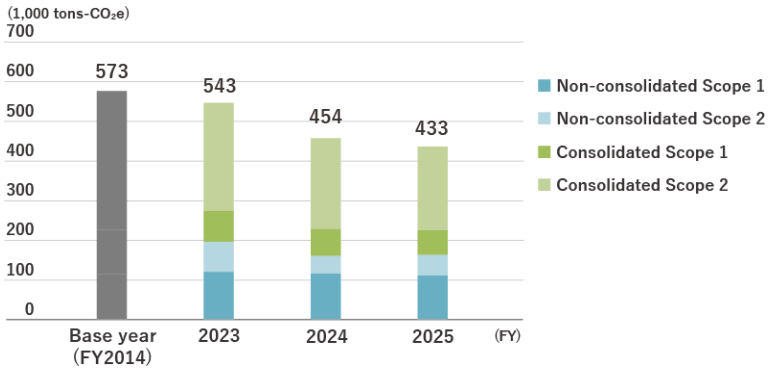
ESG Data (Environment)

Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED Consolidated: ISUZU MOTORS LIMITED and its 59 domestic and overseas subsidiaries* * The number of domestic and overseas consolidated subsidiaries has changed due to mergers of consolidated subsidiaries. The calculation range is 60 companies for FY2023 and 58 companies for FY2024.

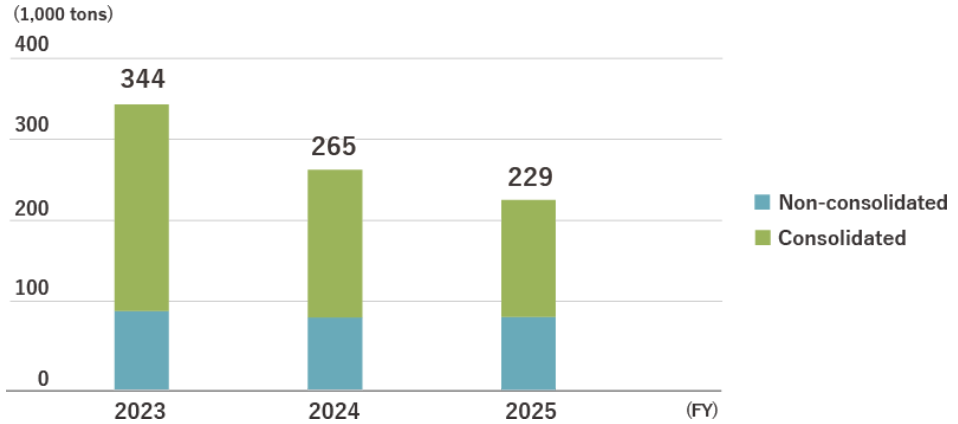
Consolidated Data

Trends in GHG Emissions



* FY2025 results are provisional values, as companies that are still compiling their data are included in the calculation.
* Base year emissions may be calculated retroactively in accordance with the GHG Protocol.

Trends in Waste Generation



* FY2025 results are provisional values, as companies that are still compiling their data are included in the calculation.

ESG Data (Environment)

Non-Consolidated Data

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 fiscal 2016, 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 across all sites. Moreover, we are undertaking company-wide efforts to reduce the environmental burden resulting from our business operations and to strengthen our environmental management.

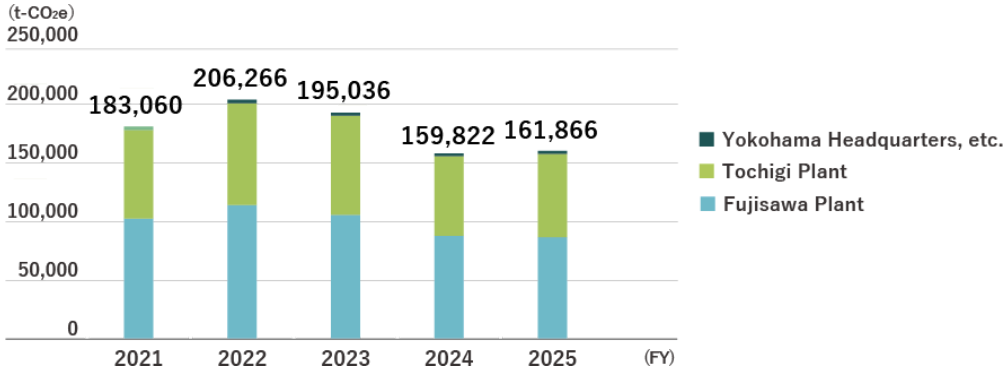
› Isuzu Motors's Environment Management

Violations and Accidents Related to Environmental Laws and Regulations in FY2025

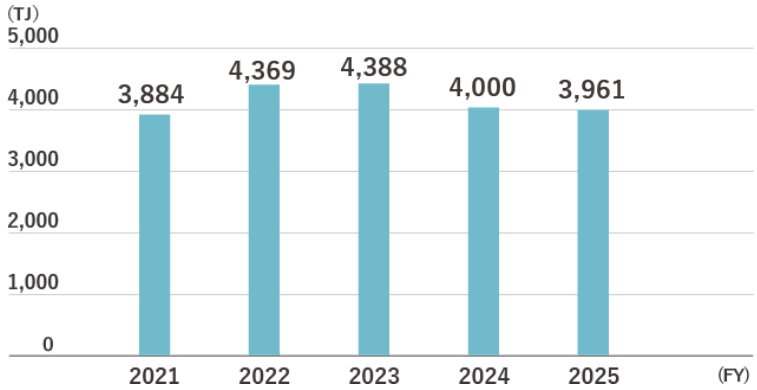
Isuzu had no violations or environmental accidents related to environmental laws and regulations during FY2025.

CO_2 Emissions Mitigation Activities

Trends in CO_2 Emissions from Energy

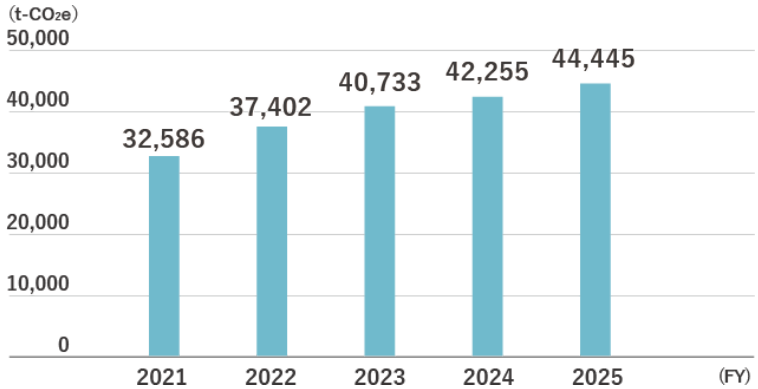


Trends in Energy Consumption



* The energy coefficient has been changed for FY2024.

Trends in CO_2 Emissions from Logistics



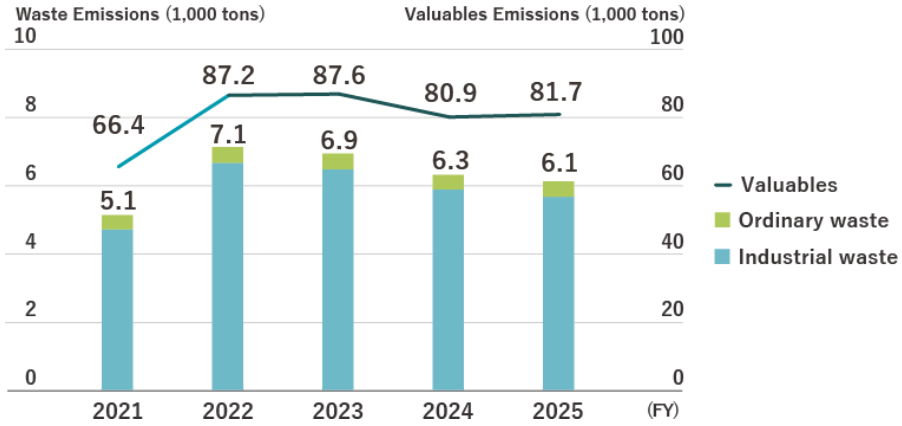
ESG Data (Environment)

Activities to Reduce Resource Use

Reduce and Control Emissions

Trends in Waste Generation

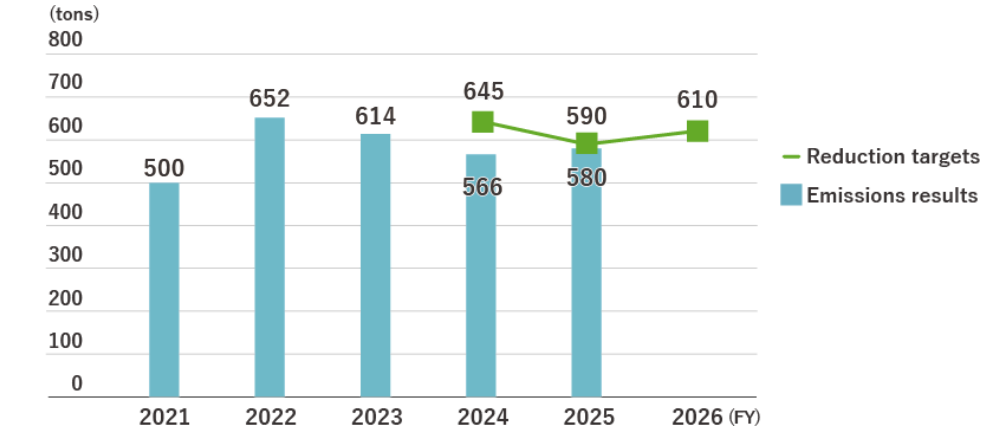
Since FY2012, Isuzu has achieved zero emissions, with no waste being sent to landfills.



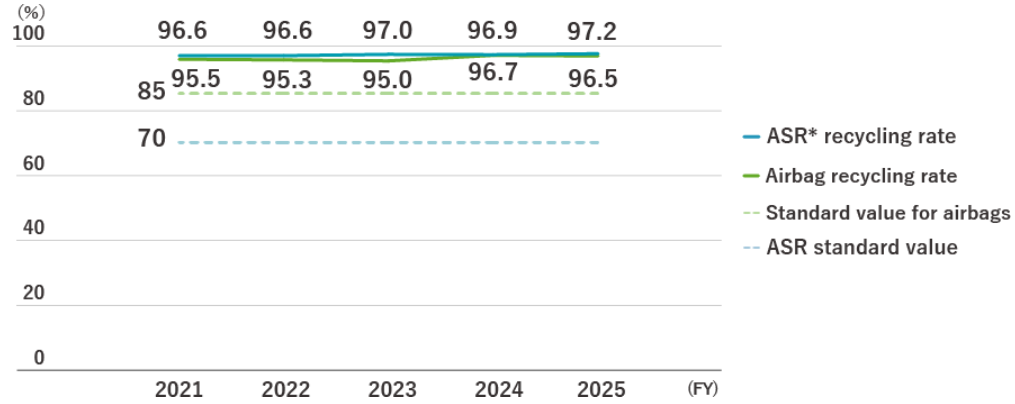
Trends in Plastic Product Industrial Waste Emissions

As Isuzu emits more than 250 tons of plastic product industrial waste annually, the company is classified as a large-volume emitter under the Act on Promotion of Resource Circulation for Plastics*.
In accordance with the law, Isuzu has set goals for reducing and recycling plastic product industrial waste and implemented initiatives to achieve these goals. In FY2025, we successfully met our targets.
Isuzu will continue to accelerate its efforts to reduce waste and promote recycling, advancing methodical initiatives to achieve future targets.

* Act on promotion of resource circulation for plastics



Trends in Recycling Performance Based on Automobile Recycling

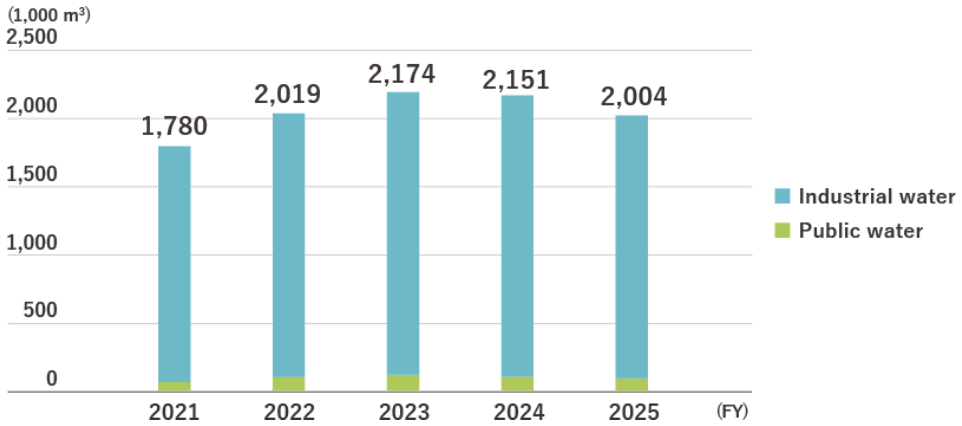


* ASR: Automobile Shredder Residue

ESG Data (Environment)

Reduction of Water Consumption

Trends in Water Resource Consumption



Environmental Risk Reduction Activities

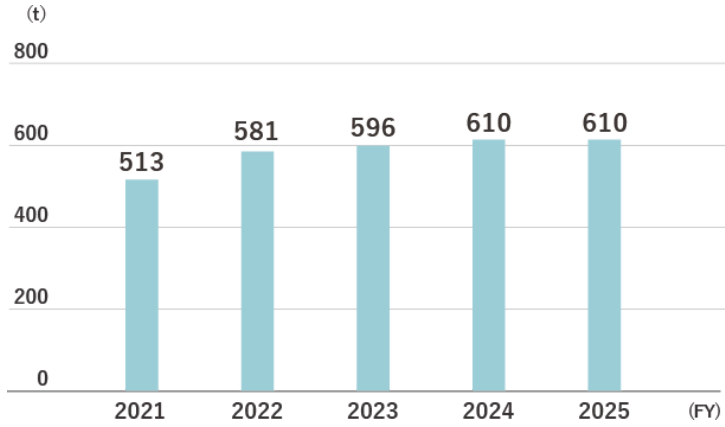
Control Chlorofluorocarbon Emissions

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 FY2025 was lower than this level.

Reduction of VOC Emissions

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)

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 nitrogen oxides (NOx) and sulfur oxides (SOx) 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	32	29.6
	Metal melting furnaces	180	41	32.8
	Paint baking furnaces	230	93	88.5
Soot and dust (g/Nm^3)	Boilers	0.3	0.001	0.001
	Metal melting furnaces	0.3	0.0074	0.0023
	Paint baking furnaces	0.2	0.0018	0.0018

* 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	7.1	7.7
COD (mg/L)	60	27.0	7.3	15.6
BOD (mg/L)	60	23.0	2.8	9.1
SS (mg/L)	90	14.0	2.0	6.6
Oil content (mg/L)	5	3.0	1.0	1.6

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

Air

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	150	47	20
	Metal heating furnace	180	170	97
	Gas engines	600	191	163
SOx (Nm^3/h)	Total volume regulation	14.5	0.3	0.01
Soot and dust (g/Nm^3)	Boilers	0.1	0.001	0.001
	Metal heating furnace	0.2	0.012	0.002
	Gas engines	0.05	0.002	0.001

Water Quality Discharge Destination: Nagano River

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.6	7.2	7.3
BOD (mg/L)	20	16.8	1.8	6.1
SS (mg/L)	40	4.0	1.2	1.3
Oil content (mg/L)	5	0.0	0.0	0.0

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

ESG Data (Environment)

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 11,782 million yen, a 5,522 million yen increase YOY.
Total expenses were 61,085 million yen, a 8,238 million yen increase YOY.
Details are shown in the table below.

(Target Period: April 1, 2024 to March 31, 2025)

(Unit: million yen)

Classification		Investment	Expenses	Major activities
Business area costs	Pollution prevention costs	362	391	Prevention of air, water, and other kinds of pollution
	Global environmental conservation costs	2,153	529	Implementing energy-saving activities, climate change measures, etc.
	Resource recycling costs	181	132	Proper disposal of waste, development and improvement of waste disposal sites, etc.
Upstream/downstream costs		0	4,832	Encouraging the recycling of used automobiles, 3Rs for waste, etc.
Management costs		0	435	Promoting environmental management, updating systems for gathering information such as environmental data, etc.
R&D costs		9,086	54,740	R&D for eco-friendly products compliant with emissions regulations, etc.
Social activity costs		0	21	Supporting environmental conservation activities such as tree planting, donating to environmental conservation organizations, etc.
Environmental damage costs		0	5	Pollution load levy, conservation measures against soil and groundwater pollution, etc.
Total		11,782	61,085	

Environmental Conservation Effects

(Period: April 1, 2024 to March 31, 2025)

Category	Effect details	Effect
Economic effect (millions of yen)	Reduction in energy costs through energy conservation	149
	Profit on sale of valuables	3,023
Quantitative effect (t-CO_2e)	CO_2 reduction (t-CO_2e)	4,082

Business Activities and Environmental Hazards

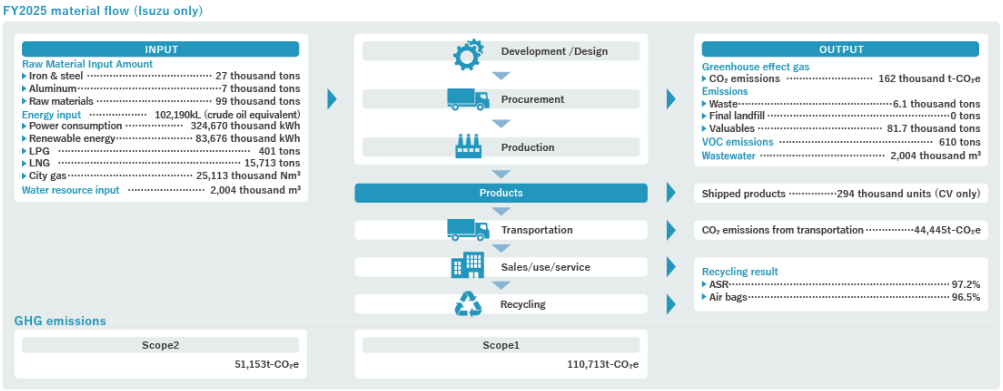
☑ have been verified by a third party for the fiscal 2025 data.

		FY2023	FY2024	FY2025
INPUT	Energy input (GJ)	4,387,635	3,999,645	3,960,848
	Power consumption	2,076,515	1,682,534	1,725,066
	LPG	31,812	22,019	20,084
	LNG	808,459	918,627	859,485
	City gas	1,173,833	1,125,039	1,130,095
	Other energy	297,016	251,426	226,118
	Raw material input amount (thousand-t)			
	Iron and steel	43	33	27
	Aluminum	10	15	7
	Raw materials	152	125	99
	Water usage (thousand m^3)	2,174	2,151	2,004 ☑
	Industrial Water	2,055	2,047	1,912
	Public Water	119	104	92
OUTPUT	Greenhouse gas (GHG) (t-CO_2e) *1	195,036	159,822	161,866 ☑
	Waste generation (thousand-t)	6.9	6.3	6.1 ☑
	Final landfill (thousand-t)	0.0	0.0	0.0
	Valuables (thousand-t)	87.6	80.9	81.7
	Recycling result (%)			
	ASR	97.0	96.9	97.2
	Air bags	95.0	96.7	96.5
	VOC emissions (t)	596	610	610
	Wastewater (thousand m^3)	2,174	2,151	2,004

※ Sum of Scope 1 and Scope 2

ESG Data (Environment)

Material Flow



Isuzu Group's GHG emissions

☑ have been verified by a third party for the fiscal 2025 data.

	FY2023	FY2024	FY2025
Total GHG emissions (t-CO_2e)	159,505,336	126,313,253	110,455,324
Scope1	196,182	182,536	172,302
Scope2	347,151	271,812	260,785
Scope3 Total	158,962,003	125,858,905	110,022,237 ☑
Category 1	11,424,587	11,603,511	10,691,250 ☑
Category 2*1	274,637	264,658	375,330 ☑
Category 3*2	126,172	115,757	73,992 ☑
Category 4	291,709	308,902	305,337 ☑
Category 5※2	268,355	133,553	12,207 ☑
Category 6	7,753	7,734	7,070 ☑
Category 7	27,411	27,322	24,800 ☑
Category 8	-	-	-
Category 9	553,476	471,034	344,229 ☑
Category 10	15,552	14,275	14,444 ☑
Category 11	145,727,206	112,684,194	97,945,388 ☑
Category 12	173,636	141,733	160,177 ☑
Category 13	-	-	-
Category 14	-	-	-
Category 15	71,509	86,232	68,013 ☑

- In order to achieve a more comprehensive and accurate calculation in all categories, the scope of calculation was revised based on actual results for fiscal 2025, resulting in an expansion of the business activities and products subject to calculation. Therefore, we have retroactively recalculated the results for fiscal 2023 and fiscal 2024.
- Third-party assurance has been obtained for Scope 3 results for fiscal 2025.
- Scope 1 and 2 results for fiscal 2025 are provisional values, as companies that are still compiling data are included in the calculation range.

*1 Due to changes in accounting standards from fiscal 2005 results, activity volume increased, resulting in an increase in emissions.

*2 Due to a decrease in the number of items and locations subject to calculation from fiscal 2005 results, activity volume decreased, resulting in a reduction in emissions.

Isuzu's GHG emissions

	FY2023	FY2024	FY2025
Total GHG emissions (t-CO_2e)	195,036	159,822	161,866 ☑
Scope1	119,189	115,370	110,713 ☑
Scope2	75,847	44,452	51,153 ☑

- Third-party assurance has been obtained for the results for FY2023, FY2024, and FY2025.

ESG Data (Environment)

Calculation Standards

Calculation Period	FY2025 (April 1, 2024 to March 31, 2025)
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED
	Consolidated: ISUZU MOTORS LIMITED and its 91 domestic and overseas consolidated subsidiaries

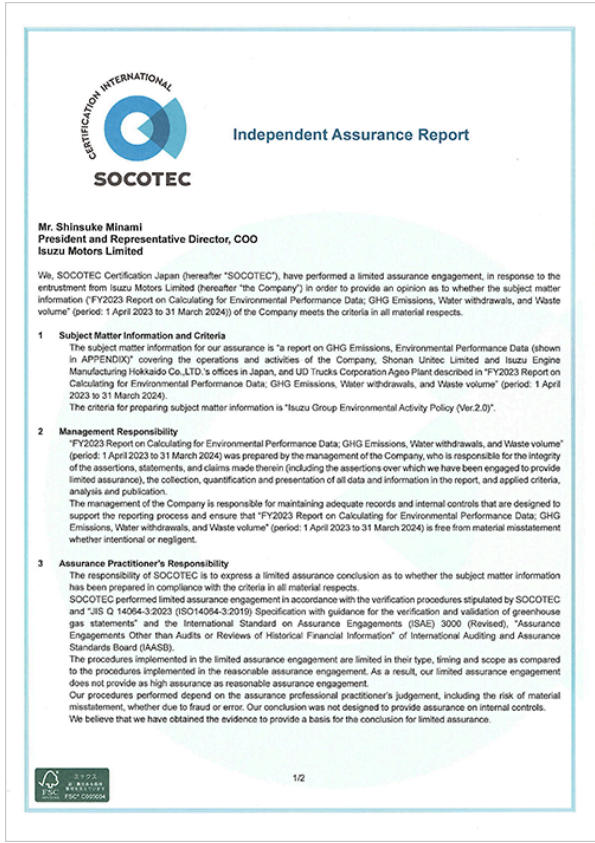
Greenhouse Gas (GHG)	Scope	Units	Calculation Standards
GHG	Non-consolidated	-	Scope 1 emissions (direct emissions), Scope 2 emissions (indirect emissions from energy use), and Scope 3 emissions (other indirect emissions) [Calculation Standards] • GHG Protocol • Corporate Value Chain (Scope 3) Accounting and Reporting Standard • GX League Calculation, Monitoring, and Reporting Guidelines
Scope 1	Non-consolidated	t-CO_2e	Greenhouse gas emissions from fuel use (direct emissions) [Factor] • Ministry of the Environment: List of Calculation Methods and Emission Factors under the Act on Promotion of Global Warming Countermeasures
Scope 2	Non-consolidated	t-CO_2e	Greenhouse gas emissions from the use of externally supplied electricity and heat (indirect emissions) [Factor] • Ministry of the Environment and Ministry of Economy, Trade and Industry: Emission Factors by Electricity Providers
Scope 3	Consolidated	t-CO_2e	Other greenhouse gas emissions (indirect emissions) [Calculation Standards] Category 1: Purchased goods and services Quantity of products purchased by the company × Intensity Category 2: Capital Goods Capital goods increase during the period × Intensity Category 3: Fuel- and energy-related activities outside of Scope 1 and 2 Energy type consumption × Intensity Category 4: Upstream transportation and distribution Greenhouse gas emissions reported based on the Energy Conservation Law (designated shippers) periodic report Category 5: Waste generated in operations Waste disposal amount × Intensity Category 6: Business travel Number of employees × Intensity Category 7: Employee commuting Number of employees × Number of working days × Intensity Category 10: Processing of sold products Intermediate product shipment quantity × Intensity Category 11: Usage of sold products Product sales volume × Annual energy consumption × Usage years × Intensity Category 12: Disposal of sold products Waste product weight × Intensity [Coefficient, Intensity] • Ministry of the Environment: List of Calculation Methods and Emission Factors for the Reporting System • Ministry of the Environment: Emission Factor Database for Calculating Greenhouse Gas Emissions through the Supply Chain • National Research and Development Agency National Institute of Advanced Industrial Science and Technology 'IDEA'

ESG Data (Environment)

	Scope	Units	Calculation Standards
Water Usage	Non-consolidated	thousand m^3	Total Water Usage (Public water, groundwater, industrial water) [Calculation Standards] • Isuzu Group Environmental Activity Guidelines

	Scope	Units	Calculation Standards
Waste Generation	Non-consolidated	thousand t	Total Emissions of Waste [Calculation Standards] • Waste Management and Public Cleansing Act (Waste Management Law) • Isuzu Group Environmental Activity Guidelines

Independent Assurance Report (PDF)



CERTIFICATION INTERNATIONAL
SOCOTEC

Independent Assurance Report

Mr. Shinsuke Minami
President and Representative Director, COO
Isuzu Motors Limited

We, SOCOTEC Certification Japan (hereafter "SOCOTEC"), have performed a limited assurance engagement, in response to the entrustment from Isuzu Motors Limited (hereafter "the Company") in order to provide an opinion as to whether the subject matter information ("FY2023 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period: 1 April 2023 to 31 March 2024)) of the Company meets the criteria in all material respects.

1 Subject Matter Information and Criteria
The subject matter information for our assurance is "a report on GHG Emissions, Environmental Performance Data (shown in APPENDIX)" covering the operations and activities of the Company, Shonan Unitec Limited and Isuzu Engine Manufacturing Hokkaido Co.,LTD.'s offices in Japan, and UD Trucks Corporation Ageo Plant described in "FY2023 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period: 1 April 2023 to 31 March 2024).
The criteria for preparing subject matter information is "Isuzu Group Environmental Activity Policy (Ver.2.0)".

2 Management Responsibility
"FY2023 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period: 1 April 2023 to 31 March 2024) was prepared by the management of the Company, who is responsible for the integrity of the assertions, statements, and claims made therein (including the assertions over which we have been engaged to provide limited assurance), the collection, quantification and presentation of all data and information in the report, and applied criteria, analysis and publication.
The management of the Company is responsible for maintaining adequate records and internal controls that are designed to support the reporting process and ensure that "FY2023 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period: 1 April 2023 to 31 March 2024) is free from material misstatement whether intentional or negligent.

3 Assurance Practitioner's Responsibility
The responsibility of SOCOTEC is to express a limited assurance conclusion as to whether the subject matter information has been prepared in compliance with the criteria in all material respects.
SOCOTEC performed limited assurance engagement in accordance with the verification procedures stipulated by SOCOTEC and "JIS Q 14064-3:2023 (ISO14064-3:2019) Specification with guidance for the verification and validation of greenhouse gas statements" and the International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" of International Auditing and Assurance Standards Board (IAASB).
The procedures implemented in the limited assurance engagement are limited in their type, timing and scope as compared to the procedures implemented in the reasonable assurance engagement. As a result, our limited assurance engagement does not provide as high assurance as reasonable assurance engagement.
Our procedures performed depend on the assurance professional practitioner's judgement, including the risk of material misstatement, whether due to fraud or error. Our conclusion was not designed to provide assurance on internal controls.
We believe that we have obtained the evidence to provide a basis for the conclusion for limited assurance.

1/2

Click to open the PDF

ESG Data (Social)

Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED Consolidated: ISUZU MOTORS LIMITED and its 91 domestic and overseas subsidiaries Domestic: ISUZU MOTORS LIMITED and 29 domestic consolidated subsidiaries Overseas: 62 overseas consolidated subsidiaries

Employee

		Scope	Unit	FY2023	FY2024	FY2025
Number of Employees	Total	Consolidated	Number of Employees	44,495	45,034	42,117
	Male			39,058	39,371	36,510
	Female			5,437	5,663	5,607
	Total	Non-Consolidated		8,056	8,491	8,804
	Male			7,581	7,923	8,143
	Female			475	568	661
Number of Employees by Region	Japan	Consolidated	Number of Employees	28,544	29,017	26,884
	Asia			12,684	12,814	11,869
	Africa			1,781	1,883	1,920
	Other Areas			1,486	1,320	1,444
Outside Number: Average Number of Temporary Employees		Consolidated	Number of Employees	15,146	14,455	12,110
Number of New Hires	Total	Consolidated	Number of Employees	-	2,469	3,537
	Male			-	2,050	2,855
	Female			-	419	682
	Total	Non-Consolidated		408	553	757
	Male			364	495	650
	Female			44	58	107
Number of New Graduates Hired	Total	Japan	Number of Employees	-	897	840
	Male			-	806	760
	Female			-	91	80
	Total	Non-Consolidated		296	291	268
	Male			270	260	236
	Female			26	31	32
Number of Career Employees Hired	Total	Japan	Number of Employees	-	864	1,208
	Male			-	745	1,004
	Female			-	119	204
	Total	Non-Consolidated		112	262	489
	Male			94	235	414
	Female			18	27	75
Rehired Retiree Numbers		Non-Consolidated	Number of Employees	813	866	861
Voluntary Resignation Rate		Consolidated	%	4.14	3.81	4.05
		Non-Consolidated		2.15	2.38	2.55
Resignation Rate, Including Retirement Due to Reaching the Retirement Age		Non-Consolidated	%	4.90	6.39	6.53
Percentage of Employees with Disabilities*1		Japan	%	-	2.38	2.23
		Overseas		-	0.20	0.25
		Non-Consolidated		2.16	2.25	2.09
Management*2	Total	Consolidated	Number of Employees	-	6,901	6,819
	Male			-	6,237	6,103
	Female			-	664	716
	Total	Non-Consolidated	Number of Employees	1,433	1,552	1,647
	Male			1,385	1,495	1,567
	Female			48	57	80
Ratio of Female Managers		Consolidated	%	-	9.62	10.50
		Non-Consolidated		3.35	3.67	4.86
Average Age	Total	Non-Consolidated	Age	41.0	40.8	40.6
	Male			-	41.0	40.8
	Female			-	38.6	38.3
Average Years of Service	Total	Non-Consolidated	Years	18.3	17.3	16.5
	Male			-	17.7	16.9
	Female			-	12.4	11.2
Average Annual Salary*3		Non-Consolidated	Thousands of Yen	7,770	7,886	8,071
Gender Wage Gap among Workers*4	All Workers	Non-Consolidated	%	84.8	84.7	84.8
	Regular Employees			81.1	81.3	81.9
	Part-Time and Fixed-Term Workers			105.8	109.5	107.3

*1 Figures in Japan are calculated based on the Act to Facilitate the Employment of Persons with Disabilities, with data as of June 1 each year. For overseas, calculations are based on the laws of countries with applicable regulations, counting one person with a disability as one individual, with data as of the end of each fiscal month.

*2 Isuzu targets senior positions.

*3 Average annual salary includes non-standard salary and bonus.

*4 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	FY2023	FY2024	FY2025
Parenting Leave	Number of Employees	81	128	178
Male		49	94	138
Female		32	34	40
Rate of Male Employees Taking Childcare Leave*		87.7%	88.0%	87.2%
Nursing Care Leave		1	5	8
Male		1	4	6
Female		0	1	2
Shortened Working Hours (Nursing Care and Childcare)		33	36	30
Male		4	3	2
Female		29	33	28

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

Health and Safety

Total Number of Incidents

	Scope	Unit	FY2023	FY2024	FY2025
All Workers	Non-Consolidated	Cases	29	31	37

Number of Fatal Accidents

	Scope	Unit	FY2023	FY2024	FY2025
Regular Employees	Consolidated*	Cases	-	-	0
Part-Time and Fixed-Term Workers			-	-	0
Regular Employees	Non-Consolidated	Cases	0	0	0
Part-Time and Fixed-Term Workers			0	1	0

* ISUZU MOTORS LIMITED and 23 domestic consolidated subsidiaries

Lost Time Due to Injury Frequency Rate*1

	Scope	FY2023	FY2024	FY2025
Lost Time Due to Injury Frequency Rate	Non-Consolidated	0.00	0.16	0.12
Automobile Manufacturing (Japan)*2		0.22	0.27	0.31

*1 Number of fatalities and injuries due to industrial accidents per 1 million actual working hours (accident frequency)
*2 Source: Ministry of Health, Labour and Welfare, Survey of Occupational Accident Trends, statistics tables.

Safety Training

	Scope	Unit	FY2023	FY2024	FY2025
Number of Safety Course Attendees	Non-Consolidated	Number of Employees	2,665	2,818	2,655

Human Resource Development

Training Achievements

	Unit	FY2023	FY2024	FY2025
Total Hours of Training	Hours	184,079	170,633	143,975
Hours Per Employee		23	21	20

Social Contribution Activities

Social Contribution Expenditure in FY2025 (Non-Consolidated): 980 Million Yen

	Unit	Social Contribution Expenditure	In-Kind Donations	Donations
Amount	1 million yen	821	7	147

ESG Data (Social)

Product Quality

	Unit	FY2023	FY2024	FY2025
Number of Recalls	Cases	12	9	9

External Evaluation of Safety

Regional Breakdown of Vehicle Models Receiving Overall 5-Star Safety Ratings in the NCAP* Program

Region	External Assessment	Model	Rating	Ratio
Europe	Euro NCAP	D-MAX	5 Stars	1/1
Australia	ANCAP	D-MAX, MU-X	5 Stars	2/2
Southeast Asia	AseanNCAP	D-MAX, MU-X	5 Stars	2/2

* NCAP (New Car Assessment Program): A program that evaluates the safety of new cars, implemented with different standards and methods depending on the country or region.

ESG Data (Social): Independent Assurance Report

Employee

☑ have been verified by a third-party for the FY2025 data.

		Scope	Unit	FY2025
Number of Employees	Total	Consolidated	Number of Employees	42,117 ☑
	Male			36,510 ☑
	Female			5,607 ☑
	Total	IML+UDT		15,068 ☑
	Male			13,893 ☑
	Female			1,175 ☑
Number of New Graduates Hired	Total	IML+UDT	Number of Employees	410 ☑
	Male			374 ☑
	Female			36 ☑
Number of Career Employees Hired	Total	IML+UDT	Number of Employees	809 ☑
	Male			686 ☑
	Female			123 ☑
Percentage of Employees with Disabilities		IML+UDT	%	2.27 ☑
Ratio of Female Managers		IML+UDT	%	5.34 ☑
Gender Wage Gap among Workers	All Workers	IML+UDT	%	86.1 ☑
	Regular Employees			83.8 ☑
	Part-Time and Fixed-Term Workers			89.5 ☑

ESG Data (Social)

Health and Safety

Number of Fatal Accidents

	Scope	Unit	FY2025
Regular Employees	Non-Consolidated + UDT	Cases	0
Part-Time and Fixed-Term Workers			0

Lost Time Due to Injury Frequency Rate

	Scope	FY2025
All Workers	Non-Consolidated + UDT	0.63

Calculation Standards

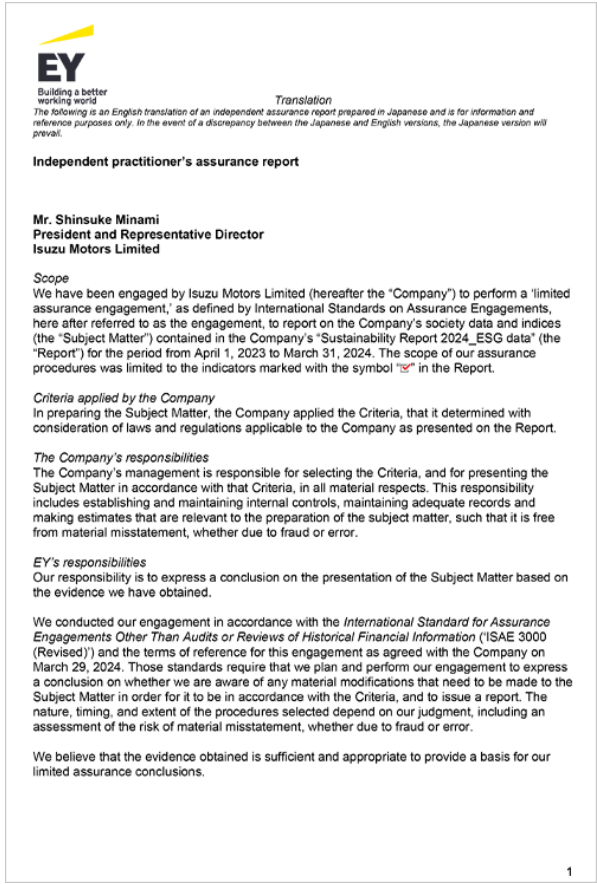
Calculation Period	FY2025 (April 1, 2024 - March 31, 2025)
Metrics Calculation Scope	Non-consolidated + UDT: ISUZU MOTORS LIMITED + UD Trucks Corp.
	Consolidated: ISUZU MOTORS LIMITED and its 91 domestic and overseas subsidiaries

	Scope	Units	Calculation Standards
Ratio of Women Management	IML+UDT	%	Percentage of female managers among all managers * Managers are employees at or above the level of section manager (excluding officers) * Including senior positions at Isuzu * UD tracks include manager Excluding employees seconded from the Isuzu Group to outside the Group, including employees seconded from outside the Group [Calculation method] Calculated as follows based on the Isuzu Group Social Data Manual and UDT Social Data Supplementary Notes • Ratio of female managers = Number of female managers ÷ Number of all managers ×100 [Reference Laws and Regulations, etc.] Act on the Promotion of Women's Participation and Advancement in the Workplace (Act on the Promotion of Women's Participation and Advancement)
Percentage of Employees with Disabilities	IML+UDT	%	Proportion of regularly employed workers with disabilities relative to all regularly employed workers Figures are as of June 1, 2024. [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)	IML+UDT	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)	IML+UDT	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)	IML+UDT	People	Among full-time employees who have been directly hired without a fixed term of employment, those who are not new graduate hires

ESG Data (Social)

Gender Wage Gap Among Workers	IML+UDT	%	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	IML+UDT	-	Number of fatalities and injuries due to industrial accidents per 1 million actual working hours (accident frequency) [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
Number of Fatal Accidents (By regular and part-time and fixed-term workers)	IML+UDT	People	Number of deaths due to work-related accidents * All serious accidents, including deaths, are reported to the Management Committee. * What is an Industrial Accident? • Accidents arising from work during the performance of work • Traffic accidents that occurred at business sites and premises

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 practitioner's assurance report

Mr. Shinsuke Minami
President and Representative Director
Isuzu Motors Limited

Scope
We have been engaged by Isuzu Motors Limited (hereafter the "Company") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the Company's society data and indices (the "Subject Matter") contained in the Company's "Sustainability Report 2024_ESG data" (the "Report") for the period from April 1, 2023 to March 31, 2024. The scope of our assurance procedures was limited to the indicators marked with the symbol "☑" in the Report.

Criteria applied by the Company
In preparing the Subject Matter, the Company applied the Criteria, that it determined with consideration of laws and regulations applicable to the Company as presented on the Report.

The Company's responsibilities
The Company's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities
Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') and the terms of reference for this engagement as agreed with the Company on March 29, 2024. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

1

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ESG Data (Governance)

Composition of Officers

		Unit	As of June 26, 2025
Board of Directors	Directors	Person	13
	Independent Outside Directors		6
	Proportion of Independent Outside Directors	%	46.15
	Female Directors	Person	3
	Proportion of Female Directors	%	23.08
Audit and Supervisory Committee	Audit and Supervisory 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	FY2023	FY2024	FY2025
Board of Directors	Number of Meetings	Times	15	14	15
	Attendance Rate among Outside Directors	%	100	98.57	100
Audit and Supervisory Committee	Number of Meetings	Times	15	15	15
	Attendance Rate	%	100	100	100
Nomination and Remuneration Committee	Number of Meetings	Times	8	9	9