

Quality



Quality

Basic Approach

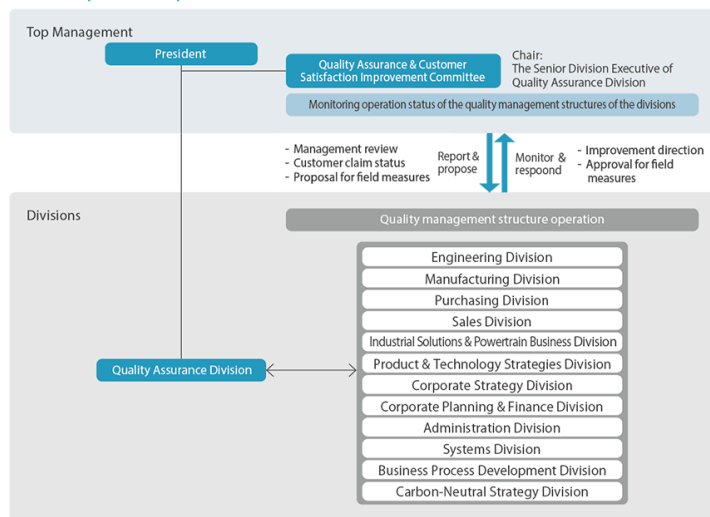
We gain the trust of our customers by providing products and services of high quality to our customers from various angles so as to be able to contribute to the solving of social issues toward the creation of a prosperous society.

Management Structure

Group-wide Quality Assurance System

Isuzu builds the QA system illustrated below with the aim of fully meeting its social and quality responsibilities as a manufacturer. Led by the Quality Assurance Division, all companies of the Isuzu Group work together to enhance our product quality. The Senior Division Executive of Quality Assurance Division chairs a monthly meeting of the Quality Assurance & Customer Satisfaction Improvement Committee (Quality Assurance & CS Committee), where the senior management of all divisions discuss and share information on quality-related facts and CS improvement so that the Committee can monitor how the divisions operate their quality management structures. The outcomes are shared to drive forward the quality assurance activities of the business divisions.

Isuzu Quality Assurance System



Improving Quality within Isuzu Group

By giving priority to quality in everything, we create products that fully satisfy our customers and contribute to society, aiming to grow as a corporate group rich in humanity. To ensure the quality of Isuzu's products and services, it is important that we work carefully in each of the different stages of the value chain surrounding our products and services. We build readiness to assure quality in each of the different stages, including development, procurement, manufacturing and market launch, and manage the process accordingly. Through this, Isuzu ensures that its products and services fully satisfy customers. In the event that a customer has trouble with an Isuzu vehicle, we are organizationally ready to provide service and service parts to facilitate a quick recovery. Isuzu always seeks to ensure that customers can feel secure about using Isuzu's products every day, and is committed to building long-term relationships of trust with customers. Isuzu's quality policy is to create and deliver products and services that satisfy its customers. Staying true to this policy, all companies in the Isuzu Group work together in quality improvement activities. This is based on our belief that we can deliver better products and services to our customers by improving the quality of business operations of all divisions, including back-office divisions. More specifically, we communicate our quality policy and share quality manuals throughout the Isuzu Group in an effort to improve the quality of our daily business operations.

Quality Management Structure (ISO 9001 and IATF 16949 certified)

All Isuzu business sites have earned ISO 9001:2015 certification, an international standard of quality management. Moreover, components to be delivered to General Motors Company have obtained IATF 16949:2016 certification, the standard for the automobile sector. Isuzu has been striving to enhance its operational quality using such measures.

Quality Activity Initiative Themes

The Isuzu Group has identified and is working on the following issues in an effort to promote business activities aimed at improving quality in all of its business areas.

1. Product Quality Improvement
2. Service Quality Improvement
3. Operation Quality Improvement

Quality

Initiatives

Product Quality Improvement

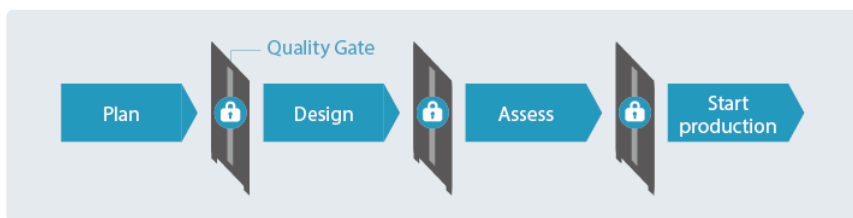
Basic Approach behind Product Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy*. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape. To achieve this, a number of activities have been undertaken to improve quality at every stage from product development and manufacturing to market operation.

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 needed 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.



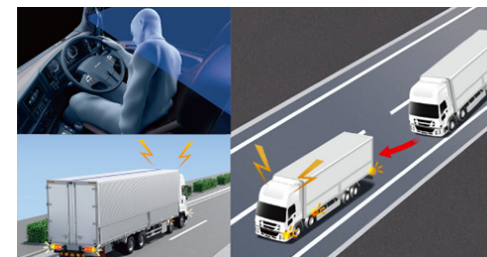
Safety Technologies

The quest for even higher safety in trucks—which have close ties to people and society—is a priority theme that does not change with the times. This is especially so for heavy- and medium-duty trucks, which have high total vehicle weights, as the damage caused is even larger. Therefore, the latest and most advanced responses are always required. In addition, trucks transport not only people, but also important goods. For example, even if an accident can be avoided by emergency braking when there is imminent danger, besides injury to people, there is still a high risk of causing damage to important goods such as when goods fall over. At Isuzu, we install necessary safety features to prevent accidents and reduce damage according to the vehicle type.



Pre-crash Braking (Collision Avoidance Assist/Mitigation of Collision Damage): While driving, millimeter-wave radar and cameras continuously detect and analyze the area in front of the vehicle. Depending on the distance to preceding vehicles or pedestrians, an alarm and brake control are triggered. In addition to the alarm, full braking is applied at an early stage when there is an increased risk of a collision with a preceding vehicle or pedestrian moving at low speed.

- > ELF
- > FORWARD
- > GIGA
- > GALA
- > ERGA
- > D-MAX, Mu-X

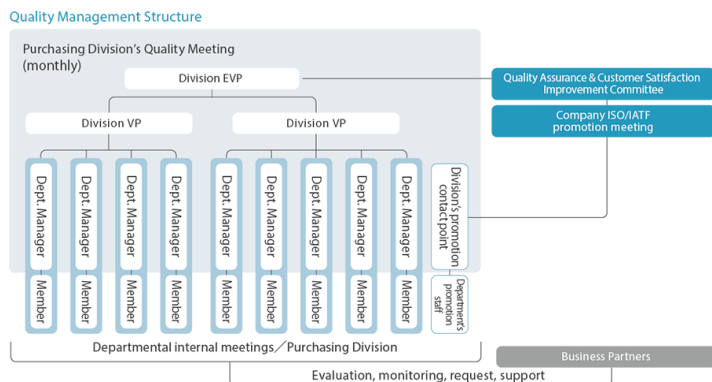


Emergency Driving Stop System (EDSS): If the driver experiences something abnormal such as sudden illness, the vehicle's Emergency Driver Stop System (EDSS) automatically applies the brakes and brings the vehicle to a stop. This is achieved through either the operation of the EDSS switch or abnormality detection by the Driver Status Monitor (DSM) system.

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Initiatives at the Procurement Stage

Many of the parts and other items used in Isuzu's products are purchased from external business partners. When quality problems occur in purchased products, significant inconvenience is placed on customers using our products. While building relationships of trust with suppliers, Isuzu has established a quality management structure for products purchased from these suppliers to ensure a stable supply of good products to its plants. Going forward, we will continue to undertake quality improvement activities with our business partners and strive toward strengthening our supply chain.



In Japan, we have a total of 680 business partners, about 90% of which are located in Japan. In terms of transaction amount, the procurement of vehicle and engine parts makes up about 80% of the total. To monitor the delivery quality and market quality of our business partners, we calculate a monthly evaluation score based on factors such as the number of defect occurrences, the number of defects, and the severity of defects. Business partners whose evaluation scores and defect counts do not meet a certain standard are selected to be companies subject to management, and business partners whose evaluation scores meet a certain threshold but have defect counts exceeding a specific limit are selected as companies subject to observation, indicating a need for improvement in delivery quality. In FY2023, approximately 90% of our business partners satisfied the delivery quality evaluation score requirements. While no companies were selected as companies subject to management, some were chosen for observation, and improvement activities were carried out for these business partners in an effort to elevate quality. In addition, we conduct an on-site audit for some business partners at the time of the direct supply contract renewal assessment, implemented every three years, to verify their quality management structure operations. With new business partners, we conduct an on-site audit before starting our business relationship with them and evaluate the effectiveness of their quality management structures to see if they meet requirements for trading with us. We are also making progress with creating a BCP/BCM system and carrying out measures to reconfirm our supply chain and minimize the time it takes to restart operations in the event of an emergency. By improving the speed of our initial response and cooperating with our business partners, we are working to facilitate rapid recovery and creating a system that minimizes the impact on Isuzu product sales.

Initiatives at the Manufacturing Stage

Isuzu's customers require products of different specifications, and therefore Isuzu's products are available in many different variations. This is a characteristic of Isuzu. Isuzu is constantly committed to the development of human resources and improvement of production systems as it seeks to improve the quality of its diverse products to the same, high level and make them globally available. Isuzu systematizes and integrates its quality-first concept, methods and manufacturing knowhow into ISUZU MONOZUKURI (IM). IM is a production method implemented in every Isuzu manufacturing plant in Japan and overseas countries. At heart, its concept is to ensure that Isuzu-badged vehicles can be manufactured based on a uniform concept of workmanship and quality control, in any plant around the world. To homogenize variation at a high level based on IM, production line managers gather each morning before starting work and have a quality audit meeting, through which we share information centering on quality and ensure that our production lines are always adaptable to changes. Further, with IM-based efforts to deliver quality assurance on a global scale, Isuzu endeavors to become a company trusted by every customer who needs Isuzu's commercial vehicles and diesel engines. In addition to classroom and practical training on the fundamentals of IM, the employees involved in production are provided with applied practical training so they can apply the knowledge and skills acquired in basic training on the job site and make improvements according to the situation.

> Manufacturing Quality (Japanese Only)



Isuzu production line where IM has been introduced

Number of Employees Who Received the Training in FY2023

There were 995 participants in FY2023, with an average activity rate of 21 hours per participant (2-5 days/person).

(Reference)

Core skills training: Group training on IM concepts and TPM* is provided remotely.

Technical skills training: Approximately 30 types of practical skills training are delivered, including tightening training and engine assembly training.

* TPM (Total Productive Maintenance) refers to the review and improvement of production equipment to streamline manufacturing.

Quality

Initiatives for Higher Field Quality

Isuzu strives to improve its field quality by paying close attention to customer opinions and analyzing and feeding them back to all quality-related processes to ensure that issues are addressed and improvements are made.

Initiatives toward Improved Field Quality

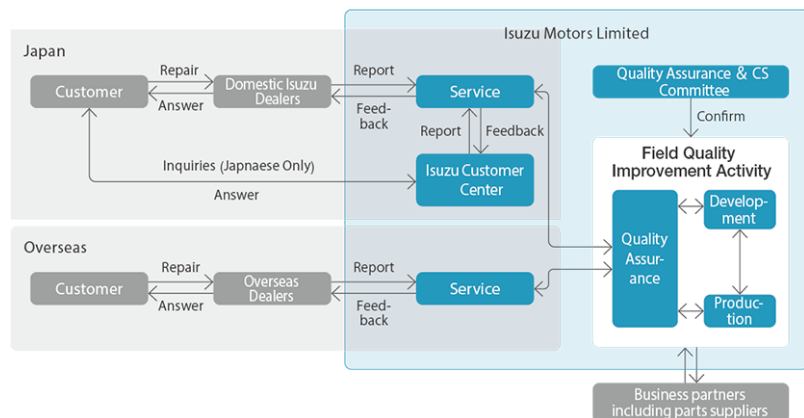
Taking advantage of the FQ management structure*, Isuzu collects quality information from markets then implements cause investigations and responds to issues promptly and accurately.

Isuzu Customer Center (Japan) gathers customer opinions, warranty repair records, and improvement requests from sales dealers 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. Our Quality Improvement Newsletter features and shares quality activities such as the status of field quality improvement activities, the status of verification activities for initial quality of newly-launched vehicles in Japan, and the status of ISO/IATF activities. Through this, we seek to improve quality awareness throughout the entire Company

* FQ (Field Quality) management structure: an initiative to gather and distribute quality information from the markets for making improvements, based on the scheme illustrated below.

Field Quality Improvement Activity (FQ Management Structure)



Initiatives for Recall Campaigns

The aim of the recall system is to prevent defective vehicles from causing accidents and to ensure the safety and assets of our customers and drivers. Based on an understanding of the aim and its philosophy, Isuzu conducts recalls as required by the Road Transport Vehicle Act, improvement measures, and service campaigns in an effort to ensure smooth operation of our customers' vehicles. We are always prepared to take prompt and appropriate actions from the customer's perspective, taking into consideration the diversification of users' circumstances.

- **Recalls:** Where a vehicle may not be able to meet safety regulations for road transport vehicles (regulations to ensure vehicle safety or prevent pollution) due to a problem in design or the manufacturing process, the vehicle may be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism. This is referred to as a recall.
- **Improvement measures:** Where a vehicle cannot be left as is for safety reasons or for the prevention of pollution even though it complies with safety regulations, the system allows the vehicle to be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism, as long as the problem is attributable to design or the manufacturing process.
- **Service campaigns:** A service campaign allows a vehicle to which neither recall nor improvement measures applies to be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism, for the purpose of improving its merchantability and quality.

Number of recalls and other notifications

	FY2021	FY2022	FY2023
Recalls	11	17	12
Improvement Measures	0	2	0
Service Campaigns	6	5	3

(Reference) UD Truck Recalls in FY2023: 5

> Recall Information (Japanese only)

Quality

Service Quality Improvement

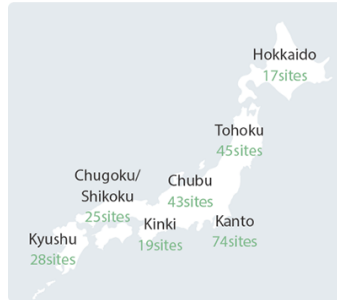
Basic Approach behind Service Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy*. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape. Consequently, it is important to ensure that our customers' vehicles keep working well and, if they don't, are quickly restored to working order. Isuzu provides standardized support both in Japan and overseas as part of its commitment to offering high-quality service. During the current COVID-19 pandemic, Isuzu's trucks have played an important role in supporting the availability of medical supplies and daily commodities. We are aware of Isuzu's mission and social responsibility to, in all circumstances, unfailingly deliver the vehicles customers need and help them to keep running satisfactorily by providing after-sales service without delay.

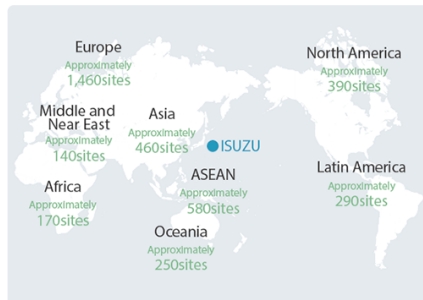
Thorough Service System

Isuzu is currently fully committed to post-delivery customer support. Our customers always expect high quality. Isuzu pursues the establishment of high-quality, integrated service systems both domestically and internationally.

Japan



Overseas



Parts Supply System

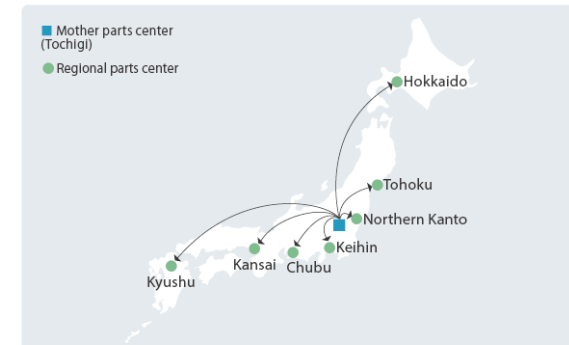
Isuzu delivers service parts in a timely and accurate manner to any place, leveraging its network of mother parts center (Tochigi, Japan) and regional parts centers in Japan and overseas. In addition, Isuzu Logistics Global Center commenced operations in April 2020. This is a state-of-the-art distribution warehouse designed to meet growing demand overseas for service parts. The new facility reinforces our readiness to supply parts to customers overseas. Moreover, the introduction of latest technologies has advanced the automation of in-warehouse work. Handling of heavy materials has been reduced in our in-warehouse work, which provides a better working environment for women and even elderly workers.



Isuzu Logistics Global Center commenced operations in April 2020

Japan

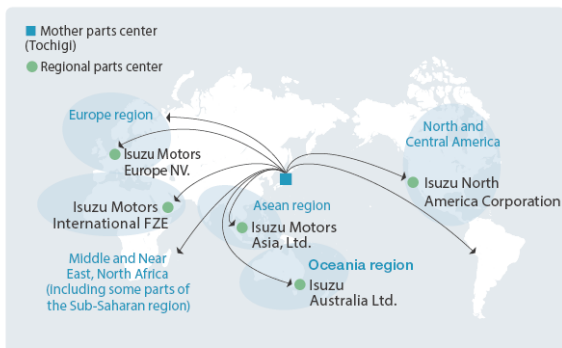
Seven regional parts centers ship the service parts to the service parts sites of Isuzu dealers.



Quality

Overseas

Isuzu's extensive service parts supply network includes regional parts centers in the Middle and Near East, North Africa, North and Central America, Europe, and the ASEAN and Oceania regions.



Improvement of Maintenance Engineering

Isuzu World Service Skills Competition (I-1 GP)

The Isuzu World Service Skills Competition (I-1 GP) gathers teams of servicing staff and engineers from different countries and regions across the world to compete in a skills and knowledge competition to find the world's best engineers. This is a global competition that aims to improve individuals' technical skills and the responsiveness of the engineers in Isuzu Group dealerships engineers (team technical skills). This international and interregional competition in skills and knowledge is aimed at improving service quality in their respective home fields so that Isuzu customers can enjoy the greatest satisfaction anytime, anywhere. The competition has been held since 2006. Considering the ongoing COVID-19 pandemic and the ongoing uncertain global situation in FY2023, it was concluded that it would be difficult to hold the competition, which involves inviting the finalists of the preliminary rounds to Japan to participate in the final round. Consequently, an online service skills contest e-competition was held for only the third time. The CV Division held a competition on November 2-4, 2022.

Usually, contestants are divided into Categories A and B depending on the level of gas emission regulations applicable to the vehicles they sell. However, as in FY2021, for the FY2022 I-1 GP, rather than being divided into categories, contestants competed in technical knowledge and virtual diagnosis of failure in their respective countries online, the same as last year. This time, in addition to the Commercial Vehicle (CV) category, the Light Commercial Vehicle (LCV) category made its debut in the e-competition. A total of 37 countries participated in the CV category and 22 countries in the LCV category, working to tackle common global challenges.

* Category A: Emissions regulation level Euro 5 or equivalent
 Category B: All contestants that do not fall under Category A

Results of the 17th I-1 GP

CV category

Group division: [1st] Thailand, [2nd] Philippines, [3rd] Japan
 Individual division: [1st] Japan, [2nd] Philippines, [3rd] Thailand

LCV category

Group division: [1st] Vietnam, [2nd] Thailand, [3rd] Philippines
 Individual division: [1st] Australia, [2nd] Vietnam, [3rd] Philippines



National Service/Parts Skill Competition

Isuzu holds an annual competition for workers to compete in the skills they have accumulated through their everyday work. The annual competition is aimed at improving the skills of service staff and engineers, promoting training, increasing customer satisfaction and motivating and strengthening ties among the staff members engaging in Isuzu's service staff and engineers.

Due to the spread of COVID-19, the event had been canceled since its last occurrence in 2019. However, in 2022, the competition was held again after a gap of three years, with the slogan "Faster, Hotter, More Accurate! Aim to be Isuzu's Number One!!" Participants competed in both individual and group events find the top staff members in the country.



Quality

Training Employees of Isuzu Dealers

We offer training programs to the service staff and engineers that support the transport needs of our customers so they can brush up on their service operations and maintenance engineering skills and learn more advanced repair techniques.

In addition to conventional group training at the Isuzu Monozukuri Service Training Center, we are further enhancing the skills of our workforce by introducing remote training (using web conferencing systems and e-learning platforms) and adapting self-hosted training to be held at dealerships.

FY2023 Results

	Number of Courses	Number of participants	Training Method
For service engineers	25 courses, 81 sessions	517	Group Training
	1 course, 1 session	30	Remote Training
	7 courses, 41 sessions	474	In house Event
For service advisors	4 courses, 7 sessions	109	Group Training
	17 courses, 33 sessions	370	Remote Training

Feedback from participants

- I was able to learn about the internal structure of parts that cannot be understood from regular maintenance work, and it was very educational. In the future, I hope to make use of this knowledge in training junior staff. (Service Engineer, Dealerships)
- The in-depth explanation of the usage of the diagnostic tool was helpful in advancing my practical skills. (Service Engineer, Dealer)
- After receiving this training, the areas I was not confident in have now turned into strengths. I will apply what I have learned in the field going forward. (Service Engineer, Dealerships)

Maintenance Engineering Workshop in FY2023

30 sessions

Customer Support

Various Support Programs, including Fuel Efficiency and Safe Driving Seminars

Isuzu has been offering its customers seminars on fuel-efficient and safe driving since 1995. In recent years, we have been conducting demonstrations of key points for the use of vehicle devices and accident prevention, workshops on legal and regulatory trends and many other seminars based on customers' needs. Within Japan, these seminars are conducted at seminar facilities named Isuzu Premium Clubs located on the premises of our Fujisawa Plant and Isuzu Hokkaido Proving Ground. The Clubs are equipped with test courses and are exclusive for our customers. Seminars are also conducted at dealers all over Japan. To date, we have held these seminars overseas for customers from 31 countries. We strive to help our customers in Japan and all over the world to use our vehicles in safer and more eco-friendly ways.

Isuzu Customer Information

The Customer Information section of the Isuzu website draws the attention of users of Isuzu vehicles to potential incidents or failure risks arising from misuse or other problems.

> [Customer Information \(FY2023\) \(Japanese only\)](#)

Long Periods of Use

In recent years, along with changes in economic circumstances and other factors, our customers have tended to use their vehicles for longer periods and their mileage has been increasing. The safety of vehicles that have been in use for a long time can be guaranteed by ensuring that regular inspections and maintenance are performed. Isuzu keeps a sufficient stock of periodic replacement parts on hand to prevent failures from occurring and to meet customers' needs for periodic maintenance. We will keep working on inspection and maintenance, also taking into consideration the way in which vehicles are used and their use over extended periods.

Isuzu Customer Center

Isuzu Customer Center (Japan) was established for the purpose of applying customer feedback to product quality improvement. Customer feedback is shared with relevant departments both internally and externally to improve the quality of our products and services. We also provide opportunities to listen to the voices of our customers through internal training programs to enhance our customer-first approach and our sensitivity to what our customers want.

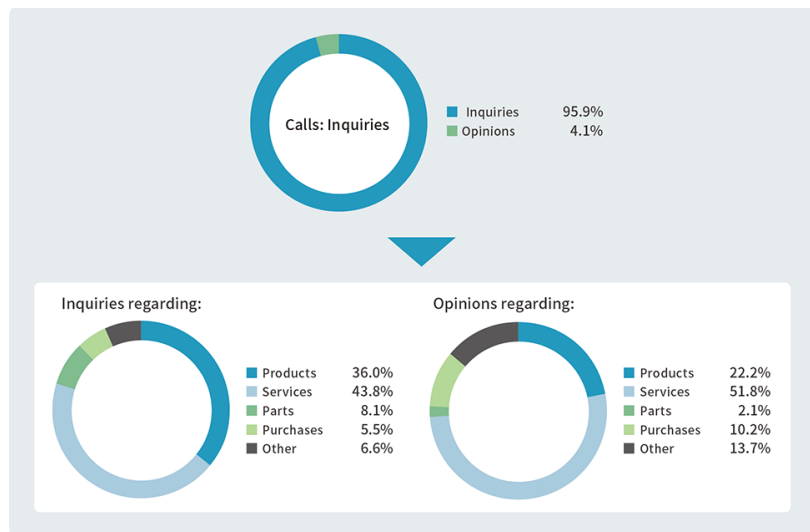
Customer Testimonials

'A tragic incident occurred where a preschooler was trapped inside a school bus, and its countermeasures have been covered in the news. However, I have doubts about whether a sick child would have the strength to sound the horn, whether anyone around would notice even if it did sound, and whether the child knows where to press to sound the horn in the first place. Is it not possible to develop easy-to-understand and easy-to-press emergency buttons or devices like sirens for preschoolers?'

At the Isuzu Customer Center, we also receive inquiries and feedback from customers who use trucks and buses regarding social issues related to human and logistics flow. Amid the increasing public awareness of safety and the environment, at Isuzu, we prioritize safety in our product development. The feedback received from our customers in this instance is considered valuable information and has been shared with relevant departments for future product development and other purposes. Isuzu will continue to work together as a united company to tackle and solve social issues in the future.

Quality

Actual Incoming Calls to the Isuzu Customer Center in FY2023



Intangible Support

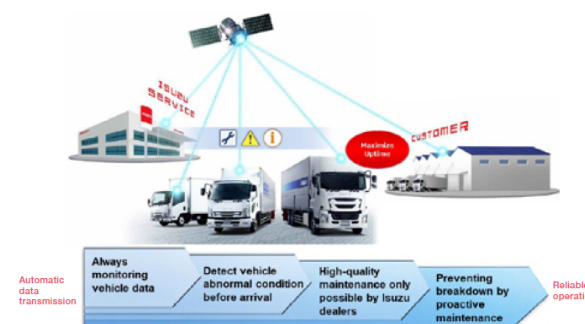
Mimamori (Telematics for Commercial Vehicles)

Isuzu has also put a great deal of energy into supporting commercial vehicles from intangible aspects. This is symbolized by Mimamori, our telematics system for commercial vehicles. It reads data from the vehicle's control computer and connects them via telecommunication to support driving and dynamics control. Mimamori has a package of useful content that includes daily operation reports, a digital tachograph, labor management and other means of support of daily compliance with laws; a full-scale function for controlling dynamic states which is effective for keeping informed of a vehicle's position and condition; support for the practice of safe and eco-friendly driving; and various features effective for crew training. It also greatly contributes to streamlining customers' driving control.

PREISM (Advanced Genuine Maintenance Service Utilizing Vehicle Data)

PREISM, an advanced genuine maintenance service, provides predictive and preventive maintenance at Isuzu service centers before a malfunction occurs, based on condition data transmitted from vehicles. This helps to shorten the vehicles' downtime and maintain their operation.

- **Prevention:**
Servicing details and maintenance cycles differ depending on the status of use of the vehicle. However, PREISM tracks data on each vehicle's condition, thus enabling optimally predictive and preventive maintenance for each vehicle, which checks malfunctions.
- **Immediate repairs:**
Even if a malfunction occurs, our Isuzu service centers can estimate servicing details from the malfunction data obtained prior to warehousing. Thus the vehicle's servicing time can be shortened. This can also reduce downtime and makes the vehicle's operation more secure. The full lineup of the heavy-duty GIGA, medium-duty FORWARD, and light-duty ELF trucks comes with a data transmission terminal as a standard feature, providing PREISM to support stable operation of a customer's vehicle.



EVision

Alongside the launch of Isuzu's first mass production battery electric vehicle (BEV), the "ELF (N-Series) EV," Isuzu Motors Limited has developed the total solution program "EVision"¹ to support customers considering introducing commercial BEVs and has begun service provision. The support provided in EVision includes finding solutions to EV introduction issues, quantifying the CO₂ emission reduction benefits, and proposing further decarbonization initiatives to move toward carbon neutrality.

¹ "EVision" combines the "EV" of electric vehicles with "Vision" in its many senses including sight, foresight, and future aspirations. It expresses Isuzu's support and initiatives for transparency regarding the issues and operations involved in EV introduction and its determination to provide solutions, thereby showing customers the way toward achieving carbon neutrality.

Quality

Operational Quality Improvement

Basic Approach behind Operational Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape. The quality of our products and services is derived from the work quality of each and every employee. Isuzu leverages efforts to raise awareness about quality and knowledge since we believe that enhancing the performance quality of each individual employee—and not just those divisions directly involved in product quality—creates the quality that meets customer needs.

Education for Raising Awareness and Knowledge among Employees

The foundation of work is the experience, knowledge (tools and methods), and skills possessed by each individual. But even with experience, knowledge and skills, it does not necessarily follow that the work will be done with good quality. For employees to maximize their skills and improve the quality of their work, it is essential that they remain motivated to do a good job. Isuzu therefore strives to improve the quality of its operations by educating employees to raise awareness and knowledge acquisition.

Discussions among Employees

To raise awareness about operational quality, Isuzu is holding a series of discussions for employees to talk about doing a good job from the customer's perspective, using customers' telephone inquiries received by the Isuzu Customer Center and the annual Quality Month* Message which is delivered from senior management to employees in November every year.

The aim of this Quality Month Message is for each individual to think over what it is to do a good job, find some clues to making it happen and put it all into action. The message is made known to all employees through the Isuzu News, published monthly, and is discussed at each department.

* 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.

Message for Quality Month FY2023

Theme: Let's sow the seeds of discussion and work together to create cars and deliver good work to customers!

Target period: November to February. Target: All employees. Results: 7,928 employees participated (participation rate: 96%).

Reason for theme selection: In recent years, while the overall perception of companies in society has become less tolerant, wider society's expectations of Isuzu have increased significantly. In the midst of significant changes in the environment and the risks surrounding Isuzu, it is essential to strengthen the Company's foundation further to allow it to undertake even greater challenges. For that reason, it is essential that every employee adheres to the rules and carries out their tasks with certainty. However, blindly adhering to the rules is not sufficient; it is also necessary to verify and improve these rules in line with current thinking and times. It is crucial to share the issues identified as "RED" during checks and engage in discussion on these issues. By doing so and delivering excellent work to our customers, we will earn their trust.

Quality Awareness Education for Isuzu Dealers

To raise quality awareness among all Isuzu Group employees, quality awareness training is provided to dealers across Japan to reinforce the importance of quality-related tasks such as the accurate and prompt provision of information, reliable recall of defective parts, and early implementation of recall repairs.

Number of Locations Where Training Was Held in FY2023

22 places

Improving Knowledge (Knowledge-enhancing Program)

As a quality-related knowledge education program for employees, we conduct legal education, focusing on the Road Transport Vehicle Act/Recall System. The aim is to ensure that our employees understand the laws related to the quality of Isuzu products. Additionally, we offer a course for developing experts skilled in the statistical analysis necessary for solving problems. The courses are aimed for employees to acquire problem-solving skills and practical skills for effectively encouraging quality improvement in the workplace.

Results

Road Transport Vehicle Act/recall system: 171 participants
Expert training^{*1}: 19 participants

*1 Held online. Instructor invited from outside.

Quality

Isuzu Technical High School

Isuzu Technical High School provides education and training programs for our new technical employees (trainees) who are high school graduates. There are two courses: a three-month training early selection course and a training course. Both courses emphasize the necessary for Isuzu's monozukuri knowledge, skills, and attitude required as Isuzu technical employees. The trainees who show very high aspirations in manufacturing (monozukuri) enter the National Skills Competition to learn about the results of their day-to-day technical training and further improve their skills.

Moreover, school instructors to guide the trainees are selected from our employees working in the field. This allows the instructors to review their own operational knowledge, and at the same time to learn how to develop talent. As a consequence, the instructors will also improve.

In addition to developing trainees into full-fledged workers, the engineers involved with the training process should hone and hand down their skills. This should then contribute to qualitatively improving Isuzu's products.

Competition Results

The 60th National Skills Competition, November 4-7, 2022, Makuhari Messe, Japan

Machine Assembly: 1 Honorable Mention

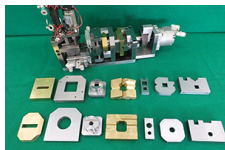
Lathe: 1 Honorable Mention



Training and practical exercise at Isuzu Technical High School.



Practical machine assembly skills, winner of the Honorable Mention



Prize-winning machine assembly assignment



Lathe practical training, winner of the Honorable Mention



Award-winning lathe assignment