ESG Data (Environment)

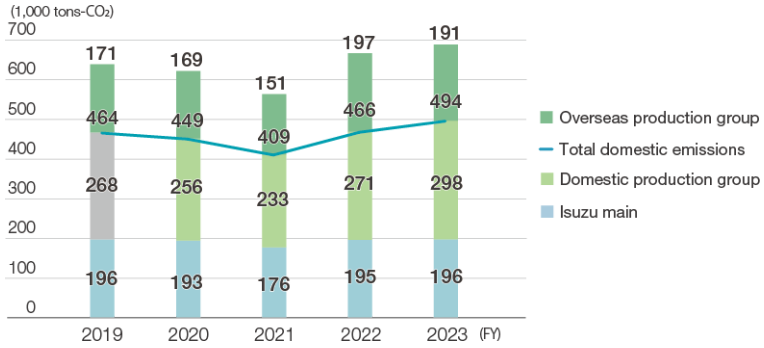
FY2023 Activity Results (Isuzu Group)

CO_2 Emissions Mitigation Activities

FY2023 results:
[Japan] Total CO_2 emissions 494,000t-CO_2

Both in Japan and overseas, each Group company has set its own reduction targets and is actively engaged in CO_2 emission-reduction activities.
In FY2021, energy consumption decreased significantly throughout the Group as a whole due to the suspension of operations in response to measures to prevent the spread of COVID-19. In FY2022 and beyond, as economic activities recover and production resumes, energy consumption is increasing due to the resurgence, resulting in a rise in energy usage as well. Additionally, with UD Trucks newly joining the Isuzu Group in FY2023, the CO_2 emissions of all domestic production-related Group companies increased by approximately 10% compared to FY2022.
Given anticipated changes in future societal conditions and the expected increase in energy usage, we are committed to pursuing further energy efficiency and operational improvements.
We will continue our efforts to reduce energy consumption by promoting more efficient facility operations and introducing energy-saving equipment when new facilities are installed. Alongside that, we will actively promote the adoption of renewable energy, aiming to decrease energy consumption and achieve both energy efficiency and cleaner operations. This way, we work towards reducing CO_2 emissions.

[Japan & Overseas] Trends in CO_2 Emissions

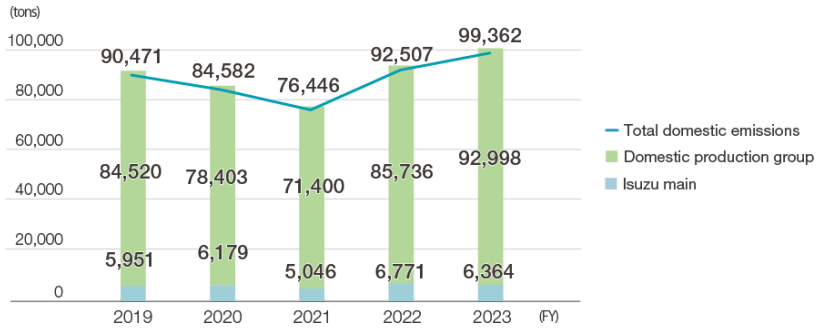


Waste Reduction Activities

FY2023 results:
[Japan] Total waste generated 99,362t

Each Group company, both in Japan and overseas, has set its own reduction targets and is actively engaged in activities to reduce waste emissions.
In FY2021, the volume of waste generated from production activities decreased significantly due to the shutdown of operations to prevent the spread of COVID-19.
Since FY2022 and beyond, due to the recovery of economic activities and the resurgence of production, the amount of waste discharge has been increasing. Furthermore, the infection control measures taken by employees generated waste that had not been anticipated. Additionally, with UD Trucks newly joining the Isuzu Group in FY2023, the total waste emissions of domestically related group companies increased by approximately 8% compared to FY2022. We will implement measures such as the further promotion of recycling and review of production methods that generate less waste.

[Japan] Trends in Waste Generation



FY2023 Activity Results (Isuzu)

Isuzu's Environmental Management Structures

In the past, Isuzu operated its environmental management structures on a site-by-site basis. With the revision of ISO 14001 in FY2016, the systems were integrated on a Group-wide basis. In December 2016, we expanded ISO 14001 certification to all Isuzu sites, and shifted to ISO 14001:2015.
At present, Isuzu is carrying out uniform environmental initiatives at all sites. Moreover, all companies of the Group work together to reduce the environmental burdens resulting from our business operations and to bolster our environmental management.

› Isuzu Motors's Environment Management

ESG Data (Environment)

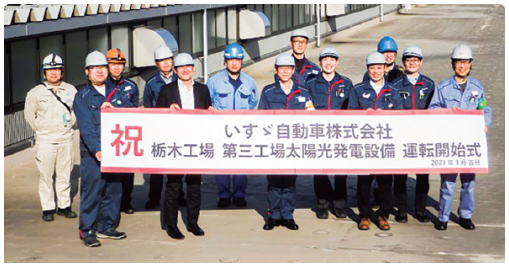
Violations and Accidents Related to Environmental Laws and Regulations in FY2023

Isuzu had no violations or environmental accidents related to environmental laws and regulations during FY2023.

CO_2 Emissions Mitigation Activities

- Medium- and long-term target
  Reduce CO_2 emissions from business activities to 205,630 t-CO_2 or less by the end of FY2024
- Targets and results for FY2023
  Target: Reduce CO_2 emissions from business activities to 214,560 t-CO_2 or less by the end of FY2023
- Result: 188,592 t-CO_2

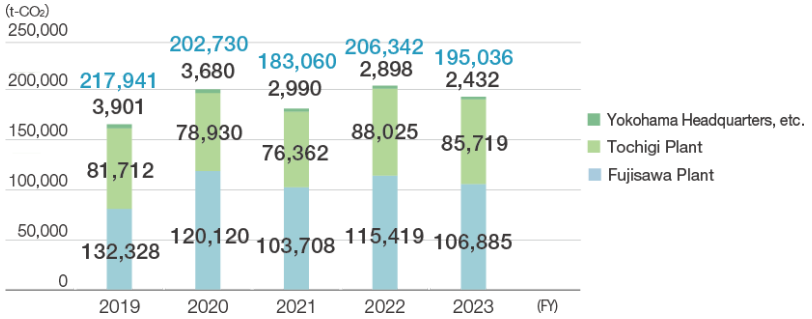
In efforts to reduce the energy consumption and mitigate total CO_2 emissions, both the Fujisawa and Tochigi Plants have continuously put in place measures to enhance efficiency, such as reviewing the production conditions and streamlining production lines. Moreover, we are utilizing clean electricity generated from renewable energy sources such as solar and hydro power for a portion of our purchased power, and we are further expanding the adoption of renewable energy. Additionally, we are increasing the installation of in-house solar panel systems. As of March 2023, we have newly installed approximately 1.1MW of photovoltaic power generation systems on the roof of the third building at Tochigi Plant Building No. 3. As a result, it is anticipated that the annual CO_2 emissions will be decreased by approximately 670 t-CO_2.



Tochigi Plant photovoltaic power generation systems commencement ceremony

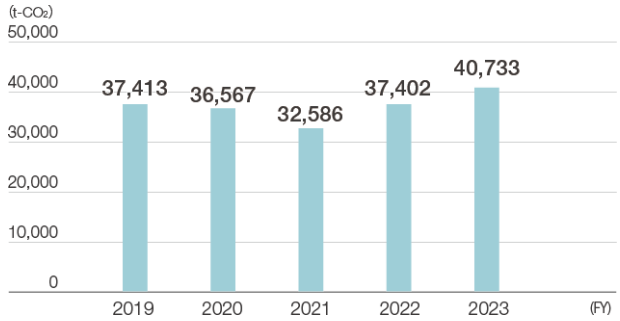
Furthermore, in the transportation sector, we are striving to reduce our CO_2 emissions by promoting a modal shift in the distribution of parts and products, and by involving all Group companies in logistics activities to enhance transportation efficiency.

Trends in CO_2 Emissions from Energy

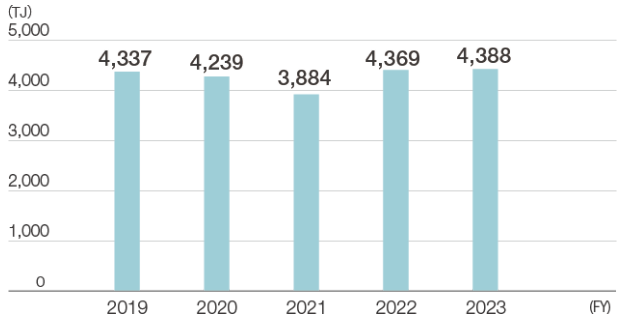


* The results for FY2019-2022 differ from the figures published for the previous year due to a revision of emission factors aimed at improving the accuracy of aggregation.

Trends in CO_2 Emissions from Logistics



Trends in Energy Consumption



ESG Data (Environment)

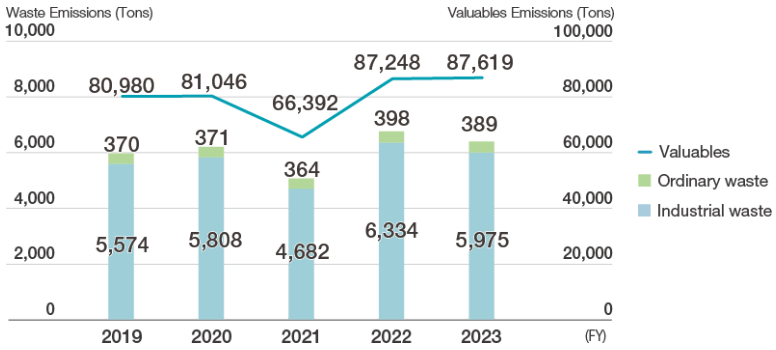
Activities to Reduce Resource Use

Reduce and Control Emissions

- Medium- and long-term target
  By the end of FY2024, reduce the amount of waste generated by our business activities to 6,290 tons or less, and strive to optimize all emissions
- Targets and results for FY2023
  Target: By the end of FY2023, reduce waste generated from business activities to 7,700 tons or less, and strive to optimize all emissions
  Result: 6,894 tons

In addition to encouraging the effective use of waste generated from its business operations, Isuzu takes step to reduce and mitigate waste which includes valuable waste.
Isuzu has already achieved zero emissions with no landfill disposal since FY2012.
Additionally, since FY2020, we have worked on activities to optimize plastic use as part of our efforts to combat the problem of marine plastic pollution. From FY2024, we are working towards reducing industrial waste related to plastic usage by establishing new reduction targets based on the "Act on Promotion of Resource Circulation for Plastics" and other relevant laws. Due to the characteristics of Isuzu's products, it is unlikely that marine plastic pollution is generated from our waste products. However, our business activities, particularly in the manufacturing process, involve the use of plastics in various ways. Isuzu promotes the responsible use of plastic products and the reduction of emissions by reviewing single-use and other measures.

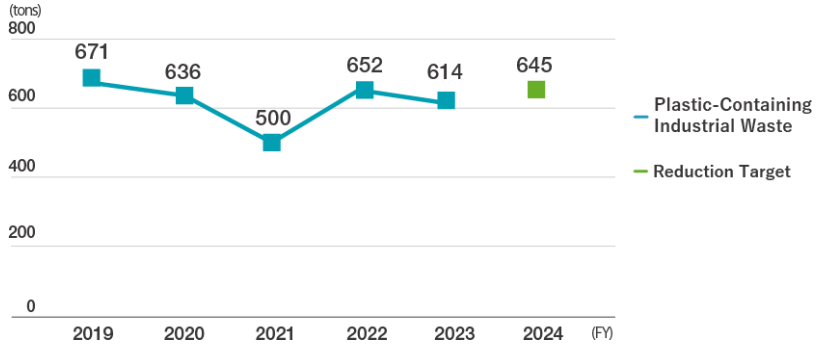
Trends in Waste Generation



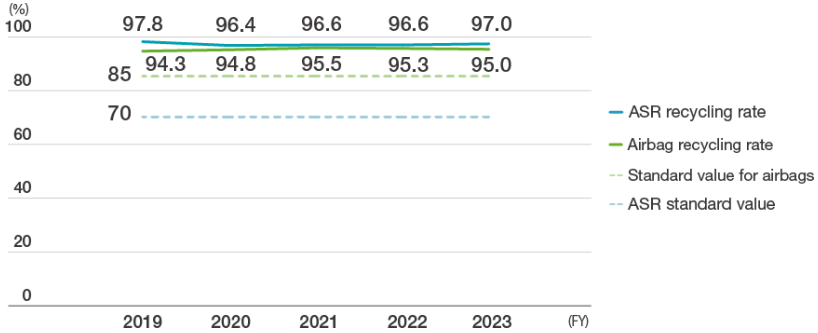
* Excluding Yokohama Headquarters

Trends in Plastic Product Waste Emission

Isuzu Motors began its initiatives in FY2022 to establish goals for reducing and recycling industrial waste emissions from plastic products. This move is in accordance with the "Act on Promotion of Resource Circulation for Plastics," as the company's plastic product industrial waste emissions exceeded 250 tons. In FY2023, our primary focus is conducting a survey to assess the actual state of waste emissions. Additionally, we are considering measures to further enhance the acceleration of emission reduction and recycling, which we have been consistently implementing.



Trends in Recycling Performance Based on Automobile Recycling



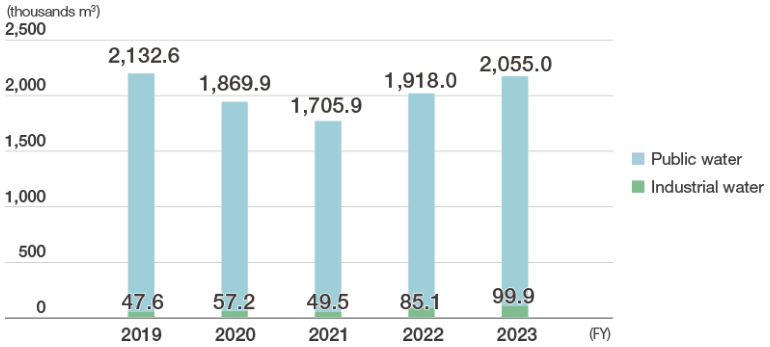
ESG Data (Environment)

Reduction of Water Consumption

- Medium- and long-term target
  Reduce water consumption in business activities to 2,330,900 tons or less by the end of FY2024
- Targets and results for FY2023
  Target: Reduce water consumption in business activities to 2,336,900 tons or less by the end of FY2023
  Result: 2,162,872 tons

Isuzu uses a large amount of water in vehicle manufacturing, plant maintenance, wastewater treatment, and other processes. To preserve our limited water resources, Isuzu promotes the reuse of water employed in business processes, along with the use of treated wastewater. We are also working to reduce water consumption and utilize rainwater.

Trends in Water Resource Consumption



* Excluding Omori Headquarters

Environmental Risk Reduction Activities

Control Chlorofluorocarbon Emissions

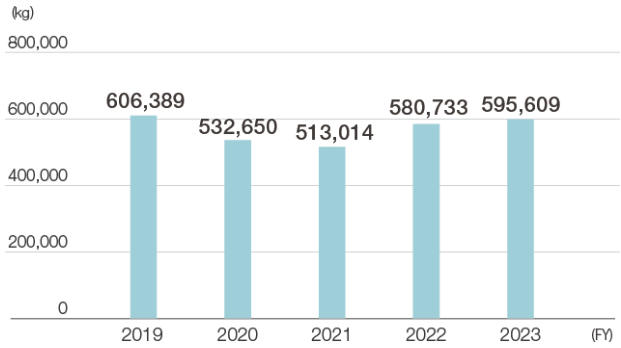
In response to the Act for Control of Chlorofluorocarbon Emissions (Act on Rational Use and Proper Management of Fluorocarbons) effective from April 2015, Isuzu is promoting proper refrigerant management for business-use refrigeration air conditioning equipment and other equipment using chlorofluorocarbons at all of its bases, and is implementing inspections of all such equipment.
While this act requires business operators to report if their estimated leakage of chlorofluorocarbon exceeds 1,000 tons-CO_2/year, Isuzu has verified that its leakage volume for FY2023 was lower than this level.

Reduction of VOC Emissions

- Medium- and long-term target
  Maintain VOC emissions per painted area of 19.2 g/m^2 or less in the cab painting process
- Targets and results for FY2023
  Target: Maintain VOC emissions per painted area of 19.2 g/m^2 or less in the cab painting process
  Result: 18.2 g/m^2

Isuzu is reducing emissions through the recovery of volatile organic compounds (VOC), has reduced VOC emissions from its plants and reviewed and improved its painting processes, which entail particularly large VOC emissions.
This activity is promoted through voluntary efforts to reduce VOC emissions by the Japan Automobile Manufacturers Association, Inc.

Trend in Total VOC Emissions



ESG Data (Environment)

Managing Land Contamination

To prevent health hazards resulting from land contamination, Isuzu surveys land contamination conditions based on the Soil Contamination Countermeasures Act and ordinances whenever it performs construction of a certain scale or constructs a new building.
In FY2023, no projects requiring investigations of soil contamination were implemented. Isuzu will continue efforts to unfailingly investigate pollution in its construction projects and will take appropriate measures where necessary.

Proper Management of Emissions and Wastewater

By properly maintaining boilers and other smoke-generating facilities, we ensure that the amount of air pollutants from emissions such as NOx (nitrogen oxides) and SOx (sulfur oxides) is within regulatory standard values*.
Further, wastewater from our plants is processed in a wastewater treatment facility before being discharged to sewer systems or public water areas. The discharged water is analyzed on a regular basis to ensure that it is within regulatory standard values.

* Regulatory standard values are determined in accordance with laws or ordinances, whichever is stricter.

Fujisawa Plant: 8 Tsuchidana, Fujisawa City, Kanagawa Prefecture

Air

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	60	24	20.4
	Metal melting furnaces	180	53	24.5
	Paint baking furnaces	230	53	49.5
Soot and dust (g/Nm^3)	Boilers	0.3	0.008	0.008
	Metal melting furnaces	0.2	0.023	0.008
	Paint baking furnaces	0.2	0.014	0.008

* 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	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.9	7.6	7.8
COD (mg/L)	60	21	6.7	13.1
BOD (mg/L)	60	18.0	4.8	8.9
SS (mg/L)	90	10	4	6.4
Oil content (mg/L)	5	4	1	1.5

Tochigi Plant: 2691 Hakuchu, Ohira-Machi, Tochigi City, Tochigi Prefecture

Air

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	150	67	26
	Metal heating furnace	180	110	57
	Gas engines	600	182	168
SOx (Nm^3/h)	Total volume regulation	14.5	0.3	0.1
Soot and dust (g/Nm^3)	Boilers	0.1	0.001	0.001
	Metal heating furnace	0.2	0.01	0.003
	Gas engines	0.05	0.002	0.002

Water Quality Discharge Destination: Nagano River

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.7	7.2	7.4
BOD (mg/L)	20	15.7	1.9	4.4
SS (mg/L)	40	4.0	1.2	1.1
Oil content (mg/L)	5	0.0	0.0	0.0

* The COD is excluded from the scope of measurement since plant wastewater is discharged into rivers.

ESG Data (Environment)

Enhancement of Environmental Information Disclosure

Replies to CDP2022

With an aim of properly disclosing its measures on climate change, Isuzu has provided information since FY2017 to the CDP, an organization that evaluates corporate efforts related to climate change.
Our score for CDP2022 was B. Since FY2018, in addition to climate change, Isuzu has also responded to Water Security and since FY2019 to Forest, widely disclosing its environmental management activities. Isuzu will continue to raise the level of its activities in this regard and information disclosure.

Third-Party Audits of Environmental Data

As demand for transparency and reliability in environmental information grows, Isuzu has been conducting third-party audits of its environmental data since FY2018. In FY2022, concerning CO_2 emissions, we expanded the scope to include the Group company, IJTT, and conducted an audit in accordance with ISO 14064-3. Additionally, for waste and water resources, an audit was conducted in accordance with ISAE 3000, and the verification process was successfully finalized. In FY2023, the implementation schedule was expedited to promptly disclose the results. Concerning Isuzu's CO_2, new measures were concentrated on Category 11 of Scope 1, Scope 2, and Scope 3, as well as waste and water resources. The third-party assurance in accordance with ISAE 3410 for CO_2 and ISAE 3000 for waste and water resources, ensuring compliance with environmental data verification, was conducted and successfully completed.
We will remain aware of the importance of environmental data and will disclose such data in a reliable manner.

Participation in the GX League

Isuzu Motors aligned with the "GX League Basic Concept" newly introduced by the Ministry of Economy, Trade and Industry in FY2023, and became a participating company in the GX League. Subsequently, in FY2024, we have decided to take part in the newly established "GX League" and have become a participating company in the GX League starting from May 15th. Isuzu will continue to collaborate with industry, academia, and government stakeholders to advance the transformation of the entire economic and social system toward carbon neutrality (GX: Green Transformation), thereby contributing to the realization of a carbon-neutral and sustainable society in the future.

Participation in Project for Arrangement of Infrastructure for Environmental Information Disclosure

Since FY2017, Isuzu has been participating in the Ministry of the Environment's Project for the Arrangement of Infrastructure for Environmental Information Disclosure with the aim of promoting dialogues with investors and other stakeholders. We publish our environmental information on the project's portal site.
Participating in this project has enabled us to have more frequent individual dialogues with investors and other entities, helping us to promote our environmental initiatives.

Isuzu Eco-activities

In July 2021, Isuzu published an environmental leaflet, Isuzu's Eco-Katsu (Eco-Activities), to inform stakeholders about the various environmental activities Isuzu is implementing.
In addition to being available on the Internet, the printed version is also available for elementary school students on social studies tours and families visiting Isuzu Plaza to read at their leisure. The leaflet has been well received by employees who can easily understand the activities thanks to the easy-to-understand summaries provided. Volume 2 was published in February 2022. We will continue to make Isuzu's environmental activities known to as many people as possible through regular publications and updates.

> Activities (Japanese Only)

Environmental Accounting

To conduct environmental activities efficiently and continuously, Isuzu has calculated the costs and effects of environmental conservation.
We have disclosed information with the aim of helping to make management decisions for carrying out efficient investments in environmental activities, and as an evaluation index for businesses as well.

Environmental Conservation Costs

Total investment was 22,514 million yen, a 19,652 million yen increase YOY.
Total expenses were 48,679 million yen, a 2,503 million yen increase YOY.
Details are shown in the table below.

(Target Period: April 1, 2022 to March 31, 2023)

(Unit: million yen)

Classification		Investment	Expenses	Major activities
Business area costs	Pollution prevention costs	1,011	145	Prevention of air, water and other kinds of pollution
	Global environmental conservation costs	1,724	640	Implementing energy-saving activities, climate change measures, etc.
	Resource recycling costs	272	399	Proper disposal of waste, development and improvement of waste disposal sites, etc.
Upstream/downstream costs		0	3,217	Encouraging the recycling of used automobiles, 3Rs for waste, etc.
Management costs		0	366	Promoting environmental management, updating systems for gathering information such as environmental data, etc.
R&D costs		19,507	43,818	R&D for eco-friendly products compliant with emissions regulations, etc.
Social activity costs		0	88	Supporting environmental conservation activities such as tree planting, donating to environmental conservation organizations, etc.
Environmental damage costs		0	6	Pollution load levy, conservation measures against soil and groundwater pollution, etc.
Total		22,514	48,679	

ESG Data (Environment)

Environmental Conservation Effects

(Period: April 1, 2022 to March 31, 2023)

Category	Effect details	Effect
Economic effect (millions of yen)	Reduction in energy costs through energy conservation	98
	Profit on sale of valuables	3,881
Quantitative effect (tons)	CO_2 reduction (tons of CO_2)	2,194

Business Activities and Environmental Hazards

Primary Environmental Impact of Isuzu

Items marked with ☑ have been verified by a third-party for the FY2023 data.

		FY2021	FY2022	FY2023
INPUT	Energy input (GJ)	3,886,485	4,371,653	4,387,635 ☑
	Power consumption	1,685,940	1,891,461	2,076,515
	LPG	23,520	28,905	31,812
	LNG	830,357	971,498	808,459
	City gas	1,062,950	1,198,535	1,173,833
	Other energy	280,976	279,082	297,016
	Raw material input amount (thousand-t)			
	Iron & steel	45	56	43
	Aluminum	7	7	10
	Raw materials	142	183	152
	Water usage (thousand m^3)	1,755	2,019	2,174 ☑
OUTPUT	Greenhouse gas (GHG) (t-CO_2)*1	183,104	206,266	195,036
	Waste generation (thousand-t)	5.0	6.8	6.9 ☑
	Final landfill (thousand-t)	0.0	0.0	0.0
	Valuables (thousand-t)	66.0	87.2	87.6
	Recycling result (%)			
	ASR	96.6	96.6	97.0
	Air bags	95.5	95.3	95.0
	VOC emissions (t)	513	581	596
	Wastewater (thousand m^3)	1,755	2,019	2,174

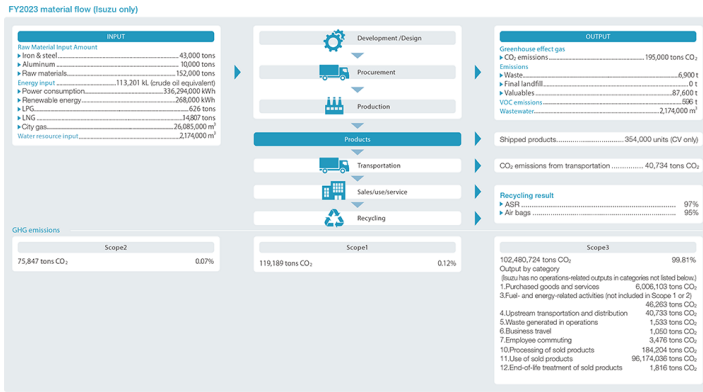
*1 Sum of Scope 1 and Scope 2

GHG emissions

		FY2021	FY2022	FY2023
GHG emissions	Total greenhouse gas emissions (t-CO_2)	27,704,207	94,683,737	102,675,760
	Scope1	114,195	128,074	119,189 ☑
	Scope2	68,909	78,192	75,847 ☑
	Scope3 Total	27,521,103	94,477,471	102,480,724
	Category 1	4,161,451	4,903,215	6,006,103
	Category 2*1	0	0	21,510
	Category 3	43,630	44,081	46,263
	Category 4	32,586	37,402	40,733
	Category 5	4,769	5,312	1,533
	Category 6	1,059	1,050	1,050
	Category 7	14,529	3,486	3,476
	Category 8	-	-	-
	Category 9*2	37,413	-	-
	Category 10	242,167	166,537	184,204
	Category 11	22,983,136	89,314,699	96,174,036 ☑
	Category 12	363	1,689	1,816
	Category 13	-	-	-
	Category 14	-	-	-
	Category 15	-	-	-

*1 In FY2023, emissions increased due to the relocation of our headquarters.
*2 Due to a revision in the calculation method, starting from the fiscal year FY2022, we now include Scope1, Scope2, and Scope3 Category 4.

Material Flow



ESG Data (Environment)

Calculation Standards

Calculation Period	FY2023 (April 2022 - March 2023)
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED
	Consolidated: ISUZU MOTORS LIMITED and its domestic and overseas subsidiaries

Energy Usage	Scope	Units	Calculation Standards
Electricity Usage, Fuel Usage, and Heat Usage	Non-consolidated	GJ	Total energy usage of electricity, fuel (city gas, liquefied natural gas, diesel oil, etc.), and heat (steam, chilled water) [Calculation Standards] • The Act on Promotion of Global Warming Countermeasures (Global Warming Prevention Law), and the Basic Policy on the Rationalizing Use of Energy and Shifting to Non-fossil Energy (Energy Conservation Law) [Calculation Method] • Energy Usage = Usage Amount × Heat Conversion Factor*1 *1 Heat Conversion Factor: Act on the Rational Use of Energy Periodic Report and Medium to Long-Term Plan (Specific Operators, etc.) Filing Guidelines.

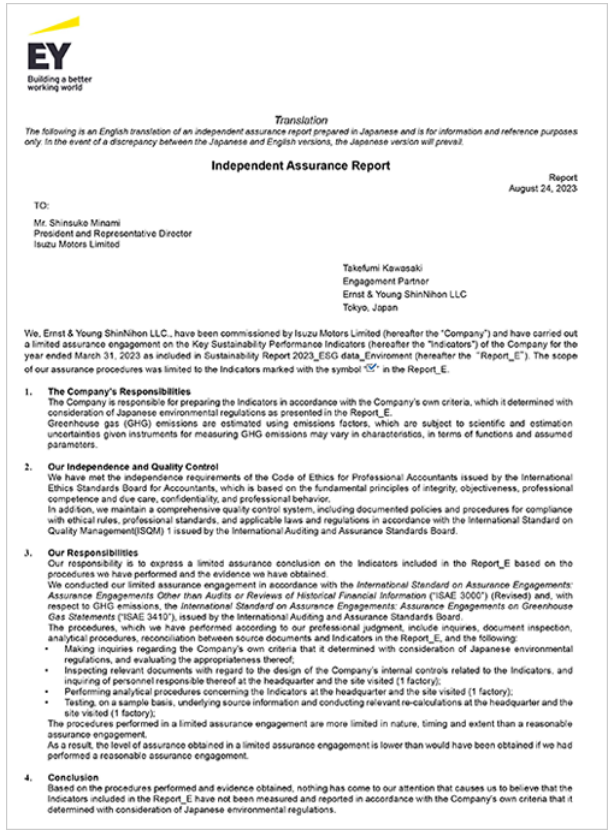
Greenhouse Gas (GHG)	Scope	Units	Calculation Standards
Scope1	Non-consolidated	t-CO_2	CO_2 emissions from fuel usage [Calculation Standards] • GHG Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, Global Warming Prevention Law, Energy Conservation Law. [Calculation Method] • Scope 1 Emissions = Each Fuel Usage × CO_2 Emission Factor*1 *1 CO_2 Emission Factor: Ministry of the Environment "List of Calculation Methods and Emission Factors for the Reporting System"
Scope2	Non-consolidated	t-CO_2	CO_2 emissions from externally supplied electricity and heat [Calculation Standards] • GHG Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, Global Warming Prevention Law, Energy Conservation Law. [Calculation Method] • Scope 2 Emissions (calculated based on market standards) = Electricity & Heat Usage × CO_2 Emission Factor*1 *1 CO_2 Emission Factor (Heat/Electricity): Ministry of the Environment "List of Calculation Methods and Emission Factors for the Reporting System" / "Emission Factors by Electricity Providers"
Scope3 Category 11 (The use of sold products)	Non-consolidated	t-CO_2	CO_2 emissions from the use of sold products (vehicles, engines) [Calculation Standards] • GHG Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, [Calculation Method] 1) Vehicles • CO_2 Emissions = Annual Fuel Usage*1 (L) × Sales Volume (units) × Average Years of Use*2 (years) × CO_2 Emission Factor for Fuel Usage*3 *1 Annual Fuel Usage = Annual Driving Distance ÷ Fuel Efficiency Translates to "Annual Driving Distance: Refer to the Ministry of Land, Infrastructure, Transport and Tourism's "Survey on Motor Vehicle Transport" Fuel Efficiency: Refer to the Ministry of Land, Infrastructure, Transport and Tourism's 'List of Automobile Fuel Efficiencies' *2 Average Years of Use: Refer to the 'Initial Registration Year Performance of Collected Vehicles' published by the Japan Automobile Recycling Promotion Center (JARC) *3 CO_2 Emission Factor for Fuel Usage: Refer to the Ministry of the Environment's "List of Calculation Methods and Emission Factors for the Reporting System" 2) Engines • CO_2 Emissions = Representative Product's CO_2 Emissions During Use*4 (t-CO_2) × Sales Volume (units) × Allocation Ratio*5 *4 CO_2 Emissions During Use of Representative Product (Construction Machinery) in t-CO_2: Refer to the Ministry of the Environment's 'Technical Guide for Calculating Greenhouse Gas Emissions in Road Construction Projects (Draft)' *5 The allocation ratio is based on the weight proportion of the engine in the representative product

ESG Data (Environment)

	Scope	Units	Calculation Standards
Water Usage	Non-consolidated	thousand m^3	Total Water Usage (tap water, groundwater, industrial water) [Calculation Standards] • Isuzu Group Environmental Activity Guidelines [Calculation Method] • Based on the calculation standards, the following values are aggregated. Tap water & industrial water: Usage amount as per the invoice. Groundwater: Measured values based on meters or similar devices managed according to measurement laws. • Reference Legislation, etc.: Ministry of the Environment 'Environmental Reporting Guidelines'

	Scope	Units	Calculation Standards
Waste generation	Non-consolidated	thousand t	Total Emissions of Industrial Waste and General Waste [Calculation Standards] • Isuzu Group Environmental Activity Guidelines [Calculation Method] • Aggregated figures and other data are based on the calculation standards and are recorded in the manifest. • Manifest: Control manifest for industrial waste as stipulated by the Waste Management and Public Cleansing Act (Waste Management Law) • Reference Legislation, etc.: Waste Management Law

Independent Assurance Report (PDF)



EY
Building a better working world

Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent Assurance Report

Report
August 24, 2023

TO:

Mr. Shinsuke Minami
President and Representative Director
Isuzu Motors Limited

Takefumi Kawasaki
Engagement Partner
Ernst & Young ShinNihon LLC
Tokyo, Japan

We, Ernst & Young ShinNihon LLC., have been commissioned by Isuzu Motors Limited (hereafter the "Company") and have carried out a limited assurance engagement on the Key Sustainability Performance Indicators (hereafter the "Indicators") of the Company for the year ended March 31, 2023 as included in Sustainability Report 2023_ESG data_Enviroment (hereafter the "Report_E"). The scope of our assurance procedures was limited to the Indicators marked with the symbol "☑" in the Report_E.

1. **The Company's Responsibilities**
The Company is responsible for preparing the Indicators in accordance with the Company's own criteria, which it determined with consideration of Japanese environmental regulations as presented in the Report_E.
Greenhouse gas (GHG) emissions are estimated using emissions factors, which are subject to scientific and estimation uncertainties given instruments for measuring GHG emissions may vary in characteristics, in terms of functions and assumed parameters.

2. **Our Independence and Quality Control**
We have met the independence requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is based on the fundamental principles of integrity, objectiveness, professional competence and due care, confidentiality, and professional behavior.
In addition, we maintain a comprehensive quality control system, including documented policies and procedures for compliance with ethical rules, professional standards, and applicable laws and regulations in accordance with the International Standard on Quality Management(ISQM) 1 issued by the International Auditing and Assurance Standards Board.

3. **Our Responsibilities**
Our responsibility is to express a limited assurance conclusion on the Indicators included in the Report_E based on the procedures we have performed and the evidence we have obtained.
We conducted our limited assurance engagement in accordance with the *International Standard on Assurance Engagements: Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ISAE 3000") (Revised) and, with respect to GHG emissions, the *International Standard on Assurance Engagements: Assurance Engagements on Greenhouse Gas Statements* ("ISAE 3410"), issued by the International Auditing and Assurance Standards Board.
The procedures, which we have performed according to our professional judgment, include inquiries, document inspection, analytical procedures, reconciliation between source documents and Indicators in the Report_E, and the following:
- Making inquiries regarding the Company's own criteria that it determined with consideration of Japanese environmental regulations, and evaluating the appropriateness thereof;
- Inspecting relevant documents with regard to the design of the Company's internal controls related to the Indicators, and inquiring of personnel responsible thereof at the headquarter and the site visited (1 factory);
- Performing analytical procedures concerning the Indicators at the headquarter and the site visited (1 factory);
- Testing, on a sample basis, underlying source information and conducting relevant re-calculations at the headquarter and the site visited (1 factory);

The procedures performed in a limited assurance engagement are more limited in nature, timing and extent than a reasonable assurance engagement.
As a result, the level of assurance obtained in a limited assurance engagement is lower than would have been obtained if we had performed a reasonable assurance engagement.

4. **Conclusion**
Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Indicators included in the Report_E have not been measured and reported in accordance with the Company's own criteria that it determined with consideration of Japanese environmental regulations.

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ESG Data (Social)

Consolidated Data

Employees

Items marked with ☑ have been verified by a third-party for the FY2023 data.

	Unit	FY2021	FY2022	FY2023
The number of employees	The number of employees	36,224	44,299	44,495 ☑
Male		-	39,166	39,058 ☑
Female		-	5,133	5,437 ☑
Outside Number: Average Number of Temporary Employees		10,183	14,320	15,146
Number of Employees by Region	The number of employees	36,224	44,299	44,495
Japan		22,626	28,727	28,544
Asia		10,811	12,475	12,684
Africa		1,418	1,676	1,781
Other Areas		1,369	1,421	1,486
Voluntary Resignation Rate	%	-	-	4.14
Percentage of Employees with Disabilities*		-	-	1.80

* Figures as of June 1 of each year.

Non-consolidated Data

Employee

		Unit	FY2021	FY2022	FY2023
The number of employees		The number of employees	8,149	8,056	8,056 ☑
Male			7,691	7,591	7,581 ☑
Female			458	465	475 ☑
Number of New Graduates Hired		The number of employees	242	256	296 ☑
Male			224	239	270 ☑
Female			18	17	26 ☑
Number of Career Employees Hired		The number of employees	55	58	112 ☑
Male			50	52	94 ☑
Female			5	6	18 ☑
Number of Foreign Nationals Hired		The number of employees	4	7	8
Voluntary Resignation Rate		%	1.52	1.68	2.15
Resignation Rate, Including Retirement Due to Reaching the Retirement Age		%	5.00	5.00	4.90
Percentage of Employees with Disabilities*1		%	2.11	1.97	2.16 ☑
Rehired Retiree Numbers		The number of employees	692	762	813
Management (Senior Level)		The number of employees	1,398	1,417	1,433
Male			1,355	1,368	1,385
Female			43	49	48
Ratio of Women		%	3.08	3.46	3.35 ☑
Average Age		Years	41.3	41.2	41.0
Average Years of Service		Years	19.0	18.7	18.3
Average Annual Salary*2		Thousands of yen	7,593	7,534	7,770
Gender Wage Gap among Workers*3	All workers	%	-	-	84.8 ☑
	Regular employees		-	-	81.1 ☑
	Part-time and fixed-term workers		-	-	105.8 ☑

*1 Figures as of June 1 of each year.
*2 Average annual salary includes non-standard salary and bonus.
*3 It represents the ratio of women's annual average wage to men's annual average wage.

ESG Data (Social)

Number of Employees Using Childcare/Nursing Care Support Systems

	Unit	FY2021	FY2022	FY2023
Parenting Leave	The number of employees	53	66	81
Male		20	31	49
Female		33	35	32
Rate of male employees taking childcare leave*1		-	-	87.7%
Nursing Care Leave		0	0	1
Male		0	0	1
Female		0	0	0
Shortened Working Hours (Nursing Care and Childcare)		31	31	33
Male		4	3	4
Female		27	28	29

*1 This is a calculation of the percentage of employees who have taken childcare leave and childcare purpose leave.

Health and Safety

Occupational Injuries

		Unit	FY2021	FY2022	FY2023
Total Number of Incidents	Target	Cases	12	12	6
	Achievements		28	23	29
Fatalities	Target		0	0	0
	Achievements		0	0	0

Lost Time Due to Injury Frequency Rate*1

	FY2021	FY2022	FY2023
Lost Time Due to Injury Frequency Rate	0.16	0.00	0.00
Automobile Manufacturing (Japan)*2	0.15	0.18	0.22

*1 Number of fatalities and injuries due to industrial incidents per 1,000,000 total actual working hours
*2 Source: Ministry of Health, Labour and Welfare, Survey of Occupational Accident Trends, statistics tables.

Safety Training

	Unit	FY2022	FY2023
Number of Safety Course Attendees	The number of employees	5,344	2,665

Personnel Development

Training Achievements

	Unit	FY2022	FY2023
Total Hours of Training	Hours	231,993	184,079
Hours Per Employee		29	23

Social Contribution Activities

Social Contribution Expenditure in FY2023 (Non-consolidated): 790 Million Yen

	Unit	Social contribution expenditure	In-kind Donations	Donations
Amount	1 million yen	702	4	85

Product Quality

	Unit	FY2021	FY2022	FY2023
No. of recalls	Cases	11	17	12

ESG Data (Social)

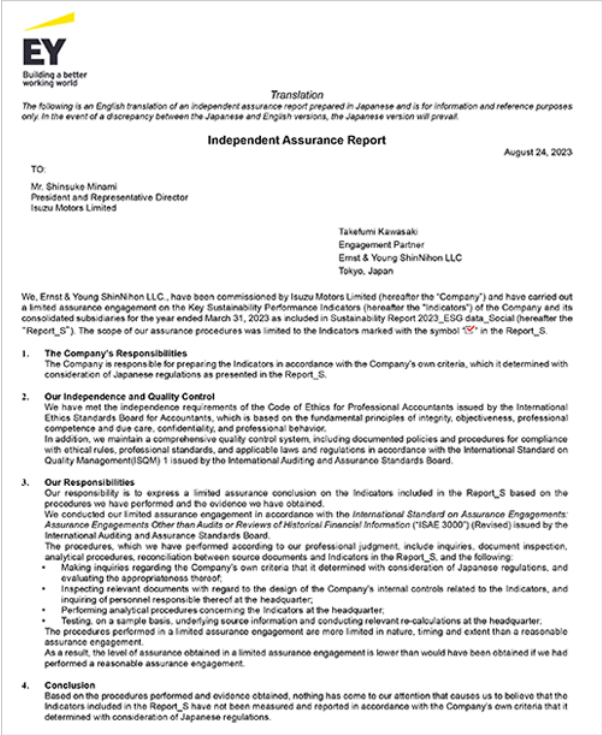
Calculation Standards

Calculation Period	Fiscal Year 2023 (April 2022 - March 2023)
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED
	Consolidated: ISUZU MOTORS LIMITED and its domestic and overseas subsidiaries

	Scope	Units	Calculation Standards
Ratio of Women Management (Senior Level)	Non-consolidated	%	Proportion of Female Managers Among All Managers * Managers refer to employees in positions at the level of section chief or higher, excluding executives [Calculation Method] Calculated as follows, based on the Isuzu Group Social Data Manual • Ratio of Female Managers (Senior Positions) = (Number of Female Managers in Senior Positions / Total Number of Managers in Senior Positions) × 100 [Reference Legislation, etc.] Act on Promotion of Women's Participation and Advancement in the Workplace (Act on Promotion of Female Participation)
Percentage of Employees with Disabilities	Non-consolidated	%	Proportion of Regularly Employed Workers with Disabilities Relative to All Regularly Employed Workers [Calculation Method] Calculated as follows, based on the Isuzu Group Social Data Manual: Disability Employment Ratio = (Number of Regularly Employed Workers with Disabilities / Total Number of Regularly Employed Workers) × 100 *1 Part-time workers (working 20 hours or more but less than 30 hours per week) are counted as 0.5 persons *2 Severely disabled individuals are counted as 2 persons *3 As Isuzu Hospital falls under the category of industries with an exclusion rate setting, the number of regularly employed workers is calculated at 70% of the actual number [Reference Legislation, etc.] Ministry of Health, Labour and Welfare 'Act to Facilitate the Employment of Persons with Disabilities'
Number of Employees (By Gender)	Non-consolidated and Consolidated	People	Non-consolidated: Excludes those seconded from Isuzu to external organizations, but includes those seconded to Isuzu from external organizations Consolidated: Excludes those seconded from the Isuzu Group to external organizations, but includes those seconded to the Isuzu Group from external organizations Aggregation Scope: For companies with a fiscal year ending in March, the data is as of March 31; for companies with a fiscal year ending in December, the data is as of December 31
Number of New Graduate Hires (By Gender)	Non-consolidated	People	Full-time employees who have been directly hired without a fixed term of employment, from among students who are job-hunting in anticipation of graduating from various schools and institutions However, individuals who have graduated from school within approximately the last three years and have successfully passed Isuzu's new graduate hiring process are also treated as new graduate hires
Number of Career Employees Hired (By Gender)	Non-consolidated	People	Among full-time employees who have been directly hired without a fixed term of employment, those who are not new graduate hires
Gender Wage Gap Among Workers	Non-consolidated	%	The ratio of the average annual wage of female workers to the average annual wage of male workers [Calculation Method] Calculated as follows, based on the Isuzu Group Social Data Manual • For regular employment, non-regular employment, and all workers, the gender wage gap is calculated as follows: Gender Wage Gap = (Average Annual Wage of Women / Average Annual Wage of Men) × 100 [Reference Legislation, etc.] Act on the Promotion of Women's Active Engagement in Professional Life
Lost Time Due to Injury Frequency Rate	Non-consolidated	-	The number of fatalities and injuries due to occupational accidents per one million actual man-hours worked [Calculation Method] Calculated as follows, based on the Isuzu Group Social Data Manual Lost Time Injury Frequency Rate = (Number of Fatalities and Injuries Due to Occupational Accidents / Total Actual Man-Hours Worked) × 1,000,00

ESG Data (Social)

Independent Assurance Report (PDF)



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Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent Assurance Report

August 24, 2023

TO:

Mr. Shinsuke Minami
President and Representative Director
Isuzu Motors Limited

Takefumi Kawasaki
Engagement Partner
Ernst & Young ShinNihon LLC
Tokyo, Japan

We, Ernst & Young ShinNihon LLC., have been commissioned by Isuzu Motors Limited (hereafter the "Company") and have carried out a limited assurance engagement on the Key Sustainability Performance Indicators (hereafter the "Indicators") of the Company and its consolidated subsidiaries for the year ended March 31, 2023 as included in Sustainability Report 2023_ESG data_Social (hereafter the "Report_S"). The scope of our assurance procedures was limited to the Indicators marked with the symbol "☑" in the Report_S.

1. **The Company's Responsibilities**
The Company is responsible for preparing the Indicators in accordance with the Company's own criteria, which it determined with consideration of Japanese regulations as presented in the Report_S.

2. **Our Independence and Quality Control**
We have met the independence requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is based on the fundamental principles of integrity, objectiveness, professional competence and due care, confidentiality, and professional behavior.
In addition, we maintain a comprehensive quality control system, including documented policies and procedures for compliance with ethical rules, professional standards, and applicable laws and regulations in accordance with the International Standard on Quality Management(ISQM) 1 issued by the International Auditing and Assurance Standards Board.

3. **Our Responsibilities**
Our responsibility is to express a limited assurance conclusion on the Indicators included in the Report_S based on the procedures we have performed and the evidence we have obtained.
We conducted our limited assurance engagement in accordance with the *International Standard on Assurance Engagements: Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ISAE 3000") (Revised) issued by the International Auditing and Assurance Standards Board.
The procedures, which we have performed according to our professional judgment, include inquiries, document inspection, analytical procedures, reconciliation between source documents and Indicators in the Report_S, and the following:
- Making inquiries regarding the Company's own criteria that it determined with consideration of Japanese regulations, and evaluating the appropriateness thereof;
- Inspecting relevant documents with regard to the design of the Company's internal controls related to the Indicators, and inquiring of personnel responsible thereof at the headquarter;
- Performing analytical procedures concerning the Indicators at the headquarter;
- Testing, on a sample basis, underlying source information and conducting relevant re-calculations at the headquarter.

The procedures performed in a limited assurance engagement are more limited in nature, timing and extent than a reasonable assurance engagement.
As a result, the level of assurance obtained in a limited assurance engagement is lower than would have been obtained if we had performed a reasonable assurance engagement.

4. **Conclusion**
Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Indicators included in the Report_S have not been measured and reported in accordance with the Company's own criteria that it determined with consideration of Japanese regulations.

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ESG Data (Governance)

Governance

Corporate Governance Overview

		Unit	As of June 28, 2023
Directors	Board of Directors	Person	13
	Independent Outside Directors		5
	Proportion of Independent Outside Directors	%	38.46
	Female Directors	Person	2
	Proportion of Female Directors	%	15.38
Audit and Supervisory Committee	Audit Committee Members	Person	5
	Independent Outside Directors		3
Nomination and Remuneration Committee	Nomination and Remuneration Committee Members		5
	Independent Outside Directors		3

Meetings Held

		Unit	FY2021	FY2022	FY2023
Board of Directors	Number of meetings	Times	18	15	15
	Attendance rate among Outside directors	%	100	100	100
Audit and Supervisory Committee (Board of Corporate Auditors)	Number of meetings	Times	(15)	11(5)*1	15
	Attendance rate	%	100	100	100
Nomination and Remuneration Committee	Number of meetings	Times	9	8	8

*1 The Board of Corporate Auditors had held five meetings by June 25, 2021, the date of the Company's transition into a company with an Audit and Supervisory Committee.