporate Vision

Isuzu will always mean the best
A leader in transportation, commercial vehicles
and diesel engines, supporting our customers
and respecting the environment

Isuzu Corporate Mission

Trust, Action, Excellence
A global team delivering inspired products and
services committed to exceeding expectations

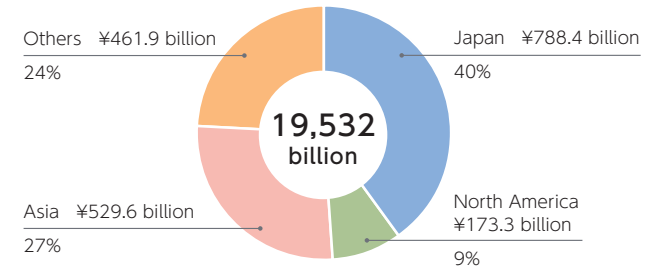
Business deployment by region (Isuzu Group companies)

The Isuzu Group has established development, manufacturing and sales bases not only in Japan but also worldwide, sharing our ideas on Monozukuri, and promoting the homogenization of our services and support.

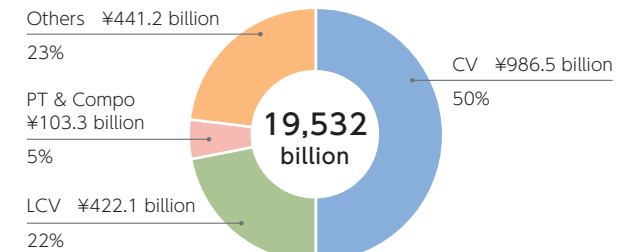
At present, Isuzu products are sold in a hundred and several tens of countries and regions. The Elf, for example, the leading light-duty truck brand in Japan, is recognized as the global standard among light-duty trucks having captured the top share in numerous countries worldwide. Our D-MAX pick-up truck, currently based in Thailand and exported to more than 100 countries, is further evidence that confidence in Isuzu is spreading worldwide.



Consolidated sales composition by region (April 2016-March 2017)



Consolidated sales composition by business (April 2016-March 2017)



CV: Heavy/Medium-duty trucks & buses
 LCV: Pick-up trucks
 PT & Compo.: Vehicle engines & Industrial engines

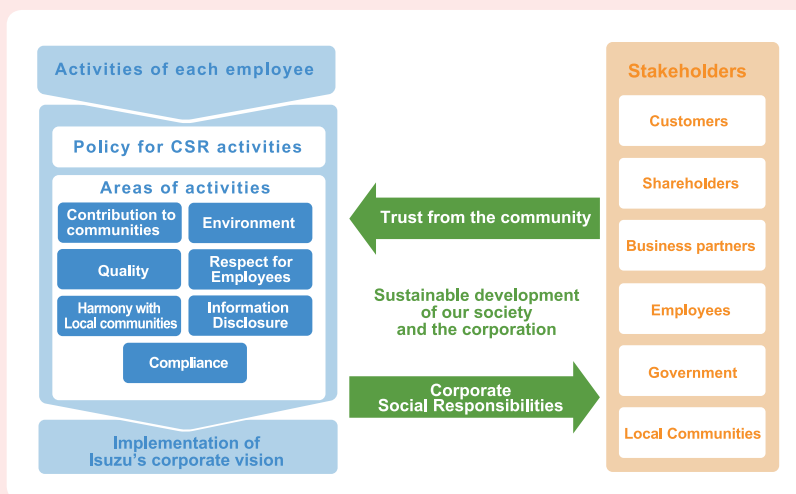
Isuzu's CSR Activities

Basic Ideas

For sustainable development together with society, we at Isuzu emphasize the importance of fulfilling our social responsibility and achieving our corporate vision while building up trusting relationships with our stakeholders, and we call this "Isuzu's CSR activities".

The activities are intended to realize our corporate vision through the achievements of each Isuzu employee, understanding the "Policies of Isuzu's CSR Activities" and applying them to its business field.

Isuzu leverages its strength in obtaining the trust of society and contributing to sustainable development with society through its CSR activities as well as fulfilling its social responsibility.



Isuzu Corporate Vision
[▶ page 4](#)

Basic Policy for CSR activities

Winning trust from our customers	We aim to win trust from our customers by providing valuable products and services to society, and thus contribute to the creation of a prosperous society.
Promoting fair and sound activity	Isuzu business is based on transactions under fair and free competition. Isuzu also keeps a sound and proper relationship with the government and politicians, and as a corporate citizen, acts strongly against anti-social forces and organizations.
Ensuring fair 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.
Respect for Employees	We create a safe and comfortable work environment respecting each employee's personality and character so that everyone can fully demonstrate their capabilities.
Making a contribution to environment conservation	We actively work on environmental conservation not only through our business activities but also as a corporate citizen residing on earth by getting involved in social and regional environmental conservation activities.
Contributing to society	Isuzu proactively undertakes social contribution activities as a good corporate citizen.
Ensuring harmony with international and regional communities	We respect the cultures and customs of the nations and regions where we operate, and contribute to their development through our business activities.

Isuzu Group Stakeholders

The Isuzu Group conducts business and develops CSR activities with its main stakeholders (those who have a vested interest) in the table below.

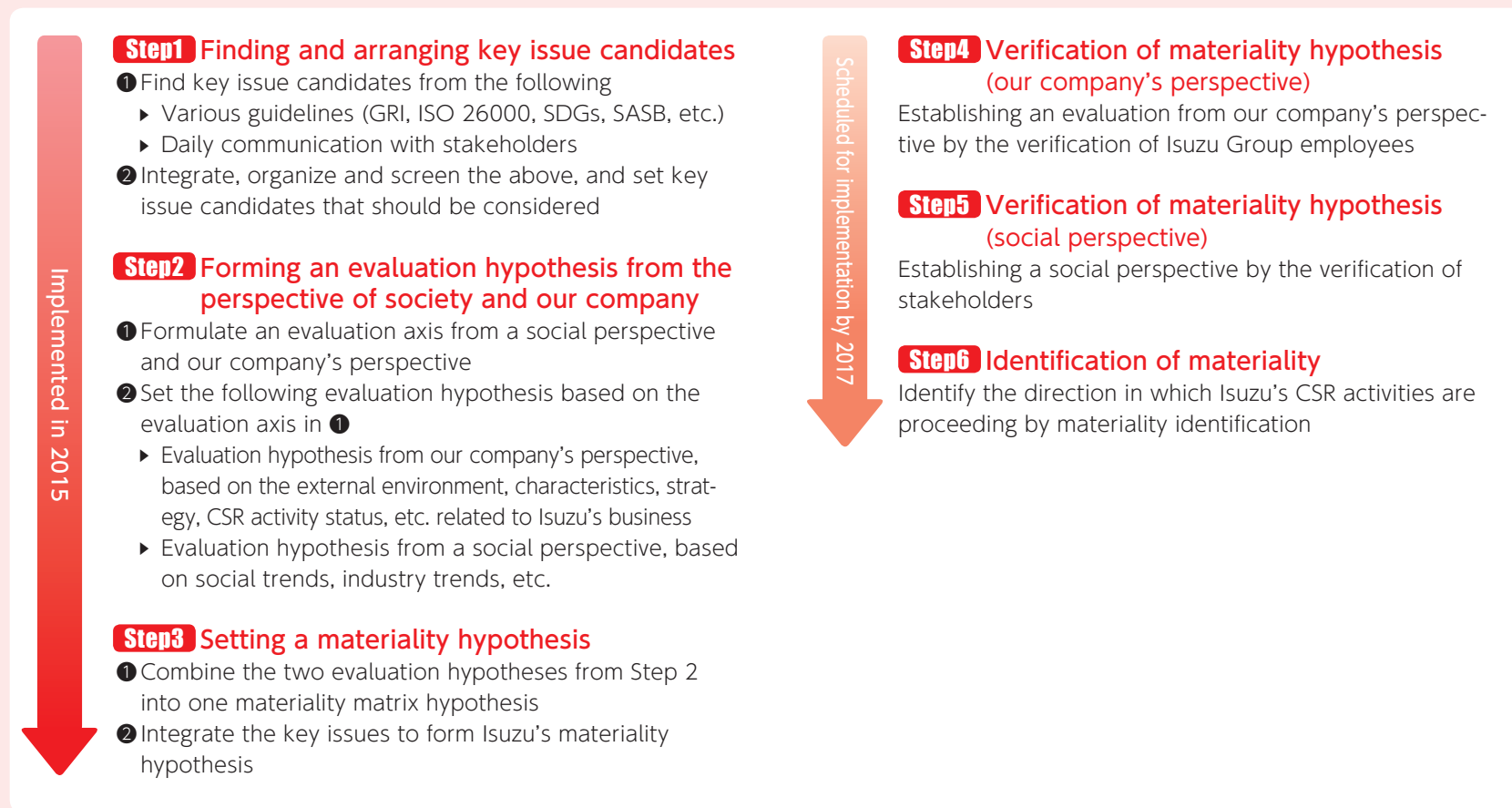
The table describes examples of communication between Isuzu and our stakeholders to whom we are responsible.

Main stakeholders	Responsibility to stakeholders	Main dialog opportunities & information disclosure
Customer	<ul style="list-style-type: none"> ▶ Stable supply of products and services ▶ Supply of safe, reliable products and services ▶ Supply of worthwhile products and services ▶ Supply of environmentally friendly products and services ▶ Suitable supply of product information ▶ Appropriate response and support for customers ▶ Improved customer satisfaction ▶ Proper management of customer information 	<ul style="list-style-type: none"> ▶ Everyday sales activities ▶ CSR News, CSR Report (Isuzu website)
Shareholder	<ul style="list-style-type: none"> ▶ Appropriate return of profits back to shareholders ▶ Timely and suitable disclosure of corporate information ▶ Maintenance and increase of corporate value 	<ul style="list-style-type: none"> ▶ CSR News, CSR Report (Isuzu website)
Business partners	<ul style="list-style-type: none"> ▶ Fair and equitable selection and trading 	<ul style="list-style-type: none"> ▶ Daily purchasing activities ▶ CSR News, CSR Report (Isuzu website)
Employees	<ul style="list-style-type: none"> ▶ Fair and equitable assessment and treatment ▶ Assignment/utilization and training of suitable personnel ▶ Respect for human rights ▶ Respect for diversity ▶ Promotion of work-life balance ▶ Consideration for industrial health and safety 	<ul style="list-style-type: none"> ▶ CSR News, CSR Report (Isuzu website)
Government	<ul style="list-style-type: none"> ▶ Legal compliance ▶ Payment of taxes ▶ Cooperation with measures 	<ul style="list-style-type: none"> ▶ CSR News, CSR Report (Isuzu website)
Regional society	<ul style="list-style-type: none"> ▶ Protection and respect for local culture and customs ▶ Contribution to local development ▶ Cooperation with local activities ▶ Workplace accident/disaster prevention 	<ul style="list-style-type: none"> ▶ Participation in local events ▶ Invitation to workplace events ▶ CSR News, CSR Report (Isuzu website)

Initiatives toward Materiality Identification

GRI (Global Reporting Initiative), which formulates and publishes international guidelines on corporate sustainability reports, released its GRI Guidelines 4th Edition in May 2013 calling for information disclosure focused on key issues (materiality). Isuzu is pressing ahead with the identification of key issues (materiality) in order to comply with these guidelines by the following steps.

In 2015, we completed actions up to Step 3 (Setting a materiality hypothesis) as indicated below, and proceeded with materiality identification investigations for 2016. However, considerable time was required to verify the viewpoints of our company and society, and so the schedule has been revised. We are now proceeding with investigations, under the schedule of implementing Step 6 (Identification of materiality) by 2017.





Full Model Change of Heavy-Duty “Giga” Trucks for the First Time in 21 Years Embodying the “Ideal State of Trucks” for the 21st Century

In 2015, Isuzu carried out a full model change of its “Giga” heavy-duty trucks for the first time in 21 years. With the goal of achieving the “ideal state of trucks” in an age where both improved environmental performance and safe operation are demanded, these heavy-duty trucks make full use of the latest technology and are the final result of the unified views toward the future held throughout our company.

Improving Environmental Performance

Environmental Performance with Consideration for the Future of the Earth

With the enactment of the “Paris Agreement”, a new international framework for global warming prevention measures, we have entered an age in which even corporations are being required to carry out more effective actions to address the intensifying issue of global warming. While Japan’s emission regulations are among the top class in the world, recently the emission regulation standard values even of developing nations are approaching the levels of advanced countries. Notably, the emission regulations of our neighboring country China, which is faced with serious issues regarding PM2.5 (fine particulate matter), are being reinforced at a rapid pace.

In addition to such movements toward strengthening international environmental regulations, domestic and overseas customers alike have expectations for environmental performance improvements related to the three points of low fuel consumption, emission countermeasures, and noise prevention measures. Low fuel consumption is a particularly frequent request from among these, and so the new “Giga” model has been developed with the pursuit of low fuel consumption treated as a major point of improvement, in order to meet such expectations of society as well as our customers.

Achieving Low Fuel Consumption through Extensive Engine Improvements and the Power of IT

The new “Giga” model has achieved low fuel consumption through improvements in engine performance as well as innovations in cab design. Specifically, while attaining efficient supercharging through

optimization of its turbocharger, it has enhanced its cooling functions as a result of enlargement of its inter-cooler and radiator, and improvement of its air management system. It has successfully realized high fuel economy and efficiency by utilizing high-pressure fuel injection. The cab design has also been fundamentally improved to reduce the air resistance of the vehicle body, and enhancements in aerodynamic performance have improved its air resistance values.

Furthermore, in addition to such hardware-based technological factors, its remote system for monitoring information on vehicle operation using IT (information technology) can assist in achieving low fuel consumption from a software-based perspective.

The new “Giga” model is equipped as standard with the remote monitoring system “MIMAMORI”, which allows customers to easily check the operating data and conditions of a vehicle via the Internet. Data related to operation with low fuel consumption, such as average vehicle speed, engine speed, and gear shifting frequency, are recorded by a computer, and a fuel economy report can be viewed in the office of a customer’s vehicle manager. There are even cases among customers where drivers compete to have the best scores on fuel economy reports, and where they are used to raise the motivation of drivers to improve their driving skill.

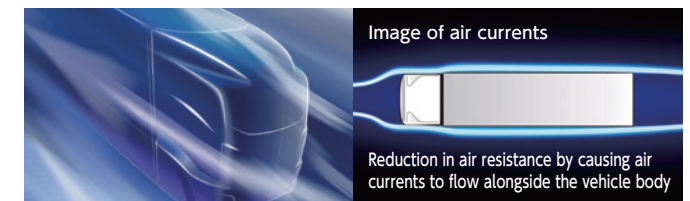
“MIMAMORI” also incorporates functions to detect problems with a vehicle, and has arranged a system by which appropriate maintenance can be performed based on data before vehicle failure occurs. This allows us to provide dependable support for stable vehicle performance. Isuzu believes that the stable operation of vehicles has an indirect connection to environmental preservation, and is actively

focusing on contributing to environmental measures through information systems like “MIMAMORI”.

As a result of aiming for improved environmental performance from both hardware-based and software-based perspectives, the new “Giga” model has attained significant improvements in fuel economy compared to previous models.

Undertaking Challenges toward Developing Alternative Energy Vehicles

Environment regulations will continue to be more and more stringent on a global scale. Isuzu Motors Limited will remain committed to the further improvement of fuel consumption of the diesel engine as the core drive power through higher combustion efficiency. Furthermore, Isuzu has achieved a full lineup of CNG (compressed natural gas) vehicle models with the addition of a CNG vehicle to its heavy-duty truck lineup. In the future, we will make further efforts to improve environmental performance by creating new products in the alternative energy field such as an EV and a dual fuel engine using both natural gas and diesel fuel.





Discussions Extending across Divisions on the “Ideal State of Trucks”

The development of the new “Giga” model began with discussions across divisions including the Manufacturing Division, Engineering Division, and Sales Division on the “ideal state of trucks”. After more than one year since its launch, we are relieved that it has been able to accumulate actual results which meet or exceed the targets set for low fuel consumption, the point which was requested most often by our customers. In order to respond to social issues such as environmental problems and a shortage of drivers, which are likely to become even more serious from here on, we intend to focus all of our efforts into developing heavy-duty vehicles which can be operated easily by anyone, with no differences in fuel economy.

ISUZU MOTORS LIMITED
Chief Engineer, H/D Product Planning & Engineering Dept.
Mitsumasa Akagi



Pursuing Safety

Pursuing Safety with a Balance between Legal Compliance and Customer Needs

Together with its improvements in environmental performance, one point highly emphasized in the development of the new “Giga” model was the further pursuit of safety. As support is demanded for new safety standards in Japan and Europe, and for domestic safety laws triggered by highway bus accidents and other cases, Isuzu has pursued vehicle safety with the goal of balancing legal compliance with the safety requirements of its customers. The new “Giga” model was developed with the concept of “pursuing total safety”, putting Isuzu’s views on safety into physical form with the objective of ensuring safety from all perspectives.

Reducing Collision Damage with the First Dual Detection System in Domestic Trucks

The new “Giga” model is compatible with Pre-crash Braking (PCB) systems, which are required to be installed in all heavy-duty vehicles, as well as ISUZU Electronic Stability Control (IESC). Its largest improvements are the addition of collision avoidance support functions to the PCB system, and the adoption of dual detection which combines cameras with conventional millimeter wave radar. This is the first time for such systems to be installed in domestic heavy-duty trucks, and they have greatly reduced errors in object detection and false warnings.

In addition, a Lane Departure Warning System (LDWS) employs a camera to recognize the lane a vehicle is driving in, and if the

vehicle should move onto a lane dividing line, warns the driver with a display on an LCD monitor and an alarm which produces a deliberately unpleasant sound. These specifications, not found with other manufacturers, could only be successfully realized by Isuzu.

Furthermore, these vehicles are equipped with Electronic Vehicle Stability Control (EVSC) systems required by law, and semi-tractor air-suspension vehicles are equipped as standard with Rollover Warning (ROW) systems which can detect the risk of rollover at a stage even before the operating range of IESC. This has made it possible to expand the possibility for warnings to be provided, allowing vehicles to recover even if they have reached a tilting condition with a high risk of rollover.

Providing Safety Equipment of Great Value to Customers

The characteristics of passenger vehicles and commercial vehicles differ greatly depending on their size and weight. Most significantly, the new “Giga” model of heavy-duty trucks is adjusted (“tuned”) to appropriately replace safety systems installed in them, to account for the characteristics of heavy-duty vehicles. This procedure is based on Isuzu’s fundamental concept on safety: “Providing safety equipment of great value to customers”. Customer safety requirements are highly diverse, and consideration must be taken to balance them with costs. We will continue to make daily efforts to develop safety equipment which will make our customers think, “I’m so glad it was there.”

Pursuing Safety while Looking Toward an Age of Automatic Driving

A shortage of commercial vehicle drivers resulting from Japan’s declining birth rate and aging population has become a prominent issue in recent times. To respond to such social issues, Isuzu has been involved in operational verification experiments performed on new types of buses which employ automatic driving technology since FY2017. Starting from FY2018, we are also scheduled to participate in national verification experiments aimed at achieving convoy driving with unmanned operation of following vehicles, together with parties including other domestic commercial vehicle manufacturers. Rather than limiting our efforts to improvements in the safety only of our own vehicles, we will pursue even greater safety through approaches which look toward the realization of automatic driving.



Dual detection with millimeter wave radar + cameras
Moving beyond a single obstacle detection system using only millimeter wave radar, a dual detection system combining millimeter wave radar and cameras has been implemented in domestic heavy-duty trucks for the first time, successfully achieving high detection performance.



Social Contributions

11 Management Approaches

- 13 Disaster Area Support Initiatives
- 14 Initiatives for Next Generation Development
- 16 Employee Participation Activities
- 17 Global Activities

Initiative Policy

Isuzu positions the social contribution “initiatives in responses to meet social expectations and needs”. Every single Isuzu employee needs to show his/her interest in social issues extensively and needs to take actions for those needs as an Isuzu member. We consider that it is important to make Isuzu a trusting partner to the society.

Underpinned with the policy, we conduct the initiatives using Isuzu’s unique business assets (human resource, technologies, know-how, equipment, etc.) and self-motivated activities performed by the individual employees.

Disaster Area Support Initiatives

Although Six years have passed since the Great East Japan Earthquake, Isuzu will go on supporting reconstruction and answering the needs of the stricken areas, such as by holding workshops for children there to learn about the pleasure and importance of Monozukuri. We will also continue to provide support for areas affected by other disasters in Japan and around the world, aiming for Isuzu unique solutions.



Initiatives for Next Generation Development

We hold activities in various locations which include work experience activities for children and visiting lectures on environmental topics, for the purpose of developing our next generation.



Employee Participation Activities

Isuzu is implementing education through employee participation activities, so that each and every employee becomes interested in a wide range of social issues and is aware of how to meet those needs.



Global Activities

We are aiming to carry out activities which focus on the Sustainable Development Goals (SDGs), to support social needs for next-generation development not only within Japan but also overseas.





Social Contributions

11 Management Approaches

- 13 Disaster Area Support Initiatives
- 14 Initiatives for Next Generation Development
- 16 Employee Participation Activities
- 17 Global Activities

Initiative Policies and Results for FY2016

In addition to disaster support activities in FY2016 which included donations to disaster areas (Kumamoto, Ecuador, Italy), we took steps to deepen our social contribution activities such as by encouraging greater numbers of our employees to participate in them.

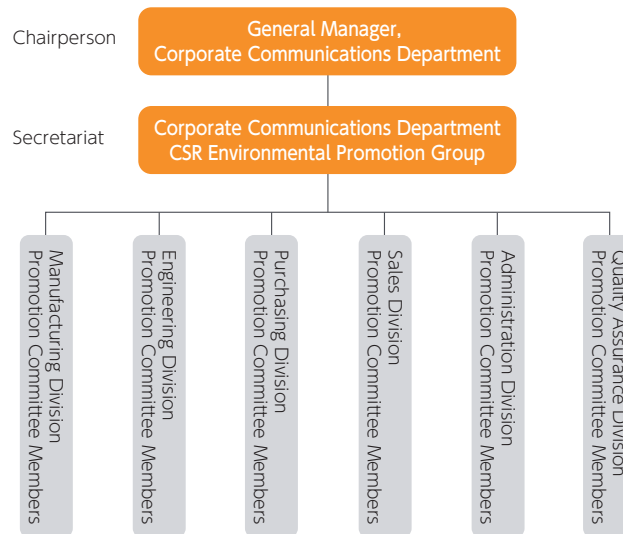
► Points for Initiatives

We intend to enhance and firmly establish our social contribution activities by distributing detailed information to employees and requesting their involvement. We will also introduce Isuzu's initiatives extensively through active participation in events outside of our company.

System

We hold "Social Contribution Promotion Meetings" on a regular basis, where "Social Contribution Promotion Committee Members" selected from each division in our company discuss new initiatives and measures to improve our activities.

Social Contribution Promotion Meeting System



Mechanisms to Encourage Employee Participation

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

Support for External Initiatives and Coordination with Industry Groups

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

- NPO ETIC.
- NGO OISCA
- Specified nonprofit corporation TABLE FOR TWO International
- NPO Second Harvest Japan

Future Initiatives

We are promoting initiatives to fully apply the business assets (human resources, technology, know-how, equipment, etc.) as well as the strengths of Isuzu, with consideration for the Sustainable Development Goals (SDGs) adopted by the 2015 United Nations General Assembly.



Social Contributions

11 Management Approaches

13 Disaster Area Support Initiatives

14 Initiatives for Next Generation Development

16 Employee Participation Activities

17 Global Activities

Activities to Prevent 311 from being Forgotten

Six years after the Great East Japan Earthquake, as our thoughts turn to the disaster areas that still need various forms of support and to March 11, which reconfirmed for us the “importance of relationships and forming bonds,” we engaged in efforts to keep us from forgetting our awareness and memories of the earthquake disaster.

Going forward, Isuzu will continue to support disaster areas by doing “the things that only Isuzu can do.”

- * March 11 is Tsunagaru (Connect) Day: Launched by the NPO ETIC., which serves as the secretariat for Michinoku Revival Partners, this is a project aimed at sustaining support for the areas affected by the earthquake disaster.
- * Michinoku Revival Partners: A consortium formed by corporations from different industries who utilize their respective businesses to collaborate and provide support for disaster areas.



“March 11 is Tsunagaru Day” poster displayed at all Isuzu offices



A creative “Tohoku support menu,” which includes ingredients from the disaster area, at all Isuzu office cafeterias has connected around 750 employees with the Tohoku region

Isuzu Monozukuri Hands-on Workshops for Children in the Disaster Areas



Smiles all round in a commemorative photo with their shiny Elga-chan and Elf-kun characters

On October 22, in partnership with the NPO Sokoage*, isuzu held a Monozukuri Hands-on Workshop – Casting Class attended by 13 local high

school students, former students and other local residents in the town of Minamisanriku town in Motoyoshi-gun, Miyagi Prefecture.

This time it became a very content-rich class as it also provided a space for interaction with local people, including some who were junior or senior high school students at the time of the 2011 earthquake and who talked about their experiences just after the disaster and their hopes for the future, which made the process of reconstruction feel more familiar.

* Sokoage: An NPO with offices in Kesenuma and Minamisanriku that carries out activities such as awareness cultivation and learning support in collaboration with local high schools.

On November 19, in partnership with the NPO Frontier Minamisoma*2, we also held a casting class at Minamisoma City in Fukushima Prefecture.

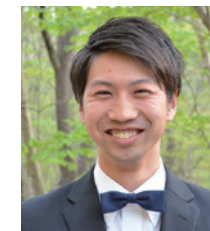
Unfortunately it was raining on the day, but a total of 26 children and local residents took part in the morning and afternoon sessions.

* NPO Frontier Minamisoma: Launched with the aim of “doing what is possible now to rebuild disaster-stricken homes and conducting urban development for regional revitalization,” this NPO’s activities are connected to a wide network of communities. It has particularly strong ties with mothers and their children and the administrative authorities, and most of its projects are composed of activities concerned with people’s daily lives and support for children.



Children participating in the event despite the rain, together with their guardians and members of the community

VOICE



NPO Sokoage
Atsuhide Noda

We held a casting class during “Sokoage Drinks”, an event conducted by this group for interaction between high school students and adults from the community. Through the opportunities for interaction offered by the casting class, children were able to find out how familiar objects are produced, and could form an image of what it is like to work at a company. The scene of adults becoming totally engaged in grinding and polishing work also left a powerful impression. We could truly feel how important it is to take a step back from everyday busy life and spend some time completely absorbed in something different.



Social Contributions

11 Management Approaches

13 Disaster Area Support Initiatives

14 Initiatives for Next Generation Development

16 Employee Participation Activities

17 Global Activities

DeuSEL® Project special lesson held at elementary school

On October 17, a visiting lecture on the DeuSEL® Project was held for three fifth-grade classes at Sakado Elementary School in Kawasaki, Kanagawa Prefecture. This was the second such lesson following the one given last November, and once again Isuzu brought the DeuSEL® bus in cooperation with project partner Euglena Co., Ltd.

The lesson revolved around why this project was launched, what the concerns for the future of the world are, and a description on the microalgae Euglena and its wonderful properties, and the children took notes as they listened intently. Shouts of joy resounded throughout the DeuSEL® bus when they had a chance to ride around in it later.

Their homeroom teachers also offered words of praise, saying that as a class on environmental education it was beneficial and very easy to understand.



Scene of visiting lecture at Sakado Elementary School in Kawasaki

On February 23, a visiting lecture on the DeuSEL® Project was also held for 98 pupils in three fifth-grade classes at Higashi-kashiwagaya Elementary School in Ebina, Kanagawa Prefecture.



Scene of visiting lecture at Higashi-kashiwagaya Elementary School in Ebina

Kawasaki Center for Climate Change Actions Cooperating with DeuSEL® panel exhibition at CC Kawasaki Exchange Corner

The Kawasaki Center for Climate Change Actions (Kawasaki, Kanagawa Prefecture) is a base established in Kawasaki for promoting global warming prevention activities within the city.

Its activities include:

- ▶ Holding consultations and seminars related to topics such as household energy saving and electricity saving, to promote global warming prevention
- ▶ Collecting and distributing information to serve as reference material on environmental initiatives, for citizens and business operators
- ▶ Promoting activities to spread public awareness of topics such as global warming prevention, energy saving, and electricity saving, and advancing environmental study and education

Panel exhibitions and other events with themes related to global warming prevention are held at the “CC Kawasaki Exchange Corner” in this Center every month, with biofuel and urban mines selected as the themes for February.

On this occasion, DeuSEL® was introduced as an initiative related to biofuel. Isuzu provided its support to this display with an informative panel and a papercraft model of a DeuSEL® bus.



DeuSEL® panel on display at the CC Kawasaki Exchange Corner



Social Contributions

11 Management Approaches

13 Disaster Area Support Initiatives

14 Initiatives for Next Generation Development

16 Employee Participation Activities

17 Global Activities

DeuSEL® Bus Used at Event just before G7 Transport Ministers' Meeting

The Eco Car Festa in Karuizawa was held at Karuizawa in Kitasaku, Nagano Prefecture on September 4, just ahead of the G7 Transport Ministers' Meeting being held at the same town from September 23-25.

This event was held under sponsorship by the G7 Transport Ministers' Meeting Nagano Promotion Council, which promotes the acceptance of Transport Ministers' Meetings, together with the 2016 Summit Promotion Karuizawa Town Meeting, and the Association for the Promotion of Electric Vehicles. Welcoming roughly 2,800 visitors, it featured displays and offered test drives of fuel cell vehicles operated by hydrogen and small-sized electric vehicles at the venue. Euglena Co., Ltd. and Isuzu operated a DeuSEL® bus to serve as a shuttle bus traveling between the venue and JR Karuizawa Station. In the bus, Isuzu representatives presented explanations on DeuSEL® and euglena, receiving many comments expressing the desire for more widespread use of such buses.



DeuSEL® bus operating as a shuttle between the venue and Karuizawa Station



Social Contributions

- 11 Management Approaches
- 13 Disaster Area Support Initiatives
- 14 Initiatives for Next Generation Development

16 Employee Participation Activities

- 17 Global Activities

Participated in Children's Forest Project Support through Second-hand Books!

We started the "Children's Forest Project Support through Second-hand Books!"*1 in the Fujisawa and Tochigi regions, in continuation from the area of our Omori Headquarters*2. Isuzu is collecting used books from employees at all of its offices, with their proceeds contributed as donations to support the "Children's Forest" Project.

*1 This Project, sponsored by the NGO OISCA, supports activities for children to plant and nurture trees at their school and in their region through proceeds from donations of used books and other materials. The program aims to encourage children to "value and love nature". Number of countries implementing the Children's Forest Project: 35 as of March 2015 (Nearly all of them, including Japan, China, Thailand, and Indonesia, are in regions where Isuzu deploys its businesses.)

 Children's Forest Project (NGO OISCA)
<http://www.oisca-international.org/>

*2 Introduced in the area around the Omori Headquarters in November 2015.



A collection box placed in the area around the Omori Headquarters from November 2015

Participation in Mt. Fuji Forestation Project

On May 28, a total of 78 people from Isuzu Headquarters, Fujisawa area and Tochigi area participated in the 9th "Mt. Fuji Forestation Project."

This project aims to restore the forests of Mt. Fuji so that they have a diversity of plant species and a robust ecosystem, and Isuzu has been involved since 2008.

On the day, the participants worked for about 1.5 hours planting 240 trees at an elevation of around 1,600 m. Working on the slopes was tough, but the faces of the participants at the end of their work showed not only moderate fatigue but also a deep sense of achievement having engaged with the natural environment of Mt. Fuji.



The refreshing breeze blowing now and again from Mt. Fuji encouraged both children and adults, allowing them to fully enjoy the planting activities.

Implemented the "Isuzu Itadakimasu ("Let's Eat!") with 4,000 People! Campaign"

To coincide with World Food Day on October 16, established by the UN to bring attention to the problem of food shortages around the world, Isuzu carried out its own Isuzu Itadakimasu (Let's Eat!) with 4,000 People! Campaign from October 11 to November 30 aimed at helping children in Africa and Asia who are suffering from poverty and hunger.

A total of 4,836 employees across all Isuzu offices participated in the campaign.

A special campaign menu including a Tohoku Variety! 2-Type Rice Ball Set was prepared using local specialties of the six prefectures in the Tohoku region, thereby also supporting disaster-stricken areas in the region.

Also provided were daily special Bicho Mini-Rice Balls made with high-fiber ingredients effective for maintaining a healthy intestinal environment.

Results of initiative

Item	Target	Result
No. of users	4,000	4,836



Tohoku Variety! 2-Type Rice Ball Set made with specialties from Tohoku's six prefectures



Various Bicho Mini-Rice Balls including edamame, corn, etc.



Social Contributions

- 11 Management Approaches
- 13 Disaster Area Support Initiatives
- 14 Initiatives for Next Generation Development
- 16 Employee Participation Activities

17 Global Activities

Educational Aid Program at Training School for Auto Mechanics (Philippines) Isuzu Heart & Smile Project

- ▶ Held the graduation ceremony for the 11th phase and the entrance ceremony for the 15th phase (February 2017)

In February 2017, 18 people graduated from the 11th phase of this project, and 18 new participants entered for the 15th phase.

200 people have graduated from the project, and are active as mechanics at automobile distributors and repair shops both within the country and overseas, and as trainers at the after-sales support company Isuzu Global Service Corporation (IGSC) established in the Philippines.

📄 Establishment of after-sales support company (Japanese only)
http://www.isuzu.co.jp/press/2015/11_20prs.html



At the graduation ceremony for the 11th phase



At the entrance ceremony for the 15th phase

Future Initiatives

Isuzu would like to contribute to the development of the automobile industry not only in the Philippines but in other countries as well by continuing its support, including the engineering aspects.

Project Slogans

Quality Training-Our Commitment

Brighter Future-Our Gift



Environment

18 Management Approaches ▶

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

Environmental Philosophy and Policy (Charter on the Global Environment)

The Isuzu Group has drawn up a Global Environment Charter that clarifies its environmental vision for realizing a rich and sustainable society.

Basic Policy

- ▶ Realization of a rich, sustainable society
- ▶ Reduced environmental load of all business operations
- ▶ Collaborative participation in social activities

Action Guidelines

- 1 Create a sustainable society
- 2 Promote environmental technology
- 3 Comply with laws and work towards self-imposed targets
- 4 Formulate an environmental management system and collaborate with affiliate companies
- 5 Enhance communication with and contribution to society
- 6 Promote education and training and nurture environmental awareness

Agenda of Global Environment Committee

- 1 Isuzu Group's environment-related initiative policy and plan
 - ▶ Isuzu Group's Charter on the Global Environment
 - ▶ Mid- to long-term plan, annual plan
- 2 Progress of activities that follow the Isuzu Group's environmental initiative policy and plan
- 3 Key matters related to environmental problems surrounding the Isuzu Group

Isuzu Group Environmental Promotion Scheme

The Isuzu Group has established five bodies under the Global Environment Committee in order to implement environmental conservation activities in all its business operations. They consist of companies affiliated with the Isuzu Group in each of their individual fields, addressing the resolution of various issues to promote better environmental activities.

The Global Environment Committee, composed of members from top management including representative officers of various fields, holds meetings every quarter to address the resolution of diverse environmental issues, carrying out discussions and decision-making on matters of environmental conservation.

The Isuzu Group also carries out individualized environmental law and regulations training for personnel including sales company representatives and production system company representatives, to deepen their required knowledge of laws and regulations in their respective types of industries.



Environment

18

Management Approaches

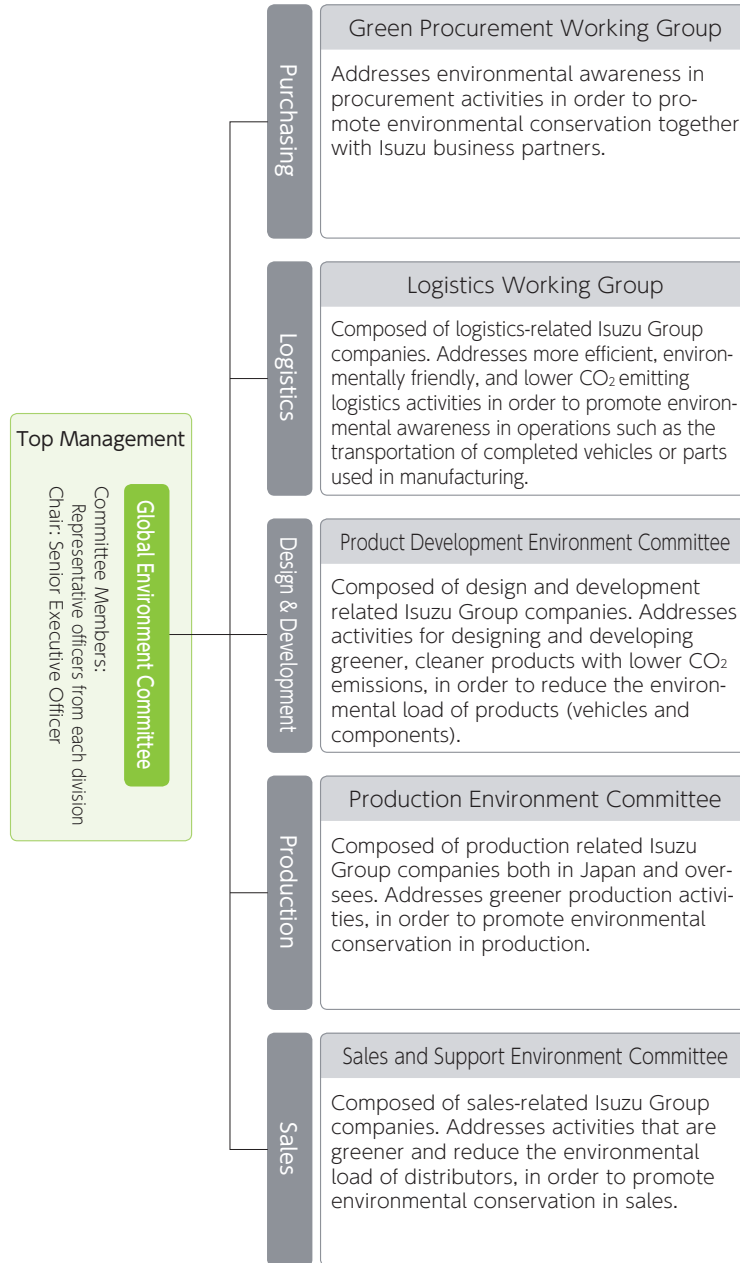
20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

Structure of Global Environment Committee





Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

Environmental initiatives in procurement activities

Isuzu has established the Isuzu Green Procurement Guidelines for promoting environmental conservation together with its business partners, who Isuzu asks to promote environmental conservation activities based on an understanding of these Guidelines.

In September 2016, we revised our Green Procurement Guidelines in view of recent social requirements.

Isuzu Green Procurement Guidelines (outline)

- 1 Procurement basic vision / Basic policy / Slogan
- 2 Our requests for our business partners
 - ▶ Requests regarding environmental management
 - 1) Structuring environmental management systems
 - 2) Notification for personnel responsible for environmental matters
 - 3) Compliance with related environmental laws and regulations
 - 4) Improvement of economic performance
 - 5) Submission of self-evaluation reports on environmental management systems, and confirmation by Isuzu
 - ▶ Requests related to parts, materials, and services provided to our company
 - 6) Managing environmentally hazardous substances
 - 7) Initiatives for management over life cycles
 - 8) Reduction of CO₂ emissions and packaging/shipping materials in logistics

Supply Chain Management
page 75

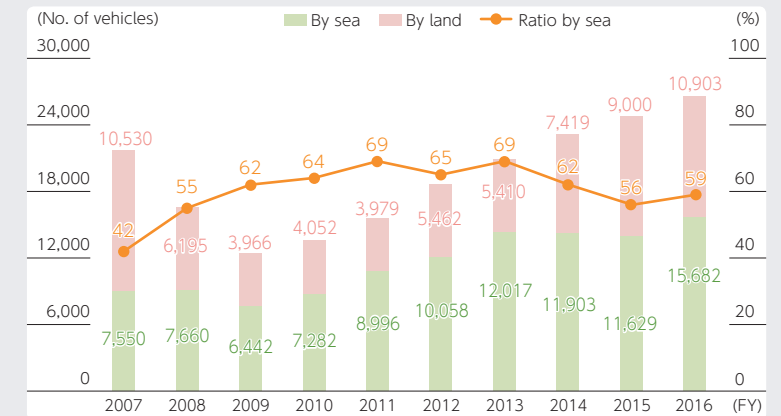
Environmental initiatives in logistics processes

Isuzu engages in environmentally friendly logistics throughout the whole Group, streamlining its various logistics processes such as the transportation of completed vehicles, parts or subsidiary materials used in vehicle manufacture, promoting fuel-efficient driving during transportation, and so on.

▶ Reducing CO₂ emissions in logistics processes

Isuzu is engaged in reducing CO₂ emissions in its logistics processes by reviewing the transportation routes of parts, promoting fuel-efficient driving during transportation, and increasing the amount of marine transportation by developing new shipping routes (modal shift).

State of modal shift during product vehicle transportation





Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

▶ Other main initiatives for reducing CO₂ emissions

- ▶ Improved transportation efficiency due to thorough truck transport management according to load
- ▶ Increased use of returnable racks that can be folded when returning
- ▶ Increased trailer transportation and improved filling rates of goods within containers

In December 2016, we established a new Logistics Center which consolidates the parts warehouses and other facilities in the area of the Fujisawa district into one location. This consolidation has allowed the past procedures for logistics between warehouses to be brought together, which has further increased the efficiency of transportation.

The Logistics Center itself was also designed and built with high consideration for the environment, actively using elements such as LED lighting and natural lighting.

▶ Reduced amount of packaging materials through review of packaging configurations

In the Isuzu Group, packaging configurations are continually reviewed and measures taken to reduce packaging materials.

We made returnable racks our global standard in FY2016 and expanded their use within the Group, while also beginning a shift to folding-type transportation pallets. The use of folding pallets has allowed us to reduce the space taken up by empty pallets to 1/4 of what it was, enabling us to promote increased transportation efficiency on the return trips of round-trip services.



Transportation pallets (before improvement)

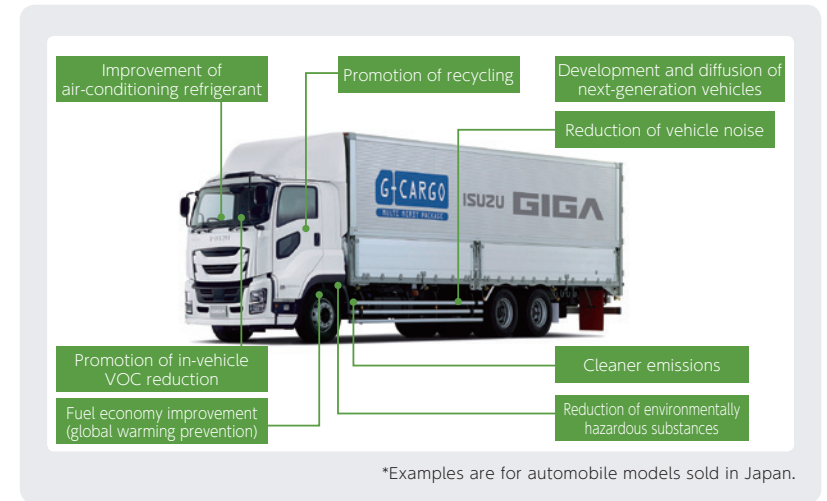


Transportation pallets (after improvement)

Initiatives for environment in product development

The Isuzu Group has set "See Technology" as its base concept for development, with the aim of advancing technologies in the three areas of Safety, Economy and Environment.

From the aspect of the environment, Isuzu has selected eight priority issues and set up a special committee for each one to address environmentally conscious product development.



- ▶ You can find environmental details about automobiles sold by Isuzu below.

Environmental information by vehicle type (Japanese only)
<http://www.isuzu.co.jp/cv/env/car/index.html>

- ▶ You can find details about products sold by Isuzu below.

Product information
<http://www.isuzu.co.jp/world/product/index.html>



Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

Fuel economy improvement (global warming prevention)

Isuzu is engaged in the development of technologies that will meet future Japanese and overseas regulations on fuel economy and CO₂ emissions and achieve top-level fuel efficiency. In FY2016, all applicable vehicle models achieved their fuel economy targets.

Cleaner emissions

Isuzu is engaged in the development of high-efficiency diesel engines that will combine compatibility with future emission regulations and improved on-road fuel efficiency. In FY2016, we began production of new engines to meet future emission regulations.

Reduction of vehicle exterior noise

Isuzu is engaged in the development of noise reduction technology to meet future Japanese and overseas noise regulations, and the timely introduction onto the market of sound regulation compliant vehicles. In FY2016, we promoted technological development for further noise reduction and strengthened support for regulations, and successfully reached our in-house targets.

Reduction of environmentally hazardous substances

Isuzu is addressing the further reduction of environmentally hazardous substances and the reinforcement of its management system using IMDS. In FY2016, we continued to reduce the amount of substances restricted by various regulations (ELV Directive, etc.), proceeding with initiatives toward their total elimination, and successfully reached our in-house targets.

Improvement of air-conditioning refrigerant

Isuzu is engaged in developing a new refrigerant system suitable for buses and trucks. In FY2016, we continued to thoroughly enforce our management of refrigerants in compliance with the regulations set forth by various countries, while promoting the development of new refrigerant systems able to meet legal regulations, and successfully reached our in-house targets.

Promotion of recycling

Isuzu is engaged in the promotion of recycling-oriented design that will contribute to the more effective use of resources. In FY2016, we continued to promote the design of products compliant with domestic and overseas recycling laws, while advancing our design of products with consideration for even further recyclability, and successfully reached our in-house targets.

Promotion of in-vehicle VOC reduction

Isuzu is committed to reaching its voluntary targets for reducing in-vehicle VOC emissions and to the development of an assessment method. In FY2016, we carried out development initiatives aimed toward further reduction of in-vehicle VOC emissions, and successfully reached our in-house targets.

Development and diffusion of next-generation vehicles

Isuzu is addressing the market penetration of hybrid vehicles and natural gas fueled vehicles, which help to lower CO₂ emissions. In FY2016, we continued to promote various types of technological development, and successfully reached our in-house targets.

Addressing the environment in production activities

To reduce the environmental load of the Isuzu Group's production activities, its manufacturing companies in Japan and overseas all work together to reduce the energy and resources used, the amounts of harmful chemical substances, and the waste generated during manufacturing.

► Promoting green production activities

CO₂ emission reduction activities

By increasing the efficiency of processes in all of our Group companies, reviewing and properly managing our operation methods, and promoting the visualization of our energy usage, we were able to significantly reduce the amount of energy used.

We are producing substantial results over the entire Isuzu Group by reviewing our conventional operation methods to discover further types of energy conservation activities, and deploying them across our companies.

Waste reduction activities

As well as carefully separating waste on a routine basis, Isuzu also takes a positive approach to waste reduction activities. Additionally, we are reducing the amounts of materials themselves which are used by properly managing the usage of those materials and promoting shifts to returnable items as well as material recycling. We are making active efforts as a Group toward fundamental resource conservation activities which involve reducing the amount of waste that is generated.

Chemical substance reduction activities

We are taking the lead to work on activities to replace chemicals containing hazardous substances that could have an environmental impact, with chemicals not containing such hazardous substances. While replacing the substances we use with those which have less potential for harm, we are reducing the actual amounts of chemical substances used by reviewing our processes.

Activities to control emissions of ozone depleting substances

We are promoting activities aimed at controlling the emission of ozone depleting substances throughout the Isuzu Group, limiting emissions of ozone depleting substances by reinforcing the inspection of facilities using CFCs, and installing non-CFC equipment during facility upgrades.



Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

► Production Group environmental meetings

Isuzu Group companies concerned with production regularly hold meetings to present examples of their activities and review specific cases. This helps to promote more efficient production activities by horizontally developing all the companies' knowhow and skills.



Scene at Production Group environmental meeting

► Isuzu Group Energy-Saving & 3R Awards

Among production-related Group companies, the Isuzu Group Energy-Saving & 3R Award have been implemented since FY2013. Entry activities related to energy conservation or 3R improvements are gathered from within the Isuzu Group, mainly its Production Division, the best of which receive an award. Examples of entries are shared throughout the Isuzu Group to promote horizontal development. These awards are aimed at providing further momentum to the Group's environmental activities.

► FY2016 Energy-Saving Award

[Reducing power costs through proper operational adjustment of electrodeposition baking furnace exhaust treatment equipment (Isuzu Motors)]

The process of coating is one accompanied by high energy usage since it involves exhaust treatment devices (deodorization furnaces) which are kept at a temperature of 700°C to thermally decompose harmful substances and render them harmless.

In the past, such devices were operated under the same conditions constantly day and night, regardless of production volume. Now, however, we have carried out activities to improve our operation methods so that their operation can be linked with production volume and varied accordingly.

Although it was a considerably difficult task to calculate the optimal conditions for controlling their operation status in order to meet the concentrations of harmful substances specified by emission standards, while also maintaining product quality, we implemented measures for manual control of their operating conditions to yield results showing reductions of 360 MWh/year in electric power, and 515,600 m³/year in city gas used for

combustion. As our next step, we are currently proceeding with methods of switching over to operation that can vary automatically.



Award winning members



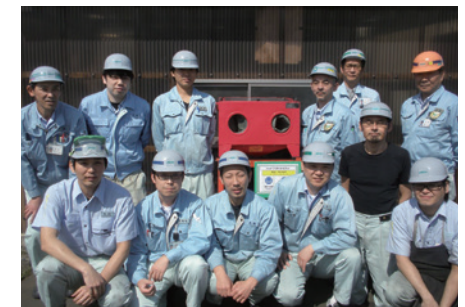
► FY2016 3R Award

[Reducing the amount of TPs (test pieces) for scrapping after induction hardening inspections (Jidosha Buhin Kogyo)]

A procedure called "shot blasting" is used in product inspections which are conducted after induction hardening of machined components. After shot blasting has been performed on a test piece, however, the overall product is damaged and there was previously no alternative but to dispose of it.

This disposal of test pieces was something we saw as wasteful, and it prompted us to review our inspection methods. We have now succeeded in creating equipment and setting conditions ourselves so that shot blasting can be performed only on areas of test pieces requiring inspection, causing no damage to the overall products.

By introducing this method into our product inspections, we are now able to recover nearly all test pieces which previously would have been scrapped, eliminating the need to dispose of an estimated 19 tons of test pieces per year. At the Ebina Plant of Jidosha Buhin Kogyo where this method was implemented, it is expected for roughly 41 tons of metallic waste which would normally have been disposed of to be reduced to roughly 22 tons. Furthermore, since the items which are not scrapped can now be shipped out as products, this initiative has also led to an extensive reduction of energy and materials used to manufacture products, as well as energy used for disposal.



Award winning members



Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)



Jidosha Buhin Kogyo Co., Ltd. Quality Assurance Dept.

Horii Kenji

VOICE

With our conventional past methods, shot blasting in product inspections involved blasting abrasive material over the entire body of each test product. Since shot blasting was performed over an entire piece, it could no longer be used as a product and there was no alternative but to dispose of it, a practice we had always viewed as highly wasteful.

Although at first consideration it sounded like a simple idea to fire shot only at the portions of pieces required for inspections, perform inspections only on specific areas, and therefore be able to recover those pieces, actual tests and experiments

on it were continual struggles of trial and error to examine and re-examine special measures for jigs, shot methods, and shot material.

It took many months of repeated testing before the best conditions could be found. The result of this hard work, however, was success in creating equipment and setting conditions so that products would not undergo damage. Since this has allowed us to significantly reduce the consumption of resources and energy used for disposal, I feel that all of our efforts were more than worth it. This initiative can also be deployed to other inspections on similar induction hardened products, so we are eagerly looking forward to even greater results.

Environmental initiatives in sales activities

To promote environmental conservation in the Isuzu Group's sales activities, its distributors all work together to conduct green sales and engage in environmental load-reducing activities.

► Environmental load-reducing activities of Isuzu dealers in Japan

Efforts to increase environmentally friendly sites

Isuzu is trying to increase its environmentally friendly sites by actively installing LED lighting or skylights, and introducing reusable energy systems, when renovating or building new sales offices. At newly built sites, we are promoting transitions to water treatment facilities that are more environmentally conscious than existing ones, by installing biological effluent treatment equipment for treating water discharged during vehicle maintenance or vehicle washing.



Example of new environmentally conscious site (Isuzu Motors Shutoken Fujisawa Branch and Service Center)

► Environmental improvement activities in Japan

Isuzu sales offices are optimizing their environmental efforts through evaluations using their own environmental check sheets and promotion of improvement activities. Isuzu aims to increase its environmentally friendly distributors by entering and winning more awards under the Eco-friendly Auto Repair Shop awards system of the regional transport bureaus of the Ministry of Land, Infrastructure, Transport and Tourism.



Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

► Promotion of green sales activities in Japan

Isuzu distributors are doing all they can for the environment in their overall business activities.

They are continuously addressing all possible environmental activities, such as using hybrid vehicles and other environmentally friendly vehicles as new company cars, implementing the Cool Biz, Warm Biz, and Light Down campaigns, and holding local area cleanup activities.

► Running courses on fuel-efficient and safe driving

Considering the life cycle of Isuzu products, the largest CO₂ emissions come from using products (vehicles). The Isuzu Group has been holding seminars on fuel-efficient driving in Japan and overseas since 1995, to inform customers who have bought an Isuzu vehicle about ways of driving more efficiently according to the performance of their vehicle.

Track record over the past 3 years

Year	Courses	Participants
FY2016	167	2,447
FY2015	193	2,714
FY2014	192	2,769



Safe and ecology driving practice in session



Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

Basic Ideas

The Isuzu Group aims to achieve excellent environment-related communication with its various stakeholders, including its customers, business partners, surrounding areas, shareholders, investors, and employees. To do so, we participate in environmental activities in surrounding areas and actively release environmental data.

By enhancing our environment-related communication, the Isuzu Group aims to promote greater recognition and understanding of our environmental activities so we may carry out further improvements, and to develop our employees into outstanding members of society by actively releasing information within our company to raise their awareness.

Enhancement of environmental information disclosure

Since FY2016, Isuzu has strengthened its public external disclosure of environmental information.

► Replies to CDP2016

We have provided replies to CDP2016 so that we may properly disclose information on measures we are involved in to address climate changes. Our CDP2016 score is “B”, reflecting the improvements that we have made to our activities. From here on, we will actively implement further activities to address climate changes based on this content.

► Participation in Project for Arrangement of Infrastructure for Environmental Information Disclosure

We participated in the Ministry of the Environment’s Project for Arrangement of Infrastructure for Environmental Information Disclosure, intended to encourage dialogues with investors and other groups, and have posted our environmental information to the project’s portal site. Our participation in this project has allowed us to carry out dialogues with individual investors and other parties, and has facilitated our environmental activities.

Participation in activities for surrounding areas

► Participation in the 21th Fujisawa Environment Fair

The 21st Fujisawa Environment Fair: “Let’s Think and then Try! ECO₂ Festival 2016” was held in November 2016 at the Fujisawa Civic Hall. This event is held annually as a cooperative undertaking by citizens, business operators, universities, governmental bodies, and various other parties from Fujisawa City with the themes of environmental conservation and global warming prevention. It is intended to be an event where people can learn about the environment while enjoying themselves, and has been participated in every year by Isuzu.

As well as presenting its green initiatives at the event site, Isuzu also introduced panels on the DeuSEL[®] bus, which obtained high recognition by the people of the community during its operation as a shuttle bus and offered many opportunities to ask questions, as well as the DeuSEL[®] project. These allowed visitors to gain a greater understanding of Isuzu’s initiatives.



Isuzu exhibition booth





Environment

18 Management Approaches

20 Activity Reports

26

Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)



Labor Relations Dept.
General Affairs, Safety &
Health Group
Fujisawa Plant Personnel
Administration Group
Umeno Fuminori

VOICE

As a company engaged in business in Fujisawa City, we participate in the “Fujisawa Environment Fair” so that the people of the local community can find out about our environmental measures while we carry out PR activities. On the day of the event, we provided explanations to local citizens about our DeuSEL® project and about the Elf truck which is produced at our Fujisawa Plant. At that time, we accepted questions about our ideal visions and current conditions of environment-friendly vehicles, and about our future deployment plans, making it a valuable opportunity for us to gain a first-hand impression that the environmental awareness of everyone in the area is growing year by year. Through activities like this, we hope that the people of areas who give their support to us on a daily basis can obtain more thorough knowledge of Isuzu’s initiatives, and we intend to dedicate ourselves to becoming worthy of their trust as an even more closely-connected company.

▶ Participation in Shinagawa CSR Promotion Council

Isuzu has been a participant in the Shinagawa CSR Promotion Council since FY2016. This activity is intended to develop Shinagawa Ward with an image of “our town”, through collaboration between corporations who are located there and the ward itself. To do this, it promotes company-run social contribution activities and other projects, and conducts a variety of activities for the purpose of encouraging coordination with corporations.

We participated in joint cleanup and beautification activities as a member company for the first time in March 2017, and together with 125 participants from 31 offices, learned about the importance of participating in community projects through programs to clean the local area. We will continue to promote environmental activities deeply rooted in local communities from here on, by interacting closely with wards and other companies.



Working together with participating companies



Participation in tree-planting activities

▶ Participated in 22st Spring Tree-Planting Day at the former Ashio Copper Mine

Continuing from last year, Tochigi Plant employees took part in the planning of tree planting on the hills of Ashio district, which were devastated by smoke and other pollution from the former Ashio Copper Mine.

It is said that it will take more than 100 years for the greenery to fully return to the hills of Ashio, and so volunteers from within the prefecture have been involved in tree planting activities there since 1996. 12 volunteers from Isuzu participated in the 22nd Spring Tree-Planting Day held in April 2017, climbing up steep hilly areas to plant 13 varieties of saplings. Seeing the scenery of the devastated hills before their eyes offered the participants a valuable opportunity to reexamine environmental issues nearby.



Participation in tree-planting activities



Traveling to the tree-planting site



Environment

18 Management Approaches

20 Activity Reports

26

Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu)

Conservation of biodiversity

The Isuzu Group promotes the conservation of biodiversity through activities to protect the unique natural environments in the areas of each of its offices, while referring to materials such as the Ministry of the Environment's "Guidelines for Private Sector Engagement in Biodiversity" and the "Declaration of Biodiversity by Keidanren".

► Example of Isuzu Fujisawa Plant

A study was implemented by experts to investigate the organisms inhabiting the premises of the Isuzu Fujisawa Plant.

The study revealed that due to insufficient care of the forests within the Fujisawa Plant, their true abilities to function as "satoyama" (community forests) have weakened, leading to imbalances in the ecosystems that could be identified in their surrounding regions. In consideration for such research results, we have begun to care more thoroughly for these forests through measures undertaken by company volunteers from fiscal 2016, and are striving to restore them to their former richness. These activities have helped to bring natural sunlight into the forests, increasing the number of grass and plant species growing in their lower layers from 23 species in fiscal 2015 before the activity, to 38 in fiscal 2016.

We are also conducting experiments to confirm the changes in ecosystems resulting from revised grass management methods implemented at certain areas on the premises in order to preserve the biodiversity of species living there. By changing the cutting height of grass within the premises, this activity is intended to form living environments excellent for insects and other organisms by creating grassland environments with varying heights of grass. The experiment has shown notable results, with the number of identified grasshopper species increasing from 3 before the experiment to 7 after its implementation.

We will continue activities such as these in the future, to preserve even more abundant ecosystems in the Fujisawa Plant.



Isuzu employees tending the trees



Searching insects on the lawn



Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29

FY 2016 Activity Results (Isuzu Group)

*Environmental activity results of 21 production-related Group companies (9 in Japan and 12 overseas)

30 FY 2016 Activity Results (Isuzu)

CO₂ emission reduction activities

Activities to reduce CO₂ emissions per unit of sales

Mid- to long-term target:

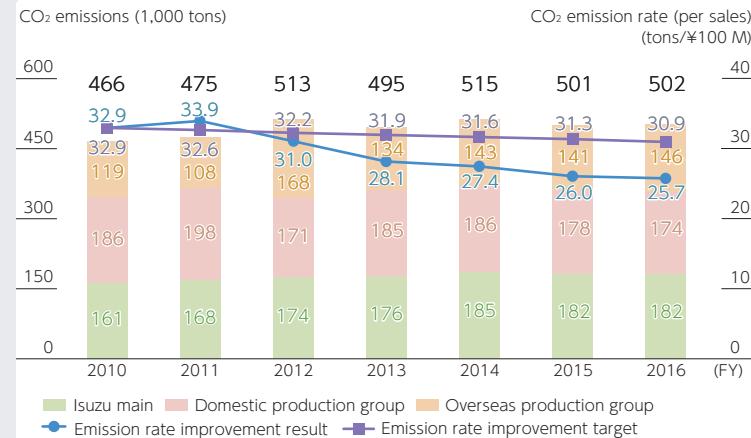
At least 6% below FY2010 figure by FY2016

FY2016 results: CO₂ emissions: 501,000 tons

CO₂ emissions per unit of sales:

25.7 tons/¥100 M (13.8% down from FY2010)

Trends in CO₂ emissions & emissions per unit of sales



We have actively engaged in CO₂ emission reduction activities in Japan and overseas, successively reaching our targets since fiscal 2012.

We even reached our targets at sites that use more energy than before due to added production lines or the introduction of new equipment, through continuous efforts to reduce total energy usage by promoting streamlining such as consolidating production lines.

Waste reduction activities

Industrial waste landfill reduction activities

Mid- to long-term target:

Reduction of landfill waste generation, maintenance of rate of 1% or less for entire company

Landfill amount (tons) = 1% or less of total waste generated (tons) (Domestic production group only)

FY2016 achievements:

Landfill amount (tons) / Total waste generated (tons)

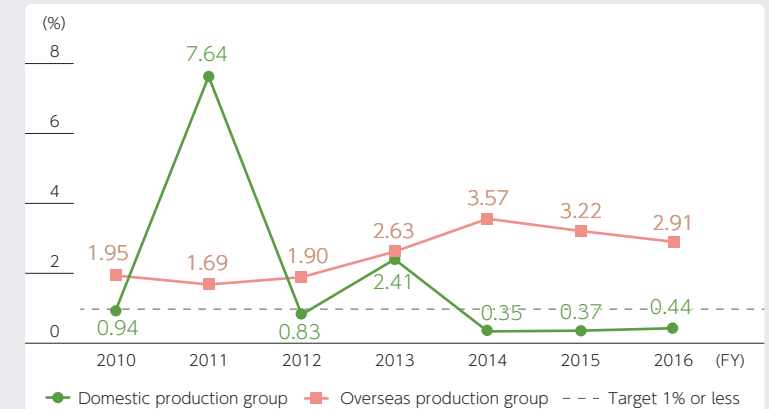
= 1.10% (All production group)

Landfill amount (tons) / Total waste generated (tons)

= 0.44% (Domestic production group)

* Final landfill amount: 2,679 tons (Domestic production group: 745 tons)

Trends in final landfill amount



In the domestic production group, recycling has been implemented and a stable rate of landfill of below 1% maintained. In the overseas production group, although there is a trend toward an increase in landfill for reasons of disposal costs etc., we are continuing to promote recycling and working to decrease landfill amounts.

* In FY 2011, the amount of landfill in Japan temporarily increased because of the impact of the Great East Japan Earthquake on recycling contractors.

* In FY 2013, the amount of landfill temporarily increased because some recycling contractors were limited in how much waste they could accept due to the processing of debris from the 2011 earthquake.



Environment

- 18 Management Approaches
- 20 Activity Reports
- 26 Environmental Communication
- 29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu) ▶

Isuzu's Environmental Management Systems

In FY2016, Isuzu unified its environmental activities across all of its bases. In December 2016, it achieved integrated certification according to international standard ISO14001 for its environmental activities, which had previously been separately and individually certified for each base.

When acquiring integrated certification, it also carried out migration to the newest 2015 edition standard, to concurrently achieve integrated migration certification.

Group companies which had already acquired ISO14001 certification are currently proceeding in sequence to migrate to the 2015 edition.

▶ Violations and Accidents related to Environmental Laws and Regulations in FY2016

Isuzu had no violations or environmental accidents related to environmental laws and regulations during FY2016.

▶ Environmental Education

In FY2016, Isuzu provided environmental education to all of its employees. This educational program combined e-learning with group training, as a means of reducing CO₂ generated by employee travel associated with training participation.

In addition, we held training on environmental laws and regulations, and training for internal environmental auditors, with the goals of deepening the understanding of such matters by employees engaged in business operations and improving their capabilities.

Initiatives to Control Chlorofluorocarbon Emissions

In response to the Act for Control of Chlorofluorocarbon Emissions (Act on Rational Use and Proper Management of Fluorocarbons) effective from April 2015, Isuzu is promoting proper refrigerant management for business-use refrigeration air conditioning equipment and other equipment using chlorofluorocarbons at all of its bases, and is implementing inspections of all such equipment.

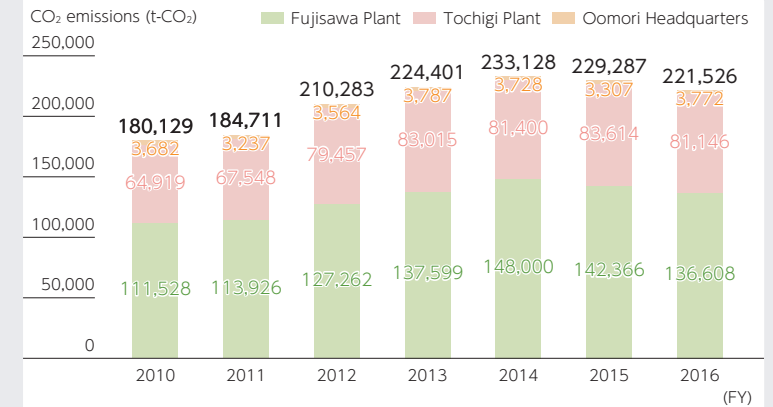
While this act requires reports to be submitted if any business operator has a calculated chlorofluorocarbon leakage volume of 1,000 t-CO₂/year or greater, Isuzu has confirmed that its total leakage volume for FY2016 was lower than the reporting requirement value.

CO₂ emission reduction activities

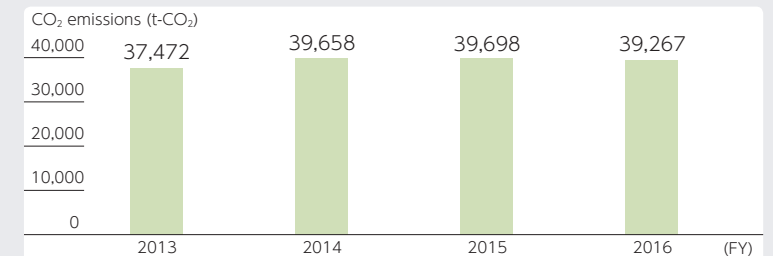
Both our Fujisawa Plant and Tochigi Plant are engaged in efforts to reduce their total usage by promoting measures for higher efficiency, such as re-examining their production conditions and consolidating their production lines.

In terms of logistics, we are encouraging modal shifts and promoting higher transportation efficiency to reduce CO₂ emissions.

Trend in CO₂ emissions from energy



Trend in CO₂ emissions from logistics





Environment

18 Management Approaches

20 Activity Reports

26 Environmental Communication

29 FY 2016 Activity Results (Isuzu Group)

30

FY 2016 Activity Results (Isuzu)

Proper Management of Emissions and Wastewater

By properly managing boilers and other such plant facilities which produce soot and smoke, we measure the amounts of air pollutants such as NOx (nitrogen oxides) and SOx (sulfur oxides) in our emission gases, to confirm that they are within regulated values*.

Furthermore, wastewater from our factories is processed by treatment equipment before being discharged to sewer systems and public water areas. The discharged water is analyzed on a regular basis and confirmed to be within regulated standard values.

* Regulated standard values are determined using laws or ordinances, whichever is the stricter regulation.

Fujisawa Plant: 8 Tsuchidana, Fujisawa City, Kanagawa Prefecture (Air)

Item	Equipment	Regulated Value	Measured Value	
			Maximum	Average
NOx(ppm)	Boilers	60	20	17.8
	Metal melting furnaces	180	48	39
	Paint baking furnaces	230	16	10.5
Soot and dust (g/Nm ³)	Boilers	0.3	0.004	0.002
	Metal melting furnaces	0.2	0.01	0.009
	Paint baking furnaces	0.2	0.005	0.0035

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

(Water quality) Discharge destination: Hikiji River

Item	Regulated Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	8.0	7.1	7.8
COD(mg/L)	60	25.0	11.0	17.3
BOD(mg/L)	60	17.0	1.8	7.4
SS(mg/L)	90	9.0	3.0	4.6
Oil content (mg/L)	5	1.0	1.0	1.0

Tochigi Plant: 2691 Hakuchu, Ohira-Machi, Tochigi City, Tochigi Prefecture (Air)

Item	Equipment	Regulated Value	Measured Value	
			Maximum	Average
NOx(ppm)	Boilers	150	47	21
	Metal melting furnaces	180	120	60
	Gas engines	600	76.8	76.8
SOx (Nm ³ /h)	Total volume regulation	14.5	1.7	0.5
Soot and dust (g/Nm ³)	Boilers	0.1	0.001	0.001
	Metal melting furnaces	0.2	0.004	0.002
	Gas engines	0.05	0.001	0.001

(Water quality) Discharge destination: Nagano River

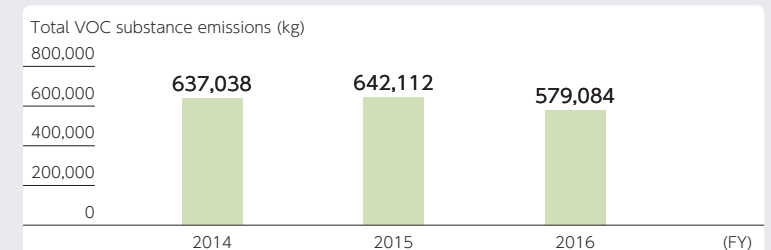
Item	Regulated Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.5	7.3	7.4
COD(mg/L)	20	15.3	4.6	8.3
BOD(mg/L)	20	19.8	1.3	6.0
SS(mg/L)	40	3.2	1.2	0.7
Oil content (mg/L)	5	1.3	0.5	0.3

VOC emission reduction activities

Isuzu is curbing emissions by the recovery of VOC (volatile organic compounds), and has reduced VOC emissions from its plants and reviewed and improved its painting processes, which have particularly large VOC emissions.

Trend in total VOC emissions*

*Excluding Omori Headquarters





Environment

- 18 Management Approaches
- 20 Activity Reports
- 26 Environmental Communication
- 29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu) ▶

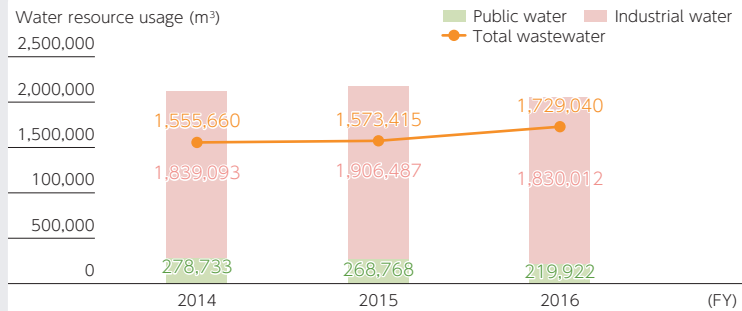
Water usage reduction activities

Because large volumes of water are used in automobile manufacturing, Isuzu has started to address the conservation of the earth's limited water resources.

We have been trying to understand the state of water usage within the company and, from fiscal 2015, started a water risk survey in order to understand the water risk in Isuzu.

Trend in water resource usage*

*Excluding Omori Headquarters



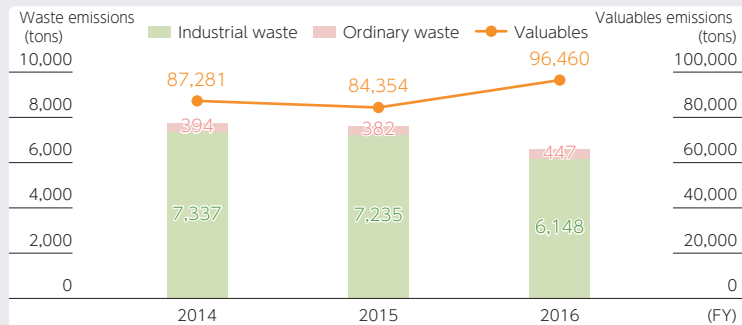
Discharge reduction activities

Isuzu is promoting the effective use of waste and engaging in activities to reduce discharge that includes valuables. By trying to curb emissions of both waste and valuables, we are working toward the formation of a recycling-oriented society.

*Isuzu has already achieved zero emissions, with no landfill since 2011.

Trend in discharge emissions*

*Excluding Omori Headquarters



Land Contamination Management

To prevent health hazards resulting from land contamination, Isuzu performs studies on land contamination conditions based on the Soil Contamination Countermeasures Act when carrying out new construction or construction work larger than a specified scale.

In FY2016, we built our new Isuzu Plaza, Isuzu Plaza Annex, and Logistics Center in the Fujisawa district. During construction of these facilities we performed studies on land contamination conditions in their areas and confirmed that there was no contamination.



Environment

- 18 Management Approaches
- 20 Activity Reports
- 26 Environmental Communication
- 29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu) ▶

Environmental accounting

To conduct environmental activities efficiently and continuously, Isuzu has added up its environmental conservation costs and environmental conservation effects.

Isuzu has disclosed information with the aim of helping management decisions to carry out efficient investment in environmental activities, and as an evaluation index for businesses.

Environmental conservation costs (Target period: April 1, 2016 to March 31, 2017)

Total investment was ¥4,419 million, ¥418 million up year on year.

Total expenses were ¥42,146 million, ¥1,090 million up year on year. Details are shown in the table below.

Unit: ¥1 million

		Investment	Expenses	Main activities
Business area costs	Pollution prevention costs	146	398	Implementing air pollution prevention, water contamination prevention, etc.
	Global environmental conservation costs	752	652	Implementing energy-saving activities, climate change strategy, etc.
	Resource recycling costs	33	408	Implementing proper disposal of waste, upgrades to waste disposal sites, etc.
Upstream/downstream costs		0	1,918	Implementing reuse of used automobiles, promoting 3Rs for waste
Management activity costs		0	341	Promoting environmental management, updating system for gathering information such as environmental data
R&D costs		3,488	38,370	R&D of eco-friendly products in terms of emission control, etc.
Social activity costs		0	40	Supporting environmental conservation activities such as tree planting, donating to environmental conservation organizations
Environmental damage costs		0	19	Levies on pollution impact, conservation measures related to soil and groundwater pollution, etc.
Total		4,419	42,146	

Environmental conservation effects

(Target period: April 1, 2016 to March 31, 2017)

Category	Kind of effect	Effect
Economic effect (millions of yen)	Reduction in energy cost through energy conservation	28
	Profit on sale of valuables	905
Quantitative effect (tons)	CO ₂ reduction (tons of CO ₂)	2,686



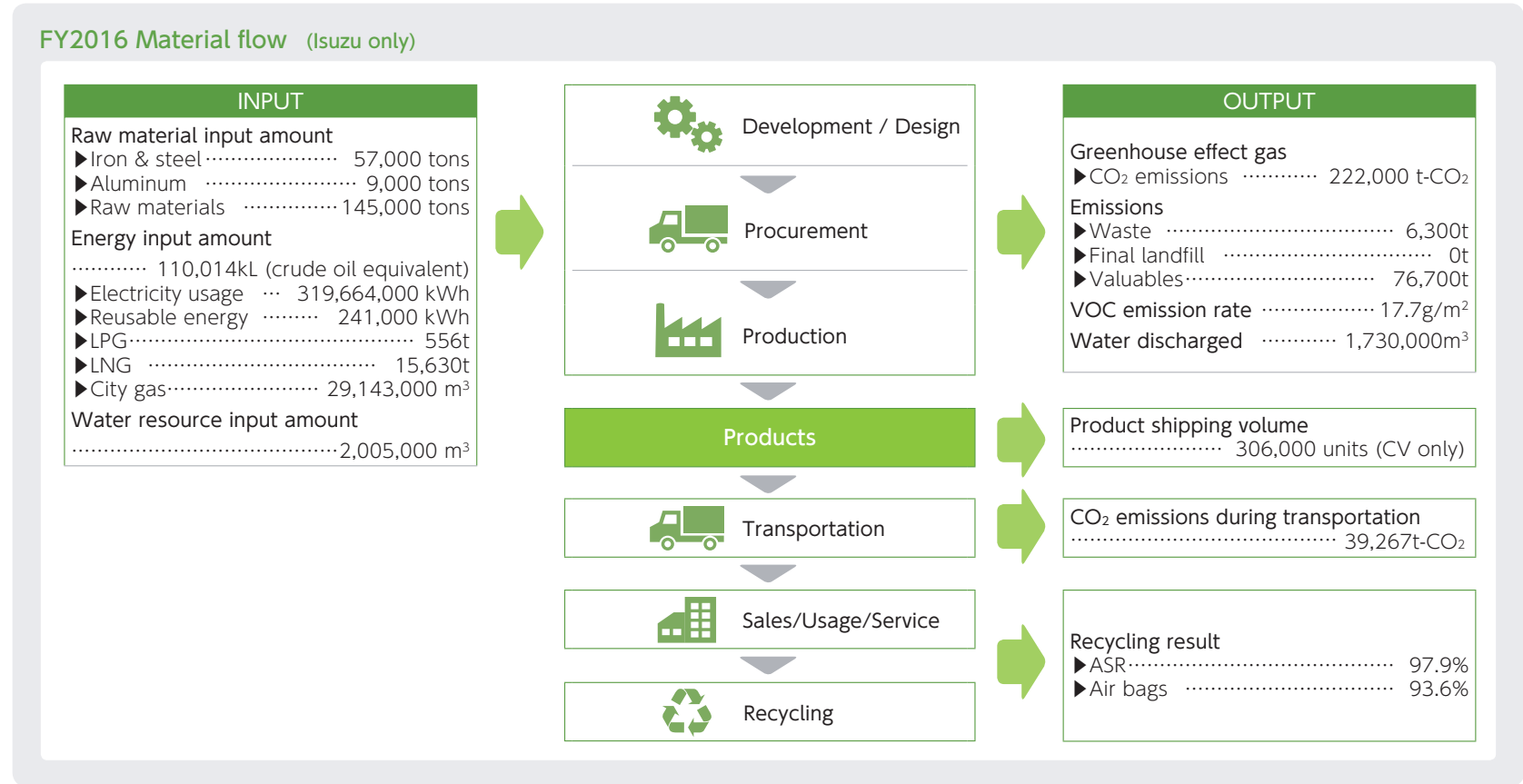
Environment

- 18 Management Approaches
- 20 Activity Reports
- 26 Environmental Communication
- 29 FY 2016 Activity Results (Isuzu Group)

30 FY 2016 Activity Results (Isuzu) ▶

Business activity and environmental hazard

Through a product life cycle (development, procurement, manufacturing, logistics, product operation, and disposal), Isuzu reduces environmentally hazardous substances. They are analyzed in each process with focus on the ones likely high.





Quality

35 Management Approaches

- 37 Initiatives for higher product quality
- 39 Initiatives for higher service quality
- 45 Initiatives for higher operation quality

Basic Ideas

Our corporate vision is “Isuzu will always mean the best. A leader in transportation, commercial vehicles, and diesel engines, supporting our customers and respecting the environment.” This is the very basis of all our quality activities, through which we provide useful products and services to our customers.

► Initiative Policy

By making quality our first priority, we at Isuzu create products that satisfy our customers in a profound way, and our goal is to contribute to society as a company with a rich sense of humanity.

Isuzu provides products and services that fully satisfy customers. If, however, a customer does have trouble with an Isuzu vehicle, we have established service systems and service parts supply systems for quick recovery so that customers can rest assured in using Isuzu’s products every day. In doing this, Isuzu is committed to building long-term, trusting relationships with customers.



Isuzu has set forth a quality policy of creating and delivering products that satisfy our customers. We promote quality assurance activities throughout our entire company, based on the concept that improving the business quality, beginning with product quality and service quality, of each division in our company and even extending to indirectly-associated divisions, will enable us to provide products and services of even higher quality to our customers.

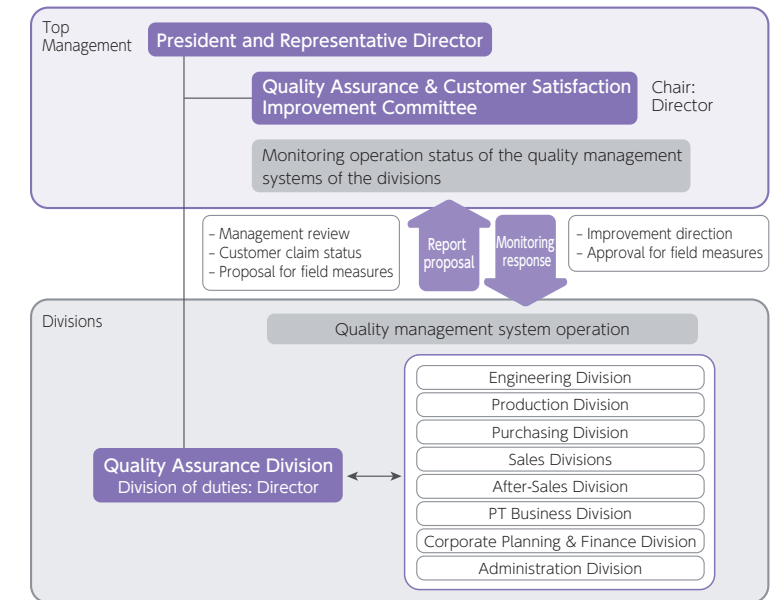
By communicating our quality policy across the company and sharing quality manuals on a company-wide basis, we are taking action to improve the quality of our daily business operations.

Total quality assurance system

Isuzu is prepared itself for full social and quality responsibilities as a manufacturer under the Isuzu quality assurance scheme structured as shown below. Quality Assurance Division lead Isuzu’s united efforts toward enhanced quality.

The Quality Assurance & Customer Satisfaction Improvement Committee (Quality Assurance / CS Committee) is chaired by the director and is held monthly so that the top management of all divisions can have discussions and share information on the quality status as well as the monitoring operation status of the quality management systems of the divisions. The outcomes are shared to drive forward the quality assurance activities of the business divisions.

Isuzu quality assurance system





Quality

35 Management Approaches

- 37 Initiatives for higher product quality
- 39 Initiatives for higher service quality
- 45 Initiatives for higher operation quality

Quality management system (Acquisition of ISO 9001 & ISO/TS 16949)

All Isuzu offices have been certified with ISO9001:2015, an international standard of quality management.

Moreover, components to be delivered to GM (General Motors, based in the U.S.) are certified with ISO/TS16949:2009, the standard for the automobile sector. Isuzu has been striving to enhance its operational quality using such measures.



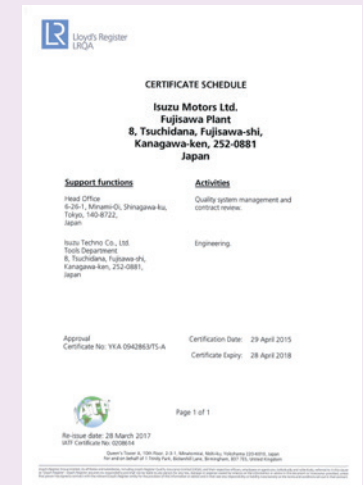
Vehicle-related ISO9001 certificate



PT-related ISO9001 certificate

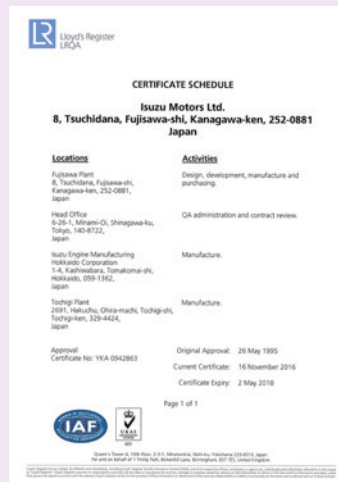


PT-related TS16949 certificate



Future Initiatives

Based on the concept of creating and delivering products that satisfy our customers, Isuzu will strive to achieve further improvements in product quality, service quality, and operation quality.





Quality

35 Management Approaches

37 Initiatives for higher product quality ▶

39 Initiatives for higher service quality

45 Initiatives for higher operation quality

Basic Ideas

A number of activities have been undertaken to improve quality in stages from product development, production and to driving in markets.

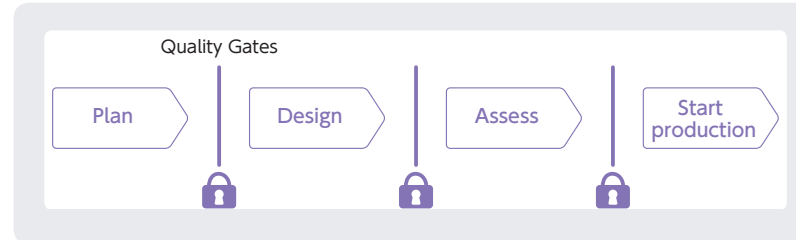
Initiatives at the development stage

Our product development philosophy is to gain the trust of every person. This is supported by the basic concept of S.E.E. Technology, where S.E.E. stands for the three important issues of Safety, Economy, and the Environment.

To acquire the high quality to underpin this philosophy, we set “quality gates” (milestones) at different stages in product development, where the quality and the maturity of the products are confirmed so that product development can proceed.

During the development stages below, Isuzu focuses on failures and preventing the recurrence of failures. Failure Mode and Effect Analysis (FMEA*) and other methods are used to enhance reliability and durability.

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



Initiatives at the manufacturing stage

Isuzu is reinforcing its human resources and production systems to offer high-level integrated products on a worldwide scale.

In particular, the concept, method and production knowhow of Isuzu manufacturing for quality first are integrated into ISUZU MONOZUKURI (IM).

IM is a production method implemented in every Isuzu manufacturing plant in Japan and overseas countries. Its concept is “to produce Isuzu badged products with the same manufacturing method and quality control system at any production plant around the world.” While trying to realize quality assurance on a global scale, Isuzu endeavors to become a company trusted by every customer who needs Isuzu commercial vehicles and diesel engines.



Isuzu production line where IM has been introduced

 [Manufacturing Quality \(IM\)
http://www.isuzu.co.jp/world/corporate/about/production.html](http://www.isuzu.co.jp/world/corporate/about/production.html)

Initiatives for higher field quality

Isuzu constantly strives to make improvements by listening to and analyzing customer opinions, which are fed back into each quality-related process to ensure never-ending improvements in field quality.

▶ Initiatives toward improved field quality

Taking advantage of the FQ management system*, Isuzu collects quality information from markets and then implements cause investigations and responds to issues promptly and accurately.

Isuzu Customer Center (Japan) gathers customer opinions, warranty repair records, and improvement requests from sales distributors as field quality information to direct to our quality improvements.

The collected information is used in our efforts to comply with regulations from various countries including domestic safety regulations for road vehicles, and to respond to them even more quickly.

We also share information regarding the status of our response to field quality information and quality activities with top management and all employees on a monthly basis, through our “Quality Improvement Newsletter”.

* FQ (Field Quality) management system
Activities to develop and improve quality information gathered from the field by the system shown on the page 35.



Quality

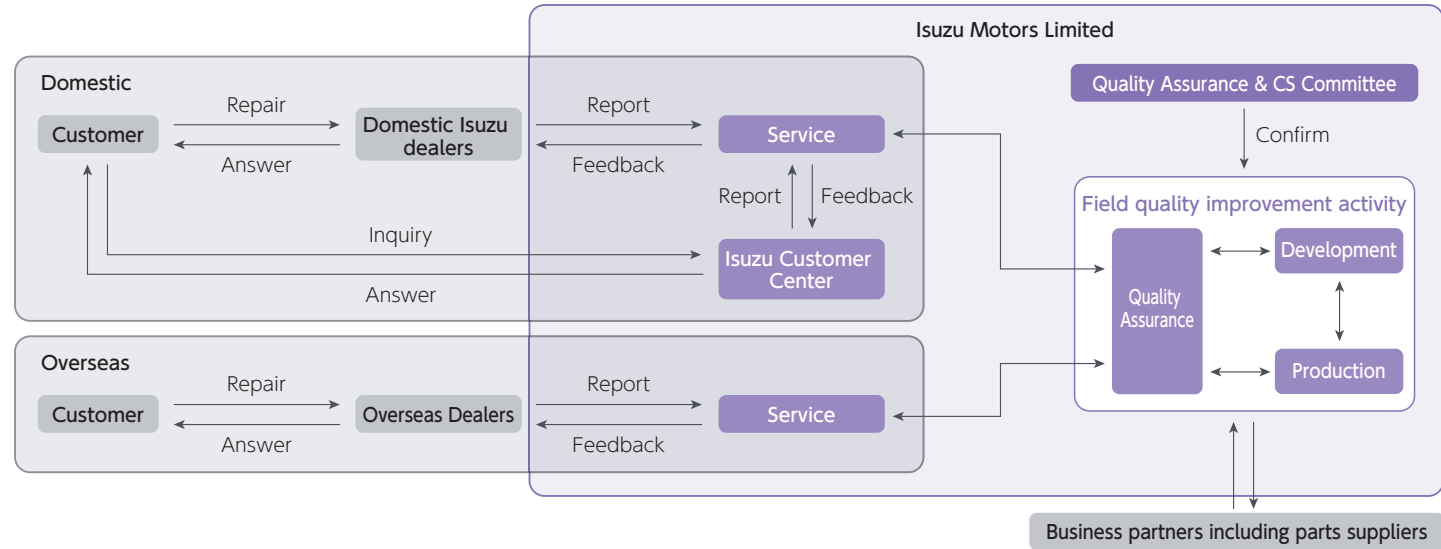
35 Management Approaches

37 Initiatives for higher product quality

39 Initiatives for higher service quality

45 Initiatives for higher operation quality

Field quality improvement activity (FQ management system)



► Initiatives for Recall Campaigns

The activities are intended to prevent defective vehicles from causing accidents and to ensure the safety of our business partners and drivers and their assets. Based on the purpose of these activities, we ensure that our customers' vehicles operate properly by conducting recall/improvement measures/service campaigns if necessary. We are always prepared to take prompt and accurate actions from the customer's perspectives in various circumstances.

Recall cases (in Japan)

FY2015	FY2016
10 cases	9 cases

Recall Information
<http://www.isuzu.co.jp/recall/index.html>



Quality

35 Management Approaches

37 Initiatives for higher product quality

39 Initiatives for higher service quality

45 Initiatives for higher operation quality

Basic Ideas

Isuzu provides standardized support both in Japan and overseas so that we can offer high-quality services.

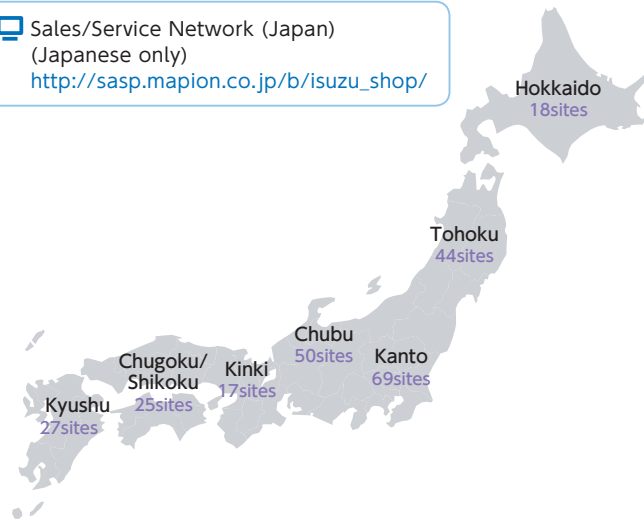
Thorough service system

Isuzu is currently fully committed to the post-delivery customer support services.

Our customers always expect high quality. Therefore, we at Isuzu aim to establish high-quality integrated service systems for customers in Japan and overseas.

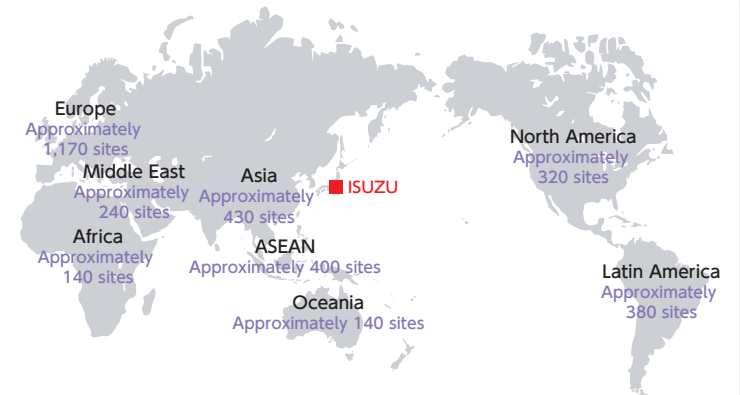
Service system (Japan)

 Sales/Service Network (Japan)
(Japanese only)
http://sasp.mapion.co.jp/b/isuzu_shop/



Service system (Overseas)

 Distributors Network
<http://www.isuzu.co.jp/world/distributor/index.html>





Quality

35 Management Approaches

37 Initiatives for higher product quality

39

Initiatives for higher service quality ▶

45 Initiatives for higher operation quality

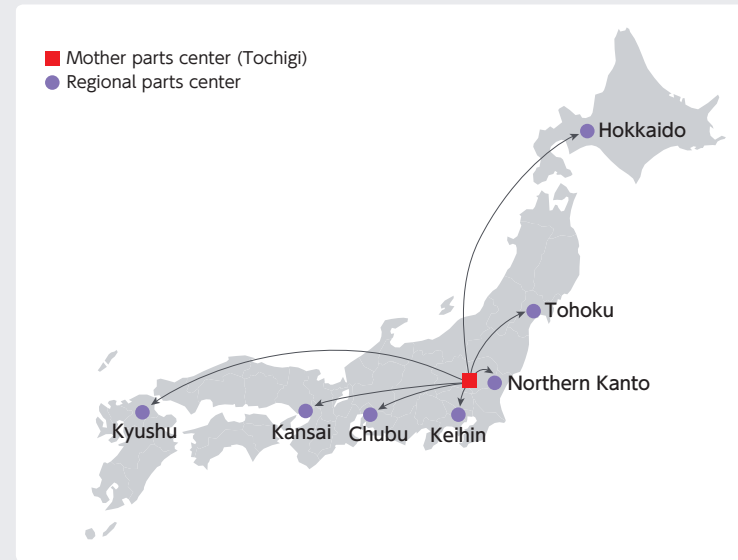
Parts supply system

Isuzu delivers service parts quickly and accurately to all areas via its network of our mother parts center (Tochigi, Japan) and regional parts centers in Japan and overseas.

▶ Domestic

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

Parts supply system (Japan)



▶ Overseas

The Isuzu service parts supply network has been extended to our regional parts centers in the Middle and Near East, Northe Africa, Central America, Europe, the ASEAN region, and Oceania in addition to our distributors across the globe.

Parts supply system (overseas)





Quality

35 Management Approaches

37 Initiatives for higher product quality

39 Initiatives for higher service quality

45 Initiatives for higher operation quality

Improvement of maintenance engineering

► Isuzu World Service Skills Contest (I-1 GP) Held

At the Isuzu World Service Skills Competition (I-1 GP), outstanding service staff and mechanics from countries and regions all over the world gather to compete in skill and knowledge in order to raise their own country's level of service. The competition is to determine which is the greatest team in the world, the goal being to give Isuzu customers maximum satisfaction anytime, anywhere.

11th LCV Division Competition (Thailand, November 3, 2016)

The LCV Division of the 11th Isuzu World Service Skills Competition (I-1 GP) was held in Bangkok, Thailand. A total of 22 countries took part, including three newcomers, Paraguay, Guatemala and India. Supporters from the various countries and many other people concerned came to watch this highly skilled competition.



Competitors earnestly engaged in the skills and written tests.

["11th LCV Division" (November 3, 2016), participants from 22 countries]

Rank	Country	Representative Company
1st place	Indonesia	P.T. Isuzu Astra Motor Indonesia
2nd place	Philippines	Isuzu Philippines Corporation

11th CV Division Competition (Japan, December 1, 2016)

The CV Division of the 11th Isuzu World Service Skills Competition (I-1 GP) was held at the Isuzu Monozukuri Service Training Center in Fujisawa, Japan.

The competition is divided into two categories according to the emissions regulation level of the vehicles deployed in each team's country. A total of 30 countries took part, 10 in Category A and 20 in Category B.

* Category A: Emissions regulation level Euro 5 or equivalent

* Category B: Except Category A



Scene from CV Division competition. Competitors were nervous but trusted in teamwork and their own skills as they tackled the tasks.

11th CV Division Competition (Japan, December 1, 2016)

Category	Rank	Country	Representative Company
Category A	1st place	Japan	Isuzu Motors Kinki Co., Ltd.
	2nd place	Australia	Isuzu Australia Ltd.
Category B	1st place	Indonesia	P.T. Isuzu Astra Motor Indonesia
	2nd place	Colombia	GM-Isuzu Camiones Andinos de Colombia, Ltda.



Quality

35 Management Approaches

37 Initiatives for higher product quality

39

Initiatives for higher service quality

45 Initiatives for higher operation quality

► Service/Parts Skill Competition

Isuzu holds an annual skill competition in which workers compete on a collection of all their day-to-day technologies.

National Service/Parts Skill Competition (Japan)

The competition is held every year with the slogan "Impressive services for our customers with our established techniques and customer-oriented mind-set!"

Isuzu encourages education and training programs because they help Isuzu After Sales staff to enhance their engineering skills, which leads to higher customer satisfaction. The competition also provides motivation and its aim is to strengthen ties among staff members while they compete with each other in individual matches to be the best in the country.

FY2016 achievements

FY2016 National Service/Parts Skill Competition (November 2016)	Approximately 154 participant members from all over the country were qualified to the final.
---	--



Scene from finals in competition

► Training employees of Isuzu distributors

We offer training programs to the employees of the distributors that support transport for Isuzu's customers, so that they can boost their maintenance engineering skills and learn more advanced repair techniques.

FY2016 achievements

Education at the Isuzu Monozukuri Service Training Center	51 courses and 281 sessions No. of participants: 2,421
Maintenance engineering workshop (for all distributors)	31 sessions



Practical training at the Monozukuri Service Training Center

Feedback from participants

- Since I was able to learn about techniques for customer response, an area which I had some concerns about, I will put them into practice and try to the best of my ability to prevent any complaints from arising. (Service representative from distributor)
- The examples of failure cases and repair procedures for new models were very easy to understand. (Maintenance staff from distributor)
- I want to spread this information within my company so that work can be performed even a little more efficiently, and I hope to be able to successfully apply what I have learned from this course. (Maintenance staff from distributor)

Customer support

► Fuel efficient and safe driving seminars and various support programs

Isuzu has been offering our customers seminars on fuel efficient and safe driving since 1995. In Fujisawa Plant, we have an on-site seminar facility called Isuzu Premium Club, which is exclusively for our customers. It is equipped with test courses so that we can offer more versatile seminars with rich material.



Safe and ecology driving practice in session



Quality

35 Management Approaches

37 Initiatives for higher product quality

39 Initiatives for higher service quality

45 Initiatives for higher operation quality

► Mimamori telematics for commercial vehicles (Available in some markets)

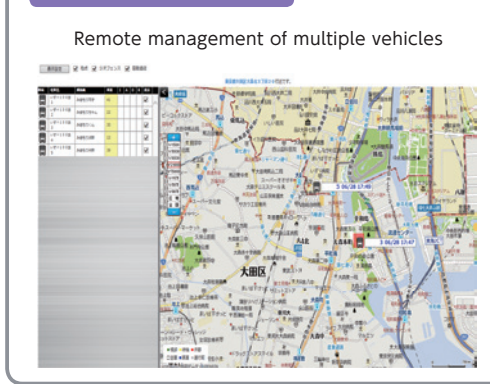
We recommend the use of Mimamori, Isuzu's own advanced driving information system, as a way of monitoring customers' driving status.

Overview of MIMAMORI

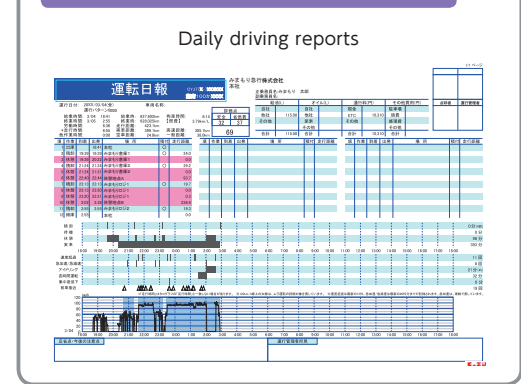
Prevention of accidents



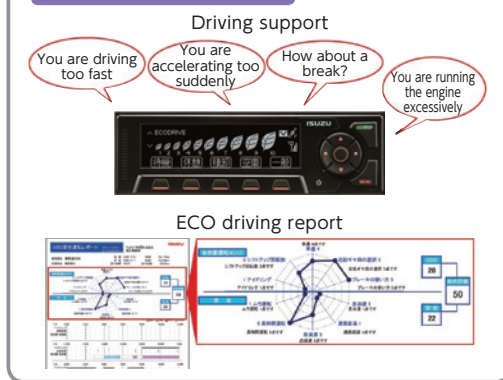
Movement tracking



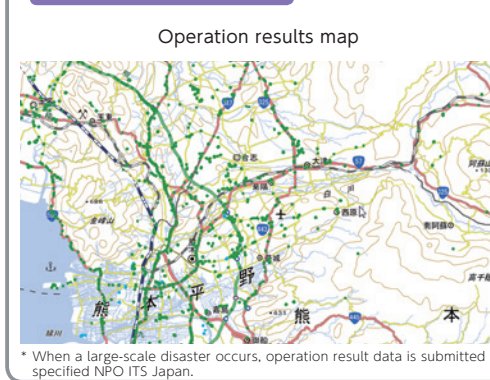
Management of actual results vs. predictions



Energy saving



Disaster support



Operation monitoring





Quality

35 Management Approaches

37 Initiatives for higher product quality

39

Initiatives for higher service quality ▶

45 Initiatives for higher operation quality

▶ Announcement to Customers

The Announcement to Customers section of the Isuzu website brings attention to accidents or failure risks from misuse or other reasons to warn customers who drive Isuzu vehicles.

📄 Notifications to Customers (2016) (Japanese only)
http://www.isuzu.co.jp/oshirase/index_2016.html

- Points of Inspection and Maintenance for Preventing Bus Fire Accident (Japanese only)
<http://www.isuzu.co.jp/oshirase/160425.html>
- Inspection of Resin Grips (Japanese only)
<http://www.isuzu.co.jp/oshirase/pdf/160610.pdf>

▶ Responses to longer-term service

As a recent trend, we have seen longer terms of vehicle services or more mileage, due to economic changes. There are many ways that inspection and maintenance can ensure safety for our customers over a long term of service. To prevent failures from occurring, Isuzu is fully prepared with parts to be regularly replaced in order to meet customer needs for periodic maintenance works.

Our scheme will continuously tackle improvements in inspection and maintenance including the long-term service aspect based on the actual status.

▶ Customer Center (Japan)

Isuzu has set up a Customer Center to provide a point of contact for various inquiries from our customers.

Opinions and inquiries received from customers are sent to relevant internal and external departments, and are applied to efforts for improvement in product and service quality.

📄 For inquiries, visit the websites below. (Japanese only)
<http://www.isuzu.co.jp/inquiry/index.html>

VOICE



Field Quality
Engineering Dept.
Customer Center
Yoshida Kyouko

Based on our Corporate Vision of “Supporting Transport”, the Customer Center carefully responds to the diverse inquiries we receive from our customers. Since commercial vehicles are involved with a much greater range of work than passenger vehicles, the amount of trouble which can arise if even one vehicle stops operating is immeasurable. We believe that it is essential to provide our support so that our customers’ vehicles can be put back into operation as quickly as possible and with

complete safety. I am always conscious of our Corporate Vision when performing my work. When I find myself facing troubles with response or when I am thinking about how to set priorities, I always ask myself, “Is this really fulfilling our goal of supporting transport?” I also take special care to listen to and understand the feelings of customers when they express dissatisfaction. Communication can be achieved smoothly if we are receptive in listening to the things customers wish to express, and if this stance can then in turn be conveyed back to customers. I truly feel satisfaction and motivation in my work when I am able to resolve a customer’s problems or concerns by offering my own knowledge.

Since I only have a standard driver’s license myself, when matters arise regarding commercial vehicles which I am not familiar with or don’t understand, I ask the people around me for help and I am trying to improve my own knowledge by studying every day. My upcoming goal is to attempt to obtain a heavy-duty vehicle license or a maintenance qualification, so that no matter what I am asked I will be able to reply confidently to customers in my own words based on my own knowledge and experience.

▶ Automobile Customer Satisfaction

According to J.D. Power, we were ranked No. 1 in a 2017 Japan heavy-duty truck customer satisfaction survey, and No. 2 in a Japan light-duty truck customer satisfaction survey.

We will continue to make every effort to provide products and services able to fully satisfy our customers.



Quality

35 Management Approaches

37 Initiatives for higher product quality

39 Initiatives for higher service quality

45

Initiatives for higher operation quality ▶

Basic Ideas

Isuzu leverages efforts to raise awareness about quality and knowledge since we believe that in addition to enhancing product and service quality, enhancing the performance quality of individual employees helps build up the quality that meets customer needs.

Education for raising awareness and knowledge among employees

Isuzu provides employee education in both awareness and knowledge with the aim of improving operational quality.

▶ Raising awareness

Discussions among employees

To raise awareness of operational quality, Isuzu holds a series of discussions among employees about “doing a good job for our customers” on the themes of telephone inquiries from customers to the Isuzu Customer Center, and the Quality Month Message given by top management to employees every November, which is Quality Month*.

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

FY2016 achievements

Theme of Quality Month message	“Let’s stay alert and informed about real situations, so we can do even better work as a team!”
--------------------------------	---

Stationing young engineers at distributors

Young engineers also have the opportunity to work in distributor or in the front lines of service so that they can design products from a customer-oriented mind set.

FY2016 achievements

Stationing young engineers at distributors	25 participants
--	-----------------

Quality awareness education for Isuzu distributors

To build up their quality awareness as part of the Isuzu Group, all Japanese dealers undergo awareness education programs where they learn the importance of quality-related operations including accurate and prompt information sharing, the reliable collection of defective parts, and the early implementation of recall campaigns.

FY2016 achievements

Quality awareness education for distributors	28 sessions
--	-------------

▶ Improving knowledge (Knowledge enhancing program)

Isuzu provides an education program for employees based on quality-related knowledge, including training on laws and regulations and on QC. The laws and regulations training includes programs on recall systems and Road Transport Vehicle Law while the QC training includes an entry-level QC course, a basic problem solving course and a problem solving practice course for quality improvement.

FY2016 achievements

The Road Transport Vehicle Law / Recall scheme	Session held. (for the new employees)
QC entry-level course	215 participants
Basic problem solving course (QC Training I)	155 participants
Practical problem solving course for quality improvement (QC Training II)	36 participants



Scene of paper helicopter flight demonstration during QC entry-level course



Quality

35 Management Approaches

37 Initiatives for higher product quality

39 Initiatives for higher service quality

45 Initiatives for higher operation quality

► 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 the required knowledge and skills for monozukuri (craftsmanship), but the school also guides them toward a deep understanding of monozukuri as well. They also enter the National Skills Competition in order to ascertain the results of their technical training.



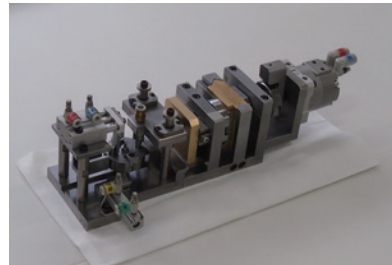
Scene at hands-on turning training which was awarded a Fighting Spirit Prize



Work produced during training exercises, which was awarded a Fighting Spirit Prize



Scene at hands-on mechanical device assembly training which was awarded a Fighting Spirit Prize



Work produced during training exercises, which was awarded a Fighting Spirit Prize

FY2016 achievements

The 54rd National Skills Competition	Automobile Turning Category: 1 person received a Fighting Spirit Prize
	Automobile Mechanical Device Assembly: 1 person received a Fighting Spirit Prize



Respect for Employees

47

Management Approaches

- 48 Industrial health and safety
- 51 Utilization of Diverse Human Resources
- 54 Personnel Development
- 57 Improving Employee Satisfaction

Basic Ideas

Isuzu respects the personal character and individuality of each of its employees so that they can show their skills to the full, and aims to create a safe, sound and comfortable work environment that gives them a sense of prosperity and achievement.



Respect for Employees

47 Management Approaches

48 Industrial health and safety

51 Utilization of Diverse Human Resources

54 Personnel Development

57 Improving Employee Satisfaction

Ideas on safety

Isuzu is carrying out various measures to build a safe, secure working environment, and aims to create workplaces that fully comply with its safety basics: the Three Safety Principles, Isuzu's Five Safety Behaviors, and the Ten Prohibited Items.

Policy

Principles of Safety

Three Safety Principles

- ▶ Order and neatness
- ▶ Inspections and maintenance
- ▶ Standard operations

Isuzu's Five Safety Behaviors

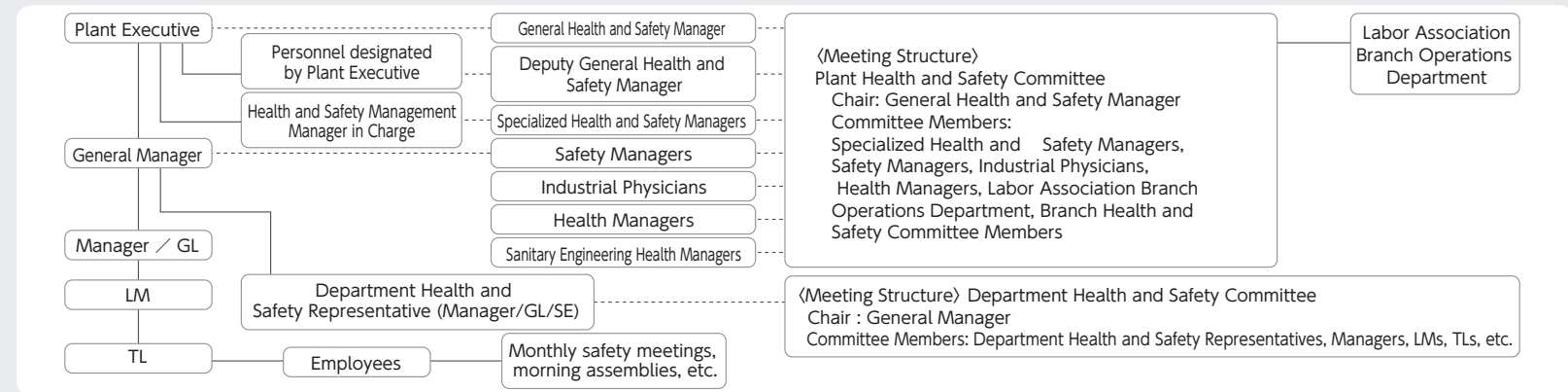
- ▶ Press the red button the moment you notice something wrong
- ▶ Work as a team by giving signals to each other
- ▶ Follow procedures carefully when setting up
- ▶ Pause and check before touching anything
- ▶ Start work with an inspection and finish work with maintenance

Ten Prohibited Items

1. Do not touch working machinery and rotating objects.
2. Do not remove fitted covers, hoods, rails or safety devices.
3. Do not climb onto or step over conveyer belts, pits, or pallets.
4. Do not use gloves when operating a drill or rotary cutter.
5. Do not handle steel sheets or chips with bare hands.
6. Do not make decisions at work without consulting others.
7. Do not rush up and down stairs. Do not put your hands in your pockets. Do not run.
8. Do not smoke while walking. Only smoke in designated areas.
9. Do not walk underneath objects suspended from cranes.
10. Do not rush around corners or through doors.

System

Plant Health and Safety Management System (Organization)





Respect for Employees

47 Management Approaches

48 Industrial health and safety ▶

51 Utilization of Diverse Human Resources

54 Personnel Development

57 Improving Employee Satisfaction

FY2016 Initiatives for Occupational Health and Safety Activities

In order to prevent employee occupational accidents, we are deploying company-wide activities centered on “pointing and calling” and “risk assessments after operation of new production equipment”, to promote enhanced safety awareness and to improve production equipment safety. We are also promoting the creation of workplaces where our employees can work without concern for their safety and health, by implementing risk assessments specialized for preventing fire accidents, and holding traffic accident prevention training to raise individual awareness (risk prediction) as a part of traffic accident prevention activities.

Main Themes	Action Items
Prevention of industrial accidents	<ul style="list-style-type: none"> • Increasing safety knowledge and awareness (Expanded practice of pointing and calling, etc.) • Ensuring safety in operations (Reviewing procedure manuals, giving instruction in work safety, etc.) • Making production facilities intrinsically safe (Risk assessments after equipment installation, etc.)
Prevention of fire accidents	<ul style="list-style-type: none"> • Properly maintaining and controlling facilities and equipment that use hazardous materials (Introduction of risk assessments for preventing fires and explosion accidents) • Understanding and eliminating causes of fire accidents
Prevention of traffic accidents	<ul style="list-style-type: none"> • Preventing traffic accidents involving workers commuting by car or motorcycle • Improving road safety awareness campaigns
Health maintenance and promotion	<ul style="list-style-type: none"> • Arranging consultations with industrial physicians for workers doing excessive overtime • Performing stress checks
Improvement of work environment	<ul style="list-style-type: none"> • Continually performing environmental evaluations during safety assessments • Promoting the creation of a comfortable working environment
Disaster measures	<ul style="list-style-type: none"> • Reviewing systems intended to prepare for emergency situations such as earthquakes (Updating manuals, gradually updating disaster prevention equipment, etc.)



Pointing and calling



Risk assessments after operation



Risk assessments to prevent fire accidents



Respect for Employees

47 Management Approaches

48 Industrial health and safety

51 Utilization of Diverse Human Resources

54 Personnel Development

57 Improving Employee Satisfaction

Initiatives for maintenance and promotion of good health

Main Themes	FY2012	FY2013	FY2014	FY2015	FY2016
Specific healthcare guidance	737	748	709	723	657
Patients receiving health check-ups	4,710	4,837	5,574	5,251	5,595
Mental health counseling users	66	73	120	101	90
24-hour telephone health counseling users	202	186	214	220	170
Recreation and sports event participants	276	137	681	736	844
Home visits & guidance for the elderly	9	15	14	10	9
Health seminar participants	22	12	46	26	36
Lifestyle-related disease prevention, promoting gargling & hand washing, walking challenge program, etc.	2,134	2,101	1,980	1,973	1,866
Breast cancer screening	133	121	109	141	—
Gynecological examinations*1	—	—	—	—	1,089

*1 In FY2016, we revised our businesses to offer total support for gynecological procedures as an optional part of health checkups.

* Figures indicate no. of participants

* Including Isuzu health insurance system details

Future Initiatives

Isuzu will tackle the challenge of creating work sites that allow the employees to fully comply with the safety basics: the Three Safety Principles, Isuzu's Five Safety Behaviors, and the Ten Prohibited Items.

We also aim to reach our plant safety control targets through the steady continuation of activities such as safety patrols, close-call surveys, and hazard prediction.



Respect for Employees

47 Management Approaches

48 Industrial health and safety

51

Utilization of Diverse Human Resources

54 Personnel Development

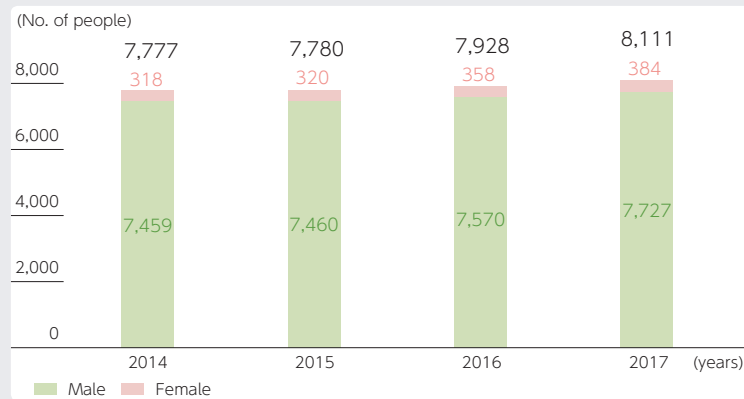
57 Improving Employee Satisfaction

Basic Ideas

Isuzu respects differences between people such as age, gender, nationality, level of disability, and work environment, and believes that utilizing such differences can increase employee motivation and improve the company's competitiveness through the creation of new ideas and value. Isuzu is therefore promoting a range of measures, including employing diverse human resources such as the disabled or foreigners, and creating an environment in which it is easier to do short-time work, take maternity or nursing care leave, and so on.

Trend in employee numbers

*As of end of March each year



No. of people according to age (years)

	Less than 30	30-39	40-49	50 and over	Total
Male	1,601	1,798	2,019	2,309	7,727
Female	117	83	134	50	384
Total (no. of people)	1,718	1,881	2,153	2,359	8,111

* As of end of March

Initiatives toward new employment

Although the impact of the external environment and internal environment need to be considered, Isuzu's policy for recruitment is, where possible, to continue hiring a stable number of new graduates without being influenced by variations in business climate or results.

We hope to maintain these recent low turnover figures by conducting recruitment activities that match Isuzu with job applicants, building an internal system of following up on recruits, and trying to keep them motivated through training etc.

No. of new graduates recruited

	FY2012	FY2013	FY2014	FY2015	FY2016
Admin/technical worker (graduates of universities/technical colleges)	97	101	125	139	194
Admin/technical worker (high school/college)	9	5	6	15	24
Skilled worker (graduates of high schools/junior high schools/trade schools)	52	48	75	82	125
Total (no. of people)	158	154	206	236	343

No. of foreigners employed

Joined April 2016	4
Joined April 2017	1

Personnel turnover (including mandatory retirement)

	FY2014	FY2015	FY2016
Personnel turnover	3.4%	2.7%	2.5%



Respect for Employees

47 Management Approaches

48 Industrial health and safety

51

Utilization of Diverse Human Resources

54 Personnel Development

57 Improving Employee Satisfaction

Promoting the role of women

Isuzu fully understands that women will play a more important role in Japan for the country to achieve sustainable economic growth going forward. At present, Isuzu has about 400 female employees, of whom approximately 8% are at management or executive level, and will actively develop and promote more in future.

▶ Action plan to promote the role of women

Based on the April 2016 Act on Promotion of Women's Participation and Advancement in the Workplace, Isuzu has drawn up the following action plan.

- ▶ Make the number of female managers (and executives) in FY 2020 1.5 times what it was in FY 2014.
- ▶ Make the proportion of female administrative employees 40% and technical employees 7% by FY 2020.



International Sales Dept. No.4
Europe & Oceania Group
Group Leader
(section manager position)

Ishida Noriko

VOICE

When it was decided that I would be promoted to my current managerial position as Section Manager in FY2016, I was overjoyed that my work had been so highly evaluated, but at the same time uneasy about whether I was suited to managerial duties. Now, I can confidently say that I am happy to have taken this step forward with an attitude of taking on new challenges. Even though the time I have is always limited, I am now balancing the tasks of raising my children with

my new work duties, thanks to the kind support I can receive from the people around me.

I believe that from here on, systems and measures related to various types of work styles, such as employment formats to support working mothers, will continue to advance and grow. I hope to be able to undertake further challenges in the future while maintaining my work-life balance.

Promoting the role of old people (post-retirement)

Isuzu has established a retiree rehiring system and created a work environment in which employees can continue playing a role after 60 years old. Currently, 500 and more people are employed as rehired retirees.

Trend in rehired retiree numbers

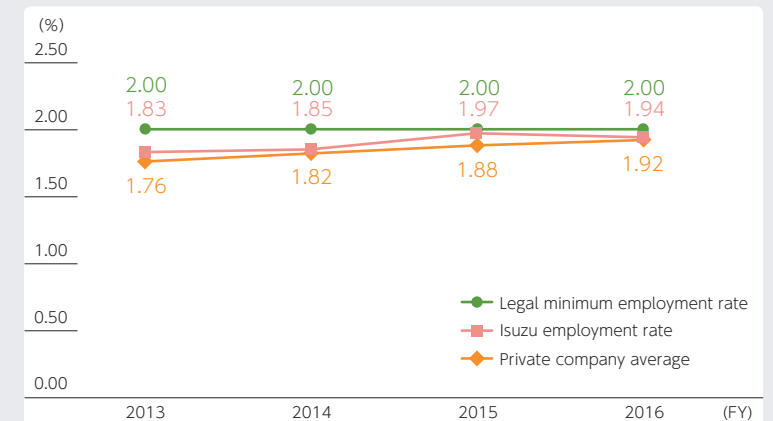
	FY2012	FY2013	FY2014	FY2015	FY2016
No. of people	361	501	559	578	627

Encouraging employment of disabled people

We are promoting the employment of disabled persons with a view to achieving a society where people support each other, regardless of disabilities. To constantly exceed the legal minimum employment rate of disabled people, we actively recruit them not only after graduation but also mid-career. Isuzu also places disabled people not only in administrative positions but in technical workplaces too, taking into account each person's disability and based on what suits their aptitude and wishes, so that they can play an active role.

Trend in employment rate of disabled persons

*As of end of June each year





Respect for Employees

47 Management Approaches

48 Industrial health and safety

51

Utilization of Diverse Human Resources ▶

54 Personnel Development

57 Improving Employee Satisfaction

Promoting work-life balance

Developing a sustainable society or company requires a work-life balance that enables everyone, regardless of gender, to work with a sense of satisfaction and fulfillment while having time for things like bringing up their children and nursing their relatives. Isuzu therefore encourages less working out of hours and more taking of annual paid leave. It has also set up a system of different kinds of leave including parental leave, nursing care leave, and volunteer leave, as well as a short-time work system.

Trend in parental leave utilization

	FY2012	FY2013	FY2014	FY2015	FY2016
Male	1	3	4	11	2
Female	13	28	28	31	27
Total (no. of people)	14	31	32	42	29



Respect for Employees

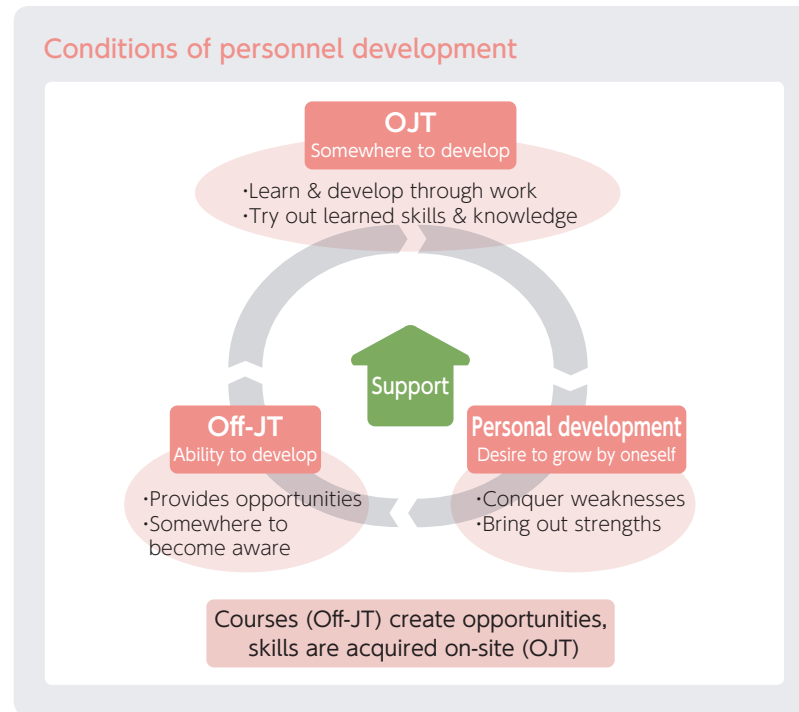
- 47 Management Approaches
- 48 Industrial health and safety
- 51 Utilization of Diverse Human Resources

54 Personnel Development

- 57 Improving Employee Satisfaction

Basic Ideas

Isuzu puts on-the-job practical training at the heart of its personnel development. Off-the-job training consists of courses away from the workplace, and is somewhere for employees to pick up skills their company needs and identify the direction in which they themselves should grow. This is because, amid all the changes and competition of globalization, every employee is required to think and act for themselves. Isuzu has therefore examined and clarified the skills needed at each level, and built a substantial training system for employees to acquire the right skills at the right time.





Respect for Employees

- 47 Management Approaches
- 48 Industrial health and safety
- 51 Utilization of Diverse Human Resources

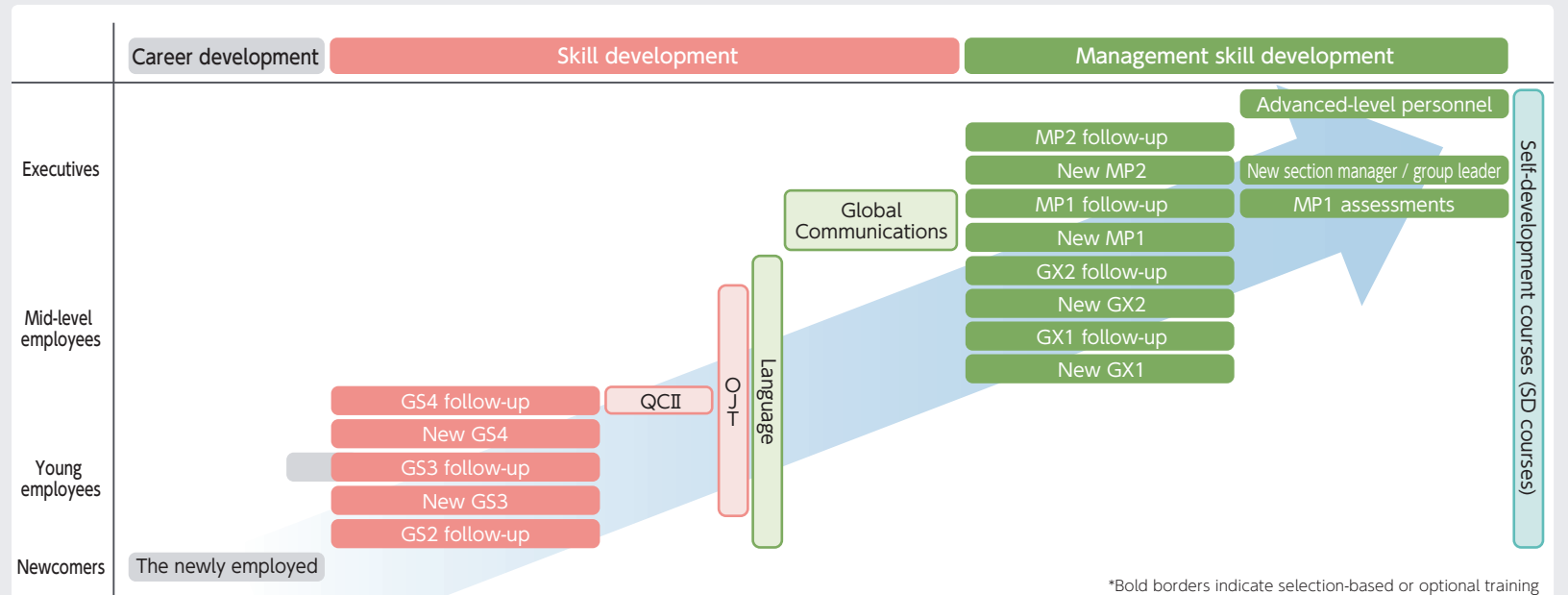
54 Personnel Development

- 57 Improving Employee Satisfaction

Education/training scheme

Isuzu's training system is made up of three areas: career development, skills development, and management capability development. Career development is aimed at new employees and young employees, and cultivates personnel who can expand their own expertise and develop their career by themselves. Skills development helps employees to improve their skills and acquire the knowledge and insight to play a more global role, with a focus on the abilities required at their particular level and position. Management capability development is training aimed at enhancing managerial ability and humanity in order to cultivate the managers of the future.

Isuzu training system (Admin & technical positions, executives)



Trend in training participation and results by category and gender

*As of end of March each year *No. of participants/No. enrolled

Employee category	Gender	FY2012	FY2013	FY2014	FY2015	FY2016
Admin & technical positions / Executives (no. of people)	Male	688/3,077	622/3,743	1,132/3,743	1,678/3,743	2,087/3,936
	Female	50/ 261	39/ 309	99/ 309	111/ 309	165/ 353
Skilled workers (no. of people)	Male	201/4,323	167/4,335	211/4,335	611/4,335	2,059/4,417
	Female	5/ 34	0/ 32	1/ 32	3/ 32	20/ 34



Respect for Employees

- 47 Management Approaches
- 48 Industrial health and safety
- 51 Utilization of Diverse Human Resources

54 Personnel Development

- 57 Improving Employee Satisfaction

Skills transmission and development

Isuzu is working to enhance skill levels, having established a graded training system for its skilled workers on “Skills transmission and development”, which is a topic in its Mid-term Business Plan.

Initiatives by division

[Production Division]

① For special skills that are advanced and require long experience, each workplace carries out its own skills transmission training while the Production Division as a whole provides more systematic skills transmission training.

* Graded training for skilled workers: New employee, young, mid-career, supervisor, etc.

② Isuzu workers enter the annual National Skills Competition in their aim to acquire the highest skills in Japan, and have won prizes in successive years.

- ▶ 2012 Bronze medal: Mechanical Device Assembly (1 person)
Fighting Spirit Prize: Turning (1 person)
- ▶ 2013 Fighting Spirit Prize: Mechanical Device Assembly (1 person) Automobile Plating (1 person)
- ▶ 2014 Bronze medal: Mechanical Device Assembly (1 person)
Fighting Spirit Prize: Automobile Plating (2 people)
- ▶ 2015 Bronze medal: Automobile Plating (1 person)
- ▶ 2016 Fighting Spirit Prize: Turning (1 person), Mechanical Device Assembly (1 person)

③ We provide advanced skills training and leader training in collaboration with external training institutions. The number of workers who have passed the National Trade Skill Testing & Certification has doubled since 2011. Training departments (including Isuzu Technical High School) have joined together with workplaces to run study sessions and practice sessions that support further qualification acquisition.

[Engineering Division]

① Every year we formulate career plans with career goals shared by senior and junior workers, and implement various curriculums for them to learn skills according to their level through training courses and OJT.

② Isuzu conducts advanced skills training not only at the Isuzu Monozukuri Service Training Center but also in collaboration with external training institutions such as Polytechnic Centers.

③ Isuzu is working to improve test-driving skill levels, having established its own accreditation system for test vehicle driving.

Future Initiatives

In its commitment to “Monozukuri work”, one of the initiatives in its Mid-term Business Plan, as well as “operation support work”, Isuzu is tackling personnel development not only in Japan but also overseas, the aim being to cultivate excellent personnel for the future and enhance the strength of the Isuzu Group as a whole.



Respect for Employees

- 47 Management Approaches
- 48 Industrial health and safety
- 51 Utilization of Diverse Human Resources
- 54 Personnel Development

57

Improving Employee Satisfaction ▶

Basic Ideas

Isuzu works intensely to improve employee satisfaction (ES) because we consider it to be a management challenge in terms of CSR and human resource development.

The ES survey is conducted periodically (every other year) to monitor changes in satisfaction levels of Isuzu employees by analyzing fixed point observations. It has been conducted eight times to date. Isuzu utilizes the results of these surveys as valuable data for formulating various corporate measures, and will promote reforms toward further ES improvement in future.

Welfare events held

▶ 2016 Plant Executive Cup Bowling Competitions at Isuzu Fujisawa/Tochigi Plants

Plant Executive Cup Bowling Competitions were held at the Fujisawa Plant (Fujisawa-city, Kanagawa) and Tochigi Plant (Tochigi-city, Tochigi). Preliminary matches were held beforehand from September, with a total of 3,150 participants in Fujisawa and Tochigi testing their skill in order to reach the finals.

The finals took place on November 26 (Fujisawa district) and November 27 (Tochigi district), and included teams not only from Isuzu but also from affiliated companies, as well as technical interns from overseas. Many colleagues and family members also came to show their enthusiastic support.



Participants became even more excited with support from affiliated departments and family members



Cheers of encouragement were heard with every throw

▶ The 2016 ISUZU Spo-Rec (Sports and Recreation) in Omori (Headquarters)

The 2016 ISUZU Spo-Rec in Omori was held at the company's Omori headquarters on October 21, 2016.

Selected members from each floor of the headquarters building in this district participated in various games. Many employees had an enjoyable time getting a glimpse of a different side to their colleagues.



The annual customary "Pedometer Dance"
The venue was filled with excitement as participants attended in a wide variety of costumes, from current popular trends to luxuriant attire.



The "Pony Race", worth double points
Since it was the final event, cheers of support became even more enthusiastic

▶ Corporate Pension System

At Isuzu, the "Isuzu Motors Corporate Pension Fund", a defined-benefit type corporate pension system, is in effect. This system provides coverage according to a reserve fund by the company for the purpose of supplementing public pension plans, with no contribution burdens placed on employees. A defined-contribution type pension system is also in operation, arranging systems for employees to live rich, fulfilling lives after retirement.



Harmony with Local Communities

58

Management Approaches



59 Initiatives in Japan

64 Initiatives in Foreign Countries

Initiative Policy

We in the Isuzu Group want to be trusted by our neighbors as a member of their communities, and to contribute to the development of those communities. We lead our operations across the world and show our respect for cultures and customs of nations and regions through our business activities. As a good corporate citizen, we play our roles on a global basis as well.

Future Initiatives

We greatly respect the initiatives implemented by Isuzu Group companies around the world, and are promoting activities to answer the needs of regional societies.

We also aim to achieve harmony with local communities through support activities which consider the Sustainable Development Goals (SDGs) agreed upon by the 2015 United Nations General Assembly.



Harmony with Local Communities

58 Management Approaches

59 Initiatives in Japan

64 Initiatives in Foreign Countries

Isuzu's Activities

► Isuzu Monozukuri Hands-on Workshop (Design Class) Held in Tsujido Kaihin Park, Kanagawa Prefecture

On March 12, Isuzu held the Isuzu Monozukuri Hands-on Workshop (Design Class) at Tsujido Kaihin Park in Fujisawa, Kanagawa Prefecture.

For the first time, the workshop was held on a same-day registration basis, and all five classes were filled up.

As a result, 100 children and parents took part and enjoyed putting their own various designs on paper craft Elf trucks and driving their great works on a test course.



Isuzu's design center staff (in aprons) with the children holding their own uniquely designed Elfs

► Isuzu Monozukuri Hands-on Workshop (Design Class) Held in Shonandai, Fujisawa, Kanagawa Prefecture

On February 26, Isuzu held an Isuzu Monozukuri Hands-on Workshop (Design Class) at Shonandai Culture Center Children's Museum in Fujisawa, Kanagawa Prefecture.

On the day, 34 children and parents took part and enjoyed making their own colorful designs on the latest new Elf paper crafts and driving their great works on a test course



Commemorative photo of everyone holding their finished trucks



Children working hard on their unique designs

► Isuzu Monozukuri Hands-on Workshop (Casting Class) held in Fujisawa, Kanagawa

On June 11, Isuzu held a Monozukuri Hands-on Workshop (Casting Class) in Tsujido Kaihin Park in Fujisawa, Kanagawa. The 56 children and their guardians who attended the greatly oversubscribed event all gained experience of metal casting.

Although the workshop has been implemented since 2014 in the earthquake-stricken areas of Tohoku, where it has received favorable reviews, in order to let children in the disaster areas share the value and enjoyment of manufacturing, this was the first time that it had been held in Fujisawa, Kanagawa, the home of Isuzu Fujisawa Plant.

With some children and parents visiting the park and joining the class on the spur of the moment, classes were successfully completed two times, once in the morning and once in the afternoon. The participants were able to get a real sense of casting by creating the Isuzu characters Giga-kun, Elf-kun and Elga-chan out of metal.



Photo of children when they start to feel affection for their works.



Harmony with Local Communities

58 Management Approaches

59 Initiatives in Japan

64 Initiatives in Foreign Countries

► Cosponsored Kanagawa Phil. “Orchestra Factory*” at Elementary Schools nearby Fujisawa Plant

Isuzu sponsored the Kanagawa Philharmonic Orchestra’s “Orchestra Factory” sessions at two municipal schools located in Fujisawa City, Kanagawa Prefecture: Mutsuai Elementary School (on January 17th) and Chogo Elementary School (on February 9th.)

These sessions, which have been held now for three years running, offer the opportunity for children at elementary schools near the Fujisawa Plant to learn through first-hand musical experiences, with the goal of inspiring creativity and broadening perspectives.

This year, the sessions were able to reach a total of around 2,100 children from the two schools.

*Orchestra Factory:By listening to and participating in a live orchestra performance, children are able to experience for themselves a large group of people coming together as one to create something wonderful—in this case, music. The idea is to have them see this as similar to the creation process at a factory.



The children were able to experience a powerful orchestra performance first-hand, and perform along with the orchestra using instruments they are familiar with. (Left: Mutsuai Elementary School, Right: Chogo Elementary School)

In addition, the children sang the school song, and an original composition written by them and the teachers, backed by the orchestra. Hopefully, this will have been an experience that they treasure for years to come.

► Isuzu Summer Festivals 2016

Both Fujisawa Plant and Tochigi Plant held their summer festivals in August 2016. The festivals were intended to show appreciation to the employees and their family members for their daily efforts as well as to the local community and residents for their cooperation. Fujisawa Plant welcomed approximately 23,000 visitors and Tochigi Plant approximately 7,000. The local residents also enjoyed the festivals.



The venue heated up with participants in matching happi coats

Fujisawa Plant

An exciting summer festival was held at the Fujisawa Plant, including extravagant events such as displays of DeuSEL® buses, and concluding with a thrilling fireworks show.



People from the neighborhood showed strong interest



The concert reaches its peak

Furthermore, a special sales booth was set up at the festival to sell local products from Tohoku and Kumamoto in order to support disaster-affected areas.



Supporting for Tohoku booth (left) and Kumamoto booth (right) Many participants had the interest and made cooperation of support.



Harmony with Local Communities

58 Management Approaches

59 Initiatives in Japan

64 Initiatives in Foreign Countries

Tochigi Plant

The theme of the Summer Festival at the Tochigi Plant was “Love Your Community, Love Your Family - Thanking Our Community, Families and Employees with One Heart.” A variety of fun events were put on as a way of saying thank you to members of the local community, our employees, and family members.



Visitors enjoyed many different events such as a Taiko drum performance staged by “Kobugikai” (left), and a cheerleading show presented by the Kokugakuin University Tochigi High School Cheer Squad (right).



Isuzu employees from various workplaces also enjoyed the festival with family members.

►Exhibited at 2016 Fujisawa Industry Festival

The 2016 Fujisawa Industry Festival (sponsored by the Fujisawa Chamber of Commerce & Industry and supported by the City of Fujisawa), an event introducing many of Fujisawa’s commercial and industrial products and other special products to those in and outside the city, was held in Fujisawa City on May 28 and 29.

Isuzu introduced itself and the environmental initiatives of its Fujisawa Plant, and also exhibited its Elf truck.

About 75,000 visitors enjoyed the two days of the festival. Many of them, including parents with their children, came to the Isuzu booth.



Elf truck on display outdoors



The opportunity to sit in the driver's seat of a seldom-seen Elf truck caused great excitement among the children

► Isuzu Tochigi Plant grounds provided for Emergency Fire Response Team, Kanto Block joint training

Following a request from the Ministry of Internal Affairs and Communications for help with billeting training space for its Emergency Fire Response Team*1 Kanto Block joint training, Isuzu made the Tochigi Plant grounds available for the training on October 17 and 18.

About 360 firefighters and 65 fire trucks from Saitama, Ibaraki and Yamanashi Prefectures gathered at the Tochigi Plant for those two days, carrying out mainly billeting training using air tents, along with support activity base training using its base facility truck*2, and fire truck refueling training.

*1 Emergency Fire Response Teams

Firefighting teams set up in 1995 to carry out efficient rescue activities based on lessons learned in the Great Hanshin Earthquake. Emergency Fire Response Teams were passed into law by the 2003 revision to the Fire Defense Organization Act, and to date have been dispatched on firefighting duties to disasters such as the 2011 Great East Japan Earthquake, the 2015 Kanto-Tohoku Heavy Rainfall Disaster, and the 2016 Kumamoto Earthquakes.

*2 Base facility truck

A truck that forms a base for supporting firefighting activities, loaded with equipment enabling the billeting of around 100 people. It carries logistics equipment to support firefighting activities for a long time under tough conditions, such as in earthquake disaster areas.



The Base facility truck by which they gathered in Isuzu Tochigi plant



Scene from billeting training



Harmony with Local Communities

58 Management Approaches

59 Initiatives in Japan

64 Initiatives in Foreign Countries

Isuzu Group (Domestic) Initiatives

► Isuzu Engine Manufacturing Hokkaido Corporation makes donation to Tomakomai City’s “Restroom Car for handicapped people” scheme

Isuzu Engine Manufacturing Hokkaido Corporation (based in Tomakomai City; from hereon referred to as “Isuzu Engine Manufacturing Hokkaido”) has made a donation to the “Restroom Car” scheme introduced in Tomakomai City in Hokkaido as part of measures aimed at helping physically handicapped people.

The scheme uses a vehicle based on Isuzu’s Elf truck, and the donation will be used to improve equipment and so forth.

The scheme has been introduced by the city in order to provide an environment where physically handicapped and elderly people can participate in events and local activities without having to worry about whether or not there will be a toilet available.

The Restroom Car can be used while in a wheelchair, and what’s more, as it features composting toilets that use sawdust to decompose waste, it is also gentle to the environment. The car is useful not only during events, but also at disaster shelter centers when there is a shortage of toilets.



The car made its debut at “Tomakomai Skate Festival” (held on February 4th and 5th), where it received a lot of interest.



The interior of the Restroom Car introduced in Tomakomai City

► Company facilities lent to Hokkaido Prefectural Police Mobile Traffic Unit for training

Every year, WAcorn Hokkaido Co., Ltd. (Mukawa-cho, Yufutsu-gun, Hokkaido: hereinafter “WAcorn Hokkaido”) lends company facilities, such as test courses, to Hokkaido Prefectural Police Mobile Traffic Unit for driving training.

This year, police car and police motorcycle training was carried out over three days from August 19 to 21.



Training at the WAcorn Hokkaido test course.

► On-site facilities provided for regional driver training and local city event (WAcorn Hokkaido Co., Ltd.)

On October 1, as part of the safe driving training classes organized by the Muroran Trucking Association, WAcorn Hokkaido gave winter road safety driving classes using its low friction test roads. For the twenty association members taking part on the day, the low friction test course gave them a real taste of driving on snowy and icy road surfaces.



Actually experiencing slippery road surfaces on the low friction test course



Harmony with Local Communities

58 Management Approaches

59 Initiatives in Japan

64 Initiatives in Foreign Countries

▶ Special Class as Part of “We Love Trucks” Project Held at Local Elementary Schools (Isuzu Engineering Co., Ltd.)

Isuzu Engineering Co., Ltd. (Fujisawa, Kanagawa Prefecture, hereinafter referred to as “Isuzu Engineering”), holds activities by its volunteer members aimed at local children and employees’ families to make them love trucks.

As part of this initiative, on March 29 Isuzu Engineering held our first special class at the Endo Community Center, Fujisawa for 19 children of Akibadai Elementary School and Ishikawa Elementary School, both in Fujisawa, Kanagawa Prefecture.

They all enjoyed the various attractions on the day, including making their own maps on the theme “Do you know there’s a big truck factory nearby?,” learning about the relationship between the community and Isuzu, assembling and designing paper craft Elf trucks, and sitting in the driver’s seat of a real Elf.



They suppressed the homemade maps. “Where is our school? Where is Isuzu Fujisawa plant?”



Harmony with Local Communities

58 Management Approaches

59 Initiatives in Japan

64

Initiatives in Foreign Countries

Isuzu Group (Overseas) Initiatives

► Scholarships Presented to Children of Isuzu Car Drivers

Every year, P.T. Isuzu Astra Motor Indonesia (IAMI) presents scholarships to support children of Isuzu car drivers as they enter school.

Screening is carried out on the children of Isuzu car drivers and mechanics throughout Indonesia, 170 of whom received this scholarship in 2016. The presentation ceremony was held on August 17 at the Indonesia Motor Show arena.

* This year there were about 400 applications (twice as many as the previous year), 170 of whom received the scholarship after a rigorous screening. The first 250 applicants were also presented with a gift set including a satchel and books.



All smiles at the scholarship presentation ceremony with children from communities near Jakarta

► Blood Donation Drives Conducted in Commemoration of the 60th Anniversary of Astra International

On February 20, 2017, P.T. Isuzu Astra Motor Indonesia (hereinafter referred to as "IAMI") conducted blood donation drives to commemorate the 60th anniversary of the founding of its partner P.T. Astra International Tbk (Indonesia).



Many employees took part in the blood donation drives

► Forestation activity to Commemorate 20th Anniversary of Founding of Isuzu Philippines Corporation

Isuzu Philippines Corporation (hereinafter referred to as "IPC"), approaching the 20th anniversary of its founding, is proactively holding various CSR activities.

One of these was a forestation activity carried out on February 4 in the Mount Makiling forest reserve (a national forest conservation area run by the University of the Philippines) where we have long carried out conservation activities.



Many IPC employees including the president took part

Conservation in the Mount Makiling forest reserve has been underway since 2010 and we have to date planted more than 300 trees of 13 different species over 13 hectares and installed a 1.3km long footpath to help with forest conservation.

VOICE



Isuzu Philippines Corporation
Supervisor, Corporate Communications Section
Yvonne Linchangco

The Isuzu Philippines CSR Kickoff activity was an extremely meaningful event. While continuing to provide high-quality products, we are also indicating our strong sense of responsibility toward environmental matters to our society. As we approach the 20th anniversary of establishment, Isuzu will not only introduce even more environment-friendly vehicles and provide environment-related support, but will also reaffirm its vow to support local regions and communities, with plans to provide technical education and guidance by IPC employees in the future.



Information disclosure

Basic Ideas

Isuzu aims to be a highly transparent company, disclosing impartial corporate information in a timely and appropriate manner in order to earn the broad trust of society.

Disclosure and communication of corporation information

At Isuzu, we put out information on our website with the aim of providing information that concerns all our stakeholders and building communication with those stakeholders.

Category	Where on the Website	Supervising Divisions
Products	Product Lineup (Isuzu Homepage)	Isuzu Motors Sales Ltd.
Distributors Network	Distributors Network (Isuzu Homepage)	Isuzu Motors Sales Ltd.
Regulations / Environmental Measures / Fuel-Efficiency / Cost Reduction Useful Information Column for Drivers*	Trucks Station	Isuzu Motors Sales Ltd.
About Isuzu Motors Limited	Corporate Profile (Isuzu Homepage)	Corporate Planning & Finance Division
I.R. Information/Investor Relations (Isuzu Homepage)	To our Investors	Corporate Planning & Finance Division
For Inquiries/Consultations*	Isuzu Customer Center	Quality Assurance Division
CSR Activities	CSR (Isuzu Homepage)	Corporate Planning & Finance Division
Recruitment Information*	Recruitment Information	Administration Division
About Recalls	Recall Information	Quality Assurance Division
About Trucks and Diesel Vehicles*	Isuzu's Technology: Work Vehicles around the World	Corporate Planning & Finance Division
Commercials, etc.*	Museum	Corporate Planning & Finance Division
	Hakobu	After-Sales Division
Communication	Facebook	Corporate Planning & Finance Division
	Isuzu Plaza	Corporate Planning & Finance Division

Items marked with a * indicate information provided in Japanese.



Compliance

66

Management Approaches

69 Activity Reports

Basic Ideas

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". To have the Isuzu corporate value recognized by society and continuously accomplish our corporate vision, it is essential that each one of our directors and employees act according to Isuzu's compliance standards, that is, not only complying with laws and regulations but also keeping high ethical standards that live up to the trust society puts in us.

Isuzu places the highest priority on implementing such compliance standards. Isuzu has developed the "Basic Policy for Compliance" as a summary of these standards which was put into effect from 2005, and intends to have all executive members and employees knowledgeable and informed of the policy. This policy is composed of seven fields, and if incidents occur which would violate it, top management personnel themselves will execute measures for problem resolution and cause investigation which involve recurrence prevention, release of quick and accurate information to society, and fulfillment of their responsibility to provide explanations.

► Initiative Policy

1 Winning trust from our customers

We aim to win trust from our customers by providing products and services that are useful to society, and thus contributing to the creation of a prosperous society.

2 Promoting fair and sound activities

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

3 Ensuring fair disclosure of corporate information

We communicate not only with our shareholders but also our stakeholders in broader society, disclosing our corporate information promptly, appropriately and impartially.

4 Respect for Employees

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

5 Contributing to environmental conservation

We not only address environmental conservation through our business activities, but also actively engage in social and regional environmental conservation activities as a corporate citizen of the Earth.

6 Contributing to society

We actively carry out social contribution activities as a good corporate citizen.

7 Ensuring harmony with international and regional communities

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



Compliance

66 Management Approaches

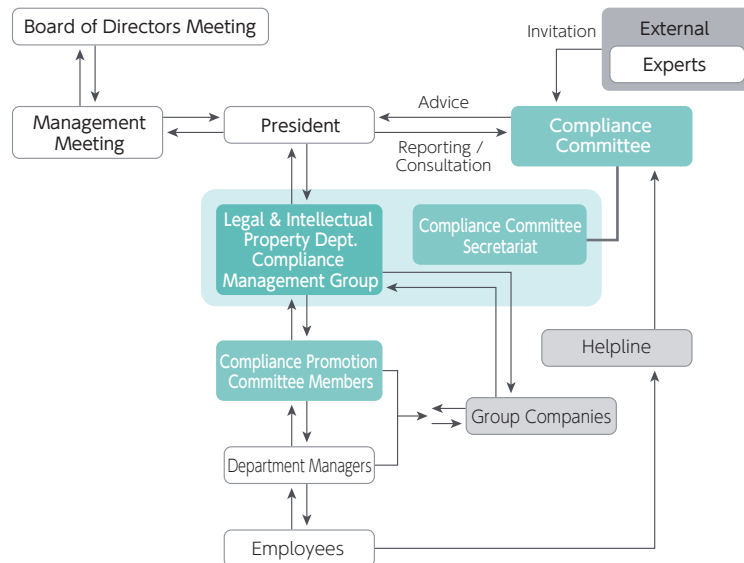
69 Activity Reports

Internal

Isuzu has created a system for implementing specific activities and established internal and external (helpline) routes for collecting suggestions regarding Isuzu compliance.

Moreover, the Compliance Committee was launched as the President's advisory group to seek objective advice, audits, and evaluations about promoting compliance.

Compliance Promotion System Outline



► Compliance Committee

The Compliance Committee is organized as an advisory body which invites external experts such as university professors and lawyers to become its members, to ensure fairness and integrity in order to promote compliance. It is composed of four invited external intellectuals, the President, and three executive members, and assembles once every 3 months.

This committee conducts discussions which cover topics such as the directions and action plans of Isuzu's compliance activities.

► Helpline

The Suggestion Box (Helpline) has been set up at an external law firm for the purpose of collecting suggestions on internal compliance from employees, securing a route to understanding issues.

In accordance with the Whistleblower Protection Act, people providing information are thoroughly protected with their personal names and other information kept hidden, and steps are taken to ensure that they are not subject to any disadvantageous treatment within the company whatsoever.

Information provided to the Suggestion Box (Helpline) is also reported to the Compliance Committee.

► Internal Consultation Services

Internal consultation services have also been set up separately from the Suggestion Box. These internal consultation services are available through three contact routes: workplace contacts (supervisors), division internal contacts, and company-wide contacts (Compliance Promotion Group of the Legal & Intellectual Property Department). Similarly to the Helpline, strict consideration is taken so that using these routes will not lead to any form of disadvantageous treatment whatsoever.

Isuzu Group

Isuzu introduced "Group Company Management Rules" with the purpose of managing the Isuzu Group companies through integrated standards so that the management level can be improved and compliance risks can be prevented within the group.

Individual reporting and consultation services have been set up internally and externally at 48 of our domestic Group companies and are each respectively operated for the purpose of collecting information on issues related to compliance.

By regularly holding compliance promotion meetings, with Group companies separated by business category, and having Group companies work toward common Group targets, we are increasing their compliance awareness and promoting horizontal development such as discovered compliance risks, responses etc., which has resulted in risk prevention.



Compliance

66

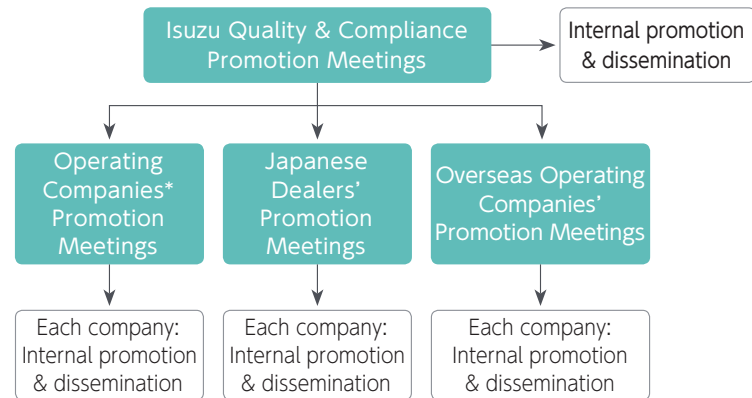
Management Approaches

69 Activity Reports

► Compliance Promotion System in Isuzu Group

Isuzu Quality & Compliance Promotion Meetings are held monthly composed of members from each division's Compliance Promotion Committee. The agenda items and deliberation content of these meetings are deployed internally by each division, and information is also provided at Group company promotion meetings.

Outline of Compliance Promotion System in Isuzu Group



* Operating companies: Related companies in Japan except Japanese dealers

► Strengthening Compliance System at Isuzu Group Companies in Overseas

To respond quickly to compliance cases of the group companies in overseas countries and to let the cases be shared among them, Isuzu is strengthening compliance system at the overseas group companies. The ASEAN region was selected to be first target area. Compliance system improvement has been promoted in cooperation with main companies in Thailand and Singapore. Since fiscal 2016, the current situation of compliance in each company has been confirmed, and in December 2016, a meeting was held to explain to the group companies in Thailand about how to proceed with the future compliance system improvement.



Compliance

66 Management Approaches

69 Activity Reports

Initiative Policies and Results for FY2016

In fiscal 2016, the issues of thorough compliance with the Subcontracting Act, thorough compliance with the Special Measures Act Concerning the Passing-on of Consumption Tax, and the drunk driving eradication campaign were raised as integrated Group issues (within Japan only) and promoted as a Group.

Although these initiatives are proceeding according to plans, domestic work style improvements and overseas system arrangement and enhancement are becoming new issues to be addressed. We intend to incorporate these issues into our upcoming activity plans and respond to them from here on. It is also notable that there were no significant cases of compliance violations or fines in FY2016.

▶ Activities for the Isuzu Group's common issues

To raise awareness of Isuzu Group compliance activities, we have set some common Group targets and are tackling compliance as a whole Group. In fiscal 2015 we addressed thorough compliance with the Subcontracting Act, thorough compliance with the Special Measures Act Concerning the Passing-on of Consumption Tax, and the drunk driving eradication campaign.

Implementation of compliance surveys (Japan)

We regularly implement annual compliance surveys with the aim of confirming the spread of compliance awareness and uncovering compliance risks.

In fiscal 2016 we surveyed a total of 11,760 people from 48 companies.

Issues identified from the survey results will be set as issues to be addressed in this fiscal year by each company, and responded to through training sessions or other activities.

Compliance education

Isuzu conducts level-oriented education on basic compliance and various laws and regulations through classroom lectures and e-learning, with the aim of fostering compliance awareness. Manager training and education programs on various laws and regulations are also provided to group companies, the aim being for all Isuzu Group employees to act with a common awareness of compliance. In fiscal 2016 a total of 7,300 employees from 22 companies within the Isuzu Group attended such lectures.



Scene at compliance training

Main education themes in FY2016

- ▶ Basic compliance education for new employees
- ▶ Compliance education for managers
- ▶ Compliance education for mid-career recruits
- ▶ Education about authorized exporter declaration procedures
- ▶ Education about harassment
- ▶ Drunk driving eradication campaign DVD screening



Compliance

66 Management Approaches

69 Activity Reports

▶ Publication of Compliance Guidebook and Compliance Cards

A company-wide Compliance Guidebook was published in January 2006 and has been deployed throughout the company, to serve as a means of indicating the fundamental stance and concepts of behavior required of all of Isuzu's executives and employees, and as a compiled code of conduct which should be understood and followed.

We have also issued Compliance Cards noting particularly important items selected from the Compliance Guidebook, which can be carried at all times by employees and referred to as necessary.

Division-oriented Compliance Guidebooks which incorporate specific practical examples to be followed by each division or department have been published and are deployed by individual divisions.

Activities to Prevent Violation of the Antimonopoly Law

"Compliance Manual for Observing the Antimonopoly Law," first issued in January 2000, was revised and issued in December 2016. This revised edition contains the items that reflect the amendments to the law including the review of administrative monetary penalty system and introduction of review concerning business combination plan. The revised compliance manual also includes the case examples and explanations about the actions that can be a problem in connection with the business of the Isuzu group companies.

▶ Overseas business guidelines

Isuzu's business activities have spread to various countries around the world. So that we conduct our business activities with respect for the laws and regulations, business practices, and religious and cultural values of each country, we have created a set of overseas business guidelines for developing appropriate business abroad.

Monitoring Initiatives

At our monthly Quality and Compliance Promotion Meetings, selected issues are presented by individual divisions and their status is confirmed.

The Corporate Audit Department and external consultants also conduct monitoring activities to check whether in-house and Group company self-inspections are suitably performed.

Looking toward FY2017 (Objectives and Issues)

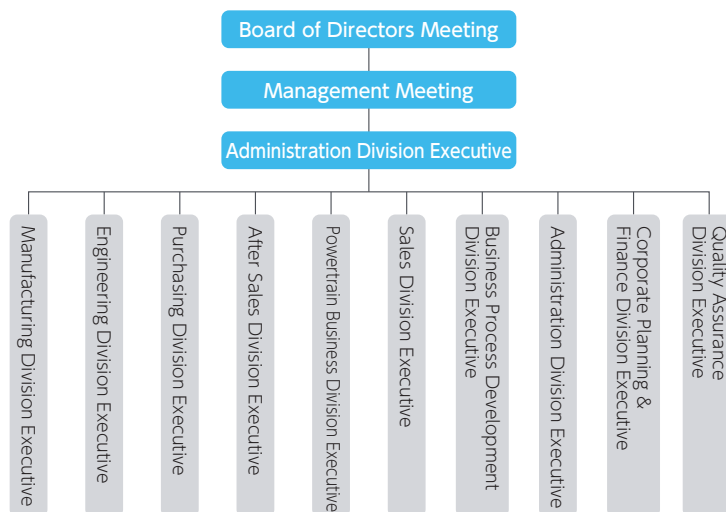
In FY2017, we have set the goal of "Activating our information network and thoroughly executing advance prevention measures" as our domestic activity target (for Isuzu and domestic Group companies), and "Arranging compliance systems" as the target for our overseas Group companies.

Respective issues will be promoted both domestically and overseas according to activity plans, and confirmed through promotion meetings.

Basic Ideas

Isuzu has set up a system in accordance with our Risk Management Regulations by which each division's Risk Management Officer conducts the risk management of their division and a Chief Executive for Risk Management controls the company's overall risk. We conduct thorough risk management by understanding and assessing the status of risk management at the Management Meeting and, in the event of a crisis, discussing, determining and implementing a response (including systematic) at the Management Meeting and reporting to the Board of Directors where appropriate.

Management system



BCP initiatives

► Purpose of BCP in Isuzu

Isuzu fully recognizes its corporate duties (social responsibilities) and has therefore drawn up a business continuity plan (BCP) consisting of a basic company-wide plan and action plans for each department, for quickly restoring the supply of its products and services even in times of difficulty after a large-scale disaster, and has been executing, updating and managing this plan.

► BCP basic policy

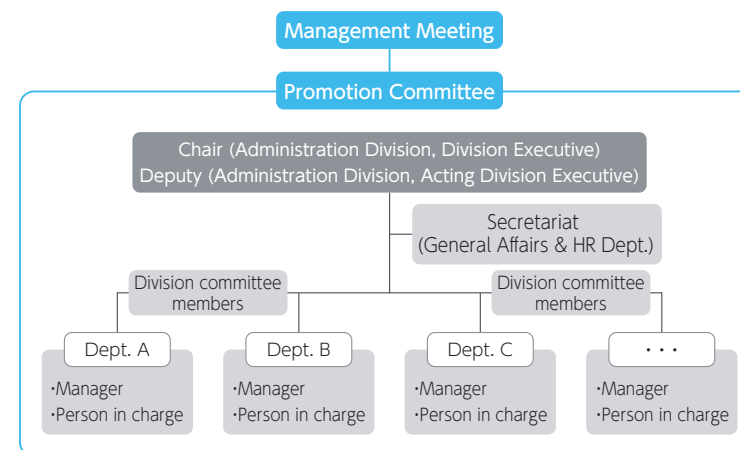
Basic policy on business continuity

- (1) We will secure the safety of our executives, employees and their families.
- (2) We will strive to make facilities, machinery etc. safe and prevent a secondary disaster.
- (3) We will minimize the impact on our customers and business partners.
- (4) We will try to restore and continue operations at an early time.

► Risks invoking BCP

The designated targets of Isuzu's BCP are key risks that could potentially lead to the long-term suspension or shutdown of operations.

BCP Promotion System at normal times



► About Training Activities

Isuzu carries out training on a regular basis to ensure effectiveness. In addition to disaster response training at each of our bases, initial response training is also held for establishing a Response Headquarters immediately after a large-scale disaster and carrying out measures such as collecting information on the safety of employees and damage conditions at each base.

Basic Ideas

Isuzu believes that the establishment of corporate governance structures that provide a framework for discipline is indispensable to its ability to generate consistent profits and enhance corporate value through its business activities. Recognizing that the fundamental purpose of corporate governance is to respect the position of all its stakeholders and build smooth relations with them, Isuzu endeavors to ensure fairness and transparency in its corporate affairs through the timely and appropriate disclosure of important information.

Corporate Governance System

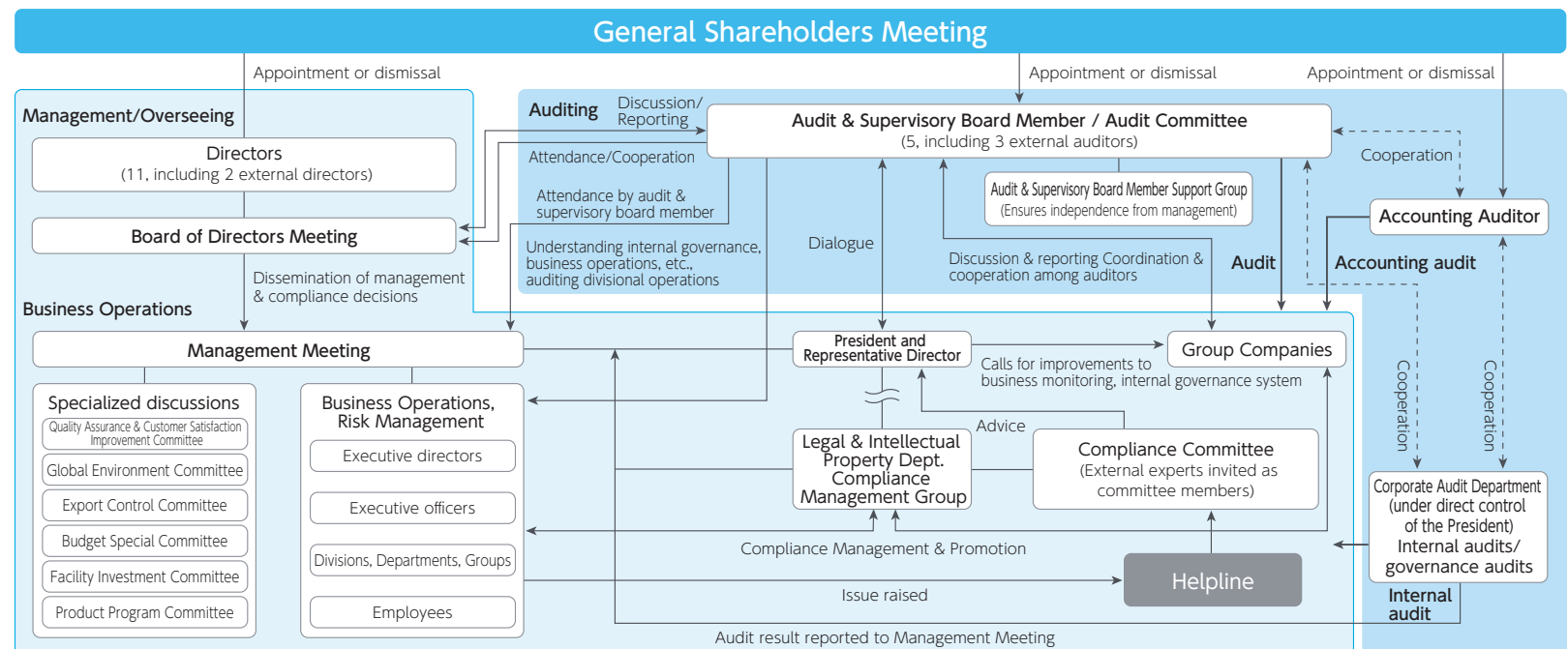
Isuzu adopts a corporate auditor system and has established a Board of Directors and an Audit Committee as internal bodies to oversee and audit important managerial decisions.

To speed up managerial decision-making and business operations, Isuzu has set up a Management Meeting to examine and make decisions on critical management matters, in accordance with resolutions of the Board of Directors. The Management Meeting meets every other week as a rule and reports on the status of business operations at the monthly meeting of the Board of Directors. Isuzu has also created various committees that report to the Management Meeting in order to streamline discussion of issues in their specialized areas.

We have also continued to use an executive officer system to provide proper support for our directors' business operations.

In addition to attending important meetings such as Board of Directors meetings, auditors solicit reports from directors and other leaders concerning the execution of their duties, review important decision-making documents and other materials, investigate operational and financial conditions at Omori headquarters and major worksites, request reports from subsidiaries as needed, and audit company operations.

Corporate Governance System




*As of 29th June 2016

▶ Board of Directors & Audit Committee

The Board of Directors Meeting is made up of 11 directors (including two external directors). It holds monthly Board of Director meetings as well as extraordinary meetings as needed, at which it discusses and makes decisions on important business operations. To be appointed, directors require a deep knowledge and experience of management and an adequate understanding of Isuzu's business and the auto industry, based on which they also need to be able to make decisions and speak appropriately on the basis of sufficient knowledge and experience. As well as promoting such highly resourceful and able people from within the company, Isuzu also appoints a few from outside to the Board of Directors Meeting, in order to increase the diversity of its discussion and decision-making and enhance its overseeing function. To properly support the directors' business operations, Isuzu also uses an executive officer system of reporting regularly to the Board of Directors Meeting on the status of operations.

The Audit Committee is made of up 5 audit & supervisory board members (including 3 external members). Each audit & supervisory board member attends the Board of Directors Meeting and audits the of business operations of the directors in accordance with the audit plans set out by the Audit Committee. We have also set up standing Management Audit Meetings attended by all audit & supervisory board members including external members ahead of regular Board of Directors Meetings, which enhance the function of management audits.

 Board of Directors and Officers
<http://www.isuzu.co.jp/world/investor/director.html>

▶ Management Meeting and Committees

To speed up managerial decision-making and business operations, Isuzu has set up a Management Meeting to examine and make decisions on critical management matters, in accordance with resolutions of the Board of Directors Meeting. It has also created various committees that report to the Management Meeting in order to streamline discussion of issues in their specialized areas.

▶ Status of internal audits and corporate auditors' audits

Regarding internal audits, Isuzu strengthens its legal compliance, the reliability of its financial reporting, its operational effectiveness, and so on through the implementation and support for internal audits by the Corporate Audit Department. In addition to attending Board of Directors Meeting and other important meetings, Audit & Supervisory Board Members receive reports from directors and other leaders concerning the execution of their duties, review important decision-making documents and other materials, investigate operational and financial conditions at Omori headquarters and major worksites, request reports from subsidiaries as needed, and audit company operations.

Committee Name	Chair	Function/Role
Quality Assurance & Customer Satisfaction Improvement Committee	Quality Assurance Division Officers with jurisdiction	Dealing with quality issues requiring notification according to regulations on decision-making related to the improvement of company-wide quality assurance and customer satisfaction (CS), etc.
Global Environment Committee	Related division executive officer	Discussing matters concerning environmental conservation in Isuzu Group, etc.
Export Control Committee	Administration Division Acting Executive	Inspecting exports of strategic goods and strategic technologies beforehand in order to eradicate legal violations related to their export
Budget Special Committee	CFO or officer in charge of Corporate Planning & Finance Division	Comprehensively deliberating on items related to company-wide budget
Facility Investment Committee	Officer in charge of Corporate Planning & Finance Division	Deliberating on items related to company-wide capital investment
Product Program Committee	Overall Chief Engineer	Deliberating about individual product development proposals, target-setting and control, and promotion and evaluation

External officers

We have appointed two external directors (non-standing) and three external corporate auditors (of whom one is full-time). There is no interest in Isuzu which should be disclosed in terms of organizational/human relations or transactions with these outside members. While some of the board members own shares of company stock, there is no interest in Isuzu which should be disclosed in terms of capital relations. External officers are therefore able to recognize the neutral and impartial role Isuzu should play in society and to oversee its management without showing any favor toward managers or particular stakeholders. Isuzu has no actual written standards or policy concerning the independence of external officers for selection, but it does ensure their independence by not considering for selection anyone who is a related party, or is at the time of selection the director or employee of a corporation that is a related party, or has been the director or employee of that corporation, or is a lawyer or certified public accountant belonging to a corporation with which Isuzu has a signed advisory contract or audit contract at the time of selection.

External Directors/Auditors and reasons for selection

Name	Position	Reason for appointment
Kazuhiro Mori	Director of the Board	As the manager of a public-listed company, he has a wealth of experience and extensive insight.
Hiroyuki Maekawa	Director of the Board	As the manager of a public-listed company, he has a wealth of experience and extensive insight.
Tetsuhiko Shindo	Standing Corporate Auditor	He has a high level of expertise and a wealth of experience in finance and corporate financial affairs, as well as considerable knowledge in financial affairs and accounting.
Takashi Mikumo	Standing Corporate Auditor	He has a wealth of knowledge and experience in finance and corporate management.
Kanji Kawamura	Standing Corporate Auditor	He has a wealth of knowledge and experience in corporate legal affairs.

Remuneration for Directors and Audit & Supervisory Board Members

The remuneration of Isuzu Directors is determined within the range approved by the shareholders' meeting according to decisions made by Board of Directors Meeting, including remuneration levels of other companies and Isuzu's achievements. The amount of the remuneration for each Director reflects that individual's position and the performance of Isuzu and the individual concerned. Moreover, the remuneration of Audit & Supervisory Board Members is determined within the range approved by the shareholders' meeting according to decisions made by auditors' meetings, including remuneration levels of other companies and Isuzu's achievements.

Exec category	Remuneration (¥1 M)	No. of execs
Directors (except external)	716	12
Audit & Supervisory Board Member (except external)	61	3
External Directors & Corporate Auditors	68	5

* As of the end of March 2017

* No. of execs covered

The above remuneration amounts are for the current fiscal year and are not confined to positions held from the day after the closing of the most recent regular shareholders meeting. The numbers of executives covered therefore include those who had retired at the closing of regular shareholders meetings held during the current fiscal year.

Basic Ideas

To fulfill our corporate social responsibility, win public confidence, and contribute to the development of a sustainable society, Isuzu addresses various issues in fields such as environment, quality, compliance, social contribution while recognizing the importance of gaining the cooperation and trust of all our stakeholders including business partners.

Purchasing Basic Vision

We would like to support smooth production by procurements. Toward this goal, we guarantee satisfactory quality, delivery time and quantities of purchased products and cooperate with the provision of new technologies through purchasing markets, contributing to the profits of our company. We believe that these will help establish interactive communication built on mutual trust with our business partners. (Established: July 1997, last revised: April 2008)

Purchasing Basic Policy

- 1 With quality as our first priority, Isuzu aims to build a system of creating and delivering products that satisfy our customers.
- 2 Isuzu aims to procure parts based on fair and equitable competition, whether in Japan or overseas, so long as they are satisfactory in terms of quality, pricing and delivery.
- 3 Isuzu works to enhance our corporate competitiveness while developing procurement activities aimed at win-win relationships with our business partners.

Purchasing Slogan

OPEN(Optimum Procurement to Embody the Needs)
Isuzu will match market needs and establish optimum procurement routes by encouraging procurement reforms.

The procurement slogan depicts an image of the reform to be recognizable internally and externally (established July 2010).



It is also displayed on materials distributed inside and outside of the company, as well as on business cards.

*The name "OPEN" also indicates transparency of procurement.

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

The Purchasing Basic Vision and Basic Policy are indicated in the "Purchasing Division Compliance Guidebook". This Guidebook is also available in the in-house database so that it can be viewed at any time by Purchasing Division members.

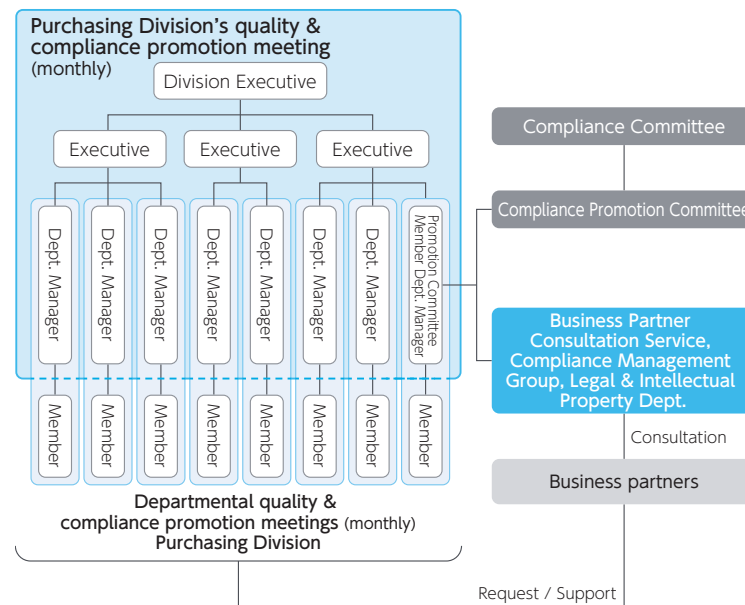
Furthermore, explanations of the Purchasing Basic Vision and Basic Policy are included as part of introductory training when personnel are assigned to the Purchasing Division, for thorough understanding by all members.

Purchasing Promotion System

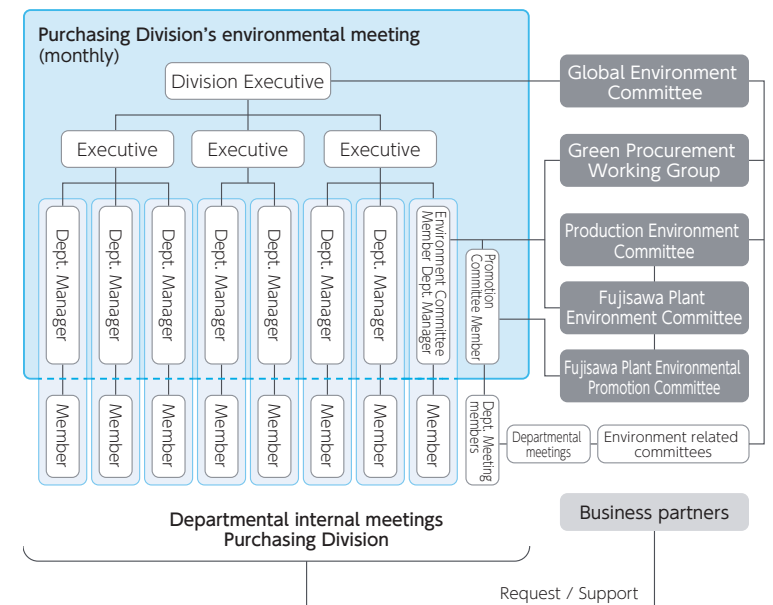
The Purchasing Division holds both Quality and Compliance Promotion Meetings and Environmental Meetings once a month. Information from these committees is passed onto all the departments within Purchasing Division.

We have also established a Business Partner Consultation Service within our Legal & Intellectual Property Department's Compliance Management Group, providing impartial consultations for our business partners on compliance related matters.

Compliance promotion system



Environmental management system

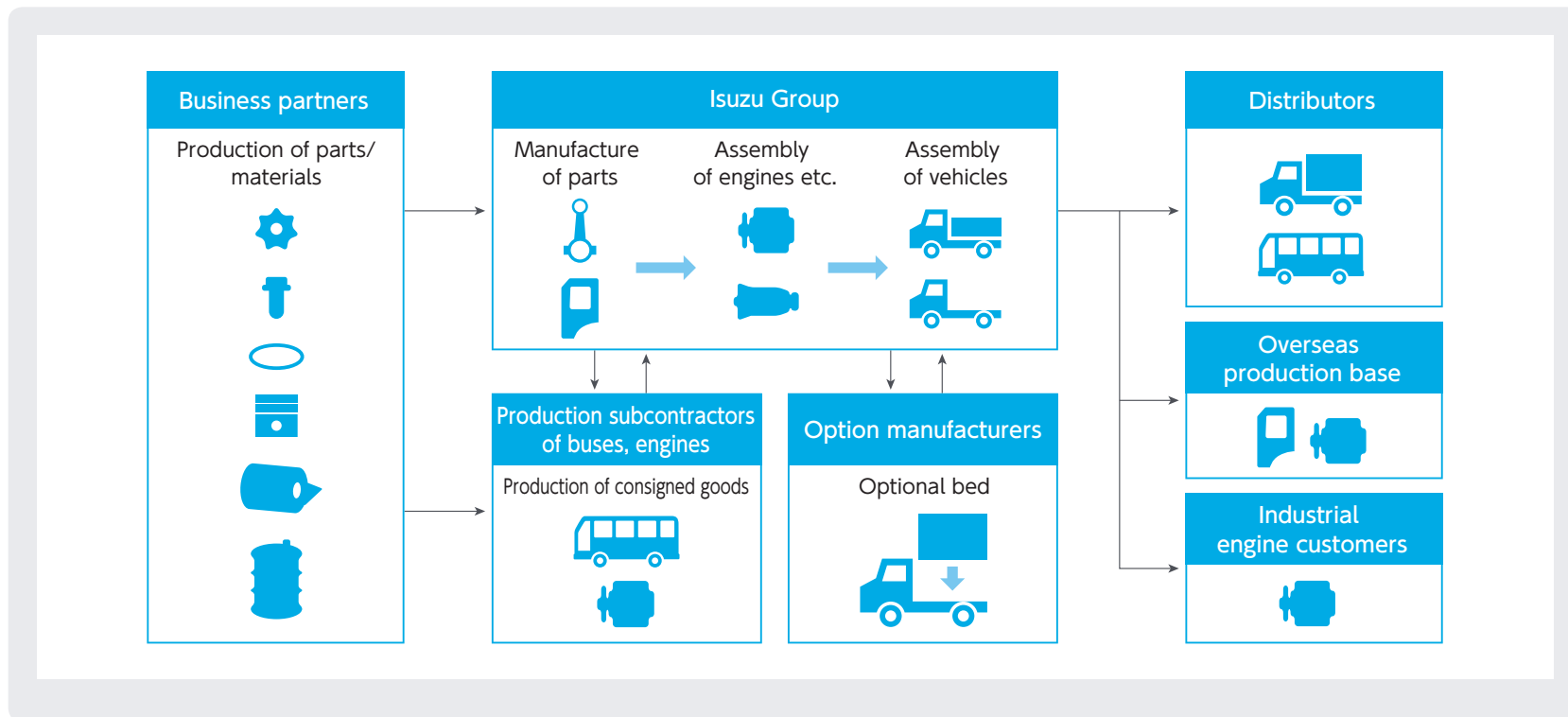


Isuzu Supply Chain

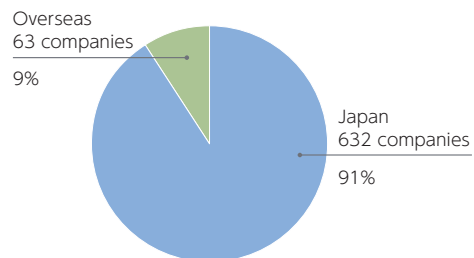
Isuzu chooses its suppliers according to a fair and equitable selection process regardless of whether in Japan or overseas. We are working to enhance our corporate competitiveness while developing procurement activities aimed at win-win relationships with our business partners.

A total of 695 companies in Japan and abroad are business partners of Isuzu. About 90% of these partners are based in Japan. In terms of transaction amount, the procurement of parts makes up about 80% of the total.

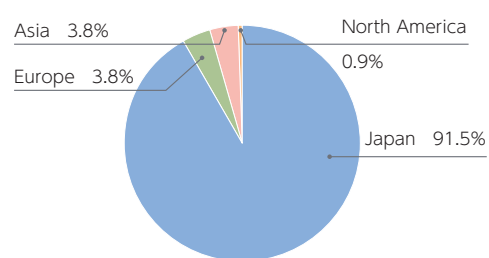
The delivery quality and market quality of our business partners are monitored, and if declines in quality are recognized, the applicable companies are selected to be companies subject to management or observation, and instructions on quality improvement are given.



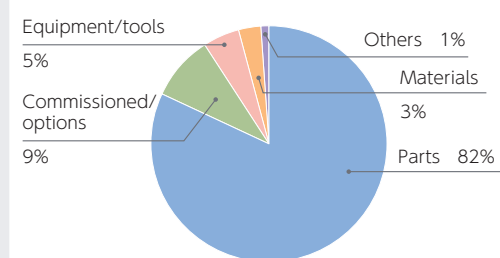
No. of partner companies



Transaction amount (by country/region)

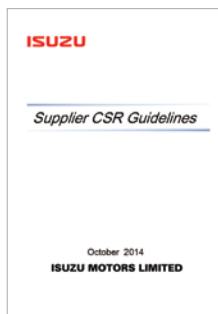



Transaction amount (by item)



Isuzu Supplier CSR Guidelines

Isuzu has established the Isuzu Supplier CSR Guidelines, which summarize the requests we have for our business partners concerning our CSR activities, corporate vision, procurement basic vision, and so on. These guidelines were developed based on the Supplier CSR Guidelines issued by Japan Automobile Manufacturers Association, Inc. and the CSR Guidebook by Japan Auto Parts Industries Association. (Drawn up October 2014)



 Isuzu Supplier CSR Guidelines
http://www.isuzu.co.jp/world/csr/supplychain/pdf/isuzu_csr_guideline.pdf

► Requests for our Business Partners

Our business partners are expected to deploy activities in accordance with the Isuzu Supplier CSR Guidelines. Even new business partners are requested to carry out initiatives in accordance with these Guidelines when contracts are made.

Surveys on environmental matters and risk management were implemented in fiscal 2016. Interviews on the status of initiatives were directly held with certain business partners and the conditions of production sites were confirmed. We will continue to implement similar activities in fiscal 2017.

At our procurement policy briefing held in March 2017, explanations were provided on the “Guidelines for Proper Transactions in the Automobile Industry” revised in January 2017, and their thorough understanding and related activities have been requested of our business partners.

► Overview of Isuzu Supplier CSR Guidelines

We aim to carry out procurement activities with full consideration for human rights and work environments.

1) Safety and Quality

- (1) Supply of products and services to meet consumer and customer needs
- (2) Supply of appropriate information related to products and services
- (3) Assurance of safety regarding products and services
- (4) Assurance of quality regarding products and services



2) Human Rights and Labor

- (1) Elimination of discrimination
- (2) Respect for human rights
- (3) Prohibition of child labor
- (4) Prohibition of forced or compulsory labor
- (5) Wages
- (6) Working hours
- (7) Conversations and discussions with employees
- (8) Safe and healthy working environments



3) Environment

- (1) Environmental management
- (2) Reduction of greenhouse gas emissions
- (3) Prevention of environmental pollution regarding air, water, earth, etc.
- (4) Resource conservation and waste reduction
- (5) Chemical substance management



4) Compliance

- (1) Legal compliance
- (2) Compliance with competition laws
- (3) Anti-corruption
- (4) Management and protection of confidential information
- (5) Export transaction control
- (6) Protection of intellectual properties



5) Information disclosure

- (1) Disclosure of information to stakeholders



6) Social contributions

- (1) Harmony with local communities



Isuzu Green Procurement Guidelines

Isuzu has established the Isuzu Green Procurement Guidelines, which introduce our Charter on the Global Environment and summarize the environment related requests we have for our business partners by type of industry. (Last revised: September 2016)

Our business partners are expected to lead environmental initiatives along with Isuzu Green Procurement Guidelines based on an understanding of the purposes.

We reviewed our Green Procurement Guidelines for the first time in 4 years, and issued a revised version in September 2016. The main points of the review were as follows:

- (1) Enhance content associated with the ISO14001: 2015 revision
- (2) Reflect trends of guidelines in the automobile industry
- (3) Reflect Isuzu's new environmental vision and social requirements
- (4) Add notification system for personnel responsible for environmental matters

The revision has been posted on IMPULS (our company's procurement system) and our company website for our business partners, and its dissemination and thorough observance are requested.



Isuzu Green Procurement Guideline
http://www.isuzu.co.jp/world/csr/supplychain/pdf/isuzu_green_procurement.pdf

Requests for our Business Partners

Evaluation of Environmental Management Systems

Our business partners are expected to report the conditions of their environmental management systems through surveys. We are aware that promoting awareness of environmental initiatives is extremely important, and we will continue these activities in the future.

CO₂ Reduction Activities in the Supply Chain

The Isuzu Group is taking action to identify and reduce CO₂ emissions over the total supply chain. We have started initiatives to identify these emissions using calculation procedures based on guidelines from the Ministry of the Environment. We will continue activities to improve our environmental performance in the future.

Communication with Business Partners

Isuzu intends to strengthen communication with its business partners through briefing sessions and meetings. We also pay close attention to communicating respectfully with our business partners on a daily basis.

In our briefing session on production in October 2016, we distributed our 2016 CSR Report (abridged version) to attending business partners, and requested their cooperation with Isuzu's initiatives.

- ▶ Procurement policy briefing: once/year (March)
- ▶ Production briefing: 2 times/year (April, October)
- ▶ Quality policy briefing: once/year (April)
- ▶ Isuzu Kyowakai* (regular general meeting) once/year (May)
- ▶ Isuzu Kyowakai (joint committee meeting) once/year (July)
- ▶ Isuzu Kyowakai (managers' social gathering) once/year (October)
- ▶ Isuzu Kyowakai (1st to 6th subcommittees) 4 times/year (for each subcommittee)

*Isuzu Kyowakai: A cooperative association composed of Isuzu's business partners.



Procurement policy briefing



Production briefing



Quality policy briefing



Isuzu Kyowakai (regular general meeting)



Isuzu Kyowakai (joint committee meeting)



Isuzu Kyowakai (managers' social gathering)

Establishment of Business Partner Consultation Service

We have established a Business Partner Consultation Service within our Legal & Intellectual Property Department's Compliance Management Group, providing impartial consultations for our business partners.

Contact information, reception times, and other details related to this service were provided once again at the procurement policy briefing held on March 24, 2017.

Future Initiatives

Surveys on the status of initiative execution by our business partners revealed that there are large differences in execution status depending on the business partner. In order to improve the overall execution level, we will hold interviews on execution status and check the conditions of production sites, while also continuing to gain an understanding of the level of execution through surveys, and we will apply these results to future activities.

By introducing examples of improvements achieved from these interviews and surveys, we will promote the activities of our business partners.

We will review the content of the Isuzu Green Procurement Guidelines and Isuzu Supplier CSR Guidelines as necessary while also continuing activities to raise awareness of these guidelines.

A Third-party Opinion



Professor, Takasaki City University of Economics

Takeshi Mizuguchi

I extend our highest respect for the Isuzu company's regional contribution activities both inside and outside of Japan, such as visiting lectures made to elementary schools, and ongoing support provided to disaster areas. This year, you also replied for the first time to requests from the CDP for disclosure of information related to climate changes. Isuzu implemented in-house investigations of its diesel engine data, and your President has declared in his introductory message that the company has been confirmed to have no involvement in unjust practices. All of these examples can be considered representations of the honest and sincere stance of your company. I also believe that initiatives such as holding maintenance engineering competitions in various countries and regions through technical skill contests, and steps to address the development of the next generation by supporting education at maintenance training schools, could only be carried out by Isuzu with your global deployment of production and development bases.

Your measures for the full model change of "Giga" heavy-duty trucks as introduced in the beginning of the report deserve high praise as well. Improving environmental performance and pursuing safety can be considered core elements of CSR, as both can be seen to have the goal of resolving social issues through primary business of your company.

Let us now examine the overall status of your company's production lines. The

Paris Agreement, also referred to by your President, indicates the substantial goal of achieving zero CO₂ emissions as early as possible in the latter half of this century. From a third-party standpoint, however, I have some doubts regarding whether this goal can actually be accomplished by improving fuel efficiency within the scope of existing diesel engine technology. France and the United Kingdom have announced policies to ban gasoline vehicles and diesel vehicles by the year 2040.

In your company's business activities, the largest sources of impact on global warming are believed to be CO₂ emissions over the life cycle of vehicles that have been sold. Although this report indicates that initiatives for fuel efficiency improvement have been carried out and that the target fuel efficiency levels have been achieved for all vehicle models, I was somewhat concerned that there was no specific information related to fuel efficiency contained in the data on environmental activity results. I understand that in the field of heavy-duty trucks, EVs (electric vehicles) may not be a realistic solution since the load weight will become a significant issue not found with passenger vehicles. Therefore, I believe that this point should be clearly communicated. In addition, I believe this means there will be an even greater need to indicate your company's vision on how you intend to balance the requirements of transportation with the demand for zero CO₂ emissions.

Are there expectations for revolutionary improvements in battery performance, or will you propose a transportation system integrated with infrastructure arrangements for supplying electric power? Or, are still other methods to address these matters conceivable? In any case, I believe that it will be necessary not to simply summarize the activities implemented at worksites into reports, but to carry out initiatives embodying the strong intentions of management personnel toward resolving issues.

I look forward to these points being incorporated into your identification of materiality. This is because I believe that identifying materiality consists of describing its related vision as a company, proposing strategies, and applying management resources as necessary. Of course, global warming is not the only issue at hand. I would like you to have a broad viewpoint and carefully consider what issues are truly important to your company.

Response to the third-party opinion

CSR & Eco Planning Group, Corporate Communications Dept. Isuzu Motors Limited

We would like to express our sincere appreciation to Professor Mizuguchi for continuing from last year to present his valuable opinions on the Isuzu Group's CSR activities.

This year, we were commended for our regional contribution activities carried out in areas we have expanded into as a company involved in global deployment, as well as our initiatives toward resolving social issues through products with improved environmental and safety performance. These activities were evaluated as measures to resolve social issues by fulfilling our goal of providing "Isuzu unique solutions", and we will continue to promote such projects in the future.

We also received comments regarding the Paris Agreement and policies in various foreign countries to ban the sale of vehicles with internal combustion engines, and particularly on the importance of responding to the problem of global warming. Although the situations that exist for passenger vehicles and commercial vehicles differ, we are

aware that these are important social issues whose consideration is part of our duties as a manufacturer of commercial vehicles which support logistics.

Not limited only to diesel vehicles, Isuzu is engaged in developing environment-conscious technology such as EVs and natural gas vehicles, and is also proceeding to develop technology for next-generation logistics such as automatic driving, most notably applied to convoy travel conditions. The release of our mid- to long-term vision for these areas is still under internal discussion, but we will continue to investigate the methods to be used for disclosing such information.

Additionally, we believe that the identification of materiality*1, which has been pointed out as a key point for our upcoming activities, will require company-wide deliberation.

We realize that considerable time is being taken for this identification, but since it is such a critically important issue we will continue to hold careful in-house discussions focusing on it.

Professor Mizuguchi has once again provided us with a wide variety of valuable opinions this year. We will diligently take these views into consideration and make ongoing efforts to resolve social issues so that we can live up to the relationships of trust we have with our stakeholders.

*1 "Materiality" refers to items identified through dialogs with stakeholders as high-priority issues that should be addressed by CSR.

GRI Guidelines Index

Item	Index	Location
General standard disclosure items		
Strategy and Analysis		
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	Message from the President (P.03)
G4-2	Provide a description of key impacts, risks, and opportunities.	Message from the President (P.03) Isuzu's CSR Activities > Basic Ideas (P.06) [WEB] Annual Report
Organizational Profile		
G4-3	Report the name of the organization.	Corporate Profile (P.04) [WEB] About Isuzu > Corporate Profile [WEB] Investor Relations > Fact Book
G4-4	Report the primary brands, products, and services.	Corporate Profile (P.04) Full Model Change of Heavy-Duty "Giga" Trucks for the First Time in 21 Years Embodying the "Ideal State of Trucks" for the 21st Century (P.09) [WEB] About Isuzu > Corporate Profile [WEB] Investor Relations > Fact Book [WEB] Product Lineup [WEB] Distributors Network [WEB] About Isuzu > Global Business - Products
G4-5	Report the location of the organization's headquarters.	Corporate Profile (P.04) [WEB] About Isuzu > Corporate Profile [WEB] Investor Relations > Fact Book
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Corporate Profile (P.04) [WEB] About Isuzu > Global Business - Overseas Subsidiaries Offices
G4-7	Report the nature of ownership and legal form.	Corporate Profile (P.04) [WEB] About Isuzu > Corporate Profile [WEB] Investor Relations > Fact Book
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Corporate Profile (P.04) [WEB] Investor Relations > Fact Book [WEB] About Isuzu > Global Business - Overseas Subsidiaries Offices [WEB] About Isuzu > Global Business - Results
G4-9	Report the scale of the organization, including: <ul style="list-style-type: none"> •Total number of employees •Total number of operations •Net sales (for private sector organizations) or net revenues (for public sector organizations) •Total capitalization broken down in terms of debt and equity (for private sector organizations) •Quantity of products or services provided 	Corporate Profile (P.04) [WEB] About Isuzu > Corporate Profile [WEB] Investor Relations > Fact Book

GRI Guidelines Index

Item	Index	Location
G4-10	<p>a. Report the total number of employees by employment contract and gender.</p> <p>b. Report the total number of permanent employees by employment type and gender.</p> <p>c. Report the total workforce by employees and supervised workers and by gender.</p> <p>d. Report the total workforce by region and gender.</p> <p>e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</p> <p>f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</p>	<p>Corporate Profile [P.04] Respect for Employees > Utilization of Diverse Human Resources > Basic Ideas [P.51] [WEB] About Isuzu > Corporate Profile [WEB] Investor Relations > Fact Book [WEB] Annual Report</p>
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	
G4-12	Describe the organization's supply chain.	Supply Chain Management > Activity Reports > Isuzu Supply Chain [P.77]
G4-13	<p>Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including:</p> <ul style="list-style-type: none"> • Changes in the location of, or changes in, operations, including facility openings, closings, and expansions • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) • Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination 	Editorial Policy [P.02]
COMMITMENTS TO EXTERNAL INITIATIVES		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	<p>Compliance > Management Approaches > Isuzu Internal [P.67] Compliance > Management Approaches > Isuzu Group [P.67] Quality > Initiatives for Higher Product Quality > Initiatives for Higher Field Quality [P.37] Environment > Management Approaches > Environmental Philosophy and Policy (Charter on the Global Environment) [P.18] Environment > Management Approaches > Isuzu Group Environmental Promotion Scheme [P.18]</p>
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	<p>Message from the President [P.03] Social Contributions > Management Approaches > Initiative Policy [P.11] Harmony with Local Communities > Management Approaches > Future Initiatives [P.58]</p>
G4-16	<p>List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic 	Isuzu's CSR Activities > Isuzu Group Stakeholders [P.07]
Identified Material Aspects and Boundaries		
G4-17	<p>a. List all entities included in the organization's consolidated financial statements or equivalent documents.</p> <p>b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.</p>	Editorial Policy [P.02]
G4-18	<p>a. Explain the process for defining the report content and the Aspect Boundaries.</p> <p>b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.</p>	Isuzu's CSR Activities > Initiatives Toward Materiality Identification [P.08]
G4-19	List all the material Aspects identified in the process for defining report content.	

GRI Guidelines Index

Item	Index	Location
G4-20	a. For each material Aspect, report the Aspect Boundary within the organization, as follows: <ul style="list-style-type: none"> •Report whether the Aspect is material within the organization •If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either: <ul style="list-style-type: none"> —The list of entities or groups of entities included in G4-17 for which the Aspect is not material or —The list of entities or groups of entities included in G4-17 for which the Aspects is material •Report any specific limitation regarding the Aspect Boundary within the organization 	
G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows: <ul style="list-style-type: none"> •Report whether the Aspect is material outside of the organization •If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified •Report any specific limitation regarding the Aspect Boundary outside the organization 	
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	
Stakeholder Engagement		
G4-24	Provide a list of stakeholder groups engaged by the organization.	Isuzu's CSR Activities > Isuzu Group Stakeholders [P.07]
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Isuzu's CSR Activities > Isuzu Group Stakeholders [P.07]
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Isuzu's CSR Activities > Isuzu Group Stakeholders [P.07] A Third-party Opinion[P.81]
G4-27	Report 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. Report the stakeholder groups that raised each of the key topics and concerns.	Isuzu's CSR Activities > Isuzu Group Stakeholders [P.07] A Third-party Opinion[P.81]
Report Profile		
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	Editorial Policy [P.02]
G4-29	Date of most recent previous report (if any).	Editorial Policy [P.02]
G4-30	Reporting cycle (such as annual, biennial).	Editorial Policy [P.02]
G4-31	Provide the contact point for questions regarding the report or its contents.	Editorial Policy [P.02]
GRI CONTENT INDEX		
G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option (see tables below). c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	GRI Guidelines Index [P.82]
ASSURANCE		
G4-33	a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	

GRI Guidelines Index

Item	Index	Location
Governance		
GOVERNANCE STRUCTURE AND COMPOSITION		
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Corporate Governance > Corporate Governance System (P.72) [WEB] Annual Report
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Environment > Management Approaches > Isuzu Group Environmental Promotion Scheme (P.18) Quality > Management Approaches > Total Quality Assurance System (P.35) Compliance > Management Approaches > Internal (P.67) Risk Management > BCP Initiatives (P.71) Supply Chain Management > Management Approaches > Purchasing Promotion System (P.76)
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	
G4-38	a. Report the composition of the highest governance body and its committees by: <ul style="list-style-type: none"> •Executive or non-executive •Independence •Tenure on the governance body •Number of each individual's other significant positions and commitments, and the nature of the commitments •Gender •Membership of under-represented social groups •Competences relating to economic, environmental and social impacts •Stakeholder representation 	Corporate Governance > Corporate Governance System (P.72)
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	Corporate Governance > Corporate Governance System (P.72)
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> •Whether and how diversity is considered •Whether and how independence is considered •Whether and how expertise and experience relating to economic, environmental and social topics are considered •Whether and how stakeholders (including shareholders) are involved 	Corporate Governance > Corporate Governance System (P.72) [WEB] Annual Report
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> •Cross-board membership •Cross-shareholding with suppliers and other stakeholders •Existence of controlling shareholder •Related party disclosures 	

GRI Guidelines Index

Item	Index	Location
HIGHEST GOVERNANCE BODY'S ROLE IN SETTING PURPOSE, VALUES, AND STRATEGY		
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Environment > Management Approaches > Isuzu Group Environmental Promotion Scheme [P.18] Quality > Management Approaches > Total Quality Assurance System [P.35] Compliance > Management Approaches > Internal [P.67] Risk Management > Basic Ideas [P.71] Risk Management > BCP Initiatives [P.71] Corporate Governance > Corporate Governance System [P.72] Supply Chain Management > Management Approaches > Purchasing Promotion System [P.76]
HIGHEST GOVERNANCE BODY'S COMPETENCIES AND PERFORMANCE EVALUATION		
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	
G4-44	a. Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	Corporate Governance > Corporate Governance System [P.72] [WEB] Annual Report
HIGHEST GOVERNANCE BODY'S ROLE IN RISK MANAGEMENT		
G4-45	a. Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.	Environment > Management Approaches > Isuzu Group Environmental Promotion Scheme [P.18] Quality > Management Approaches > Total Quality Assurance System [P.35] Compliance > Management Approaches > Internal [P.67] Risk Management > BCP Initiatives [P.71] Corporate Governance > Corporate Governance System [P.72]
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	
HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING		
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	
HIGHEST GOVERNANCE BODY'S ROLE IN EVALUATING ECONOMIC, ENVIRONMENTAL AND SOCIAL PERFORMANCE		
G4-49	Report the process for communicating critical concerns to the highest governance body.	Compliance > Management Approaches > Internal [P.67]
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	

GRI Guidelines Index

Item	Index	Location
REMUNERATION AND INCENTIVES		
G4-51	<p>a. Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:</p> <ul style="list-style-type: none"> • Fixed pay and variable pay: <ul style="list-style-type: none"> — Performance-based pay — Equity-based pay — Bonuses — Deferred or vested shares • Sign-on bonuses or recruitment incentive payments • Termination payments • Clawbacks • Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees <p>b. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</p>	Corporate Governance > Remuneration for Directors and Audit & Supervisory Board Members [P.74]
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	Corporate Governance > Remuneration for Directors and Audit & Supervisory Board Members [P.74]
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Corporate Governance > Remuneration for Directors and Audit & Supervisory Board Members [P.74]
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	
Ethics and Integrity		
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Corporate Profile [P.04] Social Contributions > Management Approaches > Initiative Policy [P.11] Environment > Environmental Philosophy and Policy (Charter on the Global Environment) [P.18] Quality > Basic Ideas [P.35] Compliance > Basic Ideas [P.66] Supply Chain Management > Basic Ideas [P.75]
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	Compliance > Management Approaches > Internal [P.67] Compliance > Management Approaches > Isuzu Group [P.67]
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Compliance > Management Approaches > Internal [P.67] Compliance > Management Approaches > Isuzu Group [P.67]

GRI Guidelines Index

Item	Index	Location
SPECIFIC STANDARD DISCLOSURES		
Disclosures on Management Approach		
G4-DMA	a. Report why the Aspect is material. Report the impacts that make this Aspect material. b. Report how the organization manages the material Aspect or its impacts. c. Report the evaluation of the management approach, including: <ul style="list-style-type: none"> •The mechanisms for evaluating the effectiveness of the management approach •The results of the evaluation of the management approach •Any related adjustments to the management approach 	
CATEGORY: ECONOMIC		
Aspect: Economic Performance		
G4-EC1	Direct economic value generated and distributed	[WEB] Annual Report
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	
G4-EC3	Coverage of the organization's defined benefit plan obligations	Respect for Employees > Improving Employee Satisfaction > Welfare Events Held [P.57] [WEB] Annual Report
G4-EC4	Financial assistance received from government	
Aspect: Market Presence		
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	
Aspect: Indirect Economic Impacts		
G4-EC7	Development and impact of infrastructure investments and services supported	
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Environment > FY2016 Activity Results (Isuzu) > Environmental Accounting [P.33]
Aspect: Procurement Practices		
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Supply Chain Management > Activity Reports > Isuzu Supply Chain [P.77]
CATEGORY: ENVIRONMENTAL		
Aspect: Materials		
G4-EN1	Materials used by weight or volume	Environment > FY 2016 Activity Results (Isuzu) > Business activity and environmental hazard [P.34]
G4-EN2	Percentage of materials used that are recycled input materials	
Aspect: Energy		
G4-EN3	Energy consumption within the organization	Environment > FY 2016 Activity Results (Isuzu) > Business activity and environmental hazard [P.34]
G4-EN4	Energy consumption outside of the organization	
G4-EN5	Energy intensity	
G4-EN6	Reduction of energy consumption	Environment > Activity Reports > Initiatives for the environment in product development [P.21] Environment > FY 2016 Activity Results (Isuzu Group) > CO ₂ emission reduction activities [P.29] Environment > FY 2016 Activity Results (Isuzu) > CO ₂ emission reduction activities [P.30]

GRI Guidelines Index

Item	Index	Location
G4-EN7	Reductions in energy requirements of products and services	Full Model Change of Heavy-Duty "Giga" Trucks for the First Time in 21 Years Embodying the "Ideal State of Trucks" for the 21st Century [P.09] Environment > Activity Reports > Initiatives for environment in product development [P.21]
Aspect: Water		
G4-EN8	Total water withdrawal by source	Environment > FY 2016 Activity Results (Isuzu) > Water usage reduction activities [P.32] Environment > FY 2016 Activity Results (Isuzu) > Business activity and environmental hazard [P.34]
G4-EN9	Water sources significantly affected by withdrawal of water	
G4-EN10	Percentage and total volume of water recycled and reused	
Aspect: Biodiversity		
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	
G4-EN13	Habitats protected or restored	Environment > Environmental Communication > Conservation of biodiversity [P.28]
G4-EN14	Total number of iucn red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	
Aspect: Emissions		
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Environment > FY 2016 Activity Results (Isuzu Group) > CO ₂ emission reduction activities [P.29] Environment > FY 2016 Activity Results (Isuzu) > CO ₂ emission reduction activities [P.30] Environment > FY 2016 Activity Results (Isuzu) > Business activity and environmental hazard [P.34]
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environment > Activity Reports > Environmental initiatives in logistics processes [P.20] Environment > FY 2016 Activity Results (Isuzu) > CO ₂ emission reduction activities [P.30] Environment > FY 2016 Activity Results (Isuzu) > Business activity and environmental hazard [P.34]
G4-EN18	Greenhouse gas (GHG) emissions intensity	Environment > FY 2016 Activity Results (Isuzu Group) > CO ₂ emission reduction activities [P.29]
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Environment > Activity Reports > Environmental initiatives in logistics processes [P.20] Environment > FY 2016 Activity Results (Isuzu Group) > CO ₂ emission reduction activities [P.29] Environment > FY 2016 Activity Results (Isuzu) > CO ₂ emission reduction activities [P.30]

GRI Guidelines Index

Item	Index	Location
G4-EN20	Emissions of ozone-depleting substances (ODS)	Environment > FY2016 Activity Results (Isuzu) > Initiatives to Control Chlorofluorocarbon Emissions (P.30)
G4-EN21	NOx, SOx, and other significant air emissions	Environment > FY2016 Activity Results (Isuzu) > Proper Management of Emissions and Wastewater (P.31)
Aspect: Effluents and Waste		
G4-EN22	Total water discharge by quality and destination	Environment > FY2016 Activity Results (Isuzu) > Proper Management of Emissions and Wastewater (P.31) Environment > FY 2016 Activity Results (Isuzu) > Water usage reduction activities (P.32) Environment > FY 2016 Activity Results (Isuzu) > Business activity and environmental hazard (P.34)
G4-EN23	Total weight of waste by type and disposal method	Environment > FY 2016 Activity Results (Isuzu Group) > Waste reduction activities (P.29) Environment > FY 2016 Activity Results (Isuzu) > Discharge reduction activities (P.32) Environment > FY 2016 Activity Results (Isuzu) > Business activity and environmental hazard (P.34)
G4-EN24	Total number and volume of significant spills	
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention ² Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not applicable
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	
Aspect: Products and Services		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Full Model Change of Heavy-Duty "Giga" Trucks for the First Time in 21 Years Embodying the "Ideal State of Trucks" for the 21st Century (P.09) Environment > Activity Reports > Initiatives for environment in product development (P.21)
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	
Aspect: Compliance		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Environment > FY2016 Activity Results (Isuzu) > Isuzu Environmental Management Systems > Violations and Accidents related to Environmental Laws and Regulations in FY2016 (P.30)
Aspect: Transport		
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	Environment > Activity Reports > Environmental initiatives in logistics processes (P.20)
Aspect: Overall		
G4-EN31	Total environmental protection expenditures and investments by type	Environment > FY 2016 Activity Results (Isuzu) > Environmental accounting (P.33)
Aspect: Supplier Environmental Assessment		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Supply Chain Management > Activity Reports > Isuzu Green Procurement Guidelines (P.79)
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	

GRI Guidelines Index

Item	Index	Location
Aspect: Environmental Grievance Mechanisms		
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	
CATEGORY: SOCIAL		
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK		
Aspect: Employment		
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Respect for Employees > Utilization of Diverse Human Resources > Initiatives toward new employment [P.51]
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Respect for Employees > Utilization of Diverse Human Resources > Promoting the role of old people (post-retirement) [P.52] Respect for Employees > Utilization of Diverse Human Resources > Promoting work-life balance [P.53] Respect for Employees > Improving Employee Satisfaction > Welfare events held [P.57]
G4-LA3	Return to work and retention rates after parental leave, by gender	Respect for Employees > Utilization of Diverse Human Resources > Promoting work-life balance [P.53]
Aspect: Labor/Management Relations		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	
Aspect: Occupational Health and Safety		
G4-LA5	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	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	
G4-LA8	Health and safety topics covered in formal agreements with trade unions	
Aspect: Training and Education		
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Respect for Employees > Personnel Development > Education/training scheme [P.55]
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Respect for Employees > Utilization of Diverse Human Resources > Promoting the role of old people (post-retirement) [P.52] Respect for Employees > Personnel Development > Education/training scheme [P.55]
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	
Aspect: Diversity and Equal Opportunity		
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Corporate Profile [P.04] Respect for Employees > Utilization of Diverse Human Resources > Basic Ideas [P.51] [WEB] Annual Report

GRI Guidelines Index

Item	Index	Location
Aspect: Equal Remuneration for Women and Men		
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	
Aspect: Supplier Assessment for Labor Practices		
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Supply Chain Management >Activity Reports > Isuzu Supplier CSR Guidelines [P.78]
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	
Aspect: Labor Practices Grievance Mechanisms		
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	
SUB-CATEGORY: HUMAN RIGHTS		
Aspect: Investment		
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	
Aspect: Non-discrimination		
G4-HR3	Total number of incidents of discrimination and corrective actions taken	
Aspect: Freedom of Association and Collective Bargaining		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Supply Chain Management >Activity Reports > Isuzu Supplier CSR Guidelines [P.78]
Aspect: Child Labor		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	Supply Chain Management >Activity Reports > Isuzu Supplier CSR Guidelines [P.78]
Aspect: Forced or Compulsory Labor		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Supply Chain Management >Activity Reports > Isuzu Supplier CSR Guidelines [P.78]
Aspect: Security Practices		
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	
Aspect: Indigenous Rights		
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	
Aspect: Assessment		
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	
Aspect: Supplier Human Rights Assessment		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Supply Chain Management >Activity Reports > Isuzu Supplier CSR Guidelines [P.78]
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	

GRI Guidelines Index

Item	Index	Location
Aspect: Human Rights Grievance Mechanisms		
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	
SUB-CATEGORY: SOCIETY		
Aspect: Local Communities		
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Social Contributions (P.11) Harmony with Local Communities (P.58)
G4-SO2	Operations with significant actual and potential negative impacts on local communities	
Aspect: Anti-corruption		
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	
G4-SO4	Communication and training on anti-corruption policies and procedures	Compliance > Activity Reports > Compliance Education (P.69) Supply Chain Management > Activity Reports > Isuzu Supplier CSR Guidelines (P.78)
G4-SO5	Confirmed incidents of corruption and actions taken	
Aspect: Public Policy		
G4-SO6	Total value of political contributions by country and recipient/beneficiary	
Aspect: Anti-competitive Behavior		
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	
Aspect: Compliance		
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Compliance > Activity Reports > Initiative Policies and Results for FY2016 (P.69)
Aspect: Supplier Assessment for Impacts on Society		
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Supply Chain Management > Activity Reports > Isuzu Supplier CSR Guidelines (P.78)
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	
Aspect: Grievance Mechanisms for Impacts on Society		
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	
SUB-CATEGORY: PRODUCT RESPONSIBILITY		
Aspect: Customer Health and Safety		
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Quality > Initiatives for Higher Product Quality (P.37) Quality > Initiatives for Higher Service Quality (P.39)
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Quality > Initiatives for Higher Product Quality > Initiatives for Higher Field Quality > Initiatives for Recall Campaigns (P.38)

GRI Guidelines Index

Item	Index	Location
Aspect: Product and Service Labeling		
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	
G4-PR5	Results of surveys measuring customer satisfaction	Quality > Initiatives for Higher Service Quality > Customer Support > Automobile Customer Satisfaction [P.44]
Aspect: Marketing Communications		
G4-PR6	Sale of banned or disputed products	
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	
Aspect: Customer Privacy		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	
Aspect: Compliance		
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	