ISUZU

ISUZU GROUP

SUSTAINABILITY REPORT 2026



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Editorial Policy

This report is published to help readers understand the Isuzu Group˜s activities regarding ESG issues that are considered important by both stakeholders and the Isuzu Group.

Scope of Report

The report covers activities undertaken by the Isuzu Group in Japan and overseas, centered on Isuzu Motors Limited.

*In this text, Isuzu and non-consolidated refer to Isuzu Motors Limited as an individual entity, while the Isuzu Group and consolidated refer to the Isuzu Group, including its group companies.

Period Covered

This report focuses on the activities during fiscal 2026 (from April 1, 2025, to March 31, 2026). However, it also includes information on activities conducted up until the time of publication, as well as future plans.

Publication Information

Published: September 2026
Next issue scheduled: September 2027
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Referenced Guidelines

Global Reporting Initiative (GRI) Sustainability Reporting Standards
Sustainability Accounting Standards Board (SASB) Standards

*Unified international guidelines formulated by the Global Reporting Initiative (GRI), an international NPO, to improve the quality, reliability, and comparability of the content of sustainability reports.

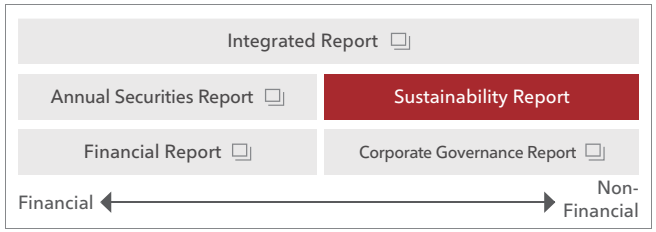
Independent Assurance

To enhance the reliability of this report, environmental data has undergone independent assurance since fiscal 2018, and social data since fiscal 2023.

Inquiries about the Report

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Positioning in Our Information Disclosure Framework



Forward-Looking Statements

This report contains not only information on the past and present but also future projections based on plans, forecasts, and management policies and strategies as of the date of publication. These forward-looking statements are based on assumptions and judgments made in light of the information available to us at the time they were made. Please note that changes in various factors could cause actual future business results or events to di er fr om what is described in our projections. Any revisions or restatements of information provided in previous reports and reports, and any material changes to that information, are described in this report. We ask our readers to keep the above in mind.

Promotion of Sustainability

Message from the Chairperson of the Sustainability Committee

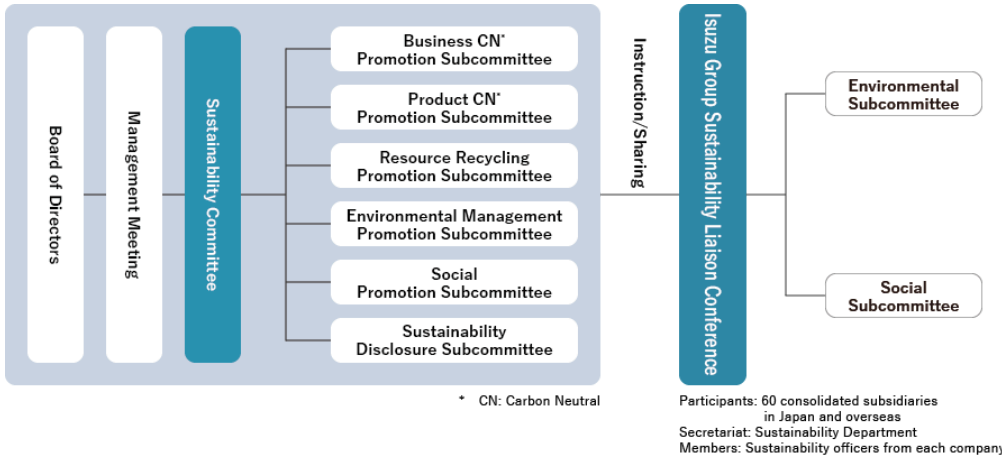
To further strengthen our response to key sustainability challenges at the management level, from April 2026, I, as President and Representative Director, CEO, have taken on the role of Chairperson of the Sustainability Committee. This is intended to ensure that sustainability is not treated as a set of individual measures, but is integrated into management decision-making, business strategy, resource allocation, and risk management, and is promoted across the Group as a whole. Under the PURPOSE set forth in our corporate philosophy, the ISUZU ID – "Moving the World - for You" – the Isuzu Group will work together with our customers and partners to create new value in transportation. To achieve this, it is essential that we confront social issues, including climate change and respect for human rights, head-on. I regard our response to these challenges as both a corporate responsibility and a driving force for creating new value and achieving growth. Even as environmental, social, and governance issues become increasingly interconnected and complex, we see this as an opportunity for transformation and will work to address it through our business. Going forward, we will continue to engage in dialogue with our stakeholders, accurately capture society's expectations and requests, and contribute to enhancing corporate value and to the realization of a sustainable society.



Naohiro Yamaguchi
(President and Representative Director, CEO)

Management Structure

To promote sustainability throughout the Group, Isuzu has established the Sustainability Committee, with the officers responsible for each of our business domains serving as standing members. Since fiscal 2027, the President and Representative Director has served as Chairperson, strengthening management-led promotion of sustainability. The Sustainability Committee meets regularly (at least four times annually) to deliberate on matters related to sustainability, such as climate change risks and human rights. The matters deliberated by the Sustainability Committee are reported to the Management Meeting and the Board of Directors as necessary, depending on their importance. Under the Sustainability Committee, specialized environmental and social subcommittees have been established to address specific issues. Additionally, in fiscal 2026, we established a new Sustainability Disclosure Subcommittee to improve our information disclosure in light of trends in sustainability information disclosure. We also hold the Isuzu Group Sustainability Liaison Conference for consolidated subsidiaries to share information for promoting sustainability activities throughout the Group.



Sustainability Committee Meetings in FY2026

Meetings Held	6
Main Agenda Items	• Deliberation and reporting on the promotion of the Environmental Roadmap • Progress report on human rights due diligence • Trends in sustainability information disclosure and measures taken in response • Activity reports of each subcommittee

Building Relationships of Trust with Stakeholders

The Isuzu Group fulfills its corporate social responsibility while building relationships of trust through dialogue with stakeholders.

› Building Relationships of Trust with Stakeholders

Environment

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Environmental Management

Basic Approach

The Isuzu Group works actively to give due consideration to global environmental conservation across all of its business areas, aiming to achieve No.1 in environmental friendliness, one of the goals set out in the MISSION of ISUZU ID, our corporate philosophy framework. Additionally, through the development and operation of an environmental management system, we work to reduce environmental impact in every aspect of our operations and are advancing initiatives toward achieving Isuzu Environmental Vision 2050 and realizing a sustainable society.

Isuzu Group's Charter on the Global Environment

The Charter serves as a guideline for all members of the Isuzu Group in their environmental activities.

Basic Policy

- **Realization of a prosperous and sustainable society**

  We, the members of the Isuzu Group, regard it as an important business challenge to preserve the global environment so that our planet remains prosperous and sustainable and can be passed on to future generations. In this regard, we pursue our business activities in all areas with an awareness of environmental conservation.

- **Reduced environmental burden for all business operations**

  The Isuzu Group recognizes our responsibility in supporting transportation, offers enhanced products and services to our global customers through close cooperation with all Group companies, and develops and operates our environmental management system to reduce the environmental burden of all of our business areas.

Action Guidelines

- **1 Create a sustainable society**

  We coordinate our business operations and environmental initiatives, thereby offering environmentally-aware, high-value-added products and services to society.

- **2 Comply with environmental laws and minimize the environmental load**

  In an effort to minimize the impact on the environment from our business operations, we ensure that we comply with environmental laws and engage in key environmental issues in all of our business areas from development to production, distribution, sales and servicing, addressing climate change, resource recycling, prevention of environmental risks from hazardous substances, environmental measures and conservation of biodiversity.

- **3 Promote environmental technology**

  We promote the development of technology to reduce the environmental load applied throughout the product lifecycle.

- **4 Maintain proactive social communication**

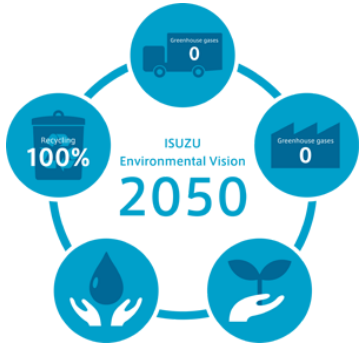
  We maintain a positive attitude toward the disclosure of product, service, and business activity information on the environment, promoting good communication with members of society and communities, and work toward realizing a prosperous society.

- **5 Foster environmental awareness as corporate citizen**

  We engage in perpetual efforts to foster environmental awareness in each Group member as a corporate citizen operating in a local community, encouraging them to learn about and act toward environmental conservation.

Isuzu Environmental Vision 2050

In order for society to be prosperous and sustainable in 2050, and for Isuzu to continue to support transportation, in March 2020 the Isuzu Group formulated the Isuzu Environmental Vision 2050. The Environmental Vision represents the Isuzu Group's desired future state, established through a scenario analysis of 2050 based on climate-related and socio-economic scenarios. The Environmental Vision identifies four key environmental challenges (Climate Change Measures, Resource Circulation Promotion, Environmental Risk Prevention and Response, and Biodiversity Conservation), and by collaborating with stakeholders to advance these initiatives, we aim to achieve five Aspirations.



Environmental Management

2030 Environmental Roadmap

To achieve the Environmental Vision, we established the 2030 Environmental Roadmap (hereinafter the Roadmap) in 2022. The Roadmap outlines the goals (2030 Challenge) and specific action plans (Global Action) to be pursued by 2030 as an intermediate milestone. The Roadmap sets out, as of 2022, how Isuzu views the realization of the Environmental Vision and how it intends to proceed, as considered and compiled by the parties involved. The situation may change significantly in the future due to technological advances and changes in the social environment. While adapting flexibly to such changes, Isuzu will steadily advance its efforts to achieve the Aspirations set forth in the Isuzu Environmental Vision and will continue to address environmental challenges, including Green Transformation (GX).

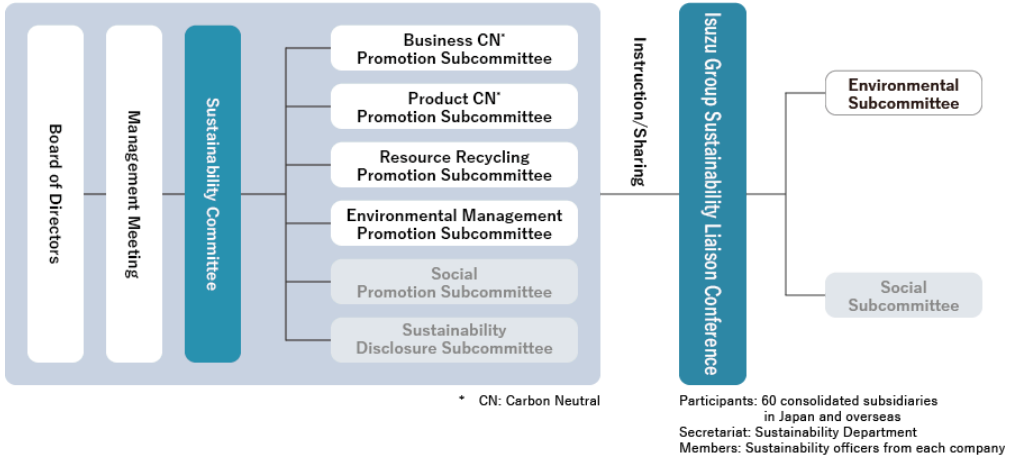
Isuzu Environmental Vision 2050 and 2030 Environmental Roadmap

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	Goals	Global Action
Zero GHG emissions from operations	• Halve CO_2 emissions* from 2013 levels by 2030 * Scope 1 + Scope 2	• Reduce total energy use • Install and expand clean energy use • Leverage innovative technologies
Zero GHG emissions across product life cycles	• Build a carbon-neutral vehicle lineup that meets diverse needs	• Identify necessary technologies by 2025 • Increase the number of mass-production models by 2030 while promoting practical implementation of carbon-neutral vehicles
100% recycling of waste and end-of-use vehicles	• Advance a circular economy	• Thoroughly manage outputs* of all operating sites • Increase resource efficiency • Transition to circular business model * Outputs refers to waste, emissions and wastewater here.
Safe, reliable operations and products	• Strengthen environmental management and supplier engagement	• Build Group-wide environmental management system • Build a sustainable supply chain • Identify and promote adaptation to environmental/nature risks in operations
Conserve native biodiversity in local communities	• Promote conservation of native local biodiversity	• Partner with local communities to advance conservation • Communicate our conservation efforts actively • Raise awareness and train employees to be environmental stewards

› Isuzu Environmental Vision 2050

Management Structure

To promote sustainability throughout the Group, Isuzu has established the Sustainability Committee, whose standing members are the officers responsible for each area. Beginning in fiscal 2027, the President and Representative Director serves as Chair, strengthening management-led promotion of sustainability. For the environment, four environmental subcommittees have been established under the Sustainability Committee, and they work to address each issue. The activities of each subcommittee are reported to the Board of Directors and the Management Meeting through the Sustainability Committee. An Environmental Subcommittee for consolidated subsidiaries has been established under the Isuzu Group Sustainability Liaison Conference. In this subcommittee, the subsidiaries are divided into groups according to factors such as region and type of business, and activities are advanced across the entire Isuzu Group.



Four Environmental Subcommittees

Business CN Promotion Subcommittee	Aiming to make the Isuzu Group's business activities carbon-neutral, and focusing mainly on production, the Group's main source of CO_2 emissions, this subcommittee promotes cross-divisional activities toward achieving carbon neutrality by 2050.
Product CN Promotion Subcommittee	Toward achieving well-to-wheel carbon neutrality, this subcommittee promotes a range of activities that contribute to the carbon neutrality of products through decarbonization technologies, energy, and other means.
Resource Recycling Promotion Subcommittee	Toward achieving 100% resource recycling, this subcommittee promotes waste reduction and recycling across all of Isuzu's business activities, including products and services.
Environmental Management Promotion Subcommittee	This subcommittee promotes environmental activities in coordination with Group companies, centered on environmental management measures such as obtaining ISO 14001 certification, managing environmental risks, and conserving biodiversity.

Climate Change Measures

Basic Approach

Many different natural disasters linked to climate change are significantly affecting our society, and there is now a global consensus that climate change is the most important issue to be resolved as a matter of urgency. Based on this awareness, carbon-neutral strategies are rapidly being introduced in Japan and many other countries, and the move toward a decarbonized society is gaining momentum worldwide. The Isuzu Group has set the goals of "Zero GHG emissions from operations" and "Zero GHG emissions across the product lifecycle" as Aspirations in Isuzu Environmental Vision 2050. We view addressing climate change as an opportunity for further growth for the Isuzu Group and are advancing various initiatives to achieve these goals. Additionally, Isuzu expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2021 and is advancing the development of business strategies to address climate change through scenario analysis.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
Zero GHG emissions from operations	• Halve CO_2 emissions* from 2013 levels by 2030 * Scope 1 + Scope 2	• Reduce total energy use • Install and expand clean energy use • Leverage innovative technologies
Zero GHG emissions across product life cycles	• Build a carbon-neutral vehicle lineup that meets diverse needs	• Identify necessary technologies by 2025 • Increase the number of mass-production models by 2030 while promoting practical implementation of carbon-neutral vehicles

Disclosure Based on the TCFD Recommendations

Governance

To promote sustainability throughout the entire Group, Isuzu has established the Sustainability Committee, which is chaired by a Director of the Board, with the officers responsible for each domain serving as standing members. Specialized environmental and social subcommittees have also been established under the Sustainability Committee, where detailed discussions are held on individual issues. In particular, with regard to efforts to achieve carbon neutrality, we have established a structure for examining specific response policies and activities and implementing them in practice through the Business CN* Promotion Subcommittee, which promotes activities to achieve carbon neutrality in business activities with a focus on production, and the Product CN* Promotion Subcommittee, which promotes various activities that contribute to the carbon neutrality of products through decarbonization technologies and decarbonized energy.

* CN: Carbon-neutral

› Sustainability Promotion System
› Environmental Management Structure

Risk Management

Overall risks related to climate change are managed under a Group-wide risk management system led by the Group Chief Risk Management Officer (CRMO). The Sustainability Committee identifies and assesses specific climate change risks and manages the progress of countermeasures based on each risk's potential impact on the Company's businesses.

› Risk Governance Structure

Metrics and Targets

Isuzu Environmental Vision 2050 sets forth two goals: achieving zero greenhouse gas (GHG) emissions throughout the lifecycles of our Group products and services by 2050, and achieving zero direct GHG emissions from the Group's business activities by 2050. As interim targets toward these goals, the 2030 Environmental Roadmap calls for expanding our lineup of carbon-neutral (CN) vehicles to meet diverse customer needs on the product side, and for reducing the Group's CO_2 emissions (Scope 1 + Scope 2) by 50% from 2013 levels by 2030 on the business activities side. Furthermore, we endorse the Paris Agreement's aim to limit the global temperature increase to 1.5°C, and we continue to work toward setting science-based targets for reducing GHG emissions. Toward the realization of a decarbonized society, we will work on climate change countermeasures through both our business activities and our products.

Climate Change Measures

Strategy

Isuzu conducted a scenario analysis under the long-term environmental scenarios of a 1.5°C and a 4°C rise in temperature compared with pre-industrial levels, and identified the risks and opportunities that climate change poses to the Isuzu Group's business activities and products. Measures to address these risks include compliance with strengthened environmental regulations and the development of new technologies. At the same time, society expects the creation of innovations that contribute to a decarbonized society, and Isuzu recognizes that responding appropriately will lead to new business opportunities. Working toward carbon neutrality by 2050, the Isuzu Group is deploying multi-pathway carbon-neutral solutions and reducing direct GHG emissions from its business activities. Through these efforts, we aim to reduce risks and capitalize on opportunities.

› Initiatives

Scenario Analysis

Long-Term Environmental Scenarios

4°C Scenario (RCP8.5*1, SSP3*2)

- A society in which dependence on fossil fuels continues, climate change progresses, and natural disasters increase.
- There is a scramble for fossil fuels and anti-globalization advances due to increasing inequality, leading to the dysfunction of international governance.
- Economic stagnation due to vulnerability to disasters is anticipated.

1.5°C Scenario (RCP2.6*1, SSP1*2, 2DS*3)

- A carbon-neutral society in which social and industrial structures have changed dramatically due to stricter regulations and technological innovation.
- The Isuzu Group's product lineup is expected to undergo major changes depending on the application, and there will be major changes in business activities.

Products

<Vehicles>

- Development and provision of next-generation powertrains such as EVs advances for light commercial vehicles that support short-distance, low-volume transportation
- New trends such as electrification emerge for medium- and heavy-duty commercial vehicles
- Internal combustion engines continue to play a major role in vehicles that support long-distance, high-volume transportation, such as medium- and heavy-duty commercial vehicles

<Powertrain>

- The use of sustainable, decarbonized clean energies
- A need arises to develop and market powertrains with unprecedented fuel efficiency and no energy loss, as well as products equipped with such powertrains

Service

- Automated driving, platooning, and full trailer trucks currently undergoing demonstration tests become commonplace
- More efficient transportation methods are routinely used

Business Activities

- The Company switches to decarbonized clean energy in production and other business activities
- The Company minimizes resource input and ensures the effective use of waste with a view to achieving carbon neutrality

*1 RCP2.6: Climate scenario created by the United Nations Intergovernmental Panel on Climate Change (IPCC)
*2 SSP1: Socioeconomic scenario created by the United Nations IPCC
*3 2DS: Socioeconomic scenario created by the International Energy Agency (IEA)

Climate Change Measures

Risks and Opportunities

Category		Risks	Opportunities	Countermeasures	Level of Impact on Operations
Risks and opportunities associated with transition to a decarbonized society	Government policy regulations	• Decrease in market share due to delayed response to increasingly strict environmental regulations	• Increase in demand for zero-emission vehicles	• Promote initiatives to establish a full lineup of products compatible with carbon neutralization	High
	Technology	• Increase in development and production costs to enable the compatibility of a wide range of powertrains in electric, fuel-cell, and other vehicles	• Expansion of open innovation • Widespread adoption of affordable clean energy	• Implement efficient joint development projects that leverage alliances • Reduce carbon emissions from operations and curb costs by switching to affordable clean energy	High
		• Decrease in brand power due to inability to respond to various needs in the logistics infrastructure	• Increase in need for automated driving and platooning systems as well as full trailer trucks	• Generate innovative logistics processes that contribute to carbon neutralization through co-creation activities with customers	High
	Market	• Shrinking of the market for internal combustion engine vehicles that use fossil fuels	—	• Leverage existing internal combustion engine technologies and infrastructure in the use of next-generation, carbon-neutral fuels	High
	Reputation	• Increase in energy costs and in reputational risks due to delays in the introduction of GHG reduction measures and renewable energy in our business operations overall	• Cost reduction and enhancement of corporate image due to early introduction of renewable energy	• Expansion of introduction of renewable energy • Continued encouragement of energy-saving activities to reduce energy costs	Moderate
Material risks and opportunities that arise from increased natural disasters, depleted water supplies, and other such events		• Impact on operations from increased flooding, typhoons, and other extreme weather events	• Increase in demand for disaster response vehicles • Increase in need for robust infrastructure services at times of disaster	• Provide disaster response vehicles • Provide restoration services for waterdamaged vehicles • Reinforce corporate structure though expansion of business continuity plan	High

* FCV: Abbreviation of "Fuel Cell Vehicle."

Initiatives

Products and Services

To achieve zero GHG emissions across the entire lifecycle of the Isuzu Group's products by 2050, the Isuzu Group aims to make its entire lineup of new vehicles sold worldwide carbon-neutral, and has been advancing technical verification of powertrains toward this goal. As a result, we have confirmed that BEVs, FCVs, CN fuels, and hydrogen internal combustion engines are all effective technologies capable of contributing to the carbon neutrality of commercial vehicles. At the same time, the performance and operating conditions required of commercial vehicles vary greatly depending on the application and region. Isuzu will pursue the realization of carbon neutrality while maintaining logistics functions through a "multi-pathway" approach that leverages the strengths of each technology and selects the optimal powertrain for each use case. Building on this, Isuzu is advancing the development of electric vehicles with an eye toward mass production, and launched the new ELF EV in 2023 and the BEV flat-floor route bus ERGA EV in 2024. Additionally, for FCVs (Fuel Cell Vehicles), we are advancing the development of heavy- and light-duty FC trucks and FC route buses, among others. To accelerate these carbon neutrality initiatives, we are using "The EARTH lab.," an electrification development building that has begun operations at the Fujisawa Plant, to advance the development of optimal systems for electric vehicles. In addition, for applications and regions where electrification is difficult, internal combustion engines that run on carbon-neutral fuels* remain an important option, and we continue to advance the development of vehicles compatible with CN fuels, whether liquid or gas. The Isuzu Group will collaborate with customers, fuel operators, government bodies, and related industries to provide optimal solutions that integrate vehicles, energy, and services.

* CN fuels: Abbreviation of carbon-neutral fuels, such as biofuels and synthetic fuels derived from renewable energy.

Development and Adoption of Next-Generation Vehicles

Light-Duty EV Truck

The N-Series (ELF in Japan) is the first mass-produced BEV truck developed by Isuzu to help realize a carbon-neutral society. In February 2025, we added garbage trucks and aerial work platform trucks to the lineup. Isuzu has developed and adopted its own electric Power Take Off (PTO) to supply power to truck upper structures.

› Light-Duty EV Truck



Climate Change Measures

Heavy-Duty FCV Truck

Since 2020, we have been collaborating with Honda R&D Co., Ltd., and through the public road testing conducted from December 2023 to September 2025, we have been collecting data, accumulating insights, and identifying technical challenges in preparation for market introduction.
We will continue to promote technological development in a multi-pathway approach based on Isuzu Environmental Vision 2050 and will develop FCVs as part of the product development and rollout that is suited to regional conditions and social trends.



> Heavy-Duty FCV Truck

Light-Duty FCV Truck

Light-duty FCV trucks have been jointly planned under the Commercial Japan Partnership Technologies (CJPT) project since 2021, and since 2023 we have been supplying vehicles jointly developed by Isuzu and Toyota Motor Corporation to projects for the social implementation of hydrogen technology in Fukushima Prefecture, Tokyo, and Fukuoka Prefecture. Toward mass production, the two companies will jointly advance the development of an FC system, combining the ELF EV as a base vehicle with a Toyota-made fuel cell system.



> CJPT

BEV Flat-Floor Route Bus

In May 2024, we launched Japan's first BEV flat-floor route bus, the ERGA EV. Isuzu believes that, since route buses tend to operate on relatively fixed routes and travel distances, BEVs are one of the most promising options for achieving carbon neutrality. The ERGA EV leverages the expertise Isuzu has cultivated over many years of route bus development, achieving barrier-free accessibility and quiet operation through its flat-floor structure. It has been adopted as a shuttle bus providing venue access transportation for Expo 2025 Osaka, Kansai, Japan. It is also being used in demonstration operations combined with autonomous driving technology, marking progress in the social implementation of next-generation public transportation.

> BEV Flat-Floor Route Bus







Next-Generation FC Route Bus

Isuzu, in collaboration with Toyota Motor Corporation, is advancing the development of an FC route bus toward commercialization. This FC route bus uses the ERGA EV as its base vehicle, carrying forward the vehicle layout and barrier-free features developed for the BEV model. FCVs do not emit CO_2 during operation and are capable of short refueling times and long-distance operation, making them a promising technology for high-utilization public transportation. Going forward, Isuzu will continue to provide solutions tailored to diverse needs based on its multi-pathway approach, including both BEVs and FCVs, contributing to the realization of a sustainable mobility society.



> FC Route Bus

North American Medium-Duty Battery Electric Trucks

To contribute to GHG reduction in North America, Isuzu announced the development of medium-duty battery electric trucks equipped with Accelera by Cummins powertrains.
Leveraging the strengths of both Cummins Inc. and Isuzu, we will support our customers in achieving zero emissions.

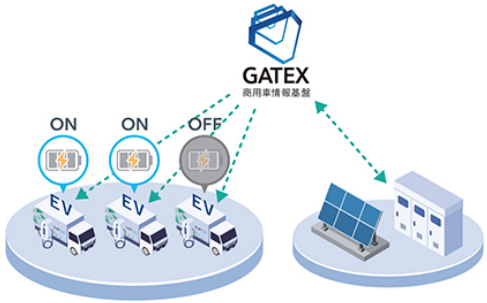


> Medium-Duty Electric Prototype Trucks in North America

Providing EVision, a Total Solutions Program for BEV Introduction and Operational Support

In 2023, Isuzu began offering EVision, a total solutions program for the introduction and operational support of BEVs, in conjunction with the market launch of the mass-produced BEV, the ELF EV. EVision is a solutions program designed to help customers achieve carbon neutrality by supporting them in evaluating the introduction of commercial EVs, resolving implementation challenges, quantifying results, and proposing further improvements. In anticipation of an increase in the number of EVs deployed at each customer locations, we offer an energy management service, "SmartEVer," that minimize in electricity demand charges associated with EV charging, and will continue to expand the EVision service lineup so that a wide range of customers can operate EVs with without concerns.





> EVision

> SmartEVer

Climate Change Measures

EVision Cycle Concept (Commercial Vehicle Battery Swapping EV Concept)

As a new option for achieving carbon neutrality, Isuzu is studying and developing battery-swapping solutions. By separating the operation of the vehicle and the battery, this approach is expected to help address a range of societal challenges. In fiscal 2026, we will begin customer demonstration trials in Japan and in-house demonstration trials at our local subsidiary in Thailand to confirm the practical usefulness of battery swapping in real-world operations, and we will apply the insights gained to the development of vehicles and battery stations.





Battery station

CN Gas Fuels (Initiatives for Low-Carbon Fuels)

Natural gas vehicles run on natural gas as fuel, and replacing that fuel with biomethane or e-methane* derived from renewable energy makes it possible to reduce and eliminate carbon emissions while making use of existing vehicles and infrastructure. In addition, the volume of biomethane adoption has been increasing globally in recent years. Development of e-methane production technology is also being actively pursued, and its wider adoption is expected going forward. In the previous fiscal year, we took part in a new demonstration using biomethane produced at the Osaka Expo, among other efforts to advance carbon neutrality in mobility through CN gas fuels.

* e-methane: Synthetic methane produced from CO_2 and hydrogen derived from renewable energy.

Adoption of and Response to Carbon-Neutral Fuels

As a companywide cross-functional activity, the Isuzu Group is continuing its initiatives aimed at the social implementation of CN fuels, including evaluating the impact of CN fuel use on vehicle performance and durability. As a specific example, Isuzu, together with eight partner companies, applied to the Tokyo Metropolitan Government's 2024 Technology Development Support Project for the Promotion of New Energy, and our proposal, "Development of New HVO* Blended Fuel, Construction of a Supply Chain, and Social Implementation," was selected. The nine selected companies have long sought to contribute to the realization of a sustainable society through the use of biofuels and other resources. Each company will develop, produce, store, transport, and demonstrate the use of new HVO-based biofuels in its respective field, and will continue efforts to establish supply chains and achieve social implementation. Additionally, to accelerate the adoption of CN fuels, we will engage with CN fuel producers to raise fuel quality issues and propose improvements, and we will actively participate in creating systems that do not require additional investment in distribution processes such as supply and sales.

* HVO: Hydrotreated Vegetable Oil. HVO is a fuel made by hydrogenating biomass (biological resources) and can be used either alone or mixed with diesel oil. It is one of the CN fuels that are more effective in reducing CO_2 emissions compared to petroleum-derived diesel oil.

Business Activities

To achieve zero direct GHG emissions from business activities by 2050, the Isuzu Group is working on reducing overall energy consumption and expanding the use of renewable energy.

Reduction of Total Energy Consumption

We are continuing to implement energy-saving activities, including streamlining processes, reviewing and optimizing the operation of equipment, and visualizing energy consumption. By reassessing our conventional operating methods and applying successful initiatives across the Group, we are contributing to a reduction in total energy consumption throughout the Isuzu Group's business activities. The Isuzu Group supports climate-related laws, regulations, and policies in each country where it operates, including Japan's Energy Conservation Law*1 and Act on Promotion of Global Warming Countermeasures*2, and works to reduce its energy use through the various reports it files with government agencies under those laws.

*1 The Energy Conservation Law, which relates to the rationalization of energy use and the shift to non-fossil energy
*2 The Act on Promotion of Global Warming Countermeasures

Energy Savings Through a High-Efficiency Melting Furnace

Isuzu, in collaboration with Miyamoto Manufacturing Co., Ltd. and Goko Sangyo Co., Ltd., developed a high-efficiency aluminum melting and holding furnace in 2019, and began mass-production operation in 2020 on the 2,000-ton die-casting lines at the Fujisawa Plant and Isuzu Engine Manufacturing Hokkaido.
This equipment incorporates a furnace structure designed to maximize preheating effects, as well as technology that identifies the required melting volume based on operating conditions and optimally controls combustion capacity. As a result, energy consumption has been reduced by approximately 40% compared to conventional equipment, achieving both productivity and environmental performance.
Furthermore, by modifying the combustion equipment, the furnace is capable of accommodating a variety of fuels, including hydrogen, and is expected to contribute to the realization of carbon neutrality in the future.
In recognition of the advanced nature of this technology and its potential ripple effects across the industry, it received the METI Manufacturing Industries Bureau Director-General Award at the 41st Metal Forming Technology Awards, held on November 7, 2025.



41st Metal Forming Technology Awards Ceremony



High-efficiency aluminum melting and holding furnace

> Isuzu Receives the "METI Manufacturing Industries Bureau Director-General Award" at the "41st Metal Forming Technology Awards"

Climate Change Measures

Expansion of Environmentally Conscious Sales Bases

When building or renovating sales bases, we are reducing energy use by adopting LED lighting and renewable energy. In addition, when building new sites, we are expanding the number of environmentally conscious bases by installing wastewater treatment equipment that is more environmentally friendly than conventional equipment, in order to prevent pollution from the wastewater generated by vehicle maintenance and washing.



Isuzu Motors Shutoken Kohoku Service Center



Isuzu Motors Shutoken Kashiwa Service Center

Creating Clean Energy

The Isuzu Group is working to expand its use of electricity derived from renewable energy at its business sites, as well as to generate clean energy on its own. In Japan, we have installed solar power generation facilities at the Fujisawa and Tochigi plants, with a combined generation capacity of 1,389 kW. In addition, domestic consolidated subsidiaries are also installing solar power facilities through on-site PPAs, expanding efforts to generate renewable energy across the Group, including at production sites and sales companies. The Isuzu Group's overseas companies are also actively installing solar power generation facilities. In addition to Thailand, installations are progressing at sites in the UAE, South Africa, Kenya, Vietnam, Malaysia, and other locations, expanding efforts to generate and use renewable energy globally. Going forward, the Isuzu Group will continue to introduce energy-saving equipment and expand the installation of clean energy generation facilities, including solar power facilities, to reduce the environmental impact of its business activities.



Solar power generation facility at Isuzu Motors Co., (Thailand) Ltd. (IMCT)



Solar power generation facility at ISUZU MOTORS INTERNATIONAL FZE (IIF)

Switching to Clean Energy

We are also progressively transitioning to clean energy for the energy used at our business sites. Isuzu is expanding its adoption of electricity derived from renewable energy sources. Starting in fiscal 2026, by combining an off-site corporate PPA with electricity backed by non-fossil certificates, we have switched all of the purchased electricity used at the Fujisawa Plant to power derived from renewable energy. In addition, starting in fiscal 2028, we plan to introduce an off-site corporate PPA at the Tochigi Plant as well, further expanding our use of renewable energy. Through these efforts, the proportion of purchased electricity derived from renewable energy sources is steadily increasing. As for fuels, clean energy technologies comparable to those for electricity have not yet been established. In response to this situation, Isuzu has been using carbon offset city gas (a global environmentally friendly fuel) as part of the fuel at its plants since fiscal 2022. Carbon offset city gas is liquefied natural gas that offsets the GHGs emitted during the entire process from natural gas extraction to combustion using CO_2 credits (carbon offsets), and is therefore considered not to generate net CO_2 emissions on a global scale even when burned. These CO_2 credits are voluntary credits, but they are issued by internationally reputable organizations and come from projects that meet the procurement requirements, quality standards, and other criteria of the adopting company, ensuring that they have no significant adverse effects on local communities or ecosystems. To make these initiatives widely known to users of natural gas vehicles, Isuzu also supplies carbon offset city gas to the natural gas station located at the Fujisawa Plant. All natural gas supplied at this station is carbon offset city gas.



Solar power plant in northern Kanto that supplies electricity

Reducing CO_2 Emissions in Logistics Processes

Isuzu aims to reduce CO_2 emissions in its logistics processes by 1% annually and is implementing measures to achieve this goal.

Main Initiatives

- Review transportation methods
- Promote fuel-efficient driving during transportation
- Increase marine transportation (modal shift) through the development of new shipping routes
- Strictly manage truck transport according to cargo volume
- Expand the use of returnable racks that can be folded for the return trip
- Expand trailer transport and improve cargo fill rates within containers
- Expand container round use
- Transition to clean energy at logistics sites

Climate Change Measures

Review of Transportation Methods

The Isuzu Group is continuously reviewing and optimizing the transportation routes for products and parts, and is working to reduce CO_2 emissions associated with transportation through measures such as joint transportation within the Group. To date we have coordinated delivery services from parts distribution centers around the days when dealers and repair shops are closed, and switched the entire round-trip delivery route between the Fujisawa area and the Tochigi area, which previously used ordinary roads, to expressways, thereby improving fuel efficiency and reducing CO_2 emissions. Starting in fiscal 2026, we have expanded the scope of these efforts, working together with other companies and parts manufacturers to further reduce environmental impact and improve transportation efficiency. For parts replenishment deliveries to production sites, we previously operated two 10-ton trucks from Monday to Friday each week, with one running round trips and the other running one-way trips only. With the start of joint deliveries with other companies, this was changed to round-trip operation using a single full trailer. Through this initiative, we improved loading efficiency by consolidating cargo with other companies' parts, reducing both the number of delivery runs and fuel consumption. Before the improvement, operating two 10-ton trucks resulted in a total daily driving distance of 1,380 km; after the change to round-trip operation using a single full trailer, this was shortened to 920 km. As a result, we achieved a reduction of 228 runs annually and approximately 26,000 liters in annual fuel consumption, also contributing to reduced CO_2 emissions from transportation. In addition, for collection logistics from parts manufacturers, we previously operated nine runs per day; however, uneven cargo volumes and operating times between runs had become a challenge, lowering transportation efficiency. In fiscal 2026, we optimized cargo allocation and operations and revised our joint delivery arrangements accordingly. As a result, we reduced the number of runs and improved loading rates, cutting the number of daily runs from nine to seven. This achieved a reduction of 488 runs annually and shortened driving distance from 2,826 km to 2,198 km per day, a reduction of 153,232 km annually. In addition, the average truck loading rate improved from approximately 60% to approximately 80%, significantly improving transportation efficiency. These measures have also been positively received by drivers, who have noted benefits such as more consistent loading rates and reduced workload, contributing not only to improved logistics efficiency but also to better operational quality. We are also working to reduce the environmental impact of our warehouses, which serve as our delivery bases. We are switching from diesel-powered forklifts to electric forklifts, with the goal of eliminating diesel-powered forklifts by fiscal 2031. Starting in fiscal 2025, we upgraded the lighting in our Tochigi-area warehouses to LED lighting with motion sensors, introducing a system that switches the lights off automatically when no one is present. As a result, CO_2 emissions were reduced and the working environment improved. We will continue to strengthen collaboration with other companies, further optimize transportation routes and joint logistics, and expand consolidated transportation, working to achieve both reduced environmental impact and a stable logistics system as we pursue sustainable logistics.



Electric forklift



Warehouse lights switched off automatically by motion sensors when no one is present

Transition to Clean Energy at Logistics Sites

The Isuzu Group's logistics sites – which were also involved in supplying repair parts for EV buses related to Expo 2025 Osaka, Kansai, Japan – had been examining effective measures to help achieve the target set out in the Isuzu Group's 2030 Environmental Roadmap of reducing CO_2 emissions (Scope 1 + Scope 2) from business activities by 50% from fiscal 2014 levels by 2030. At the same time, since many of these sites are leased properties, there were constraints on installing large-scale equipment such as solar power panels. We therefore began examining the use of electricity derived from renewable energy. While switching to renewable energy was expected to increase costs at some sites, the relevant committee held repeated discussions from the perspectives of the SDGs and LNOB (Leave No One Behind). As a result, we prioritized optimization across all logistics sites, moving beyond the boundaries between individual sites and departments, and advanced our decarbonization efforts. Through this initiative, nine sites switched to electricity derived from renewable energy, accounting for approximately 6.2 million kWh annually, or 70% of total electricity usage across our logistics sites. In addition to reducing environmental impact, this initiative has also helped raise employee awareness of environmental issues, and momentum is building to communicate our commitment to the environment both internally and externally. As part of our renewable energy efforts, we are also advancing site improvements at motor pools (temporary vehicle storage areas) with energy conservation and environmental considerations in mind. We first switched from mercury lamps to LED lighting, completing the rollout across all motor pools. We are also progressively installing solar lights that store power generated by solar panels during the day for use at night. Since motor pools use less electricity than plants or warehouses, combining LED lighting with solar lights allows us to reduce electricity usage in a way suited to the characteristics of each site. We will continue to pursue both reduced environmental impact and a safe, comfortable working environment.



Solar lights at a motor pool

Climate Change Measures

Increasing Container Round Use

The Isuzu Group is implementing carbon-neutral activities across its entire logistics operations, and in the Tochigi, Fujisawa, Yokohama Port, and Ageo areas we are working on Container Round Use (CRU), in which containers emptied of imported cargo are reused as export containers. Previously in the Tochigi area, empty containers for the export of knockdown (KD) parts packed at the Tochigi Plant were collected from Yokohama Port. Now, the Company picks up containers that other companies have emptied of imported cargo at an inland depot near the Tochigi Plant designated by the shipping company, and reuses them as export containers for KD parts. In the Fujisawa area, Isuzu collaborates with other companies to implement CRU by transporting containers emptied of imported cargo to an Isuzu Group warehouse near the Fujisawa Plant instead of returning them to Yokohama Port, and reusing them as export containers for KD parts. In fiscal 2026, we signed a CRU agreement with one additional shipping company. Under this initiative, empty containers arising after other companies unload their imported cargo are not returned to the port but are instead reused as containers for KD parts export cargo. This has reduced the transport of empty containers by 24 units annually. These CRU activities have been highly commended by the Japan Association for Logistics and Transport, and together with our cooperating partner companies we received the Special Award of the Logistics Environment Grand Prize for three consecutive years, from fiscal 2023 through fiscal 2025. We will continue to strengthen collaboration with related companies both within and outside the Group, further expanding CRU and improving transportation efficiency. By achieving both a stable logistics system and reduced CO_2 emissions, we aim to realize sustainable logistics and contribute to carbon neutrality.





Inside and outside of the container for shipping KD parts in the CRU system

Expanding the Use of Biomass Materials

The Isuzu Group is introducing biomass materials for the packaging used in KD shipments to overseas assembly plants. By utilizing renewable, plant-derived raw materials, biomass materials help reduce the use of petroleum-derived resources while also contributing to lower CO_2 emissions across the entire lifecycle, and we are expanding their use accordingly. Starting in fiscal 2018, we began switching from petroleum-derived products to biomass materials for A4-size plastic bags, which are used in the largest volume at approximately 9 million units annually. We subsequently expanded this to other sizes, and by fiscal 2024, we had switched all 10 sizes of plastic bags to biomass materials. For bubble wrap as well, starting in fiscal 2023, we switched all 16 sizes to biomass materials containing approximately 15% bio-based raw material. In addition, in fiscal 2026, as the fifth initiative in our biomass material rollout, we switched foam sheets to products containing 10% bio-based raw material. Based on physical property data provided by the material manufacturer, we confirmed that the switch would have no adverse impact on quality, workability, or safety, and determined that the new material offered performance equivalent to the conventional product. As a result, we applied it to nine foam sheet product codes, used at a volume of approximately 760,000 sheets annually (equivalent to approximately 35 tons by weight). We will continue to expand the use of plant-derived raw materials in packaging materials, helping to reduce environmental impact and contribute to the realization of a decarbonized society.

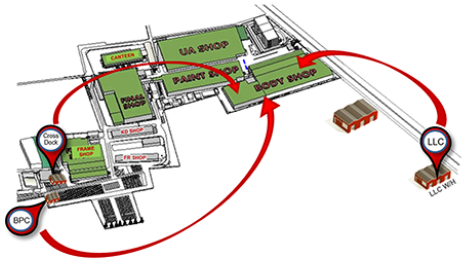


Biomass materials

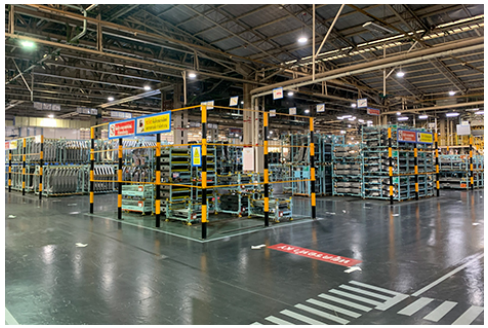
Climate Change Measures

Improving Logistics Efficiency Through Consolidation of External Warehouse Functions

The Isuzu Group is promoting the reduction of environmental impact by improving logistics efficiency.
At the Samrong Plant of Isuzu Motors Co., (Thailand) Ltd. (IMCT), parts storage and supply functions, including those previously handled by external warehouses, were consolidated closer to the body assembly process as part of the plant reorganization. This initiative shortened parts transportation distances and improved material-handling efficiency, thereby optimizing the overall logistics process.
As a result, fuel consumption associated with logistics operations was reduced, resulting in annual savings of approximately 153 KL of diesel fuel and 53 tons of LPG. contributing to a reduction in the environmental impact of transportation.



Consolidation of parts storage and supply functions



Consolidated parts warehouse

Holding Fuel-Efficient and Safe Driving Seminars

Considering the lifecycle of Isuzu products, the majority of CO_2 emissions comes from product (vehicle) use.
Isuzu has been holding seminars on fuel-efficient and safe driving in Japan and overseas since 1995, to provide its customers with tips on fuel-efficient driving in accordance with the performance of their vehicles.

Seminars Held over the Past Three Years

	Number of Seminars	Number of Participants
FY2026	58	778
FY2025	77	1,039
FY2024	76	999





Fuel-efficient and safe driving seminar

Initiatives with Our Business Partners

Isuzu conducts procurement activities in accordance with the Isuzu Group Supplier Sustainability Guideline, asks our business partners to conduct their activities in line with the guideline as well, and requests that they sign a letter of consent to that effect. The guideline also sets out environmental requests, including from the perspective of green procurement, which we ask our business partners to address. In this way, we are strengthening sustainability and environmental management across the entire value chain together with our business partners. Since fiscal 2023, we have participated in the CDP Supply Chain Program, working to better understand our business partners' climate-related initiatives and GHG emissions and to strengthen our collaboration with them.

Climate Change Measures

Initiatives with Yokohama City

In October 2023, Isuzu signed a Collaboration Agreement for Achieving Carbon Neutrality in the Commercial Vehicle Sector in Yokohama City with Yokohama City. The agreement aims to promote the adoption of carbon-neutral vehicles in the commercial vehicle sector within Yokohama City and collaboration on initiatives to enhance transportation efficiency contributing to decarbonization.
Based on this agreement, starting in November 2025, we began store deliveries to FamilyMart locations within Yokohama City using battery-swapping EVs, and subsequently, starting in June 2026, began a demonstration trial of waste collection operations within Yokohama City using garbage trucks.
By adopting a battery-swapping system, batteries can be swapped for fully charged ones in a short time, helping to reduce the downtime associated with charging, which is a challenge in the electrification of commercial vehicles. Through these demonstration trials, we will verify the operational benefits with the aim of improving on-site operational efficiency and the continuity of vehicle operations.



Battery exchange stations for convenience stores



Battery exchange station for garbage vehicle

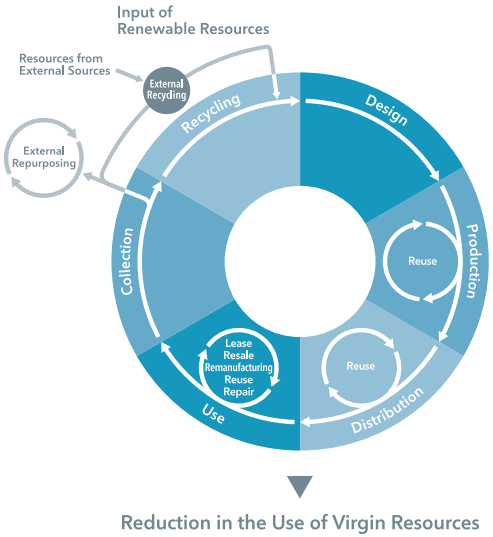
- Yokohama City and Isuzu Motors have signed a collaboration agreement
- Isuzu and Yokohama City Begin Demonstration Trial of Battery-Swapping EV Garbage Collection Vehicles

Resource Recycling Promotion

Basic Approach

Our daily lives, society, and business activities are all supported by many resources. At the same time, there is a need to shift toward a society that makes circular use of these finite resources. As a result, the importance of the "circular economy," which aims to balance reduced environmental impact with sustainable growth through the effective use of products and resources, continues to rise. The Isuzu Group is advancing activities toward the Aspiration of "100% recycling of waste and end-of-use vehicles" set out in Isuzu Environmental Vision 2050. As a shared concept across the Group, we have defined the circular economy as "an economic model that maximizes value by circulating resources and products within business operations and using materials for as long as possible." The scope covers business activities, products and services, as well as "materials" such as raw materials and auxiliary materials, while energy-related initiatives are treated separately, as part of the carbon-neutral domain. We have also organized our approach to the effective and circular use of resources at each stage, from design, production, and distribution to use, collection, and recycling, and have created a conceptual diagram to illustrate this. We will continue to work toward realizing the circular economy through collaboration both within and outside the Group.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
100% recycling of waste and end-of-use vehicles	• Advance a circular economy	• Thoroughly manage outputs* of all operating sites • Increase resource efficiency • Transition to circular business model * Outputs refers to waste, emissions and wastewater here.



This diagram illustrates the concept of reducing the input of virgin resources through the circular use of resources. The Isuzu Group also considers it important for customers to use products for a long time, and is therefore promoting initiatives such as remanufacturing* and repair.

* "Remanufacturing" refers to a process in which a used product is collected, disassembled, has its parts replaced, and is otherwise restored to like-new condition.

Initiatives

Reducing Resource Use

Reduction of Packaging and Packing Materials: Expanding the Use of Returnable Racks

As part of the Isuzu Group's efforts to reduce environmental impact throughout logistics, we are promoting the expansion of environmentally friendly packaging materials, considering the entire process from packaging and shipping within the Group to disposal at overseas plants. In particular, since 2017, we have been advancing the introduction of returnable racks, which can be used repeatedly and are common to all destinations, and gradually expanding their use in the transportation of parts between plants in Japan and overseas. The expanded use of returnable racks has enabled us to reduce the use of one-way racks for packaging knockdown (KD) parts, which previously became waste at overseas assembly plants.



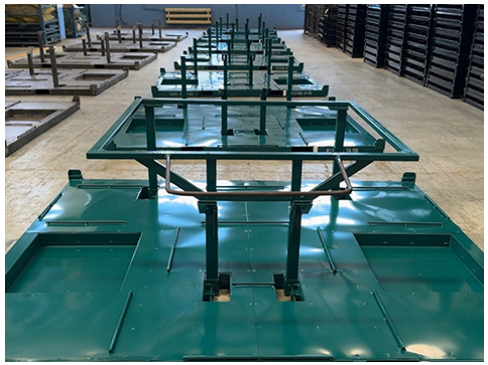
Returnable racks

Resource Recycling Promotion

The previously wooden, one-way cab racks were switched to iron returnable racks. This eliminated the need for tasks such as removing nails during wood disassembly at the time of disposal, thereby improving safety during operations. Additionally, starting in fiscal 2022, to make use of the upper space that arises when loading completed cabs into containers, we developed returnable parts racks that fit under the cab racks. This improved container fill rates through stacking. By loading large parts such as axles, along with parts that had previously been shipped in other containers, onto these returnable parts racks, we have been able to reduce the use of 40-foot shipping containers by approximately 300 a year, contributing not only to resource conservation but also to the reduction of greenhouse gas (GHG) emissions during transportation. In fiscal 2020, we also developed lightweight returnable racks that reduced individual rack weight by 33% compared to conventional ones, as well as racks in two different heights to increase container fill rates. In fiscal 2024, the deployment of these racks to major destination countries was completed. We also began developing a cab returnable rack for the new model vehicle in fiscal 2025 and additionally introduced it in fiscal 2026. This resulted in a cumulative total of 162,000 returnable racks used in fiscal 2026. We will continue to promote the effective use of returnable materials to reduce environmental impact and improve logistics efficiency.



Returnable cab rack (orange) + returnable parts rack (blue)



Returnable cab rack for the new model vehicle

Reduction of Packaging and Packing Materials: Expanding the Reduction of Stretch Film, Cardboard, and Printed Forms

As part of its resource circulation activities, the Isuzu Group is working to reduce the amount of materials used for transportation between domestic sites. At Isuzu Logistics, when transporting packaged materials between two sites in Japan, a two-tiered cart is used, and since the work takes place outdoors, a rain cover is placed over the cart. In the past, stretch film was wrapped around the rain cover and secured to prevent packaged parts inside from shifting or falling. However, this stretch film was disposed of after each transport, and the resulting waste had become an issue. In addition, lifting a 50 cm, 2 kg roll of stretch film and wrapping it around the two-tiered cart twice placed a significant burden on workers, with risks of back pain and falls. Therefore, starting in October 2024, the stretch film was replaced by lashing belts that can be used repeatedly. This makes operations easier, as the load can now be secured by wrapping just two lightweight lashing belts, and in terms of quality, it helps prevent packaged materials from falling off the cart. This initiative has reduced the amount of stretch film waste by approximately 5 tons per year and improved operational efficiency. Starting in fiscal 2026, production sites in our logistics network also began loop recycling of used stretch film. Used stretch film is sorted, and only the clear, uncontaminated film suitable for reuse is handed over to the material manufacturer. The manufacturer processes it into recycled raw material, which is then made into "material for the same use and the same product." As a result, approximately 51 tons of the stretch film discharged each year is now diverted to loop recycling, contributing to reduced CO_2 emissions as well as reduced use of raw materials. In addition to stretch film, starting in fiscal 2026, we also reviewed the waste disposal contractors used at parts distribution centers nationwide, switching to contractors capable of recycling. As a result, approximately 88 tons of paper materials, such as cardboard, that had previously been treated as general waste can now be recycled. Furthermore, for replenishment parts shipped to parts distribution centers nationwide, destination slips had previously been attached separately on top of instruction slips. By color-coding the instruction slips themselves by destination, the separate destination slips became unnecessary, reducing printed materials by approximately 50,000 sheets annually. Through these efforts, in fiscal 2026 we reduced printed materials across parts replenishment operations as a whole by approximately 10% compared with the previous year, or just under 170,000 sheets a year. We will continue to reduce environmental impact by pursuing both waste reduction and resource circulation.



(Before replacement) Wrapping stretch film



(After replacement) Wrapping lashing belts



Recycling center at a production site (film for loop recycling shown in the right row)

Resource Recycling Promotion

Reduction of Packaging and Packing Materials: Switching from Plastic Fixing Material to Corrugated Cardboard Fixing Material

The Isuzu Group examines environmentally friendly packaging methods daily to create a sustainable society. In fiscal 2025, with the first KD production of an EV model, Isuzu Logistics started full-scale development and adoption of environmentally friendly packaging materials in line with the vehicle concept. In the past, when designing packaging specifications, plastic foam, which is derived from petrochemicals, was mainly used as a fixing material for parts. However, in line with the vehicle concept for the EV and to reduce the use of petrochemical-derived packaging materials, the entire team worked on adopting fixing materials made of corrugated cardboard, more than 95% of which is recycled within Japan. Corrugated cardboard fixing materials differ greatly in properties from foam materials, requiring new ideas and approaches not used before. Through repeated prototyping, adoption has steadily expanded. This process has also contributed to the accumulation of know-how, improved technical capabilities, and a shift in environmental awareness. Although there were many challenges to be overcome in terms of quality, cost, workability, and operations, we collaborated with material manufacturers and relevant departments, and we were able to reduce plastic foam material by 308 kg per year by introducing corrugated cardboard fixing material for eight parts including the radiator of the EV starting in June 2024. In fiscal 2026, in addition to laminated cardboard, we advanced consideration of a variety of environmentally friendly packaging materials, including honeycomb cardboard and assembly-type cardboard fixing materials. By prioritizing both cost and workability and repeating trial and error, we succeeded in adopting corrugated cardboard fixing materials in three cases. Furthermore, we have expanded our efforts into the large parts field, where adoption had previously been difficult, and are working with material manufacturers to develop large corrugated cardboard fixing materials for Diesel Particulate Defuser (DPD). We will continue to incorporate environmentally friendly designs and contribute to reducing the impact on the environment in packaging.



Packaging of parts using corrugated cardboard fixing material

Effective Use of Water Resources

Isuzu's business activities use large volumes of water in many situations, including vehicle manufacturing, plant maintenance, and wastewater treatment. To conserve limited water resources, we are working to reuse process water and treated wastewater, as well as to reduce water usage.

Reuse of Products and Parts

Maintenance Leases Utilizing Remanufactured Units

Isuzu provides maintenance lease services for reconditioned vehicles (remanufactured unit vehicles), using Isuzu's remanufacturing[*1] technology. This technology restores reusable engines, transmissions, and other major components to like-new functionality in vehicles returned at the end of short-term, high-utilization leases. In addition to the GIGA type-Re heavy-duty truck, we began offering the FORWARD type-Re medium-duty truck in March 2025 in response to customer requests. This has established a framework that allows remanufactured unit vehicles to be used across a wider range of transportation applications, from trunk-line transport to medium-distance and regional deliveries. In the restoration process of remanufactured unit vehicles, the advanced genuine maintenance service PREISM is used to assess the vehicle's condition and identify which parts need replacement. By conducting inspections and maintenance based on each vehicle's operating conditions and service history, we strive to ensure that customers can use remanufactured vehicles with the same peace of mind as new ones. PREISM is a service that uses condition data transmitted from vehicles to support predictive and preventive maintenance and reduce vehicle downtime. By reusing parts, we not only contribute to resource circulation but can also reduce CO_2 emissions during manufacturing by approximately 76 tons per vehicle for heavy-duty trucks[*2] and approximately 28 tons per vehicle for medium-duty trucks[*3] compared to new vehicles. This also contributes to reducing GHG emissions. In fiscal 2026, building on our track record with existing vehicle types, we worked with regional dealerships to identify vehicles suitable for restoration and provision as remanufactured unit vehicles, based on customers' usage conditions, service history, and vehicle condition. In addition to re-offering vehicles through maintenance leases, we are also considering other approaches, such as reselling remanufactured unit vehicles, to make circular-economy vehicles available to more customers. In the future, we intend to draw on the track record and knowledge we have built up to expand our services to other vehicle types and equipment requested by customers, such as tractor heads and refrigerated and freezer trucks. We will consider approaches to restoration and maintenance tailored not only to the vehicle itself but also to installed equipment and intended use, and will work with dealerships, service sites, and customers to expand opportunities for using remanufactured unit vehicles. Through maintenance leases for remanufactured unit vehicles, Isuzu supports customers' vehicle operations while reducing resource input, lowering CO_2 emissions during manufacturing, and extending the long-term value of vehicles, thereby working to expand our circular business.



Remanufactured unit vehicle

*1 The term "remanufacturing" refers to making used products into like-new products through disassembly, parts replacement, etc. following the collection of used products.
*2 Calculated based on a heavy-duty GIGA truck that has traveled approximately 1 million kilometers over five years.
*3 Calculated based on a medium-duty FORWARD truck that has traveled approximately 700,000 kilometers over five years.

Resource Recycling Promotion

Promotion of Rebuilt Products

The Isuzu Group collects used engines and parts, disassembles, cleans and inspects them, and replaces the necessary components with new ones to bring them back to life as products–a process known as "rebuilding." Rebuilt products manufactured in this way undergo inspection based on quality standards equivalent to those for new products, and are sold under the Isuzu genuine rebuilt and reused parts brand, E-PARTS. Isuzu Engine Manufacturing Hokkaido Co., Ltd. is working to reduce resource use and the energy used in manufacturing through the rebuilding of engines, transmissions, and other components. The company is also working to properly manage product and parts information, helping to maintain and improve quality and to build systems that enable customers to use rebuilt products with confidence. We will continue to apply the insights gained through our rebuilding business to product development and quality improvement, aiming to provide even greater product value.



Rebuilt engine assembly

Recycling of Waste

Response to Automobile Recycling

Since the enforcement of the Act on Recycling of End-of-Life Automobiles in January 2005, Isuzu has continuously worked on the proper collection and recycling of the three designated items generated from end-of-life vehicles: fluorocarbons, airbags, and ASR*. In addition, since December 2018, Isuzu has been carrying out the appropriate collection and processing of lithium-ion batteries through the collection scheme operated by the Japan Auto Recycling Partnership (JARP). In fiscal 2026, 26 units were processed. Through these efforts, Isuzu strives to ensure the proper handling of end-of-life vehicles. Furthermore, with regard to the voluntary targets set by the Japan Automobile Manufacturers Association concerning the use of recycled materials, Isuzu is also advancing efforts to achieve the target for passenger vehicles.

* ASR: Automobile Shredder Residue

> Initiatives Concerning the Act on Recycling of End-of-Life Automobiles (Japanese only)

Environmental Risk Prevention Measures

Basic Approach

The Isuzu Group has set the Aspiration of "Safe, reliable operations and products" as part of Isuzu Environmental Vision 2050. By strengthening our environmental management foundation and supplier engagement, we will work to prevent environmental risks.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
Safe, reliable operations and products	• Strengthen environmental management and supplier engagement	• Build Group-wide environmental management system • Build a sustainable supply chain • Identify and promote adaptation to environmental/ nature risks in operations

Initiatives

Promoting Water Resource Conservation

Understanding and Responding to Water-Related Risks

In recent years, climate change has heightened concerns about the occurrence of water-related risks, such as risks to the stable supply of water resources and river flooding. Since fiscal 2016, Isuzu has been using AQUEDUCT, a global water risk evaluation tool, to conduct surveys on water risks. The surveys have confirmed that while Isuzu uses groundwater and tap water, there are no urgent issues related to water use itself. However, they have also revealed that, depending on geographic conditions, there are operational risks and impacts on the supply chain arising from flooding, drought, or the depletion of water sources caused by extreme weather such as heavy rainfall. In view of these findings, we are advancing measures to address water risks, including reducing water resource consumption, in light of the risks to our operations and business.

Building a Society Free of Water Stress

The Isuzu Group is working to contribute to building a society free of water stress, where all people have access to safe water with peace of mind.

Isuzu Gives Water...for Life

The Isuzu Group's 21 companies in Thailand are collaborating with Thailand's Department of Groundwater Resources and regional authorities on the Isuzu Gives Water...for Life project, which contributes to building a water-stress-free society. The project installs water purification systems to provide access to drinking water at schools in outlying areas of Thailand struggling with polluted water. Through the project, teachers and students learn how to manage and maintain the systems so they are able to sustainably secure access to drinking water. Launched in 2013, the project had been carried out 46 times as of March 2026.





Isuzu Gives Water...for Life Project

Environmental Risk Prevention Measures

Thorough Chemical Substance Management

We take thorough measures to minimize the environmental risks associated with chemical substances used in our business activities and contained in our products. In fiscal 2026, there were no accidents involving chemical substances.

Management of Chemicals Used in Business Activities

To reduce environmental risks from chemicals used in our business activities (such as paints and lubricants) and to ensure employee safety, we have established internal regulations that require advance applications for the use of new chemicals. These applications are reviewed based on laws such as the Chemical Substances Control Law[*1], the Industrial Safety and Health Act, and the Poisonous and Deleterious Substances Control Act to determine whether the chemicals may be used. Based on the results of these advance reviews, necessary measures are implemented before the chemicals are used. In fiscal 2026, we conducted advance reviews for 215 chemicals. Additionally, we have created a database for the chemicals used at our business sites, which includes information on their chemical composition and usage amounts. We register new information from advance applications as it arises and update the registered information as appropriate to strengthen management. This database enables us to properly submit the Pollutant Release and Transfer Register (PRTR) notifications required under the PRTR Act[*2], and to respond appropriately to amendments to the Chemical Substances Control Law, the Industrial Safety and Health Act, the Poisonous and Deleterious Substances Control Act, and the PRTR Act. Furthermore, by referring to the information in this database, we are working to reduce the use of harmful chemical substances by switching to chemicals with lower environmental impact and reviewing our processes.

*1 Chemical Substances Control Law: Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture, etc.
*2 Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (PRTR Act)

Reducing VOC Emissions

Isuzu is committed to reducing emissions of volatile organic compounds (VOC) in line with the voluntary initiative promoted by the Japan Automobile Manufacturers Association. We work to reduce VOC emissions from our plants by taking measures such as recovering VOCs and reviewing our painting processes.

Management of Chemicals Contained in Products

From the design and development stages, we give due consideration to the chemical substances contained in raw materials and components, and we comply with the chemical substance regulations of each country, including Japan's domestic laws, the European REACH Regulation, the ELV Directive and ELV Regulation, and the U.S. Toxic Substances Control Act (TSCA). In light of regulatory trends in each country, Isuzu specifies the chemical substances that it prohibits or controls in the Isuzu Technical Standards, and applies these standards to the raw materials and parts used in its products. For information on the chemical substances contained in parts, we use the International Material Data System (IMDS), the automotive industry's standard global system for communicating information on chemical substances in products, and we manage the information provided by our business partners in our internal system. We compile this data as appropriate to verify regulatory compliance and to make the necessary notifications and reports, and we also use it to reduce chemical substances that become newly subject to regulation.

Management Across the Supply Chain

Isuzu uses the self-assessment sheet attached to the Guidelines for the Management of Chemical Substances in Products, jointly formulated by the Japan Automobile Manufacturers Association and the Japan Auto Parts Industries Association, to exchange information with our business partners on their management systems and initiatives. Through this, we aim to raise the level of chemical substance management across the entire supply chain.

Ozone-Depleting Substance Emission Control

In accordance with the Act on Rational Use and Proper Management of Fluorocarbons, which came into force in 2015, Isuzu implements proper management across all its sites, including reinforcing inspections of refrigerants in fluorocarbon-using equipment such as commercial refrigeration and air conditioning systems. Additionally, when equipment is replaced, we promote the introduction of non-fluorocarbon equipment to advance the control of ozone-depleting substance emissions. In fiscal 2026, the amount of fluorocarbon leakage was below the statutory reporting threshold of 1,000 t-CO_2/year. In recognition of these efforts, Isuzu was selected in fiscal 2026 as one of the 108 companies (7% of all companies surveyed) rated A, the highest rank, in the 5th JRECO Fluorocarbon Measures Rating conducted by the Japan Refrigerants and Environment Conservation Organization. This is the fourth consecutive year, since fiscal 2023, that Isuzu has been rated Rank A. Moving forward, Isuzu will continue to promote initiatives to reduce fluorocarbon leakage through appropriate refrigerant management in accordance with the law, thorough equipment inspections, and the adoption of non-fluorocarbon refrigerants.





5th JRECO Fluorocarbon Measures Rating Awards Ceremony

Soil Contamination Management

To prevent health hazards caused by soil contamination, Isuzu conducts land contamination surveys in accordance with the Soil Contamination Countermeasures Act and local ordinances when undertaking construction projects of a certain scale or new building developments. In fiscal 2026, Isuzu carried out construction work involving soil contamination surveys, and the surveys confirmed no soil contamination exceeding the applicable standards. Isuzu will continue to reliably survey contamination conditions and take appropriate measures in all construction work.

Management of Air Pollutants and Wastewater

At Isuzu's plants, we properly manage soot- and smoke-emitting facilities such as boilers. We confirm that air pollutants in exhaust gases, including NOx (nitrogen oxides) and SOx (sulfur oxides), are within regulatory limits. Wastewater from our plants is treated in treatment facilities before being discharged into sewer systems or public water bodies, and the discharged water is analyzed regularly to confirm that it is within regulatory limits.

Biodiversity Conservation

Basic Approach

The Isuzu Group's business activities depend on the natural world that nurtures biodiversity while at the same time having various impacts on it. The Isuzu Group has therefore developed the Isuzu Group Policy on Biodiversity, referring to guidelines such as the Ministry of the Environment's Guidelines for Private Sector Engagement in Biodiversity and the Declaration of Biodiversity by Keidanren. We are committed to promoting actions that harmonize biodiversity with our business activities to achieve a sustainable society. To achieve the Aspiration of conserving native biodiversity outlined in Isuzu Environmental Vision 2050, we work in collaboration with NGOs and other stakeholders to conserve the native biodiversity in the areas surrounding the Isuzu Group's operations. Additionally, Isuzu has endorsed the Declaration of Biodiversity by Keidanren since January 2020.

Isuzu Environmental Vision 2050	2030 Environmental Roadmap	
Aspiration	2030 Challenge	Global Action
Conserve native biodiversity in local communities	• Promote conservation of native local biodiversity	• Partner with local communities to advance conservation • Communicate our conservation efforts actively • Raise awareness and train employees to be environmental stewards

Isuzu Group Policy on Biodiversity (Formulated in 2018)

Basic Vision

We, the Isuzu Group, understand the relationship all of our business activities have with the ecosystem.
We support action that helps achieve a sustainable society through a harmony of business activities and biodiversity.

Action Guidelines

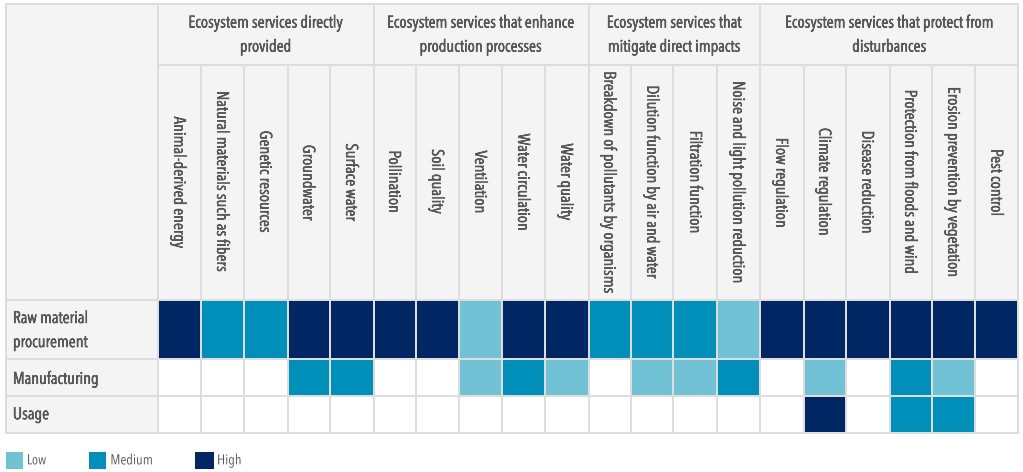
- Each employee learns and has an understanding that our business activities are enabled by biodiversity and at the same time, are affecting it.
- We engage in activities that reduce our impact on biodiversity and protect it in all of our business activities.
- We protect biodiversity from a global perspective, taking into account the diversity of local communities.
- We promote cooperation and collaboration with our stakeholders in order to improve our conservation activities.
- We contribute to local communities, placing valuing on communication and cooperation with stakeholders through disclosing information on activities and other initiatives.

Initiatives

Assessment of Dependency and Impact on Nature

Isuzu uses the tool ENCORE[*1] to understand the extent of our dependence and impact on nature. We have assessed these dependencies and impacts throughout our value chain and created a heatmap. Moving forward, we will advance the evaluation of risks and opportunities related to natural capital based on these results and our business operations. We aim to reduce risks and seize opportunities: for raw material procurement, by strengthening engagement with our business partners through communication on reducing environmental impact, GHG emissions, and related matters; and for manufacturing and use, through initiatives aligned with the 2030 Environmental Roadmap.

Heatmap of Dependencies[*2]



Biodiversity Conservation

Heatmap of Impacts*2

	Land-use change			Direct extraction		Climate change	Pollution				Other
	Land use	Freshwater use	Marine use	Water use	Other resource use	GHG emissions	Air pollution	Water pollution	Soil pollution	Waste	Noise and light pollution, etc.
Raw material procurement	High	High	High	High	Low	High	High	High	High	High	High
Manufacturing				High		High	Medium	High	High	High	Medium
Usage						High	High				High

Low Medium High

*1 Exploring Natural Capital Opportunities, Risks and Exposure

*2 Regarding raw material procurement, since various raw materials (such as petroleum, minerals, glass, and natural rubber) and procurement processes (such as chemicals, metals, electronic components, and tires) are involved, we took care to avoid underestimation by adopting the materials and processes with the highest degrees of dependency and impact.

Promoting Biodiversity Conservation Efforts

Isuzu conducts biodiversity conservation activities at its Fujisawa and Tochigi Plants in collaboration with nearby universities. In 2013, Isuzu has conducted surveys of the flora and fauna on its plant premises. The results revealed that at both plants, insufficient forest maintenance was causing imbalances in the ecosystem and an overgrowth of invasive species, weakening the public-benefit functions of the satoyama (traditional rural landscapes). Based on advice from the universities, we have been maintaining the plant sites since fiscal 2017, including developing areas where native species can thrive. Since 2017, annual surveys have confirmed a decrease in invasive species and a trend toward improving the imbalance in the ecosystem.




Fujisawa Plant: Maintaining the site's forested area
(Left: Before, Right: After)




Tochigi Plant: Maintaining the site's greenery area
(Left: Before, Right: After)

In addition, at the Fujisawa Plant, we drew on the expertise of a local university laboratory for an explanation of the plants growing within the activity area on the site and of the methods for removing invasive plant species. On the day, the presenters used A0-size panels and played the roles of plant characters to give an easy-to-follow explanation, helping to deepen employees' understanding of biodiversity conservation and raise their awareness of it.



Explanation by nearby university students

Biodiversity Conservation

Promoting Efforts to Protect Local Ecosystems

We promote efforts to protect regional ecosystems in local communities where we conduct business, working to conserve them along with their biodiversity. In addition, by encouraging these activities across the entire Isuzu Group, we remain committed to protecting global biodiversity.

Watarase-yusuichi Conservation Activities

Since 2016, Isuzu has been involved in conservation activities at the Watarase-yusuichi near its Tochigi Plant. The Watarase-yusuichi is the largest wetlands in Japan; it serves an important flood control function that prevents flood damage in the region, and it is registered under the Ramsar Convention as a habitat for numerous plants and animals, including endangered species. Isuzu, along with volunteers from its Tochigi Plant, nearby Group companies, and their families, participates in activities such as reed cutting, removal of invasive plants, and litter cleanup, organized by local governments and NPOs. The ongoing conservation activities conducted with local residents have borne fruit, and storks have been confirmed visiting and nesting in the Watarase-yusuichi. In fiscal 2022, Isuzu received a letter of appreciation from Tochigi City as an Environmental Conservation Organization, and it has received a letter of appreciation from Oyama City for five consecutive years, from fiscal 2022 to fiscal 2026, as an Oyama City Watarase-yusuichi Wetland Conservation Support Organization. Furthermore, the Tochigi Plant is involved in tree planting activities in Ashio, located upstream along the Watarase River, which flows into the Watarase-yusuichi. Ashio was once devastated by smoke pollution from copper smelting, leading to the deforestation of the surrounding mountains. By participating in reforestation efforts, Isuzu aims to create opportunities for learning about environmental conservation through activities both upstream and downstream.



Invasive plant removal activities



Awarded by Oyama City for five consecutive years



Participants in Ashio reforestation activities

Participating in Activities to Develop Forests That Supply Water in Kanagawa Prefecture

Since fiscal 2019, the Isuzu Fujisawa Plant has been participating in Kanagawa Prefecture's Forest Restoration Partner project, carrying out the Minamiashigara City 21st Century Forest conservation activities and the Yadoriki Water Source Forest conservation activities in Ashigarakami District in order to protect the forests that are the source of the groundwater used by the plant. Since fiscal 2020, Group companies within the Fujisawa Plant have also joined these efforts. Through thinning work to restore neglected forests to a healthy state, and through nature observation activities, participants are reminded of the importance of biodiversity and the significance of preserving the forests that serve as water sources. Although activities were suspended in fiscal 2021 and fiscal 2022 to prevent the spread of COVID-19, they resumed in fiscal 2023. In September 2025, eight employees from three companies participated in the conservation activities, and in November 2025, 18 employees from three companies and their families took part in the thinning work.



Minamiashigara City 21st Century Forest Conservation Activities



Yadoriki Water Source Forest Conservation Activities in Ashigarakami District

Isuzu Plaza's Biotope

At Isuzu Plaza, a biotope has been established to replicate the unique ecosystem of the Fujisawa region, where the plaza is located. Since fiscal 2020, we have been collaborating with a research laboratory at a local university, which has given us a wide range of advice, including on revising the content of the tree labels, and we are making improvements so that the biotope serves as a place of relaxation for the community where everyone can feel closer to nature. We encourage students to utilize this space for fieldwork and as a practical platform for considering community coexistence. We also provide them with opportunities to present their research findings to Isuzu. Additionally, employees are learning anew the importance of ecosystem conservation while drawing inspiration from the innovative ideas of the students.

Biodiversity Conservation

Isuzu Afforestation Voluntary Activity in Thailand

At Isuzu Motors Co., (Thailand) Ltd. (IMCT), Isuzu has been continuously conducting the "Isuzu Afforestation Voluntary Activity" in collaboration with the Royal Forest Department under Thailand's Ministry of Natural Resources and Environment, with the aim of conserving forest ecosystems. In FY2026, we conducted the 13th such activity.
In September 2025, in the Khwae Rabom - Si Yat Forest, located in Sanam Chai Khet District, Chachoengsao Province, we planted over 4,000 trees, including native species, across an area of approximately 3.2 hectares, with the aim of restoring the ecosystem.
In addition, from 2022 to 2024, we planted trees across a total area of approximately 12.8 hectares, and through these ongoing forest conservation activities, we are contributing to the conservation and enhancement of biodiversity.







Isuzu Afforestation Voluntary Activity

Promoting Sustainable Procurement

Adoption of Environmentally Friendly Materials

Isuzu has replaced traditional wood used for truck beds with bamboo, a member of the grass family, in consideration of forest conservation. Bamboo grows quickly and can be used as a material in about five years, and its excellent durability makes it well suited to truck beds. Bamboo flooring material is being used in many vehicle models, including the new ELF released in March 2023.



A vehicle utilizing bamboo flooring material

Biodiversity Conservation

Developing Human Resources to Build a Society in Harmony with Nature

Isuzu has been conducting regular environmental education for employees since fiscal 2017 to raise environmental awareness and deepen understanding of Isuzu's environmental activities. This education is provided through a combination of e-learning and in-person training, which also helps reduce CO_2 emissions associated with employee travel. Starting in fiscal 2024, Isuzu introduced common environmental education for executives and personnel responsible for environmental activities across the entire Isuzu Group. This initiative aims to enhance understanding of Isuzu Environmental Vision 2050 and the 2030 Environmental Roadmap. This activity will be expanded to all employees of the Isuzu Group in the future, facilitating human resource development so that each member of the Isuzu Group can contribute to the realization of Isuzu Environmental Vision 2050 alongside our customers and partners.

Communication with the Local Community Surrounding the Plant

At the Isuzu Fujisawa Plant, we provide an opportunity for the officers of local residents' associations from six neighboring districts to learn about Isuzu's and the Fujisawa Plant's environmental conservation initiatives. In November 2025, nine participants from the Chogo district attended the event. Additionally, although not from neighboring areas, we also introduce our environmental conservation initiatives during plant tours for visitors from Fujieda City in Shizuoka Prefecture and Matsubara City in Osaka Prefecture.



Explanation of environmental conservation initiatives (photo taken at the November 2024 event)

Social

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Social Contribution	63

Quality

Basic Approach

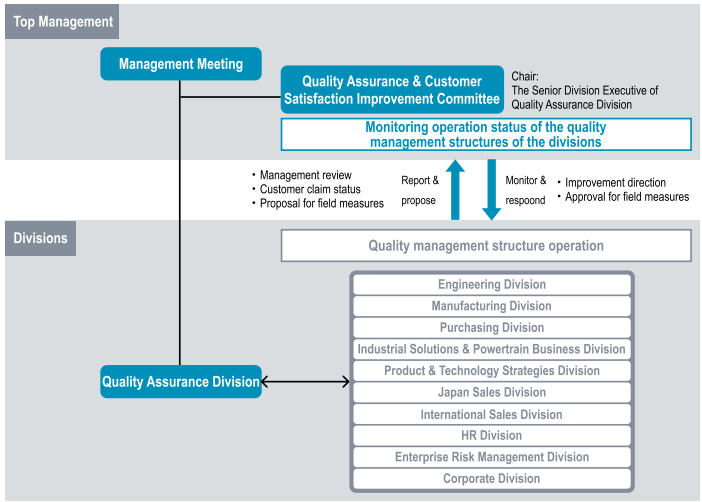
We earn the trust of our customers by creating products and services that satisfy them and by delivering high quality from various perspectives so that we can contribute to solving social issues.

Management Structure

Company-Wide Quality Assurance System

Isuzu has built the quality assurance (QA) system illustrated below with the aim of fully meeting its social and quality responsibilities as a manufacturer. Led by the Quality Assurance Division, the entire Company works together to improve quality. The Senior Division Executive of the 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 share information on quality status and discuss CS improvement, and the Committee monitors how each division operates its quality management system. The outcomes are then applied to the QA activities of the business divisions.

Isuzu Quality Assurance System



Improving Quality within the Isuzu Group

By giving priority to quality in everything, Isuzu creates 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.
Additionally, 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 System (ISO 9001 and IATF 16949 Certified)

All Isuzu business sites have earned ISO 9001:2015 certification, an international standard for quality management. Moreover, mass-produced component parts delivered to General Motors Company have obtained IATF 16949:2016 certification, the sector standard for the automotive industry. Isuzu uses these frameworks to enhance its operational quality.

Initiative Themes in Quality Activities

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. Operational Quality Improvement

Quality

Initiatives

Product Quality Improvement

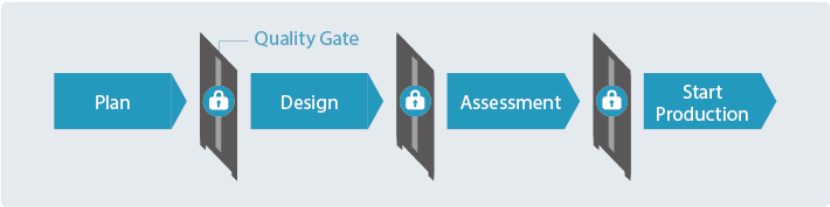
Basic Approach to Product Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy of "Supporting Transportation." Together with our customers and partners, we aim to create transportation for all goods and people on Earth. We also aim to enrich society by delivering new value in transportation, including addressing the need to attain carbon neutrality and contributing to the evolving logistics industry. To achieve this, we carry out a wide range of activities to improve quality at every stage, from product development and manufacturing through to in-service operation.

Initiatives at the Development Stage

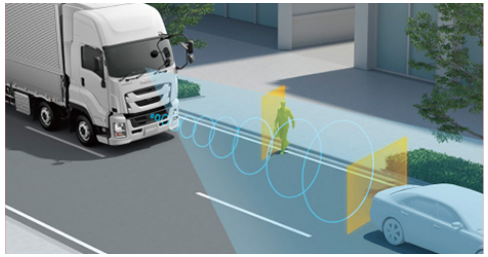
Our product development philosophy is to earn the trust of everyone. This is supported by the basic concept of see Technology, where S.E.E. stands for the three pillars of development: safety technology (Safety), economy technology (Economy), and environmental technology (Environment). For the quality that underpins this philosophy, we set quality gates at different stages in product development and confirm the maturity of the product at each stage as development proceeds. In the development flow below, Isuzu builds quality into its vehicles with a focus on preventing defects before they occur and preventing their recurrence, and uses Failure Mode and Effects Analysis (FMEA*) and other methods to enhance reliability and durability.

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

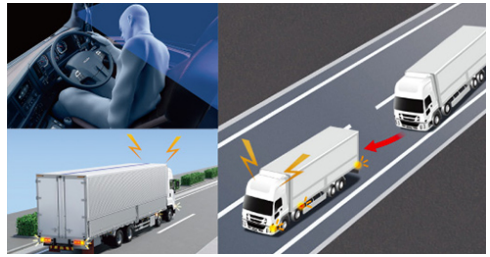


Safety Technologies

The quest for even higher safety in trucks–which have close ties to people and society–is a top-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, because the damage is greater should an accident occur; the latest and most advanced measures are therefore always required. In addition, trucks transport not only people but also important cargo. For example, even if emergency braking in the face of imminent danger avoids an accident, it carries a high risk of harm to people and, through load shift, of damage to valuable cargo. Isuzu equips each vehicle type with the safety features it requires, achieving a high level of safety performance in order to reduce accidents and mitigate damage.



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, a warning and brake control are triggered. When the risk of a collision with a preceding vehicle or pedestrian moving at low speed increases, full braking is applied early, in addition to the warning, to help avoid the collision.



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

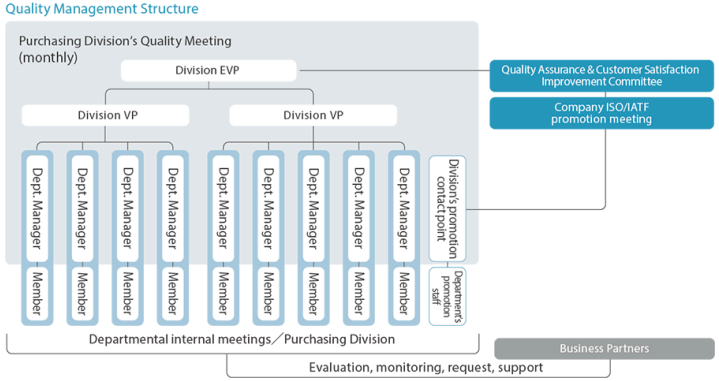
- ELF
- FORWARD
- GIGA
- GALA
- ERGA

Quality

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.

Quality Management Structure



Our business in Japan works with a total of 671 business partners in Japan and overseas, approximately 90% of which are 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. As a result, business partners whose delivery quality evaluation scores and defect counts do not meet certain standards are classified as companies to be managed, while business partners whose evaluation scores meet a certain level but have defect counts exceeding a specific limit and require improvement in delivery quality are classified as companies to be observed. We strive to improve delivery quality through initiatives such as monthly quality meetings. Due to these initiatives, approximately 90% of our business partners met the criteria for delivery quality evaluation in fiscal 2026. While there were no companies classified as companies to be managed, there were several classified as companies to be observed. Improvement activities were conducted with these business partners to enhance quality. Additionally, for some business partners, we conduct on-site audits during the direct supply contract renewal assessment, which occurs every three years, to verify the operation of their quality management systems. For new business partners, we conduct an on-site audit before beginning the business relationship to evaluate the effectiveness of their quality management systems and ensure they meet our criteria for trading. We are also making progress with creating a Business Continuity Plan (BCP)/Business Continuity Management (BCM) system and carrying out measures to reconfirm our supply chain and minimize the time it takes to restart operations in the event of a disaster. 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

A characteristic of Isuzu is that customers frequently require products with different specifications, and Isuzu's products are in fact available in many variations. Isuzu is constantly committed to the development of human resources and improvement of production systems as it seeks to bring its diverse products to a uniformly high level of quality and make them globally available. Isuzu systematizes and integrates its quality-first concept, methods, and manufacturing know-how into ISUZU MONOZUKURI (IM). IM is the production system adopted at Isuzu manufacturing plants in Japan and overseas. At heart, its concept is to ensure that Isuzu-badged products can be manufactured based on a common manufacturing philosophy and approach to quality control, in any plant around the world. To achieve uniformly high quality across these variations on the basis of IM, the managers of each production line gather every morning before work starts and hold 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 Trained in FY2026

There were 955 participants in fiscal 2026, and the average training time per participant was 18.6 hours (2–5 days per person).

(Reference)
Core skills training: Group training on IM concepts and TPM* is provided.
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

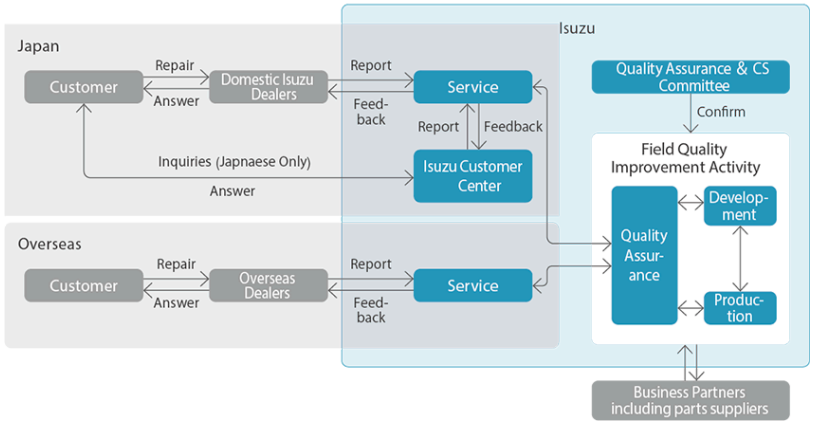
Isuzu strives to improve its field quality by paying close attention to customer opinions and analyzing and feeding them back to all quality-related processes to ensure that issues are addressed and improvements are made.

Initiatives Toward Improved Field Quality

In accordance with its FQ management system*, Isuzu works to collect quality information from the market and to investigate causes and take countermeasures promptly and accurately. Information received by Isuzu Customer Center (Japan), warranty repair records, and improvement requests from sales dealers are also treated as field quality information and fed into quality improvement. We use the information collected to respond ever more quickly in accordance with the regulations of each country, including Japan's safety standards for road vehicles. 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 covers quality activities such as the status of field quality improvement activities, the status of verification activities for the 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 markets for making improvements, based on the scheme illustrated below.

FQ Management Structure



Initiatives for Recall Campaigns

The aim of the recall system is to prevent defective vehicles from causing accidents and to protect the safety and property of operators and drivers. Understanding this aim and acting in its spirit, Isuzu implements the recalls, improvement measures, and service campaigns prescribed by the Road Transport Vehicle Act in order to keep our customers' vehicles in operation. In taking these measures, we take into account the increasingly diverse conditions under which vehicles are used and always strive to respond promptly and appropriately from the customer's perspective. Regarding complaints about safety-related defects, we investigate and respond to 100% of the requests from authorities in each country.

- 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: Where a case falls under neither a recall nor improvement measures, this system allows a vehicle to be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism, for the purpose of improving product appeal and quality.

Number of Recalls and Other Notifications

(Cases)

	FY2024	FY2025	FY2026
Recalls	8	9	18
Improvement Measures	0	0	0
Service Campaigns	4	11	6

(Reference) UD Trucks recalls in FY2026: 6

> Recall Information (Japanese only)

Service Quality Improvement

Basic Approach to Service Quality Improvement

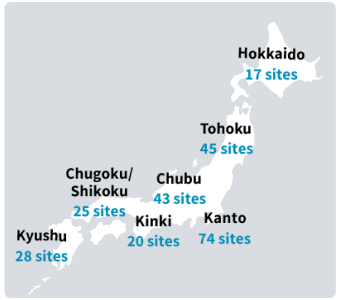
Isuzu's mission represents our determination to go beyond our previous corporate philosophy of "Supporting Transportation." Together with our customers and partners, we take the initiative in creating transportation for all goods and people on Earth, delivering new value in transportation – including addressing the need to attain carbon neutrality and contributing to the evolving logistics industry – and thereby enriching society. To do so, we believe it is essential to keep our customers' vehicles in operation and, if a vehicle does stop, to restore it to service as quickly as possible. Isuzu provides support of a uniform standard in Japan and overseas as part of its commitment to offering high-quality service, and it also fulfills an important role in supporting the supply of medical supplies and daily necessities. We recognize that it is our mission and our social responsibility to deliver reliably the vehicles that customers need under any circumstances and to support their continued operation through after-sales service without delay.

Quality

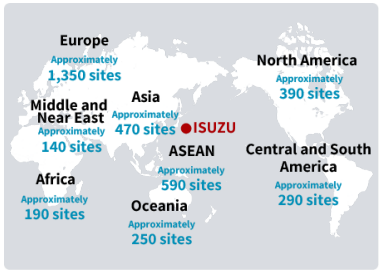
Thorough Service System

Isuzu is currently fully committed to supporting customers after their vehicles have been delivered. Our customers always expect high-quality service. Going beyond any distinction between Japan and overseas, Isuzu aims to establish a service system standardized at a high level.

Domestic



Overseas



Parts Supply System

Isuzu delivers service parts in a timely and accurate manner to any location through a network comprising the Mother Parts Center (Tochigi, Japan) and regional parts centers in Japan and overseas. Furthermore, while Isuzu and UD Trucks previously handled parts supply separately, since 2023 the two companies have been promoting logistics integration–including joint warehouse operations and joint distribution–starting with the Tohoku region. This integration has now been completed in the Hokkaido, Tohoku, Chubu, Kansai, and Kyushu regions, with the remaining Kanto region scheduled for completion within the current fiscal year. Through this initiative, Isuzu aims to improve the overall supply capabilities of the Isuzu Group, including UD Trucks, while also addressing social issues such as the 2024 logistics problem, labor shortages, and carbon neutrality.

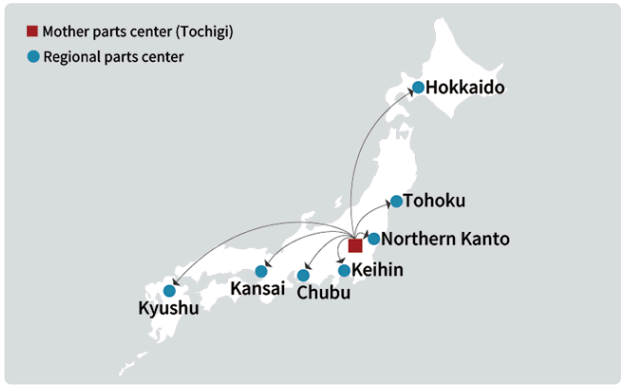


Isuzu Logistics Global Center commenced operations in April 2020

Quality

Domestic

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





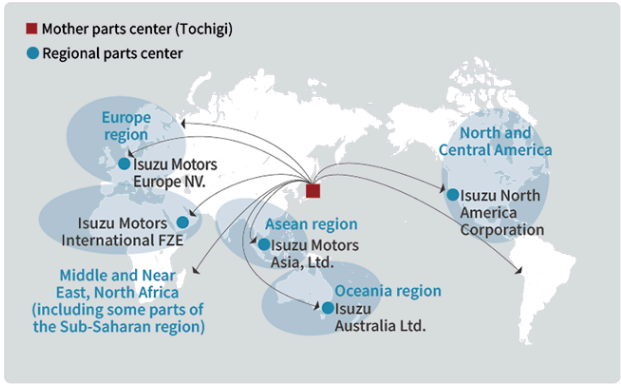
Hokkaido Parts Center



Tohoku Parts Center

Overseas

In addition to supplying distributors in each region, Isuzu has regional parts centers in the Near and Middle East, North Africa, North and Central America, Europe, ASEAN, and Oceania.



Improvement of Maintenance Engineering

Isuzu World Service Skills Competition (I-1GP)

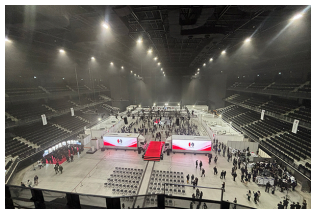
The Isuzu World Service Skills Competition (I-1GP) gathers outstanding service staff and engineers from countries and regions around the world to compete in technical skills and knowledge. It is a global competition that aims to raise the maintenance skills of engineers belonging to the Isuzu Group. By having countries and regions compete against one another in skills and knowledge, I-1GP seeks to raise service levels in every country and region so that Isuzu customers can enjoy high-quality service anytime, anywhere. The competition has been held since 2006. Amid changes in the business environment surrounding the Company as well as social changes such as the COVID-19 pandemic, the competition has continued to evolve flexibly in its format while upholding its philosophy of improving technical skills, and has continued to develop on a global scale. Finalists who advanced from the preliminary rounds were invited to Japan again in 2025, and the event was held on October 29 at PIA Arena MM in Yokohama. The contest included both individual and team competitions. In the team practical competition, teams of two contestants and one coach performed vehicle inspection and fault diagnosis tasks using actual vehicles. In addition to the online theoretical competitions for teams and individuals, an individual practical competition, Virtual Fault Diagnosis, was also held. The competition attracted 111 participants from 37 countries and regions, and the total attendance, including spectators, reached approximately 1,000. As this marked the 20th edition of the competition, a program was also held in which past top performers shared their success stories, helping to foster a stronger drive for technical improvement and boost participants' motivation. Through I-1GP, we aim to raise maintenance skills and communicate the importance of technical training, and we are continuously working to enhance service quality and develop human resources in countries and regions worldwide.

Quality

Results of the 20th I-1GP at CV Division

Team Division: [1st] Thailand, [2nd] Japan, [3rd] Australia; Individual Division: [1st] France, [2nd] Taiwan, [3rd] Hong Kong





National Service/Parts Skill Competition

Isuzu holds an annual competition in which after-sales staff who have advanced through preliminary rounds held across the country come together to compete for the top position in Japan, testing the technical skills, knowledge, and customer service abilities they have cultivated through their everyday work. The competition is structured around real-world service scenarios, including the "Engineer Class," which involves fault diagnosis and inspection/maintenance using actual vehicles; the "Advisor Class," which tests interviewing and customer response skills through role-playing; and the "Parts Class," which tests the ability to propose parts. In the "Team Class," in which teams of three compete, participants are tested not only on technical skill but also on the teamwork and overall responsiveness required in a service setting. In addition, the "Young Engineer Class" gives young technicians aged 25 and under, who will lead the next generation, the opportunity to compete in an inspection and maintenance competition, contributing to the development of future core talent.

Through this competition, we aim to further improve technical skills and service quality, while also boosting the morale and solidarity of Isuzu's after-sales staff, and fostering the development of talent capable of providing customers with peace of mind and trust.






Training Employees of Isuzu Dealers

We actively provide training to the service staff and engineers at Isuzu dealers to improve their ability to handle service work, their maintenance skills, and safety in their work on site. We use a variety of training methods–including group training at the Isuzu Monozukuri Service Training Center (MSTC) and remote training using e-learning systems–to raise their skills further while taking into consideration the burden on the work sites.

Results for FY2026

	Number of Courses	Number of Participants	Training Method
For service engineers	24 courses	1,432	Group
For service staff	1 course	76	Group
	7 courses	286	Remote

Feedback from participants

- I was able to understand how EVs work and what precautions to take when working with high voltage. After returning to my location, I will share this with my colleagues, thoroughly enforce safe work practices, and put it into use to prevent accidents and injuries. [Service Engineer, Dealerships]
- I learned the necessary knowledge and approach, and was able to deepen my understanding of areas that had remained unclear from hands-on training. [Service Engineer, Dealerships]
- As a first step toward becoming a service advisor, I learned that the way you speak and listen can change the impression customers have of you, which is a basic part of customer service. I would like to be more mindful of providing courteous, attentive service. [Service Staff, Dealerships]

Maintenance Engineering Workshops in FY2026

30 sessions

Quality

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 holding seminars tailored to customers' needs, including instruction in how to use vehicle equipment, demonstrations of key points in accident prevention, and study sessions on regulatory trends. Within Japan, these seminars are held at Isuzu Premium Club, a seminar facility exclusively for our customers with its own test courses, located at our Fujisawa Plant and at the Isuzu Hokkaido Proving Ground. Seminars are also held 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 alerts users of Isuzu vehicles to matters that could lead to an accident or a malfunction, such as problems in how a vehicle is used.

> Customer Information (Japanese only)

Addressing Longer 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. In many cases, the safety of vehicles that have been in use for a long time can be ensured by having inspections and maintenance carried out reliably. Isuzu therefore keeps a sufficient stock of periodic replacement parts on hand as a means of preventing failures and to meet customers' needs for periodic maintenance. We will continue to promote inspection and maintenance that takes into account how vehicles are actually used, including their use over extended periods.

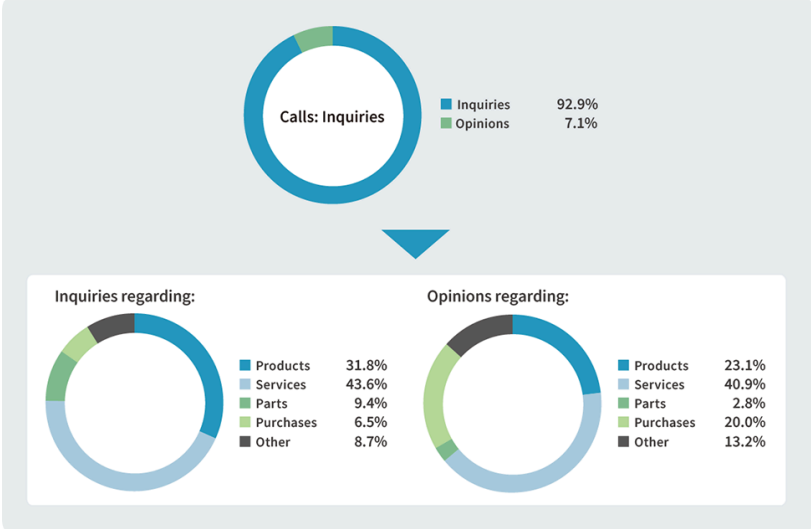
Isuzu Customer Center

Isuzu Customer Center (Japan) was established for the purpose of applying customer feedback to 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 directly to the voices of our customers through internal training programs, using them to strengthen our customer-first mindset and our sensitivity to what our customers want.

Customer Testimonials

In addition to comments and requests, we also receive words of appreciation from customers regarding our sales and service operations. These messages provide valuable insight, helping us share examples of excellent front-line service and drive further improvements in quality.
Recently, we received a heartfelt call of gratitude from a customer regarding the response of a dealership service center in Kanagawa Prefecture. When the customer's vehicle broke down, it became necessary to transfer heavy cargo to a replacement vehicle. This would have placed a significant burden on the customer and the driver alone, but around 10 staff members, led by the branch manager, naturally gathered to help, saying, "Let's do this together," and worked carefully through to the end on a cold, snowy night. Deeply moved by their dedication, the customer called Isuzu Customer Center, wanting everyone at Isuzu to know that such wonderful people exist. The feedback was shared with the dealership's head office, and we understand it was subsequently shared company-wide within the dealership as well.
Going forward, Isuzu Customer Center will continue to share such customer feedback with dealerships and relevant internal departments, helping to spread excellent front-line service and contribute to quality improvement across Isuzu as a whole.

Breakdown of Calls Received by the Isuzu Customer Center in FY2026



Intangible Support

MIMAMORI (Telematics for Commercial Vehicles)

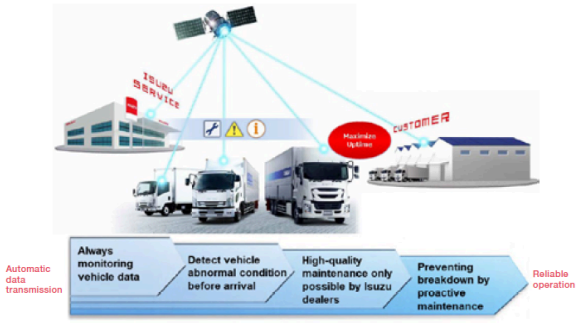
Isuzu has also devoted effort to supporting commercial vehicles in intangible ways. The symbol of this effort is MIMAMORI, a telematics service for commercial vehicles. It reads data from the control computer installed in the vehicle and links it by data communication to support operation management and fleet tracking. MIMAMORI packages a range of content: support for day-to-day legal compliance such as driving reports, digital tachographs, and labor management; full-scale fleet tracking functions for identifying a vehicle's current location and condition; and support for eco-driving, for the practice of safe driving, and for driver training. It is a service that contributes significantly to making our customers' operation management more efficient.

Quality

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 downtime of vehicles and maintain their operation.

- Prevention:
  Servicing details and maintenance cycles differ depending on the status of use of the vehicle. However, PREISM tracks condition data for each vehicle, making it possible to perform exactly the predictive and preventive maintenance best suited to each individual vehicle and so prevent breakdowns before they occur.
- Immediate repairs:
  Even if a malfunction does occur, our Isuzu service centers can predict the servicing required from the fault data obtained before the vehicle is brought in, so servicing time can be shortened. This also reduces downtime and allows the vehicle to operate with greater peace of mind. 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-produced battery electric vehicle (BEV), the ELF (N-Series) EV, Isuzu has developed the total solution program EVision* 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 CO_2 emission reduction benefits, and proposing further decarbonization initiatives to move toward carbon neutrality.

* "EVision" combines the "EV" of electric vehicles with "Vision" in its many senses including sight, foresight, and future prospects. It expresses Isuzu's stance and initiatives: making visible the issues and the vehicle operation involved in introducing EVs and providing forward-looking solutions, thereby showing customers the prospects for achieving carbon neutrality.

Operational Quality Improvement

Basic Approach to Operational Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy of "Supporting Transportation." Together with our customers and partners, we take the initiative in creating transportation for all goods and people on Earth, delivering new value in transportation – including addressing the need to attain carbon neutrality and contributing to the evolving logistics industry – and thereby enriching society. The quality of our products and services is built on the quality of the work of each and every employee. Believing that raising the quality of every individual's work – and not only that of the divisions directly involved in product quality – creates the quality that meets customer needs, Isuzu works to raise quality awareness and quality knowledge.

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 abundant experience, knowledge, and skills, it does not necessarily follow that the work will be performed to a high standard. For employees to make the most of their abilities and do better work, it is essential that they remain motivated to do a good job. Isuzu therefore works to improve operational quality by providing employee education aimed both at raising awareness and at building knowledge.

Discussions among Employees

To raise awareness of operational quality, Isuzu has employees hold repeated discussions about what constitutes good work from the customer's perspective, drawing on the calls received by Isuzu Customer Center and on the Quality Month* message delivered from senior management to employees each November. During Quality Month in particular, the aim is for each individual to consider what "good work" means to them, to gain insights and hints on how to achieve it, and to put those insights into action.

* 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.

Quality Month Message for FY2026

Theme: Let's work together with flexible thinking and take the initiative to create "good work"!

Theme background:
Amid significant changes in the social environment–including geopolitical risks, tightening environmental regulations, and labor shortages–we are required to deliver results while adapting to change, such as by promoting localization and local procurement and improving operations through AI and digital technology. To this end, we believe it is important to cooperate with colleagues, respect diverse opinions and ways of thinking, approach challenges with flexible thinking, and have each individual think and act on their own initiative to create "good work." We chose this theme with these beliefs in mind.

Quality

Quality Awareness Education for Isuzu Dealers

To raise the quality awareness of all employees of the Isuzu Group, 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, the reliable collection of defective parts, and the early implementation of recall repairs.

Number of Locations Where Training Was Held in FY2026

22 locations

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 and the recall system, with the aim of familiarizing employees with the laws relating to the quality of Isuzu products. In addition, several employees each year take the QC Seminar Basic Course*, which is run to train experts in comprehensive quality control, thereby developing people who can drive quality improvement in the workplace.

Results in FY2026

Road Transport Vehicle Act/Recall System: Not conducted; QC Seminar Basic Course*: 14 participants

* Conducted by the Union of Japanese Scientists and Engineers

Isuzu Technical High School

› For more information about Isuzu Technical High School

Respect for Employees

Basic Approach

Through its corporate philosophy, ISUZU ID, the Isuzu Group has defined four core elements of its Mission, with a particular emphasis on people, where our goal is to be the leader in employee engagement. In our Medium-Term Business Plan 2024, ISUZU Transformation–Growth to 2030 (IX), launched in April 2024, we outlined our vision and roadmap toward 2030, focusing on the evolution toward human capital management. Building on our ongoing initiatives to respect and support employees, we are now advancing a range of measures to accelerate the transition to a human capital–centered management approach.

Management Structure

The Isuzu Group has been promoting management strategy and human capital strategy in an integrated manner, centered on the CHRO position established in 2025.
Important operational policies and annual plans related to personnel matters are discussed and resolved as appropriate at the Management Meeting and other forums. In addition, as part of building our promotion structure, we established the Talent Committee in 2026. Chaired jointly by the CEO and CHRO, this committee meets regularly to deliberate on the appropriateness of executive positions and the suitability of candidates for executive roles, manage our talent pool, and consider policies for developing future management candidates. Through this framework, with the Talent Committee playing a central role, we aim to achieve highly fair talent management that reflects the intentions of management.
We have also established the HRBP (Human Resources Business Partner) function within the HR Division, serving as a core link between management and the field, to resolve HR and labor-related issues on the ground while taking business strategy into account.

Initiatives

Initiatives in Talent Strategy

The Isuzu Group recognizes that placing the right people in the right roles to realize "IX," ensuring the continuous recruitment and development of talent, and achieving talent management that links individual growth with corporate growth are essential to building an organization where diverse talent can develop their abilities and continue to take on new challenges.
To address these challenges, we have established the following three pillars of our talent strategy:

- Formulating optimal staffing plans and securing talent based on the organizational design needed to realize "IX"
- Embedding HR systems that link individual growth with corporate growth, enabling appropriate placement, evaluation, and development
- Enhancing organizational capability by improving employee engagement

Formulating Optimal Staffing Plans and Securing Talent Based on Organizational Design to Realize "IX"

In addition to designing the organization needed to realize "IX," Isuzu is clarifying the responsibilities, roles, and expected outcomes of each position as part of our HR system reform, and formulating staffing plans accordingly. We are also securing talent through the planned development of next-generation management personnel and by offering externally competitive remuneration levels benchmarked against market standards.

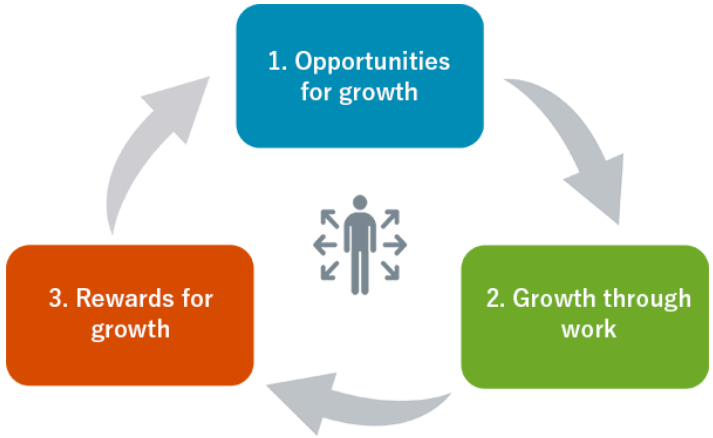
Establishing the HR System

Concept of the HR System

To realize the vision embodied in "ISUZU ID," we have set the goal of being an Innovation Leader, evolving the world with "Reliability x Creativity". Achieving this VISION depends on every employee adopting a growth mindset–embracing change, taking on challenges, and contributing to progress–and on fostering a culture where individuals can fully demonstrate their abilities and individuality. To support this, the current HR system was introduced in April 2024. The concept of this system is to operate a human capital growth cycle with the following elements:

- (1) Finding opportunities for growth, (2) growing through work, and (3) being rewarded for growth
- Through this cycle, the Company aims to maximize each employee's growth motivation, allowing employees to grow in their own way and contribute to the realization of ISUZU ID.

We will work to embed the systems and initiatives supporting the evolution toward human capital management across Group companies, taking into account the unique characteristics of each company.



Human capital growth cycle

Respect for Employees

Human Resource Development System

Isuzu offers programs in the five areas of career development, self-development, expertise development, management skills development, and leadership development in order to link individual growth to corporate growth.

1. Career development: In order for each employee with diverse insights, abilities, and expertise to maximize his or her potential and realize the career he or she is aiming for, we will provide opportunities for employees to think independently and continuously about their own careers based on the medium- to long-term goals in the form of growth plan sheets. We will also strengthen training programs for new graduates, mid-career hires, and employees who have changed their careers through internal recruitment and other means.
2. Self-development: We provide employees with online learning programs that allow them to freely choose their necessary studies and the timing of their courses in order to achieve their medium- to long-term goals set in the career development program.
3. Expertise development: Each division is working to strengthen employees' specialized skills in line with their own duties and responsibilities. For skilled workers, we have a program to support step-by-step skill development to strengthen their expertise.
4. Management skills development: We provide opportunities to share company-wide common objectives and motivate employees, mainly through one-on-one training and workshops.
5. Leadership development: We have introduced a program to strengthen the leadership of Isuzu's future human resources.

Isuzu Technical High School

Isuzu Technical High School provides new employees in production roles with a three-month training program after joining the company, emphasizing the knowledge, skills, and mindset required to work as full members of society, in line with Isuzu's approach to "developing people and manufacturing." Following this initial period, each new employees in production roles undergoes an aptitude test and interview, after which they are placed into one of the following three courses for talent development:

- Early-Selection Course (Workplace Assignment): Trainees quickly acquire the skills needed in their workplace and become immediately productive contributors.
- Trainee Course (Acquisition of Specialized Knowledge): Trainees acquire specialized knowledge and qualifications over approximately one year of education before being assigned to the workplace (hereinafter "trainees").
- National Skills Competition Scholarship Course (Competitor Development Course): While gaining knowledge through the Trainee Course curriculum, participants work to further improve their skills with the aim of competing in the National Skills Competition.

The instructors at Isuzu Technical High School are selected from employees who carry out the work on the front line, and they train the trainees. This gives those employees an opportunity to review their own knowledge of the work and to learn how to develop people, which contributes to their own growth as well. By not only training the trainees to become full-fledged professionals but also improving the related skills of the instructors and passing on manufacturing skills, Isuzu is improving the quality of its products.

FY2026 National Skills Competition

The 63rd National Skills Competition, held from October 17 (Fri.) to 20 (Mon.), 2025, at Aichi Sky Expo (Aichi International Exhibition Center)

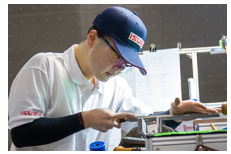
Competition Results

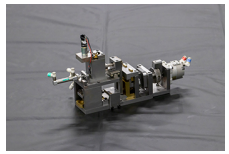
Automobile sheet metal section: 1 Silver Prize
Machine assembly section: 1 Silver Prize
Lathe section: 1 Honorable Mention



Competition scene in the automobile sheet metal section, where the Silver Prize was awarded


Prize-winning work in the automobile sheet metal section

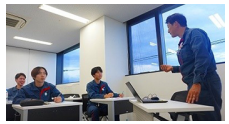

Competition scene in the machine assembly section, where the Silver Prize was awarded


Prize-winning work in the machine assembly section


Training at Isuzu Technical High School (pacing training)



Practical training at Isuzu Technical High School (classroom lecture)


Practical training at Isuzu Technical High School (classroom lecture)


Practical training at Isuzu Technical High School (practical skills)


Practical training at Isuzu Technical High School (practical skills)

Respect for Employees

Skills Transmission and Development

To pass on and develop technical skills, Isuzu has established a training system organized by employee level for employees in production roles and works to raise their skill levels.

Initiatives by Division

▶ Manufacturing Division

1. Each workplace undertakes training activities to pass on the special skills that are advanced and require significant experience. In addition, the Manufacturing Division as a whole provides systematic training to pass on skills.
   * Graded training for employees in production roles: New employee, young, mid-career, supervisor, etc.
2. Isuzu employees enter the National Skills Competition every year with the aim of acquiring the highest level of skill in Japan, and they consistently place among the top finishers.
   - FY2021 Silver Prize: Machine assembly (1 person)
     Bronze Prize: Automobile sheet metal work (1 person)
     Honorable Mention: Automobile sheet metal work (1 person) and machine assembly (1 person)
   - FY2022 Bronze Prize: Machine assembly (1 person), Lathe (1 person)
     Honorable Mention: Machine assembly (1 person)
   - FY2023 Honorable Mention: Machine assembly (1 person), Lathe (1 person)
   - FY2024 Silver Prize: Automobile sheet metal work (1 person)
     Honorable Mention: Machine assembly (1 person)
   - FY2025 Gold Prize: Automobile sheet metal work (1 person)
     Silver Prize: Machine assembly (1 person)
   - FY2026 Silver Prize: Machine assembly (1 person)
     Silver Prize: Automobile sheet metal work (1 person)
     Honorable Mention: Lathe (1 person)
3. We provide advanced skills training and leadership training in collaboration with external training institutions. The number of workers who have passed the National Trade Skill Testing and Certification has doubled since 2011. The Administration Division and the workplaces will continue to work together to run study sessions and practice sessions to support employees in acquiring qualifications.

▶ Engineering Division

1. Every year we prepare career plans with career goals shared among superiors and subordinates, and implement training courses with varying curricula and OJT for employees to acquire skills according to their job level.
2. Isuzu provides advanced skills training at its own training facility, the Isuzu Monozukuri Service Training Center (MSTC), and in collaboration with external training institutions such as polytechnic centers.
3. Isuzu has established its own accreditation system for test vehicle driving with the aim of improving employees' driving skills.

HR Performance Evaluation System

Approach to Evaluation

Under "Rewards for Growth," element (3) of the human capital growth cycle, Isuzu has introduced a system for reviewing employee growth.

Fair Evaluation and Treatment

Isuzu has a system for evaluating each employee on the basis of criteria such as their work, their degree of contribution, their degree of growth, and the extent to which they apply their abilities. We are also shifting toward a system centered on clarifying the responsibilities, roles, and expected outcomes of each position, as well as internal job postings. The evaluation system helps to bring out the skills of each and every employee to the fullest and ensures that they are evaluated in a fair and equitable manner, without discrimination on unjustifiable grounds such as social standing, origin, race, beliefs, or gender. This leads to increased engagement and a heightened desire for growth among employees. We also review and disclose the gender pay gap on an annual basis.

Career Development Support

Isuzu has introduced a "Growth Plan Sheet" to help each employee envision their own career and direction for growth. Using this sheet, we conduct career training and One-on-One sessions with management to support employees in realizing the career they have envisioned for themselves.
In addition, we are shifting from a company-led approach to "development" toward one in which employees take the initiative in their own "self-development." By providing online learning services in partnership with external educational institutions, we support employees' proactive career development and self-improvement.

Enhancing Organizational Capability Through Improved Engagement

To improve engagement, Isuzu introduced a company-wide survey for all employees starting in 2024, enabling us to quantitatively visualize the strengths and challenges within each workplace. Based on the results, employees at each workplace engaged in discussion and took action toward improvement. In addition, in 2025 we designated the engagement of front-line management as a company-wide priority issue. Through direct dialogue with senior management and the creation of a new role to support front-line managers, we have been actively introducing new measures informed by employees' actual voices.

Respect for Employees

Initiatives to Support a Diversity of Work Styles

Isuzu is working to achieve diverse work styles in order to create an environment in which diverse human resources can play an active role. At the same time, we are working to support work-life balance by establishing personnel policies specifically for employees who are required to balance work with childcare or nursing care.

Support for diverse work styles	Core-time-free flextime system	System allowing highly flexible working hours with no core time
	Telecommuting	System allowing working in the most suitable location for the type of work
	Promoting the use of annual paid leave	Creating an environment facilitating the use of annual paid leave in cooperation with the Isuzu Motors Labor Unions, with a target of at least 18 days per year
	Hourly paid leave	System allowing flexible use of annual paid leave in one-hour units
Support for balancing work with childbirth/parenting	Long-term childcare leave	System allowing leave until the end of the April after the child reaches the age of two (may be taken in installments)
	Leave for spouse's childbirth	Special leave for three days within a two-week period after the birth date
	Childcare-related leave	System allowing leave for nursing care of children, etc. until the end of the child's third year of elementary school
	Childcare balance support leave	System allowing leave to support balancing work with childcare until the end of the child's third year of elementary school
	Short working hours	System allowing the option of shorter working hours until the end of the child's third year of elementary school
	Telecommuting for parenting	System allowing employees to work from home from pregnancy until the end of March following the child's completion of the third year of junior high school
Support for balancing work with nursing care	Long-term family care leave	System allowing leave for a period required for nursing care (up to 1 year)
	Family care leave	System allowing leave for care for family members
	Short working hours	System allowing the option of shorter working hours for a period required for nursing care
	Telecommuting for nursing care	System allowing the option of telecommuting for a period required for nursing care

Initiatives to Improve Work Styles in Plant Districts

At Isuzu, working days are set according to an annual working calendar, and national holidays may also be working days. Employees are often forced to take annual paid leave to care for their children because many nurseries are closed on national holidays. In response to requests from those employees, we provide in-house childcare services within the Fujisawa district on workdays that fall on national holidays to support the balancing of childcare and work for the working generation. In addition, since fiscal 2027 we have expanded this program to include after-school childcare for children in the first through third grades of elementary school.





Respect for Employees

Utilization of Diverse Human Resources

Promoting Opportunities for Women

We are fully aware that the promotion of diversity and inclusion is an important factor to ensure our sustainable growth and continued contribution to society. In addition, in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace, we have established an action plan. We will continue to actively promote the development and advancement of women, implementing measures to support and enhance their participation in the workplace.

Action Plan for Promoting Opportunities for Female Employees

With the aim of becoming the leader in employee engagement, as set out in our corporate philosophy, ISUZU ID, Isuzu is committed to actively promoting an environment where everyone working at Isuzu can thrive regardless of their background, including their gender, nationality, or work history. To this end, we have established the following action plan.

Plan Duration

3 years (from April 1, 2024, to March 31, 2027)

Goals and Initiatives

Goal 1

Increase the ratio of female managers to achieve a top level in the automotive industry (target of 4.7%).

Initiatives 1

- To support the growth of female employees, implement planned job experiences, One-on-One sessions, and career training in collaboration with each division and human resources.
- Actively promote the attractiveness of our Company's work to women in the recruitment process to reduce the gap in the number of male and female applicants.

Goal 2

Promote understanding for employees balancing work and childcare by achieving a 100% rate of male employees taking childcare leave.

Initiatives 2

- Identify challenges faced by the target group and their managers, and implement measures to allow flexible leave-taking.
- Encourage all eligible employees to take childcare leave and childcare leave days so that they can experience balancing professional and family life during the childcare period.

Promoting the Role of Post-Retirement Employees

Isuzu has established a post-retirement re-employment system and other measures to provide an environment in which employees can continue to contribute after the age of 60.
Currently, more than 800 employees continue to work at Isuzu under the post-retirement re-employment system.

Employment of Non-Japanese Personnel

As part of our initiatives to provide an inclusive workplace environment where employees from diverse cultural backgrounds can work comfortably, we have implemented measures such as setting up on-site prayer rooms and offering menu items for those with religious dietary restrictions.

Local Employment

The Isuzu Group's basic policy is to hire locally, and we actively recruit local employees in the countries and regions where we operate. Our overseas Group companies employ 15,503 people, most of whom are locally hired.

Encouraging the Employment of People with Disabilities

To help build a society where people with and without disabilities can support each other and live prosperous lives, Isuzu is actively promoting the employment of people with disabilities through both new graduate and career hiring. After joining the Company, we also provide support to help employees settle into their roles through regular interviews, working to create a workplace where diverse talent can put their abilities to use and continue working with peace of mind. Assignments take into account each individual's aptitudes and wishes, as well as their specific disability, and are made across a wide range of fields, including not only administrative roles but also production roles.

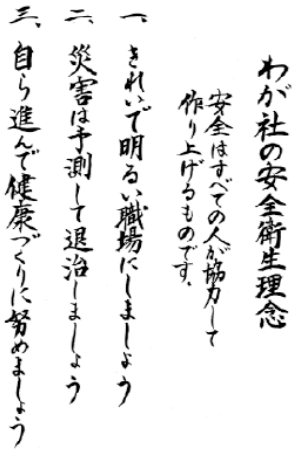
Respect for Employees

Occupational Health and Safety

Basic Approach to Occupational Health and Safety

Based on the Isuzu Health and Safety Philosophy, we promote our activities with the safety and health of employees as the foundation of our business. These values are universal and remain unchanged in any era or environment. This philosophy applies to all persons employed by Isuzu regardless of their employment status, as well as to all employees of affiliated companies working on our premises.

Isuzu Health and Safety Philosophy



Our Policy for Health and Safety Activities

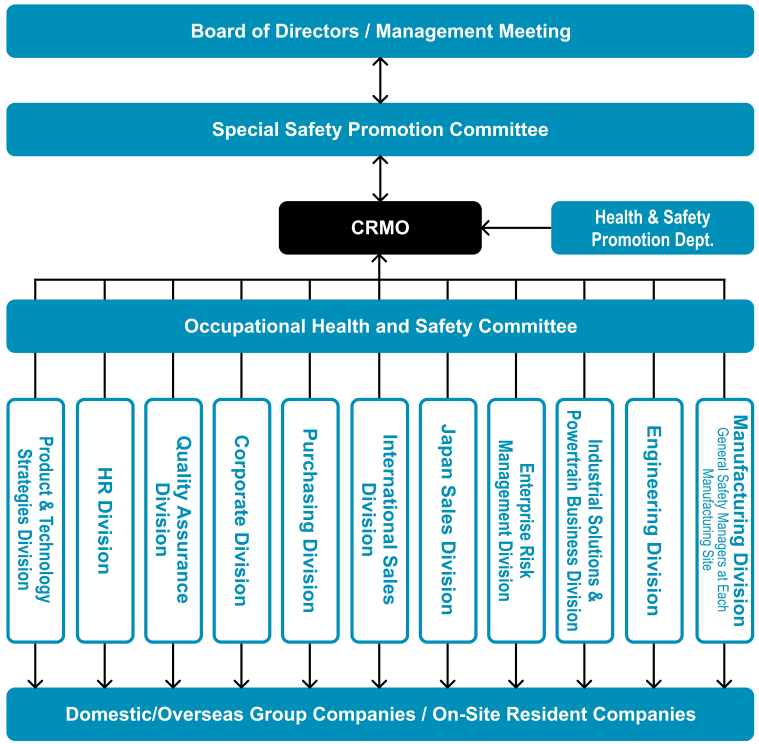
Each one of our employees goes back to the Isuzu Health and Safety Philosophy and gives utmost priority to safety in anything they do. We also work to raise our awareness about safety and health and encourage all employees to work together to ensure safety for all.

Occupational Health and Safety Structure

The Isuzu Group's safety promotion activities are led by the President and CEO, with the CRMO overseeing and coordinating these initiatives.

Responsible Executive	Naohiro Yamaguchi (President and Representative Director, CEO)
Deliberative Body	Special Safety Promotion Committee. In accordance with internal regulations, the committee's activities are submitted to and reported to the Management Meeting and the Board of Directors.
Secretariat	CRMO

An Occupational Health and Safety Committee meeting is held once a month at all of Isuzu's business sites, where labor and management discuss issues such as occupational safety, traffic safety, health management, and workplace environment improvements. Committee meetings are also held on a departmental basis to smoothly share the discussions held at the Health and Safety Committee meetings. For our domestic partner companies, we have established the Isuzu Safety and Health Cooperative Association, made up of those partner companies, and we strengthen our cooperation by providing guidance on safety, health, fire prevention, and disaster prevention through monthly company assessments. As our business has become more global, we also distribute information on accidents occurring in Japan to our overseas affiliates and hold regular meetings with them to share information and provide guidance.



* Health and safety management is overseen by the officer in charge of the Health and Safety Department, and reports are made as appropriate depending on the nature and urgency of the situation.

Respect for Employees

Occupational Health and Safety Efforts

Ensuring employee safety is the top priority for the Company, and Isuzu is diligently and steadily working on key issues to build a workplace that firmly upholds safety principles. In addition, we are actively working to achieve the safety management targets set for our plants.

Number of Occupational Accidents for FY2026

Scope	Injury Category			All Injury Frequency Rate	Lost-Time Injury Frequency Rate
	All Injuries*1	Fatal Injuries	Lost-Time Injuries		
Non-consolidated	19	0	3	0.73	0.11
Domestic*2	235	0	28	3.47	0.41

*1 Lost-time injuries + non-lost-time injuries
*2 ISUZU MOTORS LIMITED and 24 domestic consolidated subsidiaries

Initiatives to Prevent Serious Accidents

Following the tragic serious accidents in fiscal 2024 that claimed the precious lives of employees of the Isuzu Group at the Fujisawa Plant and at dealership service centers, the Isuzu Group has designated April 7 as "Safety Day," so that all employees can reaffirm the importance of safety and renew their strong commitment to it. In fiscal 2026, Shinsuke Minami, COO at the time (2025), sent a safety message video to all Group employees, sharing his thoughts on safety. In addition, "Safety Dialogues," discussions held at each workplace on the theme of "compliance with workplace rules," were conducted. Executives including Mr. Minami also held a memorial service at the "Safety Legacy Hall," established within the Monozukuri Service Training Center (MSTC), before attending safety communication activities at the Fujisawa Plant and Group companies.



Safety dialogue conducted with on-site managers at the plant



Shinsuke Minami, COO at the time (2025), personally inspecting on-site safety activities

Initiatives in Risk Assessment

At Isuzu, to reduce the risk of accidents, when new equipment or new chemical substances are introduced in manufacturing or development, the user department, the planning department, and the health and safety department work together to conduct risk assessments. In addition, within existing processes, besides the workplace inspections required by law, Plant Executives and representatives from each workplace regularly conduct safety patrols and carry out risk assessments to identify problems such as "unsafe conditions and unsafe behavior." By promptly correcting the problems identified, we are promoting the creation of a safe workplace.

Expansion of Experience-Based Safety Training

At every workplace we maintain a permanently installed "safety dojo" where employees can experience simulated accidents relating to the Isuzu safety principles. Employees in operational workplaces undergo a simulated accident experience at least once a year, as part of our efforts to heighten each individual's sensitivity to hazards. In addition, from the standpoint of preventing occupational accidents caused by human error, we have introduced VR safety education as a means of deepening employees' safety mindset. By expanding the range of employees covered by VR safety education and enriching the VR content, we aim to further curb unsafe behavior that physical safety measures alone could not fully address.



Hazard-simulation training using VR



Hazard-simulation training led by an instructor

Respect for Employees

Improving the Workplace Environment (1): Site Patrol from Multiple Perspectives

At Isuzu, safety is considered the responsibility of everyone, regardless of job position, department, or age. Plant Executives conduct regular patrols and engage with workers on site. Health and safety personnel appointed to each workplace, together with Isuzu Motors Labor Unions, also conduct mutual safety patrols. These activities aim to identify potential hazards from multiple perspectives and address risks before they escalate. The patrols also help raise safety standards by highlighting unsafe behaviors, recognizing good practices, and sharing new insights across the Company.





A safety patrol in progress

Improving the Workplace Environment (2): Use of Safety Culture Assessments

To foster a culture of safety and track changes in employee awareness, we conduct periodic safety culture assessments. By using third-party evaluations to visualize and analyze the organization's strengths and weaknesses, we are continuously working to strengthen our approach to issues that require attention.

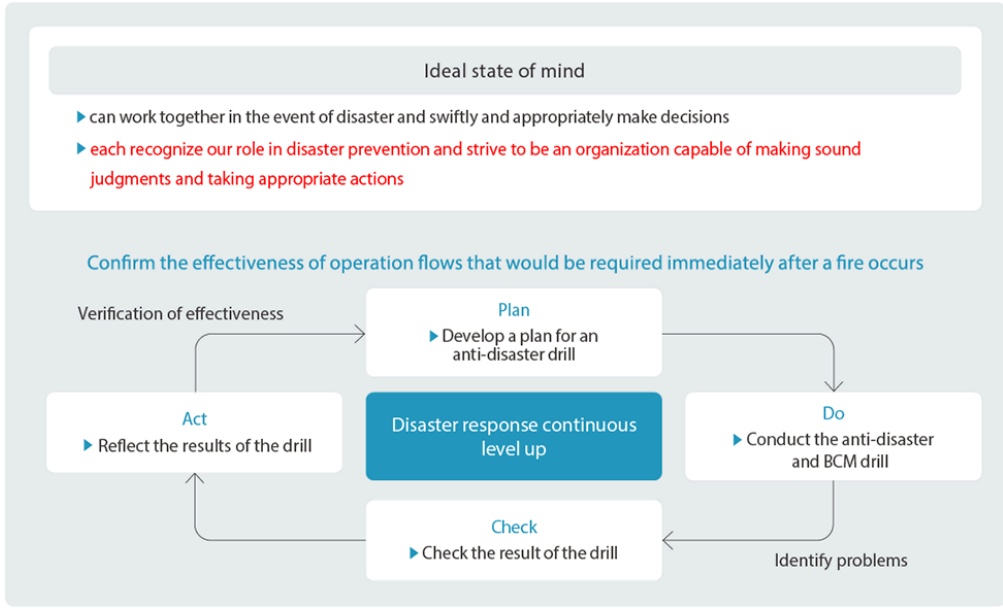
Improving the Workplace Environment (3): Fall Prevention Measures Through the Introduction of Stumble-Resistant Safety Shoes

Aging tends to increase the risk of falls due to factors such as decreased muscle strength, and when an accident does occur, injuries tend to be more severe than among younger employees. We have therefore introduced "stumble-resistant safety shoes" to help prevent occupational injuries and, in turn, to create an age-friendly workplace that is easier to work in. Since their introduction, many employees have said that they are now less likely to trip.

Disaster Preparedness and BCM Drills

Our business sites assume many different risks of disaster and conduct disaster preparedness and BCM (business continuity management) drills to ensure a quick and proper disaster response. For a drill, a task force is set up and the staff practice evacuation from their respective workplaces. A fire drill is conducted in spaces where a fire could break out. In these drills we seek advice from outside consultants on reducing risk, with the aim of establishing more practical operational flows. Additionally, in anticipation of people having difficulty returning home in the event of a disaster, we are taking measures to ensure the safety of our employees by stockpiling food and water and providing lodging and other facilities.

Fire Prevention Diagram





Evacuation drill with maintained social distance (aerial footage captured by a drone)



BCM training (setting up outdoor emergency response headquarters in preparation for a disaster)



BCM training during night shifts

Respect for Employees

Health Management

Basic Approach to Health Management

Driving innovation is essential for us to achieve our PURPOSE: "Moving the World - for You." We believe the cornerstone of this innovation is the physical and mental well-being of our employees, empowering them to thrive. That is why, beyond simply encouraging individual health awareness, we are advancing our health management initiatives. We strive to build an innovative team that excels in employee engagement, fostered through a workplace that is both supportive and fulfilling.

Declaration of Health

Purpose

Isuzu is committed to health management with the aim of enabling employees to work with vitality, both physically and mentally, and with a sense of purpose, while building a relationship in which employees and the Company continue to grow together.



「運ぶ」の課題を解決するために
まずは自分と家族の健康から

山下 光彦

Declaration of Health

At Isuzu, the foundation of our business is the health and well-being of every employee. We aim to provide a safe, secure, and rewarding work environment, supporting employees' physical and mental health so they can work with energy, focus, and a sense of fulfillment. By promoting individual health awareness and health management initiatives, we foster a culture in which employees and the Company grow together, advancing innovation through our vision of "Reliability × Creativity."

Naohiro Yamaguchi
President and Representative Director, CEO

Structure

Isuzu's health management is promoted under the following structure.

Chief Promotion Officer	Naohiro Yamaguchi (President and Representative Director, CEO)
Promotion Officers	Executive Officers in Charge
Promotion Unit	Health & Safety Promotion Dept. (including occupational health staff)

With the President and Representative Director, CEO as the Chief Promotion Officer, the Health & Safety Promotion Department is taking the lead in promoting health management. To promote health management in each division, we ensure smooth information sharing and collaboration through committee members (at the general manager level) from each region's Health and Safety Committee. We also collaborate with Isuzu Hospital, Isuzu Motors Health Insurance Union, and the Isuzu Motors Labor Union to implement measures in a company-wide effort.

Maintaining and Promoting Employees' Health

Employees have regular and special health checks to stay healthy and prevent occupational diseases. Those with a medical finding receive individual guidance and/or a recommendation for a hospital visit. Additionally, we provide support for the return-to-work process and balancing work and personal life for employees on sick leave, and offer individualized support for those working long hours. Our efforts to promote health also include the prevention of infectious diseases and consultation services for expatriates and their accompanying family members. For health management of employees and their families, we regularly analyze health insurance claims (medical cost) data and health checkup data to identify priority health issues as well as plan and implement health measures.

Health Issues and KPIs

Isuzu identifies its health-related challenges based on the results of analysis of health checkup data and other information, and has established various indicators as priority issues to address through corresponding measures.

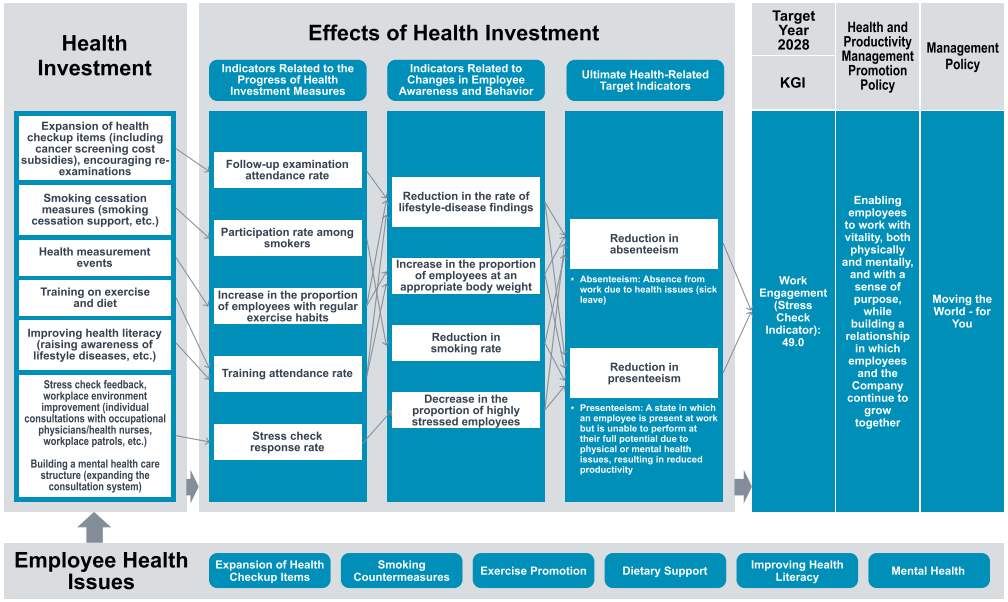
Problem	Key Issues and Focus	Measures Implemented	Health KPI Item: Health KPI	Timeframe: Current	Timeframe: 2028
Need to Enhance the Health Management System	Expansion of health checkup items, encouraging re-examinations, cancer screening	Encouraging health checkup attendance	Health checkup attendance rate	97.7%	100.0%
		Encouraging follow-up examination attendance	Follow-up examination attendance rate	29.1%	50.0%
		Expansion of health checkup items (blood tests) for all employees	Examination items	Expansion of regular health checkup items (blood tests) for all employees	Addition of cancer screening (stomach, colorectal)
Rising Rate of Health Findings and an Aging Workforce	Smoking countermeasures, exercise promotion, dietary support Disease prevention through these measures: reducing the rate of lifestyle-disease findings Reducing the pre-disease population: increasing the proportion of employees at an appropriate body weight	Smoking cessation measures	Smoking rate	33.7%	Reduce by 1 percentage point per year
		In-house events, Pep Up	Proportion of employees with regular exercise habits	27.5%	30.0%
		Encouraging attendance at specific health guidance	Specific health guidance implementation rate	63.3%	65.0%
		Prevention and improvement of lifestyle diseases through exercise and dietary measures	Proportion of employees at an appropriate body weight	61.7%	65.9%
		Prevention of fall-related injuries	Number of fall-related injuries (on company premises)	3 (1 lost-time, 2 non-lost-time)	0 (0 lost-time, 0 non-lost-time)
Expanding Opportunities to Raise Health Management Awareness	Improving health literacy	Health literacy seminar (for all employees)	Attendance rate	66.0%	80.0%
		Management training	Attendance rate	77.3%	80.0%
Response to Employees with Mental Health Concerns	Stress check feedback, workplace environment improvement, building a mental health care structure Reducing the proportion of highly stressed employees and highly stressed workplaces through these measures	Stress check and feedback	Stress check response rate	90.2%	92.0%
			Overall health risk score	95	95
			Proportion of highly stressed employees	15.0%	14.0%

* Figures are for Isuzu (non-consolidated)

Respect for Employees

Strategy Map

To realize the goal set forth in our Health Declaration–"enabling employees to work with a sense of purpose, while building a relationship in which employees and the Company continue to grow together"–we are advancing our initiatives in line with the following health and productivity management strategy map.



Promotion of Mental Health Measures

Self-care support includes stress checks and subsequent interviews and self-care training for new employees. In addition to establishing a counseling system in the workplace, we provide line care training and counseling to managers based on the results of stress checks. As part of the care provided by occupational health staff, we address daily workplace consultations, make referrals to external agencies when necessary, adjust work conditions in coordination with the workplace, and provide continuous follow-up. Additionally, we utilize EAP* as an external resource to provide counseling and training.

* Employee Assistance Program: Assistance by external experts

Helping Employees Who Have Been Ill to Return to Work

Isuzu's support activities are designed for employees to feel secure about returning to work from recuperation. Before an employee returns to work, we conduct a thorough status check and provide support in coordination with occupational physicians, health nurses, workplaces, and labor relations personnel. We also support preparations for returning to work by offering lifestyle guidance, return-to-work training, and utilizing rework facilities (external return-to-work support facilities) as part of our Employee Assistance Program (EAP). After an employee returns to work, we offer continuous follow-up through regular meetings with occupational physicians and health nurses to help ensure that employees can continue their work with confidence. In addition, in the event that an employee is ultimately unable to return to work, we have introduced GLTD (group long-term disability income protection insurance) to provide income protection after they leave the Company, helping to alleviate concerns about income and daily life while providing career support from a range of angles.

Initiatives Related to Global Health Issues

Our efforts to promote health also include training for managers and employees to raise health awareness and measures against passive smoking. Additionally, we are taking a multifaceted approach to global health issues, including HIV/AIDS, dengue fever, rabies, malaria, and tuberculosis. Specifically, we provide employees posted overseas and their accompanying family members with health guidance and follow-up examinations based on medical examination results, hygiene guidance according to the infection situation in the destination country, recommended vaccinations, local medical information and support in seeking treatment, and consultation services regarding medical examinations, treatment, and mental and physical concerns while on assignment.

Respect for Employees

Labor-Management Relations

Basic Approach to Labor-Management Relations

Isuzu respects employees' freedom to associate (or not) and freedom of collective bargaining and strives to create a comfortable working environment through cooperation between labor and management. Isuzu has established fair and sound labor-management relationships founded on mutual trust between management and employees, who cooperate to tackle challenges.

- Key management issues are considered and discussed at labor-management councils and other meetings held regularly between labor and management.
- We also encourage lively discussions on our management policies with recommendations by the Isuzu Motors Labor Union based on the current workplace situation.
- Regarding the operation and revision of various HR, labor, and welfare-related systems and programs, we proceed after thorough discussions between employees and management based on each party's awareness of the issues.

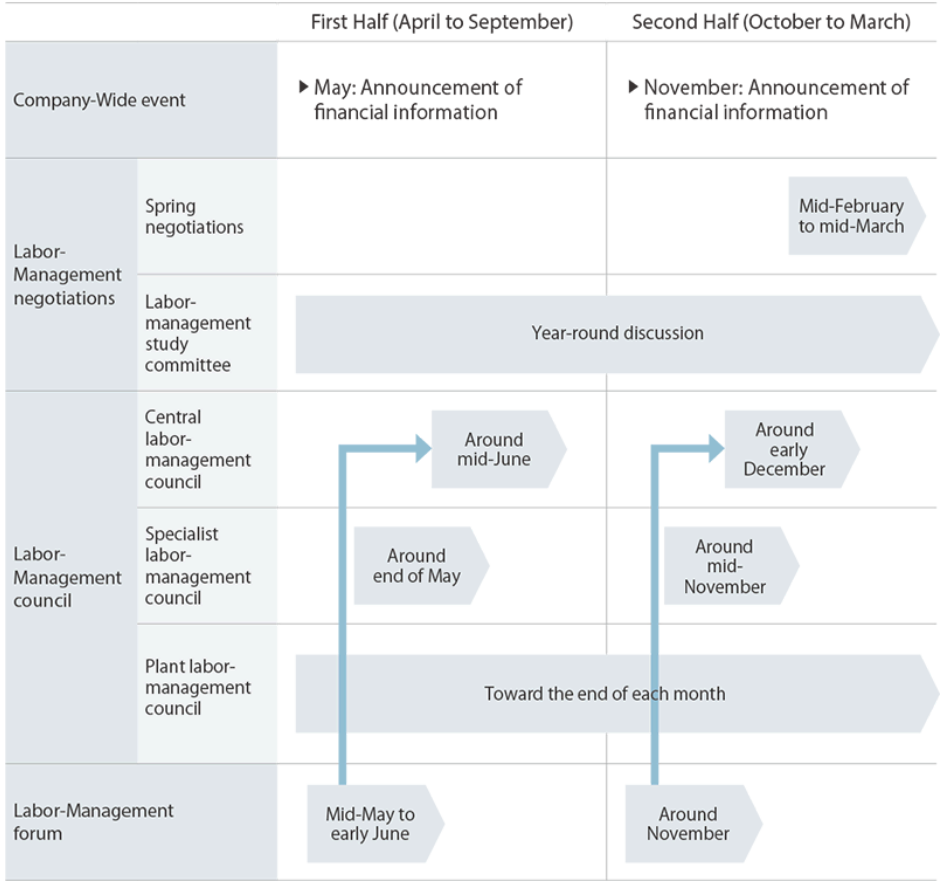
Through such a relationship between labor and management, we further strive to improve the effectiveness of various measures as well as the objectivity and transparency of our corporate management. We have also set a maximum limit on overtime hours (in accordance with the Article 36 Agreement (a labor-management agreement required under Japan's Labor Standards Act to permit overtime work) and a labor-management memorandum), and both labor and management jointly monitor this limit to prevent excessive working hours. Isuzu will continue to work together with the labor union to create a better working environment.

Major Labor-Management Forums Held

Content of the Major Labor-Management Forums (FY2026)

Labor-management negotiations	Spring labor-management negotiations	Main purpose: Labor-management negotiations regarding overall life improvements Agenda: Wages/bonuses, general working conditions Attendees: President, Senior Executive Vice President, EVP of the Planning & Finance Division, EVP of the HR Division
	Labor-management study committee	Main purpose: Discussions throughout the year Agenda: General working conditions Attendees: HR Promotion Director, General Manager of HR Services Dept., General Manager of Fujisawa & Tochigi HR Dept.
Labor-management council	Central labor-management council	Main purpose: Discussion on company-wide business activities Agenda: Company management policy, production, sales, accounting, wages, research and development, etc. Attendees: President
	Specialist labor-management council	Main purpose: Specialized labor-management consultations on production activities Agenda: Policies for initiatives related to production, productivity improvements, and state of progress on issues Attendees: Executive Officers, VPs, and General Managers related to production
	Plant labor-management council	Main purpose: Monthly labor-management consultations Agenda: Operating structure, work environment, benefits, etc. Attendees: Plant Executives, relevant department managers, etc.
Labor-management forum		Main purpose: Exchange of opinions between labor and management at the division level Agenda: Policies and issues of each division, workplace voices, etc. Attendees: EVPs, VPs, General Managers, etc. of Divisions

Annual Schedule for Major Labor-Management Negotiations and Council Meetings



Labor Standards and Working Environment

Isuzu communicates the basic rules and procedures related to work styles to employees, and provides monthly announcements on the appropriate management of working hours. Supervisors also manage working hours on a daily basis through the attendance management system. In addition, we monitor the status of annual paid leave usage and work to promote its use.

Human Rights

Basic Approach

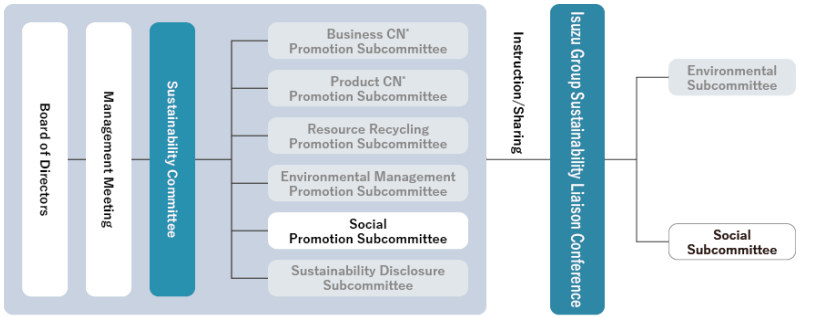
In February 2022, Isuzu established the Isuzu Group Human Rights Policy (hereinafter referred to as the Policy), and in December 2023 the Policy was revised in light of ISUZU ID, the new corporate philosophy system announced in May of that year. The Policy complies with the United Nations Guiding Principles on Business and Human Rights and reiterates Isuzu's commitment to contributing to the realization of a sustainable society by conducting business activities that respect human rights as part of its corporate social responsibility, at a time when companies are expected by the international community to foster a corporate culture of respect for human rights and to take action across all their business activities. In accordance with the Policy, Isuzu will comply with international norms, laws and regulations, Group norms, and other applicable rules; build a Group structure for promoting human rights; conduct human rights due diligence; and provide appropriate education for officers and employees. In addition, recognizing the importance of respect for human rights in business, we will engage in dialogue with stakeholders and work to promote understanding among our business partners as well. The Policy is currently published in nine languages so that a broader range of stakeholders can understand it. For details, please refer to the Isuzu Group Human Rights Policy.

> Isuzu Group Human Rights Policy

The Policy has been signed by the President following approval at the Management Meeting and by the Board of Directors.

Management Structure

Amid expectations that companies will foster a corporate culture of respect for human rights and take action across all their business activities, the Isuzu Group conducts business activities that respect human rights as part of its corporate social responsibility. Human rights issues are deliberated by the Sustainability Committee, which is chaired by the President and composed of the officers in charge of each division, and important matters are reported to the Management Meeting and the Board of Directors. Implementation is led mainly by the Sustainability Dept., the dedicated department, together with the relevant divisions. Under the Sustainability Committee, the Social Promotion Subcommittee, a working group that addresses social issues, brings together representatives from all divisions to discuss human rights issues. In addition, at the Isuzu Group Sustainability Liaison Conference, we not only share information with the sustainability managers of Group companies but also appoint a person in charge of human rights at each company and share progress at the Group Human Rights Promotion Officers Meeting (Social Promotion Subcommittee). In this way, the Group works as one to advance initiatives that respect human rights.



Reports and Deliberations on Human Rights Issues at Each Meeting Body

FY	Meeting Body	Main Agenda Items
FY2026	Sustainability Committee	Report on initiatives toward the ethical employment of foreign workers
	Social Promotion Subcommittee	Report on the establishment of a human rights grievance mechanism
	Group Human Rights Promotion Officers Meeting	Request to business partners for the dissemination of the "Isuzu Group Supplier Sustainability Guidelines"
	Isuzu Group Sustainability Liaison Conference	Sharing of progress on initiatives with executives of Group companies

Education and Awareness for Respecting Human Rights

For employees:

To help employees recognize the importance of respect for human rights in corporate activities, we conduct basic human rights education for all employees of our Group companies in Japan and overseas. In addition, to ensure that new graduates and mid-career hires develop an awareness of respect for human rights in corporate activities, we have added basic knowledge of respect for human rights to our induction training programs. We also conduct training by job category on a regular basis; in fiscal 2026, we held a seminar on "Procurement and Sustainability" for employees of the Purchasing Division with the aim of putting human rights considerations into practice in the supply chain.

For executives:

We invite outside experts to give lectures on human rights for our executives and to take part in dialogues with them. In fiscal 2024, the theme was "Business and Human Rights," and in fiscal 2026, "Ethical Employment of Foreign Workers."

For business partners:

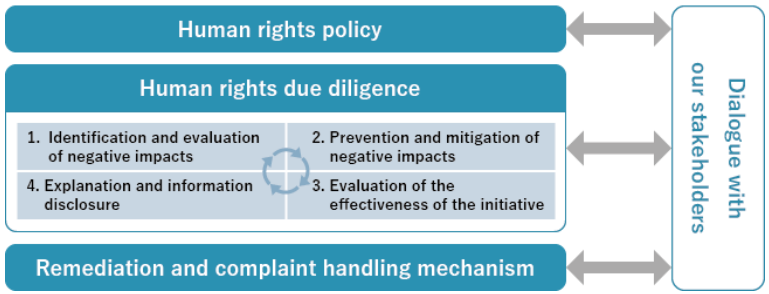
To promote business activities that respect human rights throughout the supply chain, Isuzu has held annual human rights seminars for business partners since fiscal 2022. In fiscal 2026, we provided business partners with a video explaining the Isuzu Group Supplier Sustainability Guidelines.

Human Rights

Initiatives

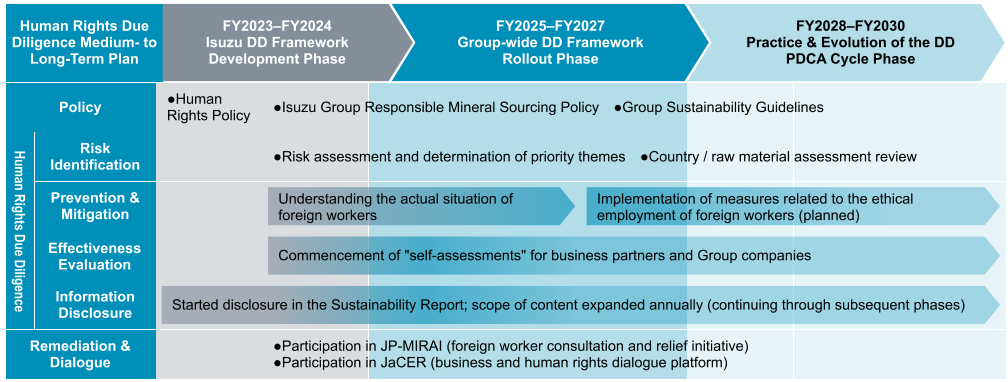
Under the Isuzu Group Human Rights Policy, the Isuzu Group is developing human rights due diligence processes with reference to guidelines such as the OECD Due Diligence Guidance for Responsible Business Conduct and the Japanese Government's Guidelines on Respecting Human Rights in Responsible Supply Chains. Based on the results of the human rights risk assessment conducted in fiscal 2024, we identified the following two themes as priority human rights issues to be addressed. We are currently promoting our human rights initiatives with a focus on these priority themes. Priority Theme 1: Issues of Foreign Workers within the Group, Including Sales Companies and the Broad Supply Chain Priority Theme 2: Management of Human Rights Issues and Initiatives in the Value Chain, Including Logistics and Downstream Value Chain

Human Rights Due Diligence Processes



Human Rights Due Diligence Medium- to Long-Term Plan

FY2023–FY2024: Isuzu DD Framework Development Phase
FY2025–FY2027: Group-wide DD Framework Rollout Phase
FY2028–FY2030: Practice & Evolution of the DD PDCA Cycle Phase



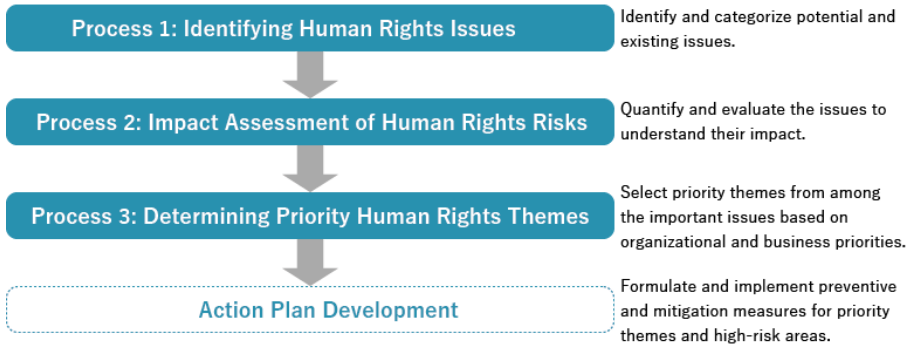
* DD: Due Diligence

Human Rights Risk Assessment

Isuzu identifies potential human rights risks through activities such as research into human rights issues that may arise from corporate activities globally and sustainability self-assessment surveys of Group companies and business partners. In fiscal 2024, we selected priority human rights themes to address from among the identified issues, and are implementing risk prevention and mitigation measures centered on these priority themes.

For more information on Isuzu's human rights risk assessment process

Isuzu's Human Rights Risk Assessment Process



Expansion of Risk Assessment Scope

We regularly review our risk assessments. In fiscal 2026, we conducted risk identification for four minerals: cobalt, natural graphite, lithium, and nickel.

Advancing Human Rights Due Diligence at Overseas Group Companies

Isuzu has begun building a framework for overseas Group companies to independently establish and operate their own human rights due diligence. Through training sessions and workshops designed to identify and visualize significant human rights risks according to each company's and country's specific circumstances, we are addressing risks unique to individual companies while also strengthening governance across the Group.

Initiative 1: Practical Training on Human Rights Due Diligence

In March 2026, we conducted human rights training for ESG Committee members and senior management at Isuzu Vietnam Co., Ltd. (hereinafter referred to as "IVC"), a Group company in Vietnam.
The training deepened participants' understanding of the importance of respecting human rights throughout the supply chain, and provided a practical approach to conducting on-site audits and assessments of suppliers.

Initiative 2: Impact Assessment and Identification of Priority Issues for Human Rights Risks in Vietnam

We conducted a human rights risk assessment workshop for IVC's senior management to identify and prioritize significant human rights risks within the company.
Based on the results of the assessment, we identified "occupational health and safety across the value chain" and "information management" as priority issues, and have begun considering measures to address them.



Human Rights

Initiatives for Priority Themes

Priority Theme 1: Issues of Foreign Workers within the Group, Including Sales Companies and the Broad Supply Chain

Approach and Direction of Initiatives

Currently, many technical intern trainees and other foreign workers are employed in the Japanese automobile industry. We have confirmed that foreign technical intern trainees are widely accepted by the Isuzu Group and its business partners. In light of this situation, we position issues related to foreign workers as one of the key human rights themes in Isuzu's supply chain and are taking a range of measures to address them. We will continue to expand the scope of our initiatives, focusing on programs to improve the working environment, including interviews with foreign workers, and giving priority to subsidiaries and business partners considered to carry high business and country risk.

Results for FY2026

In fiscal 2026, treating forced labor related to foreign workers (the recruitment fee issue) as a priority issue, we surveyed the number of foreign workers at our Group companies in Japan, broken down by nationality and residence status. In addition, to ensure objectivity and impartiality, Isuzu has conducted interviews with foreign workers every year since fiscal 2023. In fiscal 2026, with the cooperation of the Global Alliance for Sustainable Supply Chains (ASSC), we conducted an on-site survey program that included document verification as well as verification of the living and working environment. The program is carried out against international standards and Isuzu's own standards. As a result, some issues were identified in areas such as occupational safety, but in every case we confirmed a high level of transparency in employment management and sound management systems. Going forward, we will continue and expand these activities with the cooperation of Group companies and business partners, and will respond sincerely to proposals for improvement and other feedback.

<On-site Survey Records>

Date	Company	Nationality / Number of Participants
January 2025	Company G (Group company)	Philippines / 2 people
January 2025	Company H (Business partner)	Indonesia / 6 people
November 2025	Company I (Group company)	Philippines / 4 people India / 4 people Indonesia / 3 people Nepal / 1 person

> Past Results

<Examples of Improvements Tracked After On-site Survey>

Company H (Business partner): During a survey conducted in January 2025, it was found that technical intern trainees were not familiar with how to report emergencies via the 110 (police) and 119 (fire/ambulance) numbers, and that postings were not displayed in their native language. In a follow-up review six months later, improvements were confirmed, including the posting of emergency contact information and a disaster preparedness handbook in the workers' native language, as well as enhanced training at the time of employment. In addition, regarding the issue of company-provided housing lacking locked safes, it was confirmed that this had been improved through the installation of personal safes.

Example of Initiatives: Implementation of Our Own Follow-up Program

Additionally, as one of our own programs, we held a plant tour in October 2023 for foreign technical intern trainees from our business partners, inviting them to our Fujisawa Plant. The goal of this initiative is to deepen their understanding of their own companies' products by letting them see for themselves how the parts they manufacture are ultimately incorporated into the final products, and to enhance their motivation for their work. Participants shared feedback such as, "Seeing our products installed in the display vehicles at Isuzu Plaza made me feel a closer connection to Isuzu than ever before," and "The plant tour allowed me to reappreciate the importance of maintaining and improving quality and ensuring stable supply, and I would like to apply the examples I saw during the tour within my own company."

Recruitment of Foreign Workers in Accordance with Ethical Practices

Isuzu has been recruiting foreign technical intern trainees for many years. Initially, we began accepting trainees in order to improve and strengthen technical capabilities at our overseas Group companies. However, believing that by passing on manufacturing know-how more broadly we could make an even greater "international contribution through human resource development," in recent years we have accepted many foreign technical intern trainees under the supervising organization type of program. In addition to financial support at the pre-entry preparation stage as well as during the training period itself, we provide support throughout the process from recruitment to return home, including help in finding employment after trainees return to their home countries, and through these measures of our own we work to build an environment in which trainees can concentrate on their training.

Example of Initiatives: Support System for Foreign Engineers at Sales Companies

Our sales companies are working to smoothly welcome foreign engineers and to develop their skills. In fiscal 2025, representatives from major sales companies met roughly once every two months to exchange views on how to handle everything from training to retention of foreign engineers at sales companies. In addition, with the aim of "creating a workplace where everyone can thrive" by having Japanese and non-Japanese employees understand each other's culture and communication characteristics, we provided training using a "cross-cultural understanding e-learning" video.

Priority Theme 2: Management of Human Rights Issues and Initiatives in the Value Chain, Including Logistics and Downstream Value Chain

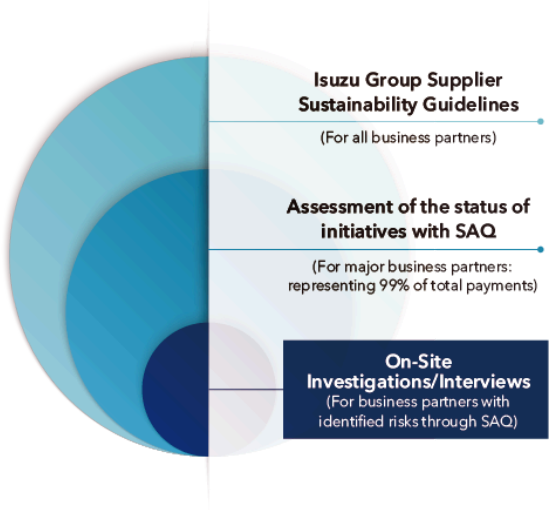
Approach and Direction of Initiatives

Isuzu aims to conduct socially responsible procurement together with our business partners in order to meet the expectations of our stakeholders. To share values relating to sustainability, such as the environment and human rights, across the entire supply chain of the Isuzu Group, Isuzu has established the Isuzu Group Supplier Sustainability Guidelines (hereinafter referred to as the Guidelines). In addition to asking our business partners to advance their own initiatives, we ask them to make the Guidelines known within their supply chains and to ascertain the actual situation there. Furthermore, we ask our major business partners to submit a Self-Assessment Questionnaire (SAQ), and where risks are identified, we conduct on-site or remote interviews and ask them to take action for improvement.

> Isuzu Group Supplier Sustainability Guidelines

Human Rights

Approach to Surveying the Status of Sustainability Initiatives



Results for FY2026

By fiscal 2026, we had received signatures from business partners representing approximately 99% of our annual purchasing value, and SAQ responses from 407 major business partners (representing approximately 99% of our annual domestic purchasing value). The SAQs revealed sustainability risks at two business partners. For those business partners where risks were identified, we conduct on-site or remote interviews and ask them to work on improvements. At our Group companies, we have disseminated our approach to sustainability and have begun conducting SAQs and on-site surveys at major overseas sites.

› Isuzu's Initiatives for Supply Chain Management

Responsible Mineral and Raw Material Sourcing

Isuzu considers the use of conflict minerals to be a serious problem, as these minerals cause human rights infringements, environmental destruction, and illegal mining in conflict zones and are used to finance armed groups. This position is stated in the Isuzu Group Responsible Mineral Sourcing Policy. For the procurement of high-risk raw materials, we also ask our business partners, through the Isuzu Group Supplier Sustainability Guidelines, to confirm the status within their supply chains. Since fiscal 2023, we have been conducting surveys using the CMRT and EMRT for 3TG (tantalum, tin, tungsten, and gold) and cobalt. In fiscal 2026, we conducted risk identification for four minerals: cobalt, natural graphite, lithium, and nickel. Going forward, we will work to expand the scope of our surveys in order to strengthen due diligence on these high-risk raw materials.

› Isuzu Group Responsible Mineral Sourcing Policy

Initiatives for Key Labor Issues Outside of Priority Themes

Risk Assessment for Labor Issues

Isuzu identifies risks in areas such as occupational health and safety, discrimination, harassment, mental health, and management failures arising from differences in values. Each quarter, we assess whether such risks have materialized and evaluate the countermeasures in place, working to prevent risks and to minimize their impact when they do materialize.

Prevention of Child Labor and Forced Labor

At Isuzu, we recognize the prohibition of child labor and forced labor as an important human rights issue. With regard to child labor, in accordance with the laws and regulations of each country and region as well as the standards of the ILO (International Labour Organization), we prohibit child labor and do not allow young workers to engage in hazardous work. With regard to forced labor, we are addressing issues related to foreign workers in particular as a priority theme. In the supply chain as well, Isuzu prohibits child labor and forced labor in accordance with the Isuzu Group Supplier Sustainability Guidelines. At present, no instances of child labor or forced labor have been confirmed at Isuzu or its business partners.

Dialogue and Consultation with Employees

Isuzu is committed to improving the workplace environment and respecting human rights through dialogue with employees. We also respect freedom of association and the right to collective bargaining, and engage in ongoing consultation through labor-management councils and other channels.

› Isuzu's Initiatives for Dialogue with Employees

Occupational Health and Safety

Based on the Isuzu Health and Safety Philosophy, we position the safety and health of employees as the foundation of our business activities and promote our activities accordingly. This value is a universal one that does not change with the times or the environment. We promote health and safety activities not only for employees employed by Isuzu but also for the employees of all affiliated companies and business partners who work on our premises, regardless of employment status.

› Isuzu's Initiatives for Occupational Health and Safety

Living Wage Support

Isuzu discusses wage levels and their allocation with the Isuzu Motors Labor Unions , the union to which a majority of our employees belong, in annual labor-management negotiations, and makes revisions as necessary. Additionally, we have established certain compensation standards for bonuses and other benefits during leaves of absence to help safeguard employees' livelihoods. Isuzu and the Isuzu Motors Labor Unions have concluded an agreement on Isuzu's own age-based minimum wages in addition to the Company's internal minimum wage agreement, providing a safety net for the living standards of employees. These agreements also have a ripple effect on specific minimum wages (minimum wages set for particular industries), and the Isuzu Motors Labor Unions reports them to the National Federation of Isuzu Motors Workers' Unions, its upper-level organization, thereby encouraging increases in minimum wages across the entire Group.

Human Rights

Prohibition of Discrimination

At Isuzu, based on the Isuzu Code of Conduct, we thoroughly enforce the prohibition of discrimination and work to create a workplace environment where diverse talent can thrive, through fair evaluation and treatment, the recruitment and development of diverse talent, and respect for women's rights.

Fair Evaluation and Treatment

Isuzu has introduced an evaluation system based on each employee's job, role, contribution, growth, and performance. This allows us to draw out the full potential of each employee, while ensuring fair and equitable treatment through an evaluation process that does not permit discrimination based on irrational factors such as social status, origin, race, creed, or gender – thereby enhancing employees' sense of fulfillment and motivation to grow.

Recruitment and Development of Diverse Talent

Black Economic Empowerment Policy Initiatives at Isuzu Motors South Africa

The Isuzu Group's basic policy is to employ local people, and we actively recruit locally in the countries and regions in which we operate. Isuzu Motors South Africa (IMSAf), which produces and sells commercial vehicles, buses, and LCVs for South Africa and neighboring countries, not only promotes employment in the region but also endorses and actively supports South Africa's own Broad-Based Black Economic Empowerment (B-BBEE) policy. In fiscal 2026, employees considered HDSA* accounted for 48% of managers and 88% of the workforce. IMSAf has also achieved Level 1 certification on the B-BBEE scorecard for four consecutive years, establishing its position as an industry leader.

* HDSA: Abbreviation of Historically Disadvantaged South Africans – South Africans who were unfairly discriminated against during the apartheid era, including Black people, Coloured people, and women, and who have thus been historically disadvantaged.

> B-BBEE Scorecard

Respect for Women's Rights

Isuzu carries out initiatives in Japan and overseas on International Women's Day to promote women's empowerment and gender equality. In fiscal 2026, under the theme of "#GivetoGain," we promoted greater awareness and fostered an organizational culture through mentoring, events, and the sharing of stories about the achievements of female employees across various regions. Going forward, Isuzu will continue working toward realizing a workplace where diverse talent can thrive through these global initiatives.

Remedy and Dialogue

Relief

As consideration for human rights in corporate activities is becoming more important, Isuzu has established grievance and consultation mechanisms to appropriately identify human rights issues and respond to them promptly and fairly. In accordance with the United Nations Guiding Principles on Business and Human Rights, Isuzu is working for fair and appropriate remedies in response to human rights related consultations from stakeholders involved in its business activities and value chain. Isuzu, which has participated in the Platform for Responsible Acceptance of Foreign Workers (hereinafter referred to as "JP-MIRAI") since October 2022 and has joined the Japan Center for Engagement and Remedy on Business and Human Rights (hereinafter referred to as "JaCER") as a regular member since October 2025, receives complaints and reports from a wide range of stakeholders in the value chain through independent third-party platforms. Internally, Isuzu has also established an employee consultation desk; externally, it has established a business partner consultation desk and the Isuzu Customer Center.

Points of Contact for a Wide Range of Stakeholders

Isuzu receives inquiries related to human rights from a wide range of stakeholders, including workers in the Isuzu Group's value chain, local residents, and customers, using third-party platforms (JP-MIRAI and JaCER). As of fiscal 2026, there have been no consultations or reports concerning the Isuzu Group.

Points of Contact for Employees

Isuzu has established points of contact for reporting and consulting on compliance violations, misconduct, harassment, and other issues. In addition to internal points of contact, Isuzu has established an external point of contact at an outside law firm to ensure independence. The number of reports and consultations received through internal and external points of contact in fiscal 2026 was 76.

Business Partner Consultation Desk

Isuzu has established a Business Partner Consultation Desk within the Enterprise Risk Management Dept. as a neutral point of contact to receive inquiries from business partners related to compliance and human rights.

Human Rights

Isuzu's Grievance Handling Mechanism Through a Third-Party Platform

Isuzu's grievance handling mechanism through a third-party platform (hereinafter referred to as this "Mechanism") covers cases that occur in the value chain of the Isuzu Group and that have had, or are likely to have, a negative impact on internationally recognized human rights.

Establishment of Complaint Handling Points of Contact

- Point of contact for a wide range of stakeholders (JaCER)

Eligible persons: All stakeholders, including workers in the Isuzu Group's value chain, local residents, and customers Languages supported: 32 languages

- Point of contact for foreign workers (JP-MIRAI)

Eligible persons: Foreign workers of the Isuzu Group and its business partners who work in Japan
Languages supported: 23 languages

Basic Principles of Our Response

This Mechanism is operated in accordance with the United Nations Guiding Principles on Business and Human Rights, on the premise that confidentiality is protected and retaliation is prevented, and in a manner that ensures fairness, transparency, and accessibility. We also make judgments based on internationally recognized human rights standards and strive for continuous improvement.

Complaint Handling Process of Third-Party Points of Contact

With respect to claims received through this Mechanism, we confirm the facts and assess their relevance to our business according to the nature of the claim, handle them appropriately, and take corrective and recurrence-prevention measures as necessary. In handling a claim, we place importance on dialogue with the complainant and provide appropriate information on progress. If a case is determined to fall outside the scope of this Mechanism, we explain the reason and, to the extent possible, direct the complainant to an appropriate point of contact.

Third-Party Contact Point Complaint Handling Monitoring Structure

The operation of this mechanism is continuously monitored through collaboration between the Enterprise Risk Management Dept. and the Sustainability Dept., and is reviewed and overseen by the Sustainability Committee. Significant cases are reported to senior management as necessary.

- For more information on Isuzu's grievance handling mechanism through a third-party platform

Dialogue with Stakeholders

Isuzu believes that it is important to proactively convey our thoughts to various stakeholders and actively listen to their voices. We recognize the importance of respecting human rights when conducting business, and we will continue to engage in dialogue with stakeholders while seeking the assistance of external experts on human rights. Through these efforts, we aim to make progress in addressing human rights issues.

Results for FY2026

Dialogue Between Executives and External Experts

In February 2026, we held a seminar for executives on the theme of "Business and Human Rights," featuring Hiroshi Ishida, Secretary-General of Caux Round Table Japan (CRT), as a guest speaker. Standing members of the Sustainability Committee deepened their understanding through the lecture and dialogue with the external expert, and discussed responses to human rights risks such as the acceptance of foreign workers and forced labor.



Participation in Stakeholder Engagement Program Organized by the Caux Round Table Japan (CRT)

Isuzu has participated in the Stakeholder Engagement Program organized by CRT every year continuously since 2023 to acquire the latest knowledge required to implement human rights due diligence.

- Related Link: CRT Stakeholder Engagement Program

Past Results

- Third-Party Human Rights Activity Review in FY2025
- Dialogue Between Executives and External Experts in FY2024

For more information on Isuzu's human rights risk assessment process

In February 2024, Isuzu reviewed and quantitatively assessed human rights risks within its Group and in its supply chain at the group level to identify notable human rights issues. From the notable issues identified, we selected priority themes to be addressed in the short- to medium-term, and developed prevention and mitigation measures focusing on these priority themes.

Isuzu's Human Rights Risk Assessment Process

- **Process 1: Identifying Human Rights Issues** — Identify and categorize potential and existing issues.
- **Process 2: Impact Assessment of Human Rights Risks** — Quantify and evaluate the issues to understand their impact.
- **Process 3: Determining Priority Human Rights Themes** — Select priority themes from among the important issues based on organizational and business priorities.
- **Action Plan Development** — Formulate and implement preventive and mitigation measures for priority themes and high-risk areas.

Process 1: Identifying Human Rights Issues

STEP 1: Conducted a desktop review to investigate potential issues international companies might face, and carried out a sustainability self assessment questionnaire for Group companies and business partners.

STEP 2: Identified potential human rights risks in Isuzu's value chain and held workshops with the support of an NPO. Organized human rights issues based on interviews with relevant departments.



Process 2: Impact Assessment of Human Rights Risks

STEP 1: Organized human rights issues by quantifying their severity and likelihood, considering Isuzu's perspective as well as stakeholder concerns. This assessment was based on publicly available external materials.

Isuzu's Perspective:

- FY2023 Human Rights Impact Assessment (Results from interviews with foreign technical intern trainees)
- FY2024 Consolidated Companies and Supplier Verification Reference Results
- Human Rights Due Diligence Workshop Results
- Follow-Up to Relevant Departments and Monitoring Results

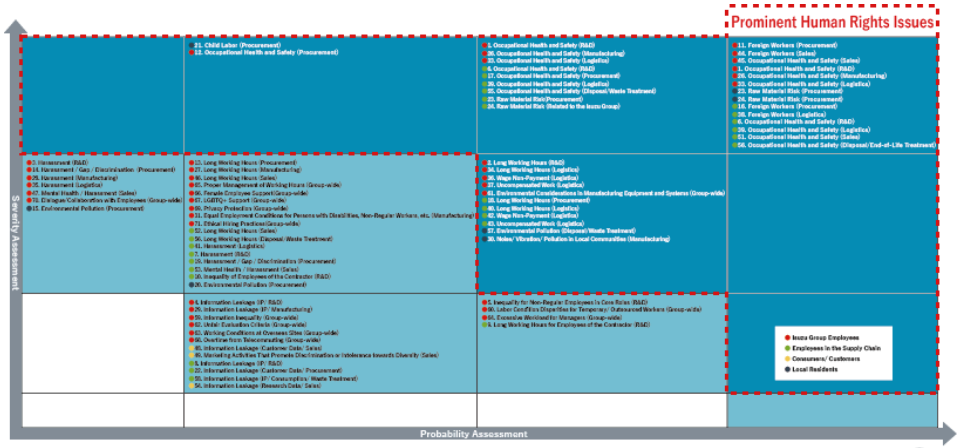
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Stakeholder Concerns:

- Human Rights Issues for Foreign Workers (Labor conditions, living wages)
- Desktop Review to investigate Other Negative Impacts of Companies:
  - Nippon CSR Consortium: 'Key Human Rights Issues by Sector (Manufacturing)'
  - U.S. Department of Labor: 'List of Goods Produced by Child Labor or Forced Labor'
  - EU: 'Conflict Affected and High Risk Areas (CAHRAs)'
  - Verisk Maplecroft: Global Risk Assessment
  - Reports and indicators published by other international organizations, governments, and NGOs

	Value Chain	Human Rights Issues	Rights Holders	Presence of High-Risk Areas	Presence of Specific Vulnerable Stakeholders	Relevance to the Company	Severity Assessment	Likelihood Assessment
1	Research and Development	Occupational Health and Safety	Employees of the Isuzu Group	○	–	Cause	11	5
⋮	Manufacturing	⋮						⋮
	Logistics							
23	Procurement	Raw Material Risks (Conflict)	Employees and Local Residents in the Supply Chain	○	○	Contribute Linkage	10	6
⋮	Sales	⋮						⋮
	Consumption and Disposal							
71	The Entire Group	Ethical Hiring Practices	Employees of the Isuzu Group	○	○	Cause	7	4

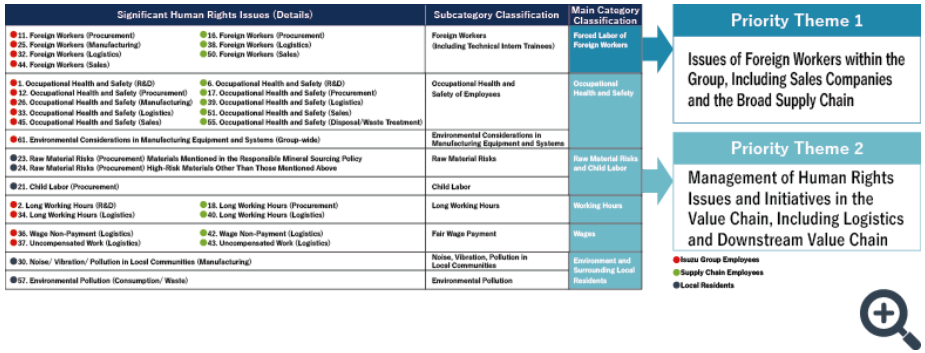
STEP 2: Risk Mapping of Quantified Human Rights Issues to Identify Prominent Human Rights Challenges



For more information on Isuzu's human rights risk assessment process

Process 3: Determining Priority Human Rights Themes

Linking identified significant human rights issues to short- to medium-term priority human rights themes.



Supply Chain Management

Basic Approach

We share with our business partners the PURPOSE set out in the ISUZU ID, "Moving the World - for You," and work together with them in our purchasing activities. We conduct open and fair transactions and engage in two-way communication with the various business partners involved in our supply chain to build relationships based on trust.

Basic Approach to Procurement Activities

Isuzu recognizes that, in the areas of its activity such as the environment, quality, compliance, human rights, and community and social contributions, gaining the cooperation and trust of its stakeholders, including its business partners, is extremely important to earning the trust of society, contributing to the sustainable development of society, and fulfilling its corporate social responsibility. Isuzu is therefore working to address a variety of issues. Isuzu established the Purchasing Basic Vision and Purchasing Basic Policy in 1997 to illustrate the direction of its procurement activities and maintain consistency across these activities. The Purchasing Basic Vision and Purchasing Basic Policy are thoroughly communicated through introductory training for new recruits and for employees transferring in from outside the Purchasing Division. Many of the parts and other items used in Isuzu's products are purchased from external business partners. In the unlikely event that supply is affected by a quality defect in purchased items or by the manifestation of environmental, social, or business continuity risks, this would cause significant inconvenience to customers using Isuzu's products. To prevent such situations, Isuzu is strengthening its system for monitoring not only quality management but also the status of efforts on the environment, society, and business continuity. Going forward, Isuzu will continue its purchasing activities based on mutual trust with its business partners and will aim to establish a more resilient supply chain to secure a stable supply of good-quality products.

Purchasing Basic Vision

Isuzu ensures satisfactory quality, delivery and quantity of purchased parts so that smooth production is achieved through our purchasing activity. We also help to support the spread of new technologies through our purchasing activity in the market, and we strive to ensure our purchasing activity contributes to the profitability of the company. We also establish two-way communication with our business partners based on mutual trust.
(Established: July 1997, last revised: April 2008)

Purchasing Basic Policy

1. With "quality" as the first priority, Isuzu seeks to create and offer products that would satisfy our customers.
2. Isuzu aims to procure domestic or overseas parts, under fair competition, if the parts are satisfactory in terms of quality, pricing and delivery.
3. Isuzu enhances corporate competitiveness while developing procurement schemes aiming to form win-win relationships with our business partners. Isuzu supports the objectives of the Declaration of Partnership Building, which aims to enhance the added value across the entire supply chain and establish a sustainable and mutually beneficial relationship with business partners. Isuzu has publicly announced its own Declaration of Partnership Building.

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

Our Purchasing Basic Vision and Purchasing Basic Policy are written in the Purchasing Division Compliance Guidebook, which is available on our in-house database for viewing by members of the Purchasing Division at any time.
Explanation about our Purchasing Basic Vision and Purchasing Basic Policy was added to the introductory training for transferees to the Purchasing Division in fiscal 2026. In this way, all employees of the division are thoroughly educated on the Basic Vision and Policy.
In addition, a seminar on In addition, a seminar on the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment and the Guidelines for Appropriate Trade in the Automobile Industry, and the Guidelines for Appropriate Trade in the Automobile Industry, which set out the principles for fair trade practices in the automotive industry, is held in an effort to encourage understanding about and compliance with the Act and the Guidelines, which members of the Purchasing Division must know well.

Isuzu Group Supplier Sustainability Guidelines

The Isuzu Group expects its business partners to meet standards related to social, ethical, environmental, and corporate responsibility. The Isuzu Group Supplier Sustainability Guidelines (hereinafter referred to as "the Guidelines") reference the Isuzu Group Human Rights Policy, the Isuzu Group Responsible Mineral Sourcing Policy, and other policies of the Isuzu Group, as well as internationally recognized norms and frameworks. If a business partner fails to fulfill its social responsibilities, this not only damages the image of Isuzu as the company doing business with them but also significantly affects production activities, causing considerable inconvenience to customers using Isuzu products. To avoid such risks, we ask our business partners to conduct their activities in line with the Guidelines. The Guidelines set out the practices to be implemented in areas such as human rights, the environment, and compliance. Starting in 2025, we expanded their scope to cover the value chain, with the aim of sharing sustainability values and promoting related initiatives across the entire value chain. We ask our business partners to make use of the Guidelines and to cooperate with Isuzu, through our business relationship, in working toward the realization of a sustainable society. We ask our business partners to sign a letter of consent confirming that they endorse the Isuzu Group's approach and will comply with the requirements of the Guidelines for all products and services supplied to Isuzu. By fiscal 2026, we had received signatures from business partners accounting for approximately 99% of our annual domestic purchasing value. We also request that new business partners conduct their activities in line with the Guidelines.

> Isuzu Group Supplier Sustainability Guidelines

Supply Chain Management

Management Structure

Isuzu holds a Purchasing Division Quality Meeting once a month to report on and discuss topics such as the quality of the previous month's purchased parts, the results of audits of new business partners, and the results of internal audits and external assessments related to ISO and IATF. The Purchasing Division also holds a Quality and Compliance Promotion Meeting and an Environmental Meeting once a month, and information from these committees is passed on to all departments within the Purchasing Division. The Purchasing Division's policy on activities related to compliance and the environment is determined at these meetings. In addition to these efforts, we have established the following framework to promote understanding of compliance and sustainability, as well as to receive consultations and reports from business partners and provide the necessary response and remedy.

Implementation of Departmental Education

New employees and other employees newly assigned to the Purchasing Division receive introductory training on compliance and sustainability. All division members are provided with seminars on the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment and the Guidelines for Appropriate Trade in the Automobile Industry as appropriate.

Business Partner Consultaon Desk

We maintain a Business Partner Consultation Desk within our Enterprise Risk Management Dept. as an impartial point of contact that accepts consultations from business partners regarding compliance issues. Consultations received through this desk are handled appropriately, with strict confidentiality maintained and with a rule that those who seek consultation will not be treated unfavorably for having done so.

Isuzu's Grievance Handling Mechanism Through a Third-Party Platform

Isuzu has established a remedy mechanism to receive consultations and reports related to human rights. Through the Grievance Form provided by the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), we accept consultations and reports on human rights matters from our stakeholders, including business partners. We ensure thorough confidentiality for consultations and reports received through this mechanism, and have established a policy that those who make a report will not be treated unfavorably for having done so, ensuring an appropriate response.

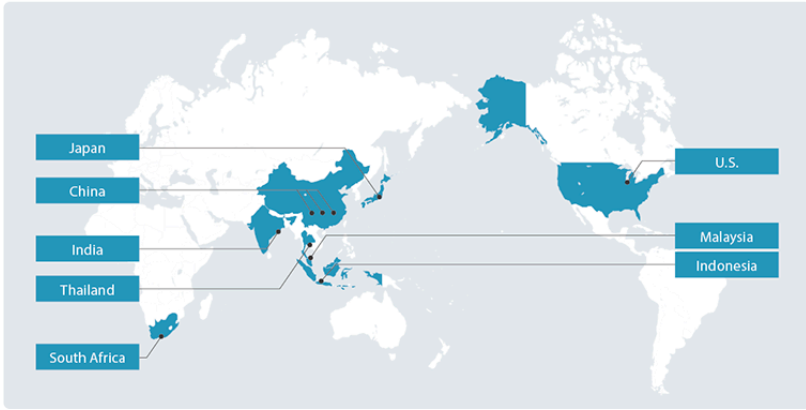
› For more information on Isuzu's grievance handling mechanism through a third-party platform

Initiatives

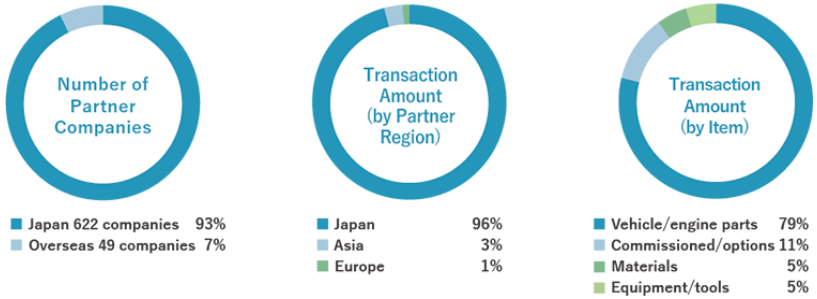
Isuzu Supply Chain

Isuzu chooses its business partners according to a fair and equitable selection process regardless of whether they are based in Japan or overseas. Starting in 2023, we have incorporated sustainability assessments into our business partner selection process. We are engaged in purchasing activities aimed at mutual prosperity with our business partners and are implementing similar initiatives at our global procurement bases to strengthen Isuzu's competitiveness. Isuzu in Japan has a total of 671 domestic and overseas business partners. About 90% of these partners are based in Japan. In terms of transaction amount, the procurement of vehicle and engine parts makes up about 80% of the total.

Main Global Supply Hubs



Transactions in Japan



Regional Development and Job Creation

In the countries and regions where it operates, Isuzu promotes the adoption of local parts in order to make use of and develop the local automotive industry and to contribute to local employment.

Supply Chain Management

Communication with Business Partners

Isuzu places great importance on careful and courteous communication with its business partners through briefings and meetings. Through two-way communication with our business partners based on mutual trust, we understand the various activities of our business partners and offer support by inquiring if they have any concerns or difficulties. To keep expanding the global reach of our communications, we are also promoting the use of online tools. At the briefings, we also present Sustainability Awards to business partners that demonstrate outstanding commitment to sustainability, in addition to awards such as those for on-time delivery and quality excellence. We are confident that this kind of communication will contribute to strengthening the supply chain.

Main Opportunities for Communication with Business Partners

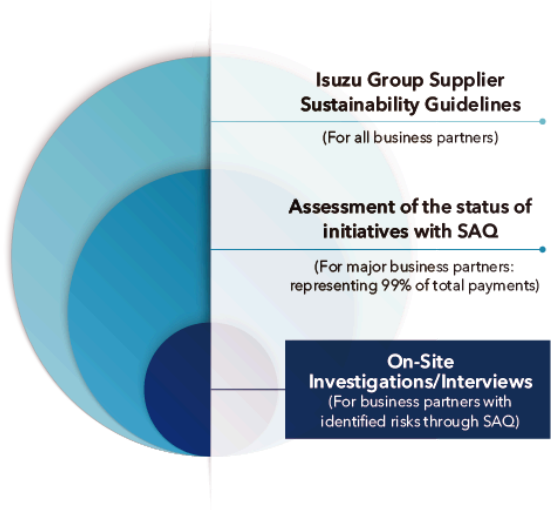
- New Year's business leaders' forums
- Procurement policy briefings
- Production briefings
- Supply chain issues briefings
- Quality policy briefings
- Isuzu Kyowakai*

* Isuzu Kyowakai: A cooperative association comprising Isuzu's business partners

Evaluation of Business Partners' Initiatives Based on the Sustainability Guidelines

Isuzu regularly reviews and evaluates the status of its business partners' sustainability initiatives. Since 2023, business partners that supply us with raw materials and parts have been asked to complete a Self-Assessment Questionnaire (SAQ) on a three-year cycle. The SAQ consists of questions in line with the Isuzu Group Sustainability Guidelines. As of fiscal 2026, we have received responses from 407 major business partners (representing approximately 99% of our annual domestic purchasing value). We have found that two business partners currently present sustainability risks. Where risks have been identified, we conduct on-site or remote interviews and ask the business partner concerned to work on improvements. At our Group companies, we have communicated our approach to sustainability and have begun conducting SAQs and on-site surveys at major overseas locations.

Approach to Surveying the Status of Sustainability Initiatives



Monitoring the Efforts of Our Business Partners

Quality

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 defective units, and the severity of defects. Business partners whose delivery quality evaluation scores and defect counts do not meet a set standard are classified as companies subject to management. Business partners whose scores meet the standard, but whose defect counts exceed a set level and whose delivery quality therefore needs improvement, are classified as companies subject to observation. We work to improve delivery quality through measures such as holding monthly quality meetings. As a result of these efforts, in fiscal 2026 approximately 90% of our business partners met the standard for the delivery quality evaluation score. A small number of business partners fell within the definitions of companies subject to management or observation. We joined these business partners in their improvement activities and encouraged them to strive for better quality. In addition, we conduct an on-site audit of certain business partners when they undergo a triennial assessment for the renewal of a direct supply contract, in order to confirm how their quality management systems are operating. For new business partners, we conduct an on-site audit before starting a business relationship and evaluate the effectiveness of their quality management systems to confirm whether they meet our requirements for doing business with us.

Supply Chain Management

BCP

From the perspective of business continuity, there are risks on the production side, such as changes to production plans and operating adjustments caused by shortages in parts supply. These risks may include sudden supply disruptions due to natural disasters, long-term supply reductions due to infectious diseases, and recent geopolitical risks. In each case, numerous challenges need to be addressed from both a short-term and a medium- to long-term perspective. We are continuously promoting the establishment of a BCP/BCM framework and are working on the visualization of our supply chain as a key issue. We have established a system that uses various tools to quickly assess the damage sustained by our business partners and the impact on deliveries in the event of a natural disaster or other incident, enabling us to identify the impact on the supply chain at an early stage. Based on the information gathered, we work to smoothly grasp the scope of impact and share information with relevant departments, accelerating our initial response toward ensuring business continuity. We keep the information registered in our systems up to date and continue working to improve its accuracy. In addition, in fiscal 2026, as a company-wide initiative, we conducted training on internal response procedures in the event of an earthquake. Through these activities, we aim to identify vulnerabilities within the supply chain, pursue strategic inventory management, reduce production lead times, and address geopolitical risks that are becoming more apparent. At the same time, we are establishing a system that accelerates initial responses during disasters, working in cooperation with our business partners to achieve early recovery and minimize the impact on Isuzu's business.

Environment

Isuzu asks its business partners to report on their activities to promote environmental management systems through the Environmental Management Self-Evaluation Report. For fiscal 2026, we received responses to the Report from 360 business partners. The response rate was approximately 99%, and the average score surpassed the previous year's, setting a new record high. In addition to the growing adoption of environmental activities, we believe that supporting business partners' understanding of environmental issues and helping them improve their initiatives through seminars and briefing sessions contributed to an overall improvement in the level of activity. Business partners that are relatively proactive in their environmental activities showed an increase in responses describing specific plans and implementation details for the use of renewable energy. In addition, the number of responses regarding activities that reduce CO2 emissions, such as reducing the number of shipments and promoting a modal shift, has also increased in the wake of Japan's 2024 logistics problem, the driver shortage arising from the 2024 cap on overtime hours, confirming that awareness of environmental activities among our business partners has risen further. We have also used the CDP Supply Chain Program since fiscal 2023 to track our business partners' efforts related to climate change and their GHG emissions. In the current fiscal year, 189 of the business partners we asked to respond, representing approximately 90% of our annual purchasing value, provided responses.

Main voluntary environmental assessment items

1. Environmental management systems
2. Notification of environmental personnel
3. Compliance with environment-related laws and regulations
4. Promotion of energy-saving activities
5. Reduction of water consumption
6. Reduction and appropriate treatment of waste
7. Reduction of emissions of regulated chemical substances
8. Submission of the Environmental Management Self-Evaluation Report
9. Managing environmentally hazardous substances
10. Reduction of CO_2 emissions and packaging/shipping materials in logistics

Human Rights

Isuzu regards respect for human rights throughout the supply chain as an important responsibility and is committed to fair and sustainable procurement. In particular, we are working on issues related to foreign workers, such as foreign technical intern trainees, as one of our significant human rights themes.

› Priority Theme 1: Issues of Foreign Workers within the Group, Including Sales Companies and the Broad Supply Chain

Cybersecurity

To confirm and improve the company-wide cybersecurity measures of our business partners, we ask them to review the cybersecurity guidelines of the Japan Automobile Manufacturers Association (JAMA) and the Japan Auto Parts Industries Association (JAPIA) and to conduct a self-check using the Automobile Industry Security Checklist. So that our business partners continue to advance company-wide cybersecurity measures, we will regularly confirm their progress through the checklist and provide support from Isuzu as needed. Moreover, as part of our efforts to comply with vehicle product cybersecurity requirements under UN Regulation No. 155 (UN-R155) and domestic regulations (the Safety Regulations under the Road Transport Vehicle Act), we have been confirming the establishment and operational status of cybersecurity management systems at business partners handling relevant products. By fiscal 2026, we had carried out these confirmations with a cumulative total of 64 business partners, and we will continue our efforts to maintain regulatory compliance going forward.

Responsible Mineral and Raw Material Sourcing

Isuzu has been conducting surveys of its business partners' sustainability initiatives, including efforts regarding responsible mineral sourcing and human rights. Isuzu considers the use of conflict minerals to be a serious problem, as these minerals cause human rights infringements, environmental destruction, and illegal mining in conflict zones, and are used to finance armed groups. Through the Isuzu Group Supplier Sustainability Guidelines, we therefore ask our business partners to trace their supply chains upstream and confirm that their supply chains are not involved in conflict. In addition, we have conducted surveys on the use of conflict minerals in our business partners' supply chains and the status of their initiatives for responsible mineral sourcing, using the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT), the standardized formats provided by the Responsible Minerals Initiative (RMI)*, starting in fiscal 2023. In fiscal 2024, we established the Isuzu Group Responsible Mineral Sourcing Policy. We will continue to make these requests of our business partners and to promote responsible mineral sourcing.

* RMI: Responsible Minerals Initiative, an organization based in the United States that addresses conflict minerals issues

› Isuzu Group Responsible Mineral Sourcing Policy

Supply Chain Management

Holding of Various Seminars

Environmental Activity Seminars

In reviewing the responses to the Environmental Management Self-Evaluation Report submitted by business partners in fiscal 2025, we found that response levels related to water resource risk were comparatively low among the survey items. In light of this, in fiscal 2026 we held an environmental seminar led by the Water Education Institute. The seminar was attended by 211 companies and deepened their understanding of how water resource risks are viewed in the automotive industry. Also in fiscal 2026, at our supply chain issues briefings, we explained to business partners our activity plans for environmental initiatives, trends in chemical substance regulations, and Isuzu's policies. The briefings were held twice during the year, with approximately 330 companies participating in each session.

Decarbonization and GHG Calculation Seminar

To support our business partners' decarbonization efforts, in fiscal 2026 we held a seminar titled "Decarbonization Trends in the Automotive Industry and the Basics and Practice of GHG Calculation." In anticipation of asking business partners, starting in fiscal 2027, to improve the accuracy of the GHG emissions data needed for Isuzu's Scope 3, Category 1 (Purchased Goods and Services) calculations, we shared basic knowledge of and approaches to emissions calculation as groundwork for this effort. By first making emissions visible and helping business partners identify the sources to be reduced, we aim to connect these efforts to future reduction activities.

Social Contribution

Basic Approach

To realize Isuzu's purpose of "Moving the World - for You," we will advance initiatives that address carbon neutrality and contribute to the evolution of logistics. We will also advance the following initiatives to help resolve social issues by respecting national and regional cultures and by taking part in local communities and society through our business activities.

1. Balancing Environmental Preservation and Economic Development
2. Realizing a Society Where People and Goods Can Move Safely, Securely, and Efficiently
3. Harmony with Local Communities

Categories of Corporate Citizenship Activities Rooted in Social Issues

As a globally operating company, Isuzu defines "corporate citizenship activities" as activities through which it walks alongside the communities of each region and builds relationships of trust with stakeholders. Beyond our economic activities as a company, this concept encompasses initiatives that arise where our business activities meet local communities and society, including environmental conservation, support for education and culture, and contributions to local communities. In the field of logistics and transportation, issues affecting the sustainability of the social infrastructure that supports transportation have become apparent, including shortages of drivers and mechanics, growing demands for safety and efficiency, and mobility and transportation challenges in local communities. The development and passing on of the manufacturing talent that underpins the manufacturing industry is likewise an important issue for future social infrastructure. Isuzu regards these as social issues arising where our business meets local communities and society, and is advancing corporate citizenship activities under the following themes, drawing on the knowledge, talent, technology, and manufacturing capabilities we have cultivated through our business:

① Contributing to Safe and Secure *Transportation*

As part of building the foundations of transportation, we will work with local governments and related organizations to contribute to traffic safety, ensuring safety and security for all drivers and pedestrians.

② Developing the People Who Support *Transportation*

We regard developing those who carry out transportation, and manufacturing talent, as an important social issue for creating the future of transportation, and we will work on this across various regions.

③ Protecting the Sustainability of Local Communities and the Planet

We will respond to the frequent occurrences of natural disasters and the need for faster support for disaster victims, while working with various partners to help prevent disasters before they occur.

Management Structure

Isuzu carries out social contribution activities aimed at resolving social issues in local communities, promoting these activities in line with the themes set for our social contribution initiatives.

Mechanisms to Encourage Employee Participation

We encourage employee participation through company-wide e-mails and posters, and we share the results of our activities both internally and externally through our in-house newsletter, our intranet site, and the Isuzu website.

Support for External Initiatives and Coordination with Industry Groups

Support for External Initiatives and Coordination with Industry Groups

We are promoting activities that invite employee participation while engaging in coordination and cooperation with these organizations.

- World Vision Development Foundation Inc.
- OISCA International
- Specified nonprofit corporation TABLE FOR TWO International
- Certified NPO Second Harvest Japan
- Japan Philanthropic Association

Social Contribution

Initiatives

Social Contribution Connected to Our Business

Traffic Safety

Traffic Safety Awareness

[Contributing to Safe and Secure *Transportation*]

Isuzu promotes traffic safety awareness activities in cooperation with local communities, working toward the realization of safe and secure *transportation*. In fiscal 2026, our business sites held traffic safety classes and awareness events in cooperation with local governments, police, and educational institutions. In particular, for activities aimed at children and local residents, we developed content that helps deepen understanding of traffic accident prevention, promoting awareness activities tailored to regional traffic issues and needs. In conjunction with the spring and fall Traffic Safety Weeks, we held the "Traffic Safety Fest" at Isuzu Plaza. In the "Traffic Safety Class Bus Tour," aimed at parents and children in Nishi Ward, Yokohama City, we worked with local organizations including the Fujisawa Kita Police Station and the Tobe Police Station to provide hands-on opportunities to learn about traffic safety.



The "Traffic Safety Class Bus Tour" also featured participation from the Kanagawa Prefectural Police Headquarters' White Angels and patrol cars from the Second Traffic Mobile Unit.



Children's licenses issued by police officers at the "Traffic Safety Fest"

Next-Generation Education

Monozukuri Experience Workshops

[Developing the People Who Support *Transportation*]

To deepen ties with local communities through Isuzu's unique approach to manufacturing and environmental initiatives, and to contribute to nurturing the children who will shape the future, Isuzu has been holding the "Isuzu Monozukuri Experience Workshops" since 2014. Employees design the programs and serve as instructors themselves, offering opportunities to learn and experience the fun and importance of manufacturing. Through workshops such as design, clay modeling, sheet metal, plastic molding, and casting, we provided opportunities to deepen understanding of manufacturing processes and techniques. Since 2025, we have been collaborating with the "Fujisawa Meister Program" run by Fujisawa City, continuing our initiatives in cooperation with the local community. In addition, to promote understanding of carbon neutrality, we hold BEV and FCV classes organized by employees from related departments, as well as an eco-themed Christmas wreath workshop using natural materials collected from the Fujisawa and Tochigi plants, providing hands-on opportunities that help raise environmental awareness.

■FY2026 Activity Results

- Monozukuri Experience Workshops (design, clay modeling, sheet metal, plastic molding, casting): 13 events, 456 participants (229 adults / 227 children)
- Carbon neutrality events: 4 events, 288 participants (55 adults / 233 children)
- Christmas wreath workshop: 1 event, 61 participants (30 adults / 31 children)



Clay model workshop



Sheet metal workshop

Social Contribution

Antarctic Lecture Series

[Developing the People Who Support *Transportation*]

Isuzu provides opportunities for the next generation to learn about global environmental and social issues. In fiscal 2026, we held the "Antarctic Lecture Series," featuring employees who have served on the Japanese Antarctic Research Expedition, in cooperation with local governments and schools. The lectures introduced Antarctica's natural environment and climate change, the daily life of expedition members, and the role played by logistics and *transportation*, offering an opportunity to reflect on the global environment and social infrastructure. Through these efforts, Isuzu supports the learning of the generation that will shape the future while conveying the role *transportation* plays in supporting society and the environment.



"Off-Site Antarctic Lecture Series" at an elementary school kids' club, held in addition to sessions at Isuzu Plaza during summer break

Isuzu Town

[Developing the People Who Support *Transportation*]

Isuzu operates "Isuzu Town," an information website for children designed to help them deepen their understanding of logistics and manufacturing, and to learn, in an engaging way, that *transportation* plays an important role in supporting society. "Isuzu Town" spotlights the many forms of "carrying" found in everyday life, offering content that lets children learn about logistics, commercial vehicles, and manufacturing through both "play" and "learning." In fiscal 2026, we published interview articles featuring people who work in the world of *transportation*, including firefighters, paramedics, and chilled food delivery drivers, introducing jobs that support the safety and security of daily life and local communities. The articles convey, in a way that is easy for children to understand, the roles and rewards of these jobs and the value that *transportation* brings to society. Through this content, we help deepen understanding of the various jobs that support logistics and social infrastructure, while supporting the learning and growth of the children who will shape the future.



"Isuzu Town," an information website for children

Educational Support for an Auto Mechanic Vocational School

Since 2008, Isuzu has been providing educational support to a vocational school for auto mechanics serving economically disadvantaged young people in Tacloban City on the island of Leyte in the Philippines. Through this continuous support, which includes technical instruction, we work to develop the human resources who sustain the automotive industry and to contribute to the local community. The support goes beyond financial assistance: Isuzu dispatches instructors from Japan to provide technical education known as "Isuzu Juku." Through Isuzu Juku, the school teaches maintenance skills in areas such as electrical systems, engines, and brakes, as well as the 5S approach (seiri/sort, seiton/set in order, seiso/shine, seiketsu/standardize, and shitsuke/sustain discipline). Graduates are highly regarded by their employers for both their technical skills and their disciplined approach. The school offers a two-year, fully residential program aimed at helping students obtain national qualifications, and as of November 2025 it had produced 455 graduates. Many graduates go on to work in the automotive industry in the Philippines and abroad, and some have placed among the top performers at Isuzu's skills competitions, demonstrating both advanced technical skills and a strong professional mindset.



The 24th graduating class ceremony



Scene from Isuzu Juku

Social Contribution

Community Engagement

Community Contribution Activities

[Protecting the Sustainability of Local Communities and the Planet]

Isuzu works to build sustainable, safe, and secure communities in cooperation with local governments, fire departments, and other partners. In fiscal 2026, in cooperation with Yokohama City, we carried out wood education activities under the theme of "Forest Circulation Linked by *Transportation*." Through a wooden toy donation ceremony and wood education classes, we provided children with opportunities to learn about wood resources and the environment, and deepened engagement with local residents at an event held in the atrium of Yokohama City Hall. In addition, in cooperation with the Nishi Fire Station of the Yokohama City Fire Bureau and the Tobe Police Station in Kanagawa Prefecture, we held "Yokohama Mirai Anshin Park," a disaster preparedness and traffic safety event, offering hands-on activities to help raise local residents' awareness of disaster preparedness and traffic safety. Furthermore, at our Fujisawa, Tochigi, and Yokohama business sites, we donated Christmas cakes to local children and sponsored the Kanagawa Philharmonic Orchestra Factory event at two elementary schools in Fujisawa City, advancing activities that value our connection with local communities. Through these efforts, we are deepening dialogue with local communities while promoting community contribution activities.



Wooden educational toy donation ceremony and wood education class held in the atrium of Yokohama City Hall



Yokohama Mirai Anshin Park: a hands-on event where visitors learn about traffic rules, disaster preparedness, crime prevention, and other essentials of daily life

Employee Participation Activities

Isuzu promotes activities in which employees take part, aimed at conserving the natural environment and realizing a sustainable society. Through the "Mt. Fuji Forestation Project," in which we have participated since 2008, we work to conserve the natural environment and forest resources through tree planting and forest management. In addition, to raise awareness of social issues among individual employees, since June 2025 we have also been using a matching platform to encourage volunteer participation.



Employees from companies across the Isuzu Group volunteered in the 17th year of the "Mt. Fuji Forestation Project"

Isuzu Plaza

Purpose of Opening Isuzu Plaza

Isuzu Plaza was opened next to the Fujisawa Plant in April 2017 as part of the projects marking the 80th anniversary of Isuzu's founding. Isuzu Plaza is a facility that introduces the role commercial vehicles play in supporting *transportation*, Isuzu's approach to manufacturing, and the Company's history from its founding to the present. Isuzu Plaza consists of three zones: Supporting *Transportation*, Isuzu's Vehicle Manufacturing, and The History of Isuzu. Through exhibits and hands-on experiences, the facility aims to help people learn more deeply about Isuzu and feel closer to the Company.

Social Contribution

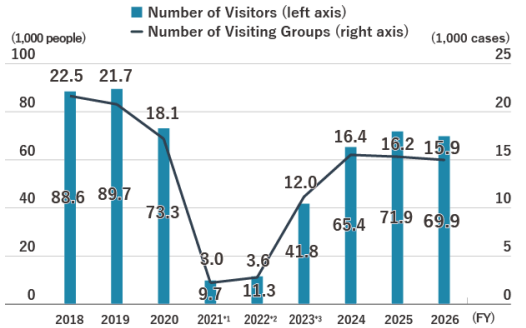
Direction of Exhibits and Activities

Toward realizing Isuzu's purpose, "Moving the World - for You," this facility conveys Isuzu's ongoing challenges and commitment to manufacturing, spanning our past, present, and future. Through exhibits and hands-on experiences, visitors can learn in an enjoyable way about the role commercial vehicles play in supporting society and people's daily lives, with the aim of helping people feel closer to Isuzu and become fans of the Company. Inside the facility, in addition to displays of past and current vehicles and the latest technologies, we also introduce our efforts in environmental protection and safety, as well as the challenges we are taking on to realize a carbon-neutral society. Through a variety of hands-on programs, including Social Studies Field Trips, community events, and manufacturing workshops, we provide learning and discovery opportunities for a wide range of generations, from children to adults. The facility also serves as a community hub that deepens connections with the local community.



Isuzu Plaza

Number of Visitors



*1 Temporary closure of the museum (approximately 5.6 months) and restriction of visitors using the reservation system in response to the spread of COVID-19

*2 Temporary closure of the museum (approximately 6.0 months) and restriction of visitors using the reservation system in response to the spread of COVID-19

*3 We have implemented visitor restrictions through a reservation system to prevent the spread of COVID-19.

Social Studies Field Trip

Since the opening of Isuzu Plaza in April 2017, we have offered an annual Social Studies Field Trip for fifth-grade students, combining visits to the Isuzu Fujisawa Plant and Isuzu Plaza. The tour lets students see, touch, and think about the role of commercial vehicles, the manufacturing process, environmental considerations, and safety, so that they gain a deeper understanding. In addition, the web-based Isuzu Virtual Social Studies Tour (IVSST), introduced in response to the COVID-19 pandemic, continues to be offered mainly for schools in remote locations. For the fiscal 2026 Social Studies Field Trips, the number of applying schools increased from 87 in the previous year to 122, with many schools taking part. The in-person tours were held over 83 days and attracted 6,282 students from 63 schools, while the virtual tours were attended by 1,680 students from 17 schools. Furthermore, in response to requests from schools, we introduced a new short-format program called the "Video Tour," providing learning opportunities to 1,004 students from 11 schools, including schools that opted for a self-guided visit.

* IVSST: Isuzu Virtual Social Studies Tour

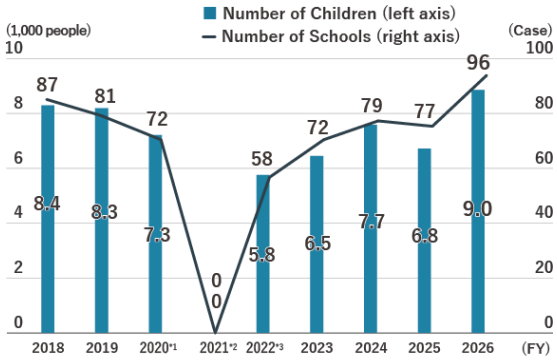


Preliminary explanation in front of information panels



Children eagerly exploring the plant

Social Studies Field Trip Data



*1 11 schools and 969 persons cancelled their visits due to COVID-19.

*2 Acceptance of visitors has stopped due to COVID-19.

*3 IVSST

Social Contribution

Community Engagement

Since fiscal 2022, Isuzu has been working with Fujisawa City to raise awareness of fire prevention and public understanding of firefighting operations. In fiscal 2026, we once again held our now-annual "Parent-Child Firefighting Event" in November. With the cooperation of the Fujisawa Kita Fire Station, a total of six fire vehicles were on display, including two ladder trucks and a rescue vehicle. The event featured a rescue demonstration by firefighters, rides on a ladder truck, an introduction to a firefighter's daily schedule, and a chance to try on firefighting gear. Held in two sessions, morning and afternoon, the event welcomed 184 participants in 57 groups. In the morning session, participants also had the opportunity to experience a simulated earthquake using VR goggles and an earthquake simulation vehicle that Isuzu donated to Fujisawa City, learning what to do during an earthquake and what to watch for when evacuating. In the participant survey, many attendees expressed interest in the fire vehicles that operate at harsh disaster sites, as well as gratitude toward the fire station and its personnel, who train regularly to protect the safety and lives of local residents.



Firefighter demonstration



Earthquake simulation vehicle experience

Group CSR

Introduction to Social Contribution Activities by Overseas Group Companies

The Isuzu Group promotes corporate citizenship activities tailored to local issues and cultures, in collaboration with communities in each region. Isuzu Motors Asia Ltd. (IMA/Singapore) held a Lunar New Year CSR event for senior citizens in collaboration with the local NPO Lakeside Family Services. IMA employee volunteers took part, deepening connections with local senior citizens through songs, games, and the traditional Lunar New Year custom of Lo Hei. IMA also gave participants reflector keychains that help improve visibility at night, as part of its efforts to raise traffic safety awareness. Through these activities, we are deepening our ties with the local community.



Senior citizens with IMA employee volunteers



Distributing original Isuzu Motors reflector keychains

Social Contribution

Participating in the Children's Forest Program Support Project through Secondhand Books

The Children's Forest Program, a project run by OISCA International, supports children's efforts to plant and grow trees at schools and in communities. The aim is for the children to develop a respect for greenery and a love of nature. Isuzu started supporting this project in 2015, and from fiscal 2023 the Isuzu Group as a whole has taken part. Employees donate secondhand books and other items, which are sold, and the proceeds are donated to the Children's Forest Program.

Number of Books Accepted for Buyback

(books)

FY2024	FY2025	FY2026
285	152	251

TABLE FOR TWO (TFT) Program

Isuzu has introduced the TABLE FOR TWO (TFT) program in its cafeterias and coffee lounges so that employees can take part in social contribution while eating healthily. When an employee chooses a healthy menu item or a healthy drink, or uses the donation box, 10 yen is donated automatically, and Isuzu matches that amount, for a total donation of 20 yen per use. The donations are used to fund school meals for children suffering from hunger and poverty in developing countries, through the specified nonprofit corporation TABLE FOR TWO International.

Number of Donated School Meals (Equivalent)

(meals)

	FY2024	FY2025	FY2026
Head Office	37,534	37,447	36,198
Fujisawa	9,174	8,158	6,082
Tochigi	1,205	941	362
Total	47,913	46,546	42,642

* TFT provides support in five countries: Uganda, Ethiopia, Tanzania, Rwanda, and the Philippines, all of which are countries where Isuzu does business.

Food Drive

Isuzu carries out a food drive to reduce food waste and contribute to social welfare. Employees bring in food and ingredients from home that are approaching their best-by dates, and these are donated through the certified NPO Second Harvest Japan to local welfare organizations and facilities.

Collection Results

	FY2024	FY2025	FY2026
Number of participants	256	81	64
Weight (kg)	184.1	214.7	107.7

Social Contribution Expenditure

Isuzu (non-consolidated) social contribution expenditure in FY2026: 820 million yen

	Social Contribution Activity Expenses	In-Kind Donations	Donations
Amount (millions of yen)	689	6	128

Governance

Corporate Governance	71
Compliance	75
Risk Management	79

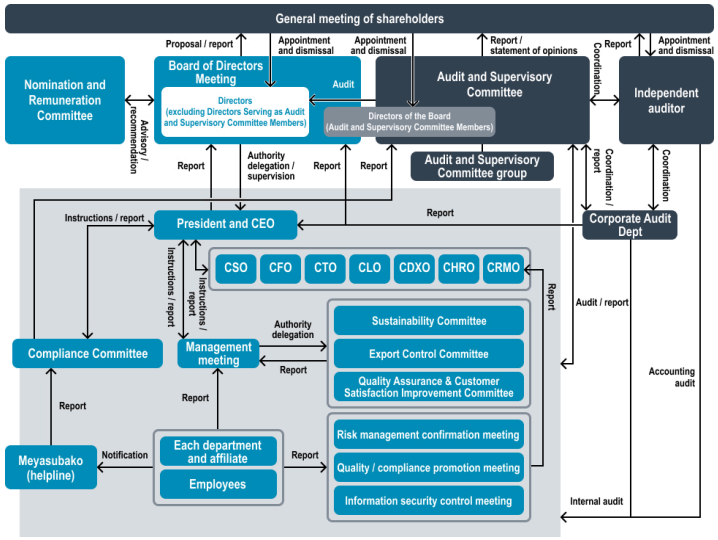
Corporate Governance

Basic Approach

In order for Isuzu to continuously increase revenues and enhance corporate value through its corporate activities, the Company believes that it is essential to establish a corporate governance system that provides a framework for regulating such activities.
Furthermore, we believe that the fundamental purpose of corporate governance is to respect the perspectives of, and build constructive relationships with, all of our stakeholders, and to that end we endeavor to ensure fairness and transparency in our corporate affairs through timely and appropriate disclosure of important information. In particular, we believe that a key element of corporate governance is to develop an internal structure and environment that protects the rights and interests of all stakeholders and ensures equality among stakeholders.

Management Structure

Isuzu is a company with an Audit and Supervisory Committee, and we have established a Board of Directors and an Audit and Supervisory Committee as statutory meeting structures to resolve, supervise, and audit the execution of major business activities. In addition to these statutory meeting structures, we have established a Management Meeting to deliberate on important policies and plans, conduct business management, and oversee other overall business activities. We also have various advisory bodies and meeting structures to facilitate supervision and decision-making on business execution.
The outline of our corporate governance structure is as follows (as of June 25, 2026).



Board of Directors

The Board of Directors lives up to the mandates and confidence of shareholders and, for the purpose of consistently enhancing our corporate value, makes important decisions and conducts supervision on issues that concern our business management. In principle, the Board of Directors holds regular monthly meetings and may convene extraordinary meetings as needed to deliberate and make decisions on necessary matters. Currently, the Board of Directors consists of 14 directors (11 men, 3 women). The Chairman is Masanori Katayama, who serves as the Chairman and Director of the Board. Of the 14 directors, 6 are Independent Outside Directors.

Audit and Supervisory Committee

The Audit and Supervisory Committee follows the audit plan that it established, and audits and supervises the Board of Directors' decision making and directors' execution of business.
The current Audit and Supervisory Committee is composed of five members (3 men, 2 women). To strengthen the auditing and supervisory functions of the Audit and Supervisory Committee Members and to enable them to collect information daily, share information at important internal meetings, and fully cooperate with the accounting auditors and the internal audit division, two members have been selected as Standing Audit and Supervisory Committee Member. The Chairman of the Committee is Hirotomo Abe, an outside director who are Audit and Supervisory Committee Member. Of the five directors who are Audit and Supervisory Committee Members, three are independent outside directors.
All five directors who are Audit and Supervisory Committee Members are designated Audit and Supervisory Committee Members.

Nomination and Remuneration Committee

In addition to the statutory organizations mentioned above, Isuzu has established a voluntary Nomination and Remuneration Committee, an arbitrary organization on corporate governance that is designed to enhance the independence, transparency, and objectivity of the Board of Directors' functions related to nominating officer candidates, selecting executive management, and determining officer remuneration. The committee is chaired by an outside director.
Isuzu's Nomination and Remuneration Committee consists of five members (4 men, 1 women), including two Inside Directors and three Outside Directors. The Chairman of the Committee is Mitsuyoshi Shibata, an Outside Director, who deliberates on and provides recommendations on the matters referred by the Board of Directors.

Corporate Governance

Executive Officer System and Management Meeting

By separating supervision and business execution, Isuzu is building a rapid decision-making and execution system through improvements in the deliberations in the Board of Directors, the supervisory organization, and the proper transfer of power from the Board of Directors. We also have executive officers and executives to take responsibility for a rapid decision-making and execution structure and for business execution in the areas of their assignment.
The Company has established a Management Meeting consisting of 13 members in total, all of whom are men, including the respective CxOs, who are the chief officers responsible for their respective areas, the EVPs of each division and others. The CEO serves as chair of the Management Meeting, which deliberates on and makes decisions regarding matters related to management and business execution within the scope of authority delegated by the Board of Directors.

CxO System

To enhance corporate value across the entire Group, Isuzu has established the following CxO (Chief Officer for each field) positions with the goals of improving expertise in response to increasingly complex issues, accelerating management speed, and strengthening governance.

- CEO (Chief Executive Officer)
- CSO (Chief Strategy Officer)
- CFO (Chief Financial Officer)
- CTO (Chief Technology Officer)
- CLO (Chief Logistics Officer)
- CDXO (Chief Digital Transformation Officer)
- CHRO (Chief Human Resource Officer)
- CRMO (Chief Risk Management Officer)

Initiatives

Governance - related Initiatives Themes

As corporate governance has been strengthened in Japan in recent years, Isuzu has endeavored to reform its governance. We will remain committed to strengthening our governance and enhancing our corporate value.

Term	115th	116th	117th	118th	119th	120th	121th	122th	123th	124th	125th
Year Ended	March 2017	March 2018	March 2019	March 2020	March 2021	March 2022	March 2023	March 2024	March 2025	March 2026	March 2027
Outside Directors (Women)	2 (0)	2 (0)	2 (0)	2 (0)	2 (1)	5 (2)	5 (2)	5 (2)	6 (2)	6 (3)	6 (3)
Officer Compensation	Introduced performance-linked stock-based compensation system	Decide the upper limit of the annual amount of Directors' bonuses							Added non-financial indicators (GHG emissions) to the performance metrics in the performance-linked stock-based compensation system		
Advisory Committee				Establishment of Nomination and Remuneration Committee					Changed the Chairperson of the Nomination and Remuneration Committee to an independent outside director		
Separation of Execution and Supervision					Revise approval standards and rules	Shift to a company with Audit and Supervisory Committee	Appoint CCO	Appoint CEO and COO	Appoint CMzO and CSO	Appoint CHRO	Appoint CTO・CLO CDXO
					Appoint CxOs	Delegate important decision-making on the execution of company business to directors					
Improving the Functioning of the Board of directors				Launch the effectiveness assessment		Ratio independent of outside directors: 1/3 or more			Increased the number of independent outside directors	Increasing the ratio of independent outside directors	Expansion and Enhancement of the CxO Framework
						Setting the agenda for management strategy					
						Creation of Skills Matrix					
						Initiation of Institutional Shareholder Engagement					

Corporate Governance

Board Effectiveness Assessment

Isuzu conducts an annual evaluation and analysis of the effectiveness of the Board of Directors to improve its operations. The following is a summary of the evaluation and analysis for FY2026 (ended March 31, 2026).

1. Process of analysis and evaluation for fiscal year 2026
   Isuzu has made an evaluation focusing on the status of improvements in the operation of the Board of Directors and the identification of future issues.
   A review was performed after each Board meeting, and an annual questionnaire survey with respondents' names disclosed was conducted for all the directors, and they were interviewed by a third-party organization to make an analysis based on the results. Also, we put together countermeasures for the themes extracted from the analysis results and reported it in the Board of Directors Meeting in March 2026 to evaluate it and confirm future actions.
2. Summary of evaluation results (strengths)
   Isuzu's Board of Directors evaluated and confirmed the following two points as strengths.
   1) Through such measures as the preparation of annual plans and the expansion of prior briefings, steady improvements in how Board meetings are managed have been observed.
   2) Initiatives such as reviews after each Board meeting have led to an improvement cycle for managing the meetings becoming firmly established.
3. Summary of evaluation results (challenges)
   Isuzu's Board of Directors has confirmed the following two points as issues for further increasing effectiveness:
   1) Set management issues and include them in agenda items
      Management issues that should be addressed continuously need to be systematically set as agenda items for the Board of Directors and be continuously confirmed and discussed.
   2) Clarify discussion points for each agenda item
      For each agenda item, it needs to be made clearer what the Board of Directors should discuss and confirm.
4. Major issues in FY2025 and progress of initiatives for FY2026

Major issues in FY2025	Status of Initiatives for FY2026
(1)Clarify the range of topics to be addressed by the Board of Directors	• In light of the issues identified in FY2025, in FY2026 the Company worked to clarify the relationship between management issues and priority matters, and to define the areas of responsibility of each CxO, thereby advancing visualization of the overall agenda. The Company also made progress in organizing the topics to be addressed by the Board of Directors through the preparation of an annual plan, agenda map, etc. • As a result, while improvements were observed in the operation of the Board of Directors, it was confirmed that the setting of management issues and their inclusion in the agenda items remains insufficient. Going forward, the Company will establish a framework for the continuous confirmation and discussion of management issues, with a view to further enhancing the supervisory function of the Board of Directors.
(2)Enhance the provision of necessary information for Board discussions	• In light of the issues identified in FY2025, in FY2026 the Company worked to enhance materials provision and prior briefings to Outside Directors. In addition, through reviews after each Board of Directors meeting, areas for improvement in explanations and information provision were continuously identified. • Going forward, the Company will continue to work on enhancing the provision of necessary information for Board discussions and will pursue further improvements to ensure greater clarity regarding what the Board of Directors should discuss and confirm with respect to each agenda item.

Officers' Remuneration

Basic Principles

The following are Isuzu's basic principles on remuneration for directors and executive officers.

1. Contribute to sustained growth of Isuzu and enhancement of its corporate value, and facilitate the sharing of value with shareholders.
2. Remuneration should be at the level necessary and appropriate for securing and keeping talented human resources with due consideration to the economic environment, market trends and the levels of remuneration in other companies.
3. The amount of remuneration should reflect the performance of the Company and the individual as well as his/her job responsibilities and positions.
4. The process for deciding remuneration should be objective, impartial and transparent.
5. Our officer remuneration system and the amounts of payment to officers should be periodically reviewed whenever the Medium-Term management plan is updated and with consideration of factors such as the economic environment, the levels and systems of remuneration for officers in other companies and the status of Isuzu's use of the system.

Remuneration for Directors (excluding Audit and Supervisory Committee Member and outside directors)

Remuneration for directors (excluding the directors that are Audit and Supervisory Committee Member and outside directors) includes basic compensation, bonuses linked with the degree of achievement of the single-year consolidated performance target and the amount of remuneration that is based on the performance-linked stock compensation plan linked with the degree of achievement of the management indexes aimed within the period of a Medium-Term management plan aimed at enhancing sustainable corporate value.

Methods for evaluating each officer's performance and deciding the officers' bonuses and the performance-linked stock compensation plan go through a procedure of consultation and provides opinions to the optional Nomination and Remuneration Committee, of which independent outside directors occupy the majority. In this procedure, the CEO fulfills his accountability and thereby secures the objectivity and impartiality of remuneration for officers.

Corporate Governance

Details of Remuneration and Non-monetary compensation	Basic compensation		Decided on the basis of the standard amounts that is predetermined for different positions and the evaluation of individuals' performance.
	Performance linked compensation	Bonus	• Linked to the degree to which targets for consolidated revenue, consolidated operating profit, and profit attributable to owners of parent • We set a performance-linked coefficient that shows the degree of achievement at between 0 and 200% in a comparison between each of these performance indicators for a single year with the target, and determine bonuses by multiplying this coefficient by the ratio of basic remuneration and mentioned above, which is the base bonus amount for the respective position. (President and CEO: 0.70, Senior positions excluding the President and CEO: 0.50, other executives: 0.40)
		Share-based compensation	• Linked with the degree of attainment of performance targets during the target period (June 26, 2024 to March 31, 2027) • The performance-linked coefficient is calculated in the range of 0 to 240.0% by weighting the degree of attainment of targets for consolidated revenue, consolidated operating profit, return on equity attributable to owners of parent (ROE), GHG emissions reduction*1 at a ratio of 30%:30%:30%:10%, and then multiplying by the coefficient related to the degree of growth in shareholder value, etc.*2. We determine the points to be granted based on the base amount by position that serves as the basis for basic remuneration, the composition ratio (President and CEO: 0.70, Senior positions excluding the President and CEO: 0.50, other executives: 0.30), and the assumed stock price*3. • Malus and clawback provisions*4 have established.
Method for deciding the proportion	Basic compensation: Bonuses: Share-based compensation (Assuming that the performance target is fully achieved) (President and CEO) 1.00: 0.70: 0.70 (Senior positions excluding the President and CEO) 1.00: 0.50: 0.50 (Other executives) 1.00: 0.40: 0.30		
Policy regarding the time of payment	Basic compensation		Monthly compensation (1/12 of basic compensation is paid monthly)
	Bonus		Paid in July after the degree of achievement of the single-year (individual/Company) performance target is determined.
	Share-based compensation		After the end of the target period, payment is made around July. (For directors who resign before the end of the target period, payment will be made after their resignation.)
Procedure for deciding re-entrustment	Basic compensation		Evaluation of individuals' performances is re-entrusted to the CEO after the Board of Directors' resolutions.
	Bonuses and share-based compensation		Automatically calculated on the basis of the degree of achievement of the target, standard amount and coefficients. The amounts depend solely on the Company's performance and thus involve no scope for discretion.

*1 GHG reduction target for FY2027: 12% reduction (compared to FY2014)

*2 Determined on the basis of the result of comparison between Isuzu's total shareholder return (TSR) and the growth rate of TOPIX (dividends included) during the relevant period

*3 The average of the closing price of regular transactions of Isuzu shares in TSE on each day of the month before the month during which the relevant period started, with the exception of the days on which no transaction was closed (truncated to the closest whole number).

*4 The system whereby, in case of material improper acts or breaches by the persons eligible to the performance-linked share-based remuneration plan, eligible persons may lose or the Company may confiscate the right to receive the grant, etc. of the Company's shares, etc. under the plan or demand the return of money equivalent to the Company's shares, etc. delivered

Remuneration for Outside Directors

Remuneration for outside directors consists of basic compensation only, in view of their roles and independence. Each director receives the fixed amount only and the remuneration involves no fluctuation that may result from performance evaluation and so on.

Compensation for Directors Who Are Also Audit and Supervisory Committee Member

The amount of remuneration for directors who are Audit and Supervisory Committee Member consists of basic compensation only, in view of their roles and independence. It is decided through discussion by the directors who are members of Audit and Supervisory Committee Member with consideration of factors such as the number of directors, economic environment, market trends and the levels of remuneration in other companies, within the range of the upper limit approved at the General Shareholders Meeting.

Total Remuneration Amounts and Other Payments to Directors (FY2026)

Classification	Total amount of compensation (million yen)	Amount of remuneration, etc. by type (million yen)				Number of eligible officers
		Basic compensation	Bonus	Remuneration based on the performance-linked stock compensation plan,etc.	Non-monetary compensation	
Directors (excluding Audit and Supervisory Committee Member and outside directors)	710	346	189	173	173	6
Audit and Supervisory Committee Members (excluding outside directors)	68	68	-	-	-	3
Outside officer	110	110	-	-	-	8

* This figure includes four Directors of the Board who retired as of the close of the 123rd Annual General Meeting of Shareholders.

Approach to Cross-shareholdings

Isuzu believes that holding its business partners' shares on the assumption of long-term transactions is an effective means of building a stable relationship and should lead to the enhancement of its corporate value over the medium- to long-terms. To confirm the reasonability of holding business partners' shares, the Board of Directors annually performs an examination from two different aspects: it conducts a quantitative evaluation of each issue in terms of criteria such as whether the benefit of holding the shares at least equals the capital cost, and a qualitative evaluation of the significance of the shareholding, among other aspects.
Consequently, any shares for which the Company determines that the rationale for holding has declined will be swiftly reduced.
In executing our voting rights as a shareholder, we respect, as a shareholder with individual trade relations, the aims and intentions of the proposals and resolutions submitted from share issuer. If we see a risk of damaging a share issuer's value during the process of a dialogue with the share issuer or examination of a resolution; however, we will request the withdrawal or review of the resolution and will take action for each resolution, which may involve abstaining from the right to execute our voting rights.

Compliance

Basic Approach

Isuzu recognizes that it is essential for all officers and employees to act in a spirit of compliance–that is, with high ethical standards that go beyond merely observing laws and regulations. In particular, Isuzu has positioned thorough compliance with laws and regulations as its most important management priority. In May 2026, Isuzu overhauled its previous Basic Policy for Compliance and established the Isuzu Code of Conduct, which serves as a guide for how to act from the standpoint of sound judgment and fairness in achieving the MISSION and VISION of the ISUZU ID, as well as the PURPOSE, "Moving the World - for You," while upholding the ISUZU ID's CORE VALUE of Mutual Growth as its mindset. The Code of Conduct covers five broad areas, ranging from compliance with laws related to business activities to the practice of ethical conduct expected of a corporate citizen. The Code of Conduct applies not to Isuzu alone but to all officers and employees of the Isuzu Group, including its Group companies in Japan and overseas. We will promote education and awareness in ways suited to each site, using the Code as a guide toward realizing the ISUZU ID across the entire Isuzu Group.

ISUZU Code of Conduct

1. Customer Trust

We recognize that customer trust is the foundation of our business activities, and we provide safe, high-quality products with sincere and reliable service.

2. Ensuring Fair and Sound Business Activities

To build sound market conditions and business relationships, we engage in fair and free competition and procurement activities, and thoroughly prohibit corrupt practices.

3. Safeguarding Management Resources

We thoroughly manage and operate the company's physical, financial, and electronic assets appropriately, striving for stable business operations and, in turn, the creation of value for society.

4. Respect for Employees

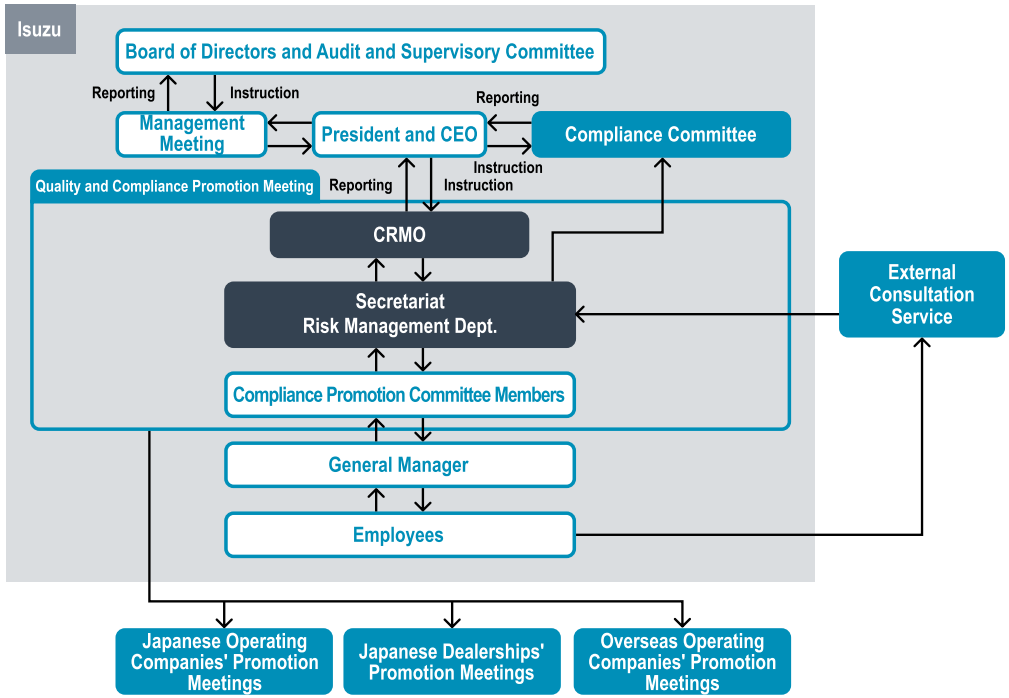
We promote a workplace where employees can work with peace of mind, addressing multiple aspects such as the prevention of harassment, respect for diversity, and the realization of work-life balance.

5. Being a Good Corporate Citizen

We actively engage in social contribution activities, including environmental conservation and dialogue with stakeholders, and work to foster a corporate culture with a high sense of ethics.

Compliance Promotion Structure

Isuzu has established a Compliance Committee chaired by the President and CEO. Its members are the heads of the divisions with jurisdiction over key laws and regulations, and the Audit and Supervisory Committee members and the Corporate Audit Dept. serve as observers. The Committee deliberates on compliance policies, plans, KPIs, and the status of their implementation, and determines the direction of compliance promotion for the Company and the Group. The Committee is also informed of the content of reports and consultations received at each consultation desk and oversees the status of the resolution process. Isuzu holds a monthly Quality and Compliance Promotion Meeting, attended by the Compliance Promotion Committee members from each division. At this meeting, divisions exchange information and report on their activities, working to prevent compliance risks. Isuzu has also established a framework for preventing compliance risks across the Group as a whole. In Japan, various compliance promotion meetings are held regularly with the participation of Group companies to share information and advance activities. At overseas sites, Isuzu regularly shares information with contact points at each Group company to help prevent compliance risks. In Thailand in particular, a key overseas site, Isuzu holds regular joint compliance promotion meetings for Group companies there to share information and promote activities. In the event a significant incident occurs, Isuzu receives prompt reports from the company concerned in accordance with the Group Company Management Regulations and works with it to respond.



Compliance

Internal Reporting System

Establishment of the Employee Consultation Desk

Isuzu has established points of contact for reporting and consulting on compliance violations, misconduct, harassment, and other issues. In addition to internal points of contact, Isuzu has established an external point of contact at an outside law firm to ensure independence. These points of contact accept information from an impartial and neutral standpoint, and receive not only reports of clear violations of laws, regulations, or internal rules, but also consultations regarding potentially suspicious matters. At both internal and external points of contact, in accordance with the Whistleblower Protection Act, the names of individuals who provide information and the content of such reports are appropriately managed as confidential information, and we ensure that those who provide information are fully protected from being treated unfavorably. To raise awareness of these points of contact, we conduct regular awareness activities, including distributing a Compliance Guidebook and Compliance Consultation Desk Card containing contact information for internal and external points of contact, as well as displaying posters. The number of reports and consultations received through internal and external points of contact in fiscal 2026 was 76. In addition, each Group company has established internal and external points of contact and put in place a system for responding appropriately to reports received, working to strengthen compliance and governance.

Establishment of the Business Partner Consultation Desk

We maintain a Business Partner Consultation Desk within the Compliance Management Group of our Enterprise Risk Management Dept. as an impartial point of contact that accepts consultations from business partners regarding compliance issues. We appropriately manage the names of individuals who provide information and the content of their consultations as confidential information in accordance with the Whistleblower Protection Act.

Initiatives

Initiatives to Address Group-Wide Issues (in Japan)

In Japan, we identify Group-wide issues and promote activities to address them across the Group. For example, to eradicate drunk driving, we encourage each employee to be aware of their responsibilities as individuals involved in the automotive industry. Under the keyword "Do not drink and drive, and do not let others do so," we extend these efforts to employees' families, friends, and acquaintances. More specifically, we have employees sign a collective pledge to eradicate drunk driving and regularly provide video-based education, with the aim of renewing employees' awareness about the dangers inherent in drunk driving and the gravity of the social responsibility it entails. We also consider that building good human relations in the workplace is important for preventing harassment. We therefore organize regular training sessions for managerial-level and general employees to deepen their understanding of the significance of two-way communication between supervisors and subordinates as part of everyday working life.

Compliance Surveys (in Japan)

To confirm how firmly compliance awareness has taken root and to identify compliance risks, we conduct compliance surveys on a regular basis. The survey consists of questions regarding workplace culture and understanding of important legal topics, and is designed to be effective in identifying compliance risks. The survey results are fed back to the management and the compliance officers of each Group company and are used in those companies' activities.

Activities of Overseas Group Companies

In Thailand, a key overseas location, Isuzu promotes its activities in line with a compliance activity plan. Specifically, we conduct training by job level and e-learning and display posters to raise awareness of the need to eradicate drunk driving, thereby fostering compliance awareness. Isuzu also supports the promotion of compliance activities by holding regular joint compliance promotion meetings with Group companies in Thailand to check on progress and provide advice.



e-learning

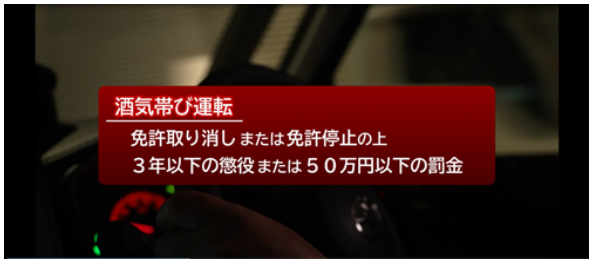
Compliance

Compliance Training

The Isuzu Group provides compliance education to the employees of each Group company through in-person and online sessions to further enhance their awareness of compliance. As one example of these programs, our compliance education for newly appointed managers addresses the prevention of bullying and harassment, covering key definitions, case studies, and how to respond when incidents occur. Additionally, to further strengthen the compliance culture, Isuzu has introduced a feature that displays a compliance quiz when employees start up their computers, thereby fostering employee awareness of compliance day to day. In addition, personnel in charge of the company-wide consultation desk undergo training organized by external organizations to improve their ability to respond to consultations.

Main Training Themes

- Act Against Delay in Payment of Fees, etc. to Small and Medium-sized Entrusted Business Operators in Manufacturing and Other Specified Fields
- Intellectual Property
- Act on the Protection of Personal Information
- Confidential Information Management
- AEO (Authorized Economic Operator) Security Trade Control
- Harassment
- Prevention of Drunk Driving
- Type Certification (Raising Awareness of Legal Compliance)



Anti-drunk driving education (video streaming)

Publication of Compliance Guidebook

In January 2006, Isuzu issued a Compliance Guidebook, a compilation of codes of conduct that communicates the basic attitudes and principles required of all officers and employees of Isuzu, and has distributed it to all employees ever since. Additionally, Isuzu has issued division-specific compliance guidebooks that compile cases of potential compliance issues that could arise from daily operations within each division or department, and distributed these guidebooks to the members of each department. These guidebooks are reviewed every year and updated not only to reflect amendments to relevant laws and regulations but also to make them easier for employees to understand.

Anti-Corruption Initiatives

We have established a code of conduct in the Compliance Guidebook covering the appropriate management of entertainment and gifts, the prohibition of insider trading, the prohibition of inappropriate entertainment of and gifts to public officials, quasi-public officials, and foreign public officials, and the prevention of bribery and money laundering. We make thorough efforts to ensure that all Isuzu officers and employees are informed of the code of conduct. For example, we have established guidelines on entertainment and gifts and ensure they are thoroughly communicated to employees. Additionally, with respect to the prohibition of insider trading, we regularly communicate our insider trading prevention regulations and conduct company-wide internal training. Furthermore, with respect to political donations and other political expenditures, we comply with the applicable laws and exercise strict controls to prevent illegal political donations. In fiscal 2026, Isuzu received no fines or other measures from regulatory authorities in relation to these matters.

Prevention of Anti-Competitive Practices

In its Compliance Guidebook, Isuzu stipulates compliance with the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade and the Act Against Delay in Payment of Fees, etc. to Small and Medium-sized Entrusted Business Operators in Manufacturing and Other Specified Fields, and requires all of its officers and employees to strictly adhere to these laws. In addition, we provide education on that Act and related matters to the relevant divisions within the Company as necessary to ensure thorough legal compliance.

Tax Policy

Isuzu Group regards tax payment as an important duty of a corporate citizen. To contribute to society through appropriate tax payment, we have established this tax policy and applied it to our Group companies.

- Compliance with Laws and Regulations
  We will correctly interpret tax laws and related guidelines of all countries and regions where we conduct business activities, and pay appropriate taxes in accordance with their intent.
- Prohibition of Tax Avoidance
  We do not engage in tax avoidance activities that deviate from the intent and purpose of tax laws and regulations, such as transferring created value to low-tax jurisdictions, using schemes without real business substance, or utilizing tax havens.
- Appropriate Transaction Pricing and Profit Sharing
  In transactions with foreign affiliates, we will set prices that take into account arm's-length prices and pay appropriate taxes in accordance with the reality of local business activities.
- Maintaining Good Relationships with Tax Authorities
  We build and maintain good relationships with tax authorities both domestically and internationally based on a correct understanding of tax laws and regulations.
- Tax Transparency
  We will strive to disclose tax information to all stakeholders in a timely and appropriate manner.
- Governance
  CFO will establish a governance structure to effectively ensure that proper tax operations of the Group are conducted in accordance with this tax policy.

Compliance

Ensuring the Reliability of the Type Certification System

Isuzu has designated a Director of the Board, and Senior Executive Officer as the officer responsible for certification operations, overseeing control of these operations.

Officer Responsible for Certification Operations	Noboru Murakami (Director of the Board, and Senior Executive Officer)
Secretariat	EVP, Quality Assurance Division

Regardless of cost, development and production schedules, or any other circumstances, Isuzu gives top priority to thorough compliance and, in particular, positions the reliability of the type certification system as one of its most important management priorities. Isuzu's products must fully comply with laws and regulations related to safety, the environment, and quality, and must live up to the trust placed in the Company by society. Isuzu will not tolerate any misconduct related to type certification, and will thoroughly instill compliance awareness across the entire organization, carrying out its operations based on fair and transparent procedures.

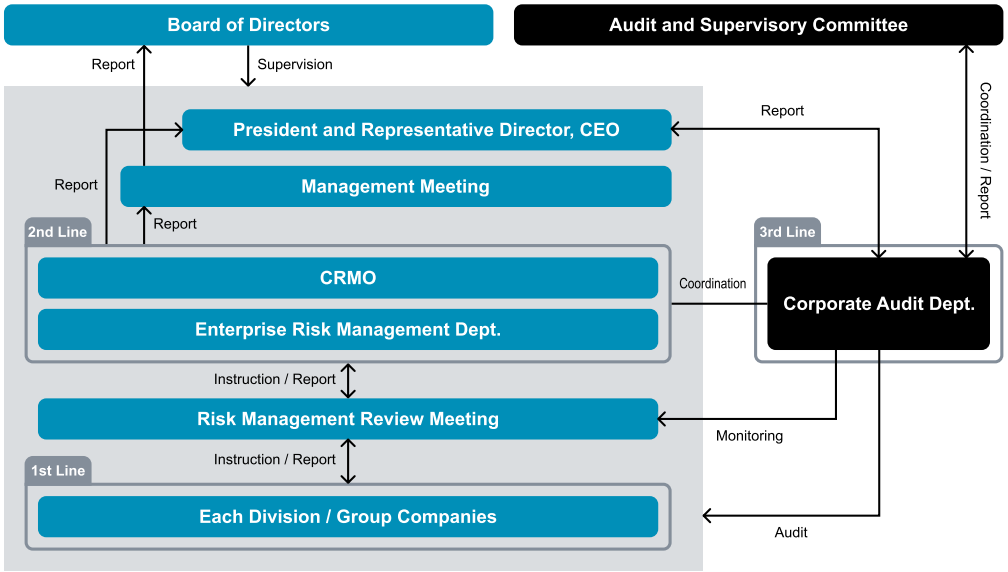
Risk Management

Basic Approach

The Isuzu Group manages various risks surrounding its business in a systematic and integrated manner in order to achieve sustainable growth and enhance corporate value. Through risk management initiatives, we will strive to minimize risk, improve operational efficiency, create business opportunities, enhance our competitive advantage, and build relationships of trust with our stakeholders.

Risk Governance Structure

To improve the division of responsibilities and effectiveness of risk management activities throughout the Group, we have established a risk governance structure based on a Group-wide three lines of defense model. Isuzu's divisions and the Group companies in their charge serve as the first line; the Enterprise Risk Management Dept. functions as the second line under the direction and supervision of the Chief Risk Management Officer (CRMO); and the Corporate Audit Dept. serves as the third line. Each line of defense works in cooperation with the others in risk management activities. In order to ensure the effectiveness of risk management activities, the Risk Management Review Meeting is held every month to confirm the status of risk mitigation efforts and incident management of each division and Group company, focusing on Group Priority Risks, and to report the details of the meeting to management.



Risk Management Process

The Isuzu Group comprehensively identifies risks that could affect its business or management, assesses them quantitatively and qualitatively, formulates specific risk mitigation plans, and then promotes implementation and monitoring of the plans. Believing that it is essential for all employees to treat risk management activities as their own responsibility, we also continue to foster a risk culture to achieve sustainable growth and maximize corporate value.

Group Priority Risks

The Isuzu Group prioritizes risk mitigation efforts for risks of particularly high importance in each division of the Company and in each Group company. From the Group-wide perspective, the Group also identifies risks that could affect its business or management as Group Priority Risks and carries out risk mitigation efforts across the organization. Group Priority Risks are identified and selected from the following five perspectives to ensure that no omissions are made:

1. Risk identification through risk assessments from each division of the Company and Group companies
2. Risk identification through CRMO interviews
3. Evaluation of residual risks from the previous fiscal year
4. Risk occurrences within the Company or at other companies
5. Changes in the external environment, etc.

* Please refer to the Business and Other Risks section of the Annual Securities Report, which is compiled based on the Group Priority Risks.

Crisis Response

The Isuzu Group has established a structure to comprehensively and promptly identify risk occurrences and implement effective initial responses. If any such risks have the potential to affect the business or management of the Isuzu Group, they are promptly escalated to management, which decides how to respond. Then, under the direction and supervision of the CRMO, a crisis response team is formed, and various countermeasures are implemented to minimize the risk. Furthermore, we analyze the root causes of risk occurrences to verify the effectiveness of our countermeasures. By doing so, we closely integrate the Risk Management Process and the Crisis Management Process, aiming to optimize risk management across the entire Isuzu Group.

Risk Management

Information Security

The Isuzu Group positions information security as one of its key management priorities: it protects the information assets that underpin business activities and supports competitiveness, business continuity, and stakeholder trust. We appropriately manage and protect information assets, including personal information, customer information, business partner information, product development information, and design data, and, in light of the increasingly sophisticated and diverse nature of cyberattacks and other threats, we are working to enhance our cybersecurity resilience.

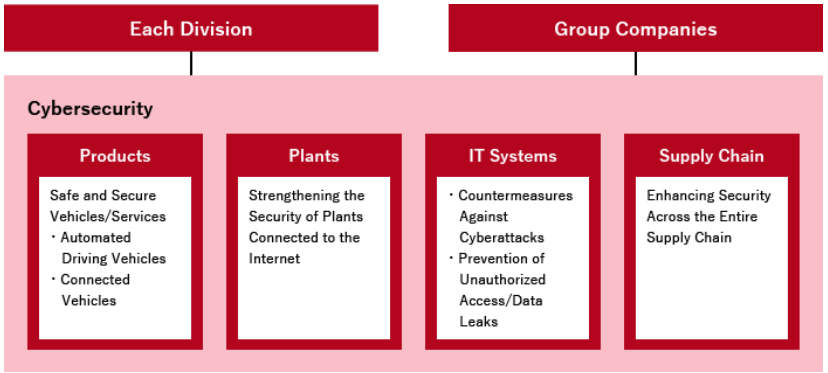
Management Structure

Under the Group Information Security Policy, the Isuzu Group has established a Group-wide information security management structure and is developing and implementing various regulations, including operational processes. The CRMO is responsible for information security management for the entire Isuzu Group. By assigning information security managers and management personnel to each Isuzu division, the Group implements various information security measures that also cover the Group companies each division has charge of. In addition, the Information Security Management Meeting, hosted by the CRMO, is held on a regular basis. At the meeting, annual activity plans are formulated, the activity status of each division and Group companies is monitored, and instructions for countermeasures are given as necessary. Furthermore, these activities are regularly reported to the Management Meeting and the Board of Directors, and continuous improvement is pursued under the oversight and confirmation of management.

Establishing and Operating a Cybersecurity Resilience Framework

In recent years, cybersecurity has become increasingly important in the automotive industry due to the growing connectivity of vehicles, advances in automated driving technology, greater use of software, and the progress of digital transformation (DX) in plants, logistics, and sales. In light of this environment, through our participation in J-Auto-ISAC*, we track threat and incident information detected within the industry, and by complying with international standards–including the Cybersecurity Management Guidelines set forth by the Ministry of Economy, Trade and Industry, ISO 21434, ISO 27001, NIST SP 800-171, and UN-R155/156, which were adopted by the World Forum for Harmonization of Vehicle Regulations (WP.29) under the United Nations Economic Commission for Europe–we are strengthening cybersecurity across our products, plants, IT systems, and supply chain. In addition, recognizing that it is difficult to completely prevent cyberattacks from occurring, we are working to strengthen cyber resilience, encompassing not only "defense" but also "detection, response, and recovery." When an information security incident occurs, the relevant security divisions, together with each division and Group company, coordinate under the direction of the CRMO to carry out a rapid initial response, working to prevent damage from spreading and to achieve early recovery. Furthermore, after an incident occurs, we conduct a root-cause analysis and work to strengthen the organization's overall response capabilities through the development, implementation, and monitoring of recurrence-prevention measures. For significant incidents, we report to the Management Meeting and the Board of Directors, which confirm the response status and the adequacy of the recurrence-prevention measures.

* J-Auto-ISAC: Japan Automotive ISAC, a general incorporated association that serves as Japan's automotive cybersecurity organization.



Managing Information Assets

The Isuzu Group appropriately manages personal information, such as customer information and business partner information, in accordance with the personal information protection laws of each country. To ensure that personal information is handled properly, we have put Group regulations in place, and we work to protect it through internal training and regular reviews of the personal information we hold. In addition to personal information, we also treat confidential information–such as product development information, design data, and trade secrets–as important information assets, and work to ensure thorough management appropriate to the nature of each type of information. Specifically, we are working to prevent information leaks and unauthorized use through measures such as establishing internal regulations on the proper handling of information and operating a confidentiality labeling system. Furthermore, in light of the growing importance of information management within the supply chain, we are working to strengthen information management practices with our business partners as well, improving the effectiveness of information asset protection across the Group as a whole.

Participation in External Initiatives

Isuzu is actively working toward the realization of a sustainable society through its participation in and endorsement of sustainability initiatives.

United Nations Global Compact

The United Nations Global Compact is a worldwide framework for companies and organizations to act as good corporate citizens and achieve sustainable growth by exercising responsible and creative leadership. Companies and organizations that sign the UN Global Compact are required to support and implement the Ten Principles in the four areas of human rights, labor, environment, and anti-corruption. Isuzu is a signatory to the UN Global Compact and a member of the Global Compact Network Japan, the local network in Japan.

- United Nations Global Compact
- Global Compact Network Japan

Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and GX Future Consortium

The TCFD is a task force established by the Financial Stability Board (FSB), and it encourages companies to disclose information on climate-related risks and opportunities. In Japan, the TCFD Consortium, made up of companies and financial institutions that support the TCFD recommendations, was reorganized into the GX Future Consortium in April 2026, and now carries out activities aimed at advancing climate-related information disclosure and promoting GX (Green Transformation). Isuzu endorsed the TCFD recommendations in April 2021 and continues to disclose climate-related information in line with them, while also participating in the GX Future Consortium. In addition, the GX Future League is a framework in which the public and private sectors work together toward achieving carbon neutrality by 2050, developing rules related to demand creation and financing for GX, and promoting companies' practical efforts to reduce emissions across their supply chains and generate demand for GX. Building on its participation in the GX League, Isuzu has taken part in the GX Future League since 2026 and will continue to contribute to the realization of a decarbonized society through enhanced climate-related information disclosure and the promotion of GX.

- Disclosure Based on TCFD Recommendations
- TCFD
- GX Future Consortium
- GX Future League

Carbon-Offset City Gas Buyers Alliance

The Carbon-Offset City Gas Buyers Alliance was established in March 2021 by Isuzu and 14 other companies to promote the use of carbon-offset city gas and enhance its value. It brings together Tokyo Gas, which procures and supplies the gas, and participating companies that purchase it, with the shared goal of contributing to a sustainable society. The use of carbon-neutral energy is one of the important solutions directly linked to climate change countermeasures, contributions to the SDGs, and ESG corporate management. Aiming for the realization of a decarbonized society by 2050, the Alliance members are promoting efforts to raise public awareness of carbon-offset city gas, improve its evaluation by investment institutions, and establish its position in various domestic systems.

- Carbon-Offset City Gas Buyers Alliance

Tokyo Zero-emission Innovation Bay (Zero-emission Bay)

Tokyo Zero-emission Innovation Bay is an organization that aims to make the Tokyo Bay area the world's first zero-emission innovation area. Based on the Environment Innovation Strategy (decided by the Cabinet Office's Integrated Innovation Strategy Promotion Council on January 21, 2020), the organization plans and promotes research and development, demonstration, and other projects by industry, academia, and government stakeholders in the Tokyo Bay area. Isuzu participates in this council and is advancing studies of activities aimed at achieving zero emissions.

- Tokyo Zero-emission Innovation Bay (Zero-emission Bay)

Participation in External Initiatives

GREEN OIL JAPAN

GREEN OIL JAPAN is a declaration that sets the goal of establishing the biofuel business as an industry by introducing biofuel produced at demonstration plants into land, sea, and air transportation, and by expanding the number of supporters who produce and use biofuel throughout Japan by 2030. The declaration aims to contribute to the realization of the SDGs through the achievement of the goal. Isuzu has endorsed the declaration since its inception in 2018.

> GREEN OIL JAPAN

Keidanren Initiative for Biodiversity Conservation

Keidanren Initiative for Biodiversity Conservation consists of companies and organizations that work on the items making up the Keidanren Declaration of Biodiversity and Action Guidelines (revised version), formulated by Keidanren (Japan Business Federation) and the Keidanren Committee on Nature Conservation, or that agree with the overall intent. Isuzu endorses the initiative and publishes its action policy and examples of its initiatives.

> Keidanren Initiative for Biodiversity Conservation

Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)

Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) is a platform established through collaboration among diverse stakeholders–including private companies, local governments, support organizations, academics, and lawyers–with the aim of protecting the rights of foreign workers and building an appropriate environment for receiving them. As a member company of this platform, Isuzu participates in its corporate collaboration program, advancing efforts to address human rights issues related to foreign workers and to build a responsible supply chain.

External Evaluation

Inclusion in ESG Indexes

FTSE4Good Index Series

The FTSE4Good Index Series is a benchmark and tradable index series for environmental, social, and governance (ESG) investors compiled by FTSE Russell, a long-established global index and data provider. Isuzu has been included in the Series since June 2023.

› FTSE4Good Index Series

* FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Isuzu has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE JPX Blossom Japan Index

Similar to the FTSE4Good Index Series, the FTSE JPX Blossom Japan Index is compiled by FTSE Russell to measure the performance of Japanese companies with high ESG ratings. This index is an ESG index adopted by the Government Pension Investment Fund (GPIF).
Isuzu has been included in the Index since June 2023.

› FTSE JPX Blossom Japan Index

* FTSE Russell confirms that Isuzu has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE JPX Blossom Japan Sector Relative Index

The FTSE JPX Blossom Japan Sector Relative Index is compiled by FTSE Russell as a sector-neutral benchmark that demonstrates ESG. This index is an ESG index adopted by the Government Pension Investment Fund (GPIF).
Isuzu has been included in the Index since March 2022.

› FTSE JPX Blossom Japan Sector Relative Index

* FTSE Russell confirms that Isuzu has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Sector Relative Index. The FTSE JPX Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

MSCI Japan ESG Select Leaders Index

MSCI (Morgan Stanley Capital International) in the United States provides the ESG investment index, which selects companies with relatively high ESG ratings within each industry from the constituents of the MSCI Japan IMI Index.
Isuzu has been included as a constituent of this index since March 2024.

› MSCI Japan ESG Select Leaders Index

* The inclusion of Isuzu in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Isuzu by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

S&P/JPX Carbon Efficient Index

The S&P/JPX Carbon Efficient Index is an environmentally focused stock index targeting TOPIX constituents, jointly designed and developed by S&P Dow Jones Indices and the Japan Exchange Group (JPX). The weighting of constituent stocks is determined based on the level of environmental information disclosure and carbon efficiency (carbon emissions per unit of revenue). The GPIF has adopted the S&P/JPX Carbon Efficient Index as the domestic equity component of its selected global environmental equity indexes. Isuzu is included as a constituent of this index.

SOMPO Sustainability Index

The SOMPO Sustainability Index is an index independently established by SOMPO Asset Management. The index is used in the company's SOMPO Sustainable Investment program, an ESG investment product for pension funds and institutional investors that invests in a wide range of companies with high ESG ratings. Isuzu has been included as a constituent since 2018.

External Evaluation

ESG Evaluation

MSCI

The MSCI ESG Ratings are designed to help institutional investors identify ESG risks and opportunities. Companies are rated on a scale from "AAA" to "CCC" based on their exposure to industry-specific ESG risks and their ability to manage those risks compared to their peers. Isuzu received an "AA" rating in the March 2026 assessment.

CDP

CDP is a nonprofit organization whose primary activity is to call on companies and local governments to disclose information on their measures to address environmental issues such as climate change, and to encourage them to take such measures. It does so at the request of institutional investors and major purchasing organizations worldwide that have a strong interest in environmental issues. Isuzu has responded to the CDP Climate Change Questionnaire since 2016 and was rated "B" for 2025.



Building Relationships of Trust with Stakeholders

The Isuzu Group fulfills its corporate social responsibility while building relationships of trust through dialogue with stakeholders.

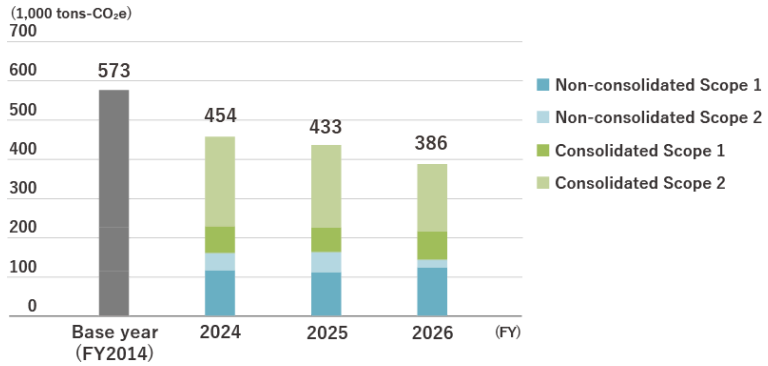
Key Stakeholders	Main Stakeholder Needs	Value Provided by the Isuzu Group	Main Opportunities for Dialogue and Information Disclosure
Customers	• Provision of valuable products and services that are safe, secure, and have low environmental impact • Accurate responses and support • Stable supply of products and services	• Products and services that contribute to improving productivity and preventing traffic accidents • Products and services that contribute to decarbonization • Initiatives to increase service quality • Supply chain-integrated quality control and business continuity planning and business continuity management systems	• Daily operational activities (sales and services) • Isuzu Customer Center • Customer satisfaction surveys • Isuzu website
Shareholders and Investors	• Appropriate return of profits • Timely and appropriate corporate information disclosure • Maintenance of and increases in corporate value	• Provision of stable and continuous dividends • Strengthening of decision-making transparency and accountability • Management initiatives that contribute to the sustainable development of the environment and society	• General Shareholders' Meeting • Various reports and information disclosures (financial results briefings and presentations, annual securities reports, convocation notices, quarterly financial reports, integrated reports, sustainability reports, etc.) • Investor and shareholder relations meetings and business briefing sessions
Business partners	• Fair and equitable selection and trade • Quality improvement and technological support	• Procurement under fair and equitable competition both in Japan and overseas • Dissemination of Isuzu Group Supplier Sustainability Guidelines • Supplier quality evaluation and improvement activities and promotion of joint research and development	• Self-assessments • Seminars on sustainability • Field interviews
Employees	• Fair and equitable evaluation and treatment • Respect for human rights • Promotion of diversity • Appointment, utilization, and development of appropriate human resources • Promotion of work-life balance • Consideration for occupational health and safety	• Personnel evaluations based on each employee's work, roles, ability to develop, and performance level • Promotion of active participation of diverse human resources and creation of comfortable working environments • Promotion of skills acquisition and transfer of technological skills through training • Workstyle reforms to improve productivity • Safety activities based on the Three Safety Principles and other concepts • Promotion of health and productivity management	• Engagement surveys • Labor–management council • Reporting and consultation channels • Helpline (suggestion box) • Occupational Health and Safety Committee • In-house newsletter • One on One
Local governments	• Compliance with laws • Payment of taxes • Cooperation with various measures and policies	• Establishment of a Compliance Committee and other systems and promotion of awareness of said systems within the Company • Participation in public–private sector joint projects	• Dialogue through organizations such as the Japan Automobile Manufacturers Association • Dialogue with government agencies • Dialogue through joint projects involving the public and private sectors
Local communities	• Protection of and respect for local cultures, customs, and natural environments • Contributions to community development • Prevention of accidents and disasters in and around business sites and responses to emergencies • Maintenance of smooth transportation and promotion of traffic safety	• Promotion of activities to protect local ecosystems • Creation of jobs and educational support for, as well as interactions with, local communities in areas where we conduct business activities • Prevention of violations of environmental laws and regulations and of accidents • Contribution to goods transportation during disasters • Implementation of social contribution activities aimed at coexisting with local communities • Awareness-raising activities related to traffic safety	• Participation in community events • Invitations to events at business sites • Isuzu Plaza • Hosting of social studies excursions • Hosting traffic safety awareness events in cooperation with police stations

ESG Data (Environment)

Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED Consolidated: ISUZU MOTORS LIMITED and its 60 domestic and overseas consolidated subsidiaries* * The number of domestic and overseas consolidated subsidiaries has changed as a result of mergers and other events involving these subsidiaries. The calculation scope covers 58 companies for fiscal 2024 and 59 companies for fiscal 2025.

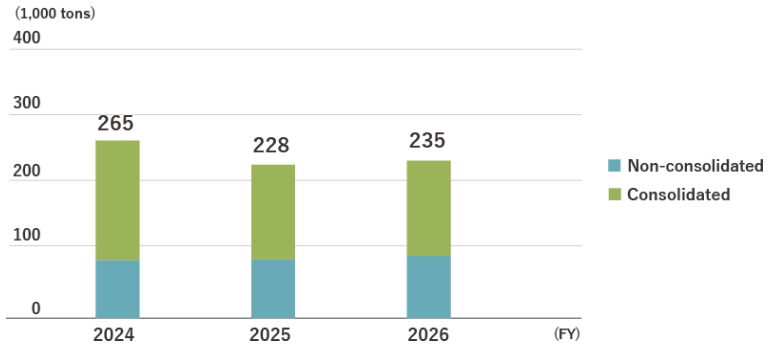
Consolidated Data

Trends in GHG Emissions



* Results for fiscal 2026 are provisional, as the calculation scope includes companies that are still compiling their data.
* Base year emissions may be calculated retroactively in accordance with the GHG Protocol.

Trends in Waste Generation



* Results for fiscal 2026 are provisional, as the calculation scope includes companies that are still compiling their data.

Non-Consolidated Data

Isuzu's Environmental Management System

In the past, Isuzu operated its environmental management system on a site-by-site basis. Following the fiscal 2016 revision of ISO 14001, this system was integrated company-wide. In December 2016, we expanded ISO 14001 certification to all Isuzu sites and transitioned to ISO 14001:2015. At present, Isuzu is implementing standardized environmental initiatives across all sites while undertaking company-wide efforts to reduce the environmental impact of our business operations and strengthen our environmental management.

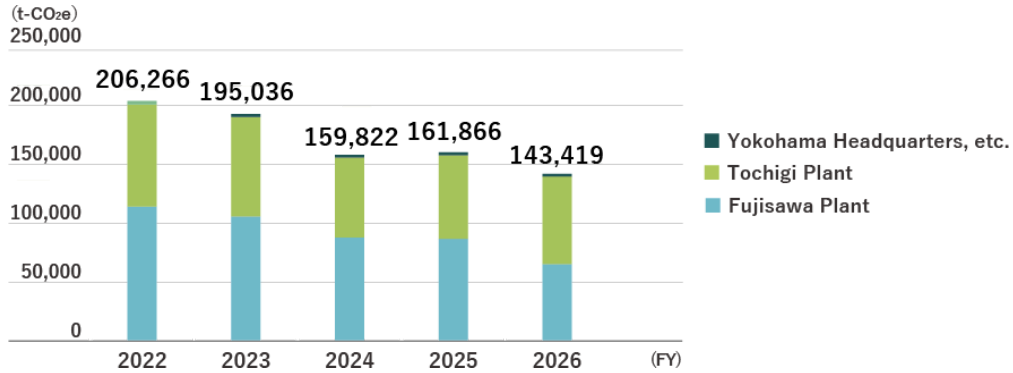
› Isuzu Motors' Environmental Management

Violations and Accidents Related to Environmental Laws and Regulations in FY2026

Isuzu had no violations of environmental laws and regulations, and no environmental accidents during fiscal 2026.

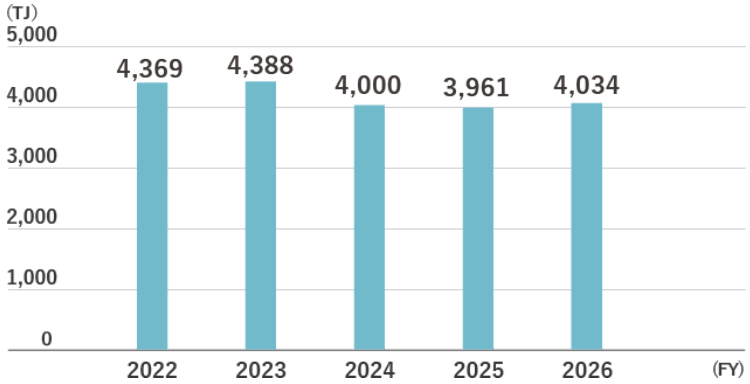
CO_2 Emissions Mitigation Activities

Trends in CO_2 Emissions from Energy



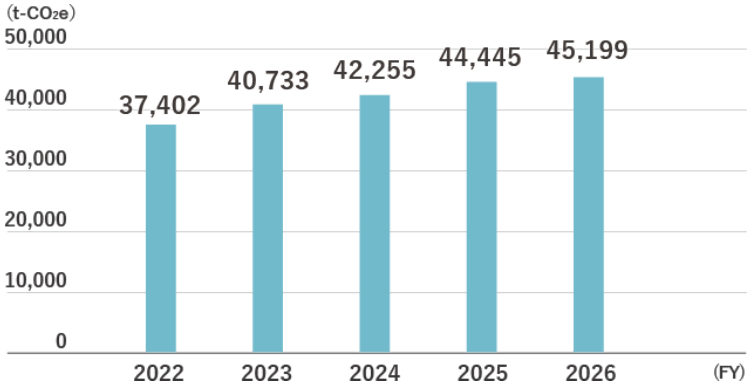
ESG Data (Environment)

Trends in Energy Consumption



* The energy coefficient has been changed effective fiscal 2024.
* Third-party assurance has been obtained for the fiscal 2026 results.

Trends in CO_2 Emissions from Logistics

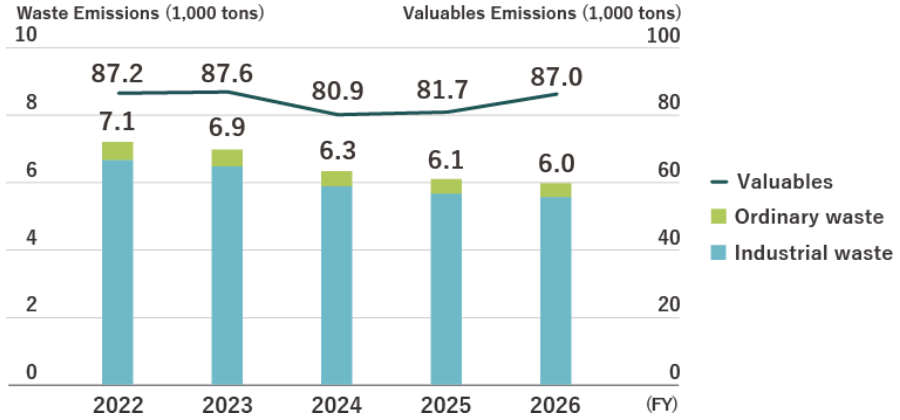


Activities to Reduce Resource Use

Reduction and Control of Waste

Trends in Waste Generation

Since fiscal 2012, Isuzu has not sent any waste to landfills and has achieved zero emissions.

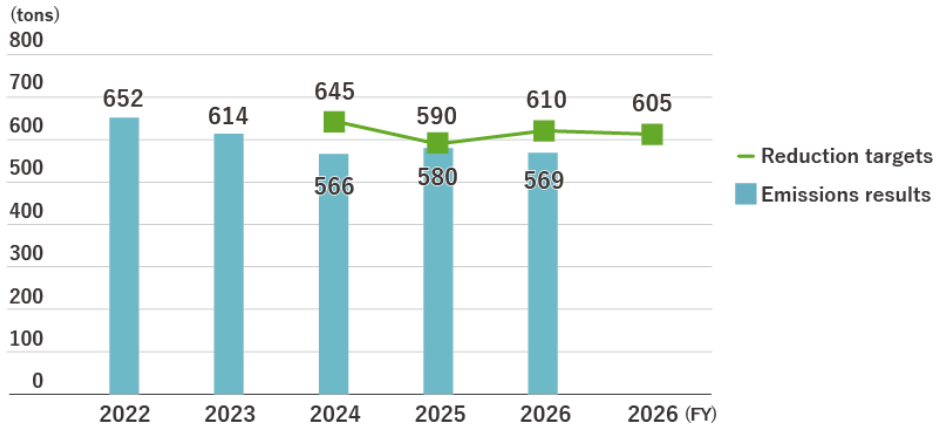


ESG Data (Environment)

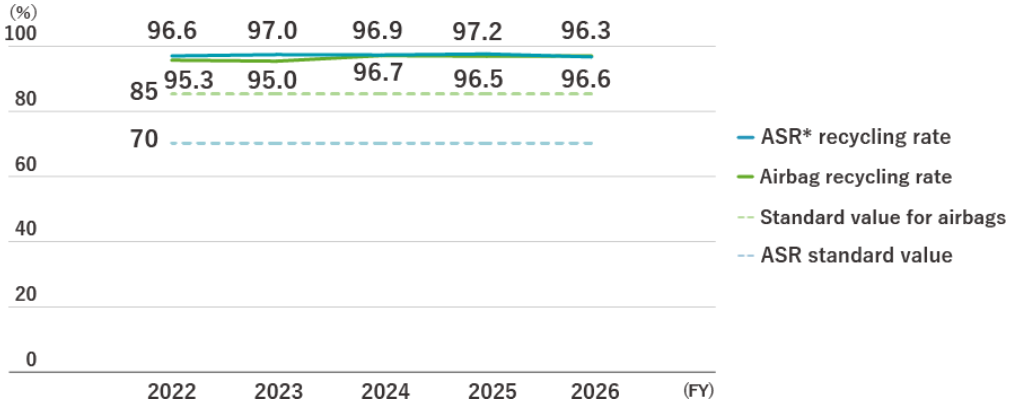
Trends in Plastic Product Industrial Waste Generation

As Isuzu generates 250 tons or more of plastic product industrial waste annually, it is classified as a large-volume generator under the Act on Promotion of Resource Circulation for Plastics*. In accordance with the Act, Isuzu has established targets for reducing the generation and promoting the recycling of plastic product industrial waste, and has implemented initiatives to achieve them, achieving those targets in fiscal 2026. We will further accelerate our ongoing efforts to reduce waste generation and promote recycling, pursuing systematic initiatives to achieve our targets.

* Act on Promotion of Resource Circulation for Plastics



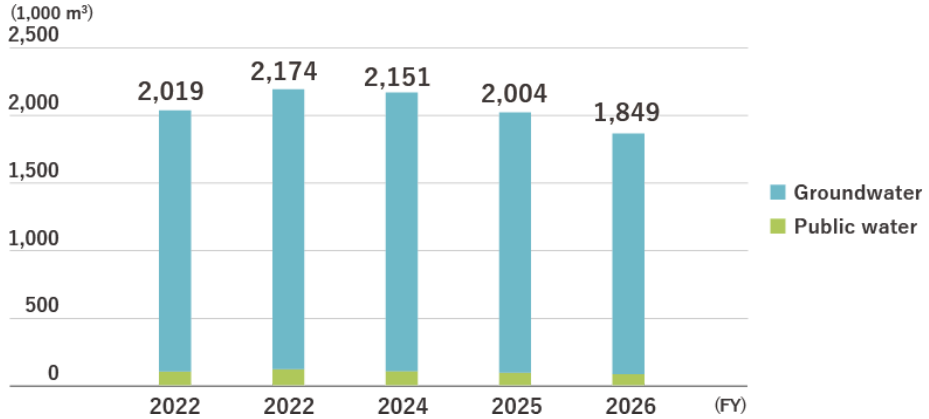
Act on Promotion of Resource Circulation for Plastics



* ASR: Automobile Shredder Residue

Reduction of Water Consumption

Trends in Water Resource Consumption



ESG Data (Environment)

Environmental Risk Reduction Activities

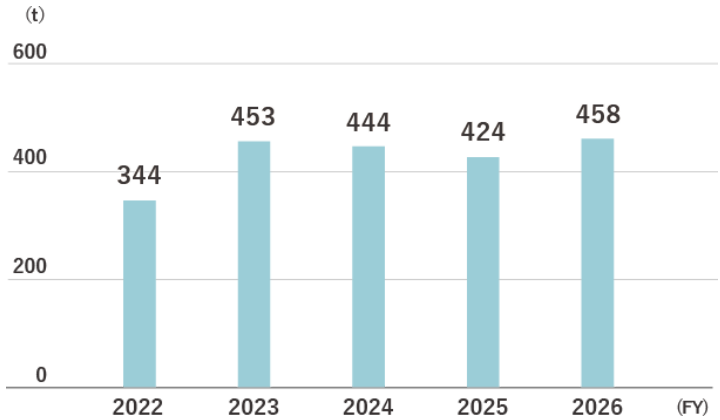
Control of Fluorocarbon Emissions

Following the enforcement of the Act on Rational Use and Appropriate Management of Fluorocarbons (Fluorocarbon Emissions Control Act) in April 2015, Isuzu has been promoting the proper management of refrigerants in equipment that uses fluorocarbons–including commercial refrigeration and air-conditioning equipment–across all its sites, and also carries out inspections of such equipment. The Act requires business operators to report if their calculated fluorocarbon leakage is 1,000 t-CO_2 per year or more; Isuzu has confirmed that its leakage in fiscal 2026 was below the level requiring a report.

Reduction of VOC Emissions

Isuzu is curbing emissions by recovering volatile organic compounds (VOCs) and taking other measures to control emissions from its plants, and is reviewing and improving its painting processes, which generate particularly high VOC emissions. These activities are conducted in line with the voluntary initiatives to control VOC emissions promoted by the Japan Automobile Manufacturers Association, Inc.

Trends in Total VOC Emissions



* Effective fiscal 2026, the scope of aggregation and other relevant conditions have been revised, and previously reported figures have been recalculated on the same basis.

Proper Management of Emissions and Wastewater

At our plants, we properly manage boilers and other soot- and smoke-generating facilities, measuring and confirming that air pollutants in exhaust gases, such as nitrogen oxides (NOx) and sulfur oxides (SOx), are within regulatory standard values*. In addition, wastewater from our plants is treated at wastewater treatment facilities before being discharged into sewer systems or public water bodies. Discharged water is analyzed on a regular basis to confirm 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	33	30.8
	Metal melting furnaces	180	40	32.3
	Paint baking furnaces	230	89	80.5
Soot and dust (g/Nm^3)	Boilers	0.3	0.001	0.001
	Metal melting furnaces	0.3	0.0034	0.0066
	Paint baking furnaces	0.2	0.0019	0.0019

* SOx is excluded from measurement since all soot- and smoke-generating facilities use city gas as their fuel.

Water Quality (Discharge Destination: Hikiji River)

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.9	7.4	7.7
COD (mg/L)	60	26.0	12.0	18.7
BOD (mg/L)	60	16.0	8.2	10.8
SS (mg/L)	90	10.0	3.0	5.4
Oil content (mg/L)	5	3.0	1.0	1.7

ESG Data (Environment)

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

Air

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	150	47	26
	Metal heating furnace	180	180	83
	Gas engines	600	215	179
SOx (Nm^3/h)	Total volume regulation	17.5	0.3	0.08
Soot and dust (g/Nm^3)	Boilers	0.1	0.004	0.003
	Metal heating furnace	0.2	0.029	0.008
	Gas engines	0.05	0.004	0.002

Water Quality (Discharge Destination: Nagano River)

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.6	6.9	7.3
BOD (mg/L)	20	11.2	5.3	7.1
SS (mg/L)	20	6.0	2.8	1.0
Oil content (mg/L)	5	0.9	0.8	0.1

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

Environmental Accounting

To carry out its environmental initiatives efficiently and on an ongoing basis, Isuzu calculates its environmental conservation costs and resulting environmental effects. We disclose this information to support management decisions on efficient investment in environmental initiatives, and as an indicator for evaluating the company.

Environmental Conservation Costs

Total investment was 31,975 million yen, an increase of 20,193 million yen YOY. Total expenses were 75,339 million yen, an increase of 14,254 million yen YOY. Details are shown in the table below. (Period: April 1, 2025 to March 31, 2026)

(Unit: million yen)

Category		Investment	Expenses	Major Initiatives
Business area costs	Pollution prevention costs	672	82	Prevention of air, water, and other kinds of pollution
	Global environmental conservation costs	7,402	531	Implementing energy-saving activities, climate change measures, etc.
	Resource recycling costs	252	1,368	Proper disposal of waste, development and improvement of waste disposal sites, etc.
Upstream/downstream costs		33	4,487	Promoting the recycling of end-of-life automobiles, 3Rs for waste, etc.
Management costs		0	1,537	Promoting environmental management, updating systems for gathering information such as environmental data, etc.
Research and development costs		23,616	67,224	Research and development of eco-friendly products that address EVs, emissions regulations, etc.
Social activity costs		0	32	Supporting environmental conservation activities such as tree planting, donating to environmental conservation organizations, etc.
Environmental damage costs		0	80	Pollution load levy, conservation measures against soil and groundwater contamination, etc.
Total		31,975	75,339	

Environmental Conservation Effects

(Period: April 1, 2025 to March 31, 2026)

Category	Effect details	Effect
Economic effect (million yen)	Reduction in energy costs through energy conservation	136
	Profit on sale of valuable resources	1,685
Quantitative effect (t-CO_2e)	CO_2 reduction	3,736

ESG Data (Environment)

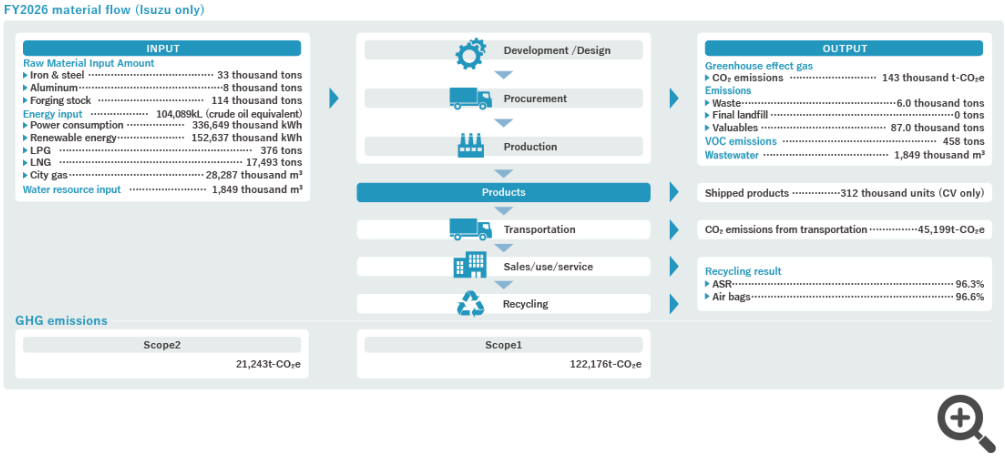
Business Activities and Major Environmental Impacts

Third-party assurance has been obtained for the fiscal 2026 data of items marked with a checkmark (☑).

		FY2024	FY2025	FY2026
INPUT	Total energy consumption (TJ)	4,000	3,961	4,034 ☑
	Power consumption	1,683	1,725	1,700
	LPG	22	20	19
	LNG	919	859	957
	City gas	1,125	1,130	1,131
	Other energy	251	226	227
	Raw material input (thousand t)			
	Iron and steel	33	27	33
	Aluminum	15	7	8
	Forging stock	125	99	114
	Water consumption (thousand m^3)	2,151	2,004	1,849 ☑
	Groundwater	2,047	1,912	1,767
	Public water supply	104	92	82
OUTPUT	Greenhouse gas (GHG) (t-CO_2e)*	159,822	161,866	143,419 ☑
	Waste generation (thousand t)	6.3	6.1	6.0 ☑
	Final landfill disposal (thousand t)	0.0	0.0	0.0
	Valuable resources (thousand t)	80.9	81.7	87.0
	Recycling performance (%)			
	ASR	96.9	97.2	96.3
	Air bags	96.7	96.5	96.6
	VOC emissions (t)	610	610	458
	Wastewater discharge (thousand m^3)	2,151	2,004	1,849

* Sum of Scope 1 and Scope 2

Material Flow



ESG Data (Environment)

GHG Emissions

Consolidated Data

Third-party assurance has been obtained for the fiscal 2026 data of items marked with a checkmark (☑).

	FY2024	FY2025	FY2026
Total GHG emissions (t-CO_2e)	126,313,253	110,455,324	112,987,711
Scope 1	182,536	172,302	194,534
Scope 2	271,812	260,785	191,433
Scope 3 Total	125,858,905	110,022,237	112,601,744 ☑
Category 1	11,603,511	10,691,250	11,362,244 ☑
Category 2	264,658	375,330	461,575 ☑
Category 3*	115,757	73,992	75,247 ☑
Category 4	308,902	305,337	332,510 ☑
Category 5*	133,553	12,207	9,896 ☑
Category 6	7,734	7,070	7,253 ☑
Category 7	27,322	24,800	25,427 ☑
Category 8	-	-	-
Category 9	471,034	344,229	428,686 ☑
Category 10	14,275	14,444	16,771 ☑
Category 11	112,684,194	97,945,388	99,649,767 ☑
Category 12	141,733	160,177	173,471 ☑
Category 13	-	-	-
Category 14	-	-	-
Category 15	86,232	68,013	58,897 ☑

- Third-party assurance has been obtained for the fiscal 2026 Scope 3 results.
- Scope 1 and Scope 2 results for fiscal 2026 are provisional, as the calculation scope includes companies that are still compiling their data.

* Because the number of items and sites included in the calculation are fewer compared to the fiscal 2025 results, activity volume also decreased, resulting in lower emissions.

Non-Consolidated Data

Third-party assurance has been obtained for the fiscal 2026 data of items marked with a checkmark (☑).

	FY2024	FY2025	FY2026
Total GHG emissions (t-CO_2e)	159,822	161,866	143,419 ☑
Scope 1	115,370	110,713	122,176 ☑
Scope 2	44,452	51,153	21,243 ☑

- Third-party assurance has been obtained for the fiscal 2024, fiscal 2025, and fiscal 2026 results.

Calculation Standards

Calculation Period	FY2026 (April 1, 2025 to March 31, 2026)
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED
	Consolidated: ISUZU MOTORS LIMITED and its 60 domestic and overseas consolidated subsidiaries

	Scope	Unit	Definition, Calculation Standards, and Calculation Method
Greenhouse Gas (GHG)	Consolidated	—	Scope 1 emissions (direct emissions), Scope 2 emissions (energy-related indirect emissions), and Scope 3 emissions (other indirect emissions) [Calculation Standards] • GHG Protocol • Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain • GX League Calculation, Monitoring, and Reporting Guidelines
Scope 1	Consolidated	t-CO_2e	GHG emissions from fuel use (direct emissions) [Coefficients] • Ministry of the Environment, "List of Calculation Methods and Emission Factors under the System for Calculation, Reporting, and Disclosure Based on the Act on Promotion of Global Warming Countermeasures"
Scope 2	Consolidated	t-CO_2e	GHG emissions from the use of electricity and heat supplied by other companies (indirect emissions) [Coefficients] • Japan: Ministry of the Environment and Ministry of Economy, Trade and Industry, "Emission Factors by Electric Utility" • Outside Japan: IEA, "Emissions Factors 2025"

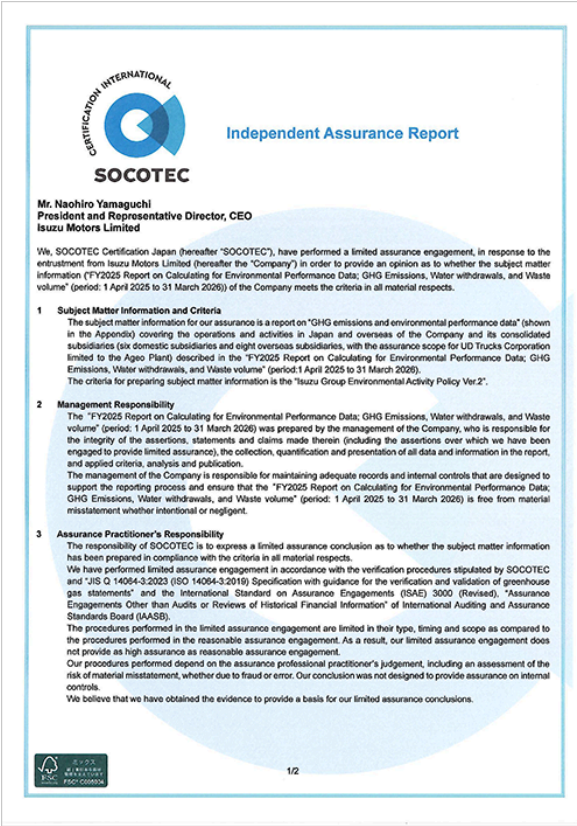
ESG Data (Environment)

	Scope	Unit	Definition, Calculation Standards, and Calculation Method
Scope 3	Consolidated	t-CO_2e	Other GHG emissions (indirect emissions) [Calculation Method] Category 1: Purchased Goods and Services Value of purchased goods and services × emission factor Category 2: Capital Goods Amount of capital goods acquired during the period × emission factor Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or 2 Energy consumption by energy type × emission factor Category 4: Upstream Transportation and Distribution Total emissions from procurement transportation and outsourced transportation • Procurement transportation: Procurement value × emission factor • Outsourced transportation: Emissions calculated based on transportation scenarios, and figures obtained from periodic reports under the Act on the Rational Use of Energy (specified shippers) Category 5: Waste Generated in Operations Amount of waste generated × emission factor Category 6: Business Travel Number of employees × emission factor Category 7: Employee Commuting Number of employees × number of working days × emission factor Category 9: Downstream Transportation and Distribution Total emissions from shipping transportation (excluding Category 4) and cargo handling/storage • Shipping transportation excluding Category 4: Calculated based on transportation scenarios • Cargo handling/storage: Total of Scope 1 and Scope 2 emissions at non-consolidated sales companies Category 10: Processing of Sold Products Number of intermediate products shipped × emission factor Category 11: Use of Sold Products Number of products sold × lifetime energy consumption × emission factor Category 12: End-of-Life Treatment of Sold Products Weight of discarded products × emission factor Category 15: Investments Investment amount × emission factor [Coefficients and Emission Factors] • Ministry of the Environment, "List of Calculation Methods and Emission Factors under the Calculation, Reporting, and Disclosure System" • Ministry of the Environment, "Emission Factor Database for Calculating Greenhouse Gas Emissions, etc. of Organizations through the Supply Chain" • National Institute of Advanced Industrial Science and Technology (AIST), "IDEA" • Japan Automobile Manufacturers Association, Inc., "Carbon Footprint Guidelines for Automotive Products" (2024 edition)
Energy Consumption	Non-consolidated	TJ	Energy consumption from fuel use and from electricity/heat supplied by other companies [Coefficients] • Ministry of the Environment, "List of Calculation Methods and Emission Factors under the System for Calculation, Reporting, and Disclosure Based on the Act on Promotion of Global Warming Countermeasures"

	Scope	Unit	Definition, Calculation Standards, and Calculation Method
Water Consumption	Non-consolidated	1,000 m^3	Total water consumption (public water supply and groundwater) [Calculation Standards] • Isuzu Group Environmental Activity Guidelines

	Scope	Unit	Definition, Calculation Standards, and Calculation Method
Waste Generation	Consolidated	1,000 tons	Total waste generation (including recycled waste and valuable resources) [Calculation Standards] • Waste Management and Public Cleansing Act • Isuzu Group Environmental Activity Guidelines

Independent Third-Party Assurance Report (PDF)



CERTIFICATION INTERNATIONAL
SOCOTEC

Independent Assurance Report

Mr. Naohiro Yamaguchi
President and Representative Director, CEO
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 ("FY2025 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period: 1 April 2025 to 31 March 2026)) 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 and environmental performance data" (shown in the Appendix) covering the operations and activities in Japan and overseas of the Company and its consolidated subsidiaries (six domestic subsidiaries and eight overseas subsidiaries, with the assurance scope for UD Trucks Corporation limited to the Ageo Plant) described in the "FY2025 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period:1 April 2025 to 31 March 2026).
The criteria for preparing subject matter information is the "Isuzu Group Environmental Activity Policy Ver.2".

2 Management Responsibility
The "FY2025 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period: 1 April 2025 to 31 March 2026) 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 the "FY2025 Report on Calculating for Environmental Performance Data; GHG Emissions, Water withdrawals, and Waste volume" (period: 1 April 2025 to 31 March 2026) 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.
We have performed limited assurance engagement in accordance with the verification procedures stipulated by SOCOTEC and "JIS Q 14064-3:2023 (ISO 14064-3:2019) 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 performed in the limited assurance engagement are limited in their type, timing and scope as compared to the procedures performed 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 an assessment of 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 our limited assurance conclusions.

1/2

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ESG Data (Social)

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

Employees

Third-party assurance has been obtained for the fiscal 2026 data of items marked with a checkmark (☑).

		Scope	Unit	FY2024	FY2025	FY2026
Number of Employees	Total	Consolidated	Persons	45,034	42,117	43,005 ☑
	Male			39,371	36,510	37,076 ☑
	Female			5,663	5,607	5,929 ☑
	Total	Non-Consolidated		8,491	8,804	9,089
	Male			7,923	8,143	8,364
	Female			568	661	725
Number of Employees by Region	Japan	Consolidated	Persons	29,017	26,884	27,502
	Asia			12,814	11,869	12,019
	Africa			1,883	1,920	1,927
	Other Regions			1,320	1,444	1,557
Average Number of Temporary Employees		Consolidated	Persons	14,455	12,110	12,627
Number of New Hires	Total	Consolidated	Persons	2,469	3,537	3,448 ☑
	Male			2,050	2,855	2,773 ☑
	Female			419	682	675 ☑
	Total	Non-Consolidated		553	757	753
	Male			495	650	654
	Female			58	107	99
Number of New Graduates Hired	Total	Domestic	Persons	897	840	854
	Male			806	760	742
	Female			91	80	112
	Total	Non-Consolidated		291	268	310
	Male			260	236	271
	Female			31	32	39

		Scope	Unit	FY2024	FY2025	FY2026
Number of Career Employees Hired	Total	Domestic	Persons	864	1,208	1,252
	Male			745	1,004	1,030
	Female			119	204	222
	Total	Non-Consolidated		262	489	443
	Male			235	414	383
	Female			27	75	60
Number of Employees Rehired After Retirement		Non-Consolidated	Persons	866	861	826
Voluntary Resignation Rate		Consolidated	%	3.81	4.05	3.57
		Non-Consolidated		2.38	2.55	2.39
Resignation Rate, Including Mandatory Retirement		Non-Consolidated	%	6.39	6.53	6.59
Percentage of Employees with Disabilities*1		Domestic	%	2.38	2.23	2.33
		Overseas		0.20	0.25	0.39
		Non-Consolidated		2.25	2.09	2.12
Number of Managers*2	Total	Consolidated	Persons	6,901	6,819	6,966
	Male			6,237	6,103	6,188
	Female			664	716	778
	Total	Non-Consolidated		1,552	1,647	1,572
	Male			1,495	1,567	1,489
	Female			57	80	83
Ratio of Female Managers		Consolidated	%	9.62	10.50	11.17 ☑
		Non-Consolidated		3.7	4.9	5.3
Average Age	Total	Non-Consolidated	Years Old	40.8	40.6	40.1
	Male			41.0	40.8	40.3
	Female			38.6	38.3	37.7
Average Years of Service	Total	Non-Consolidated	Years	17.3	16.5	15.6
	Male			17.7	16.9	16.0
	Female			12.4	11.2	10.5
Average Annual Salary*3		Non-Consolidated	Thousands of Yen	7,886	8,071	8,376

ESG Data (Social)

		Scope	Unit	FY2024	FY2025	FY2026
Gender Wage Gap among Workers*4	All Workers	Non-Consolidated	%	84.7	84.8	85.9
	Regular Employees			81.3	81.9	81.7
	Part-Time and Fixed-Term Workers			109.5	107.3	104.5

*1 Figures for Japan are calculated in accordance with the Act to Facilitate the Employment of Persons with Disabilities; figures for fiscal 2025 and earlier are as of June 1 of each year, and fiscal 2026 figures are as of the last day of the fiscal year-end month. Overseas figures count each person with a disability as one individual and are as of the last day of the fiscal year-end month.
*2 At Isuzu, this covers senior positions.
*3 Average annual salary includes non-standard wages and bonuses.
*4 The ratio of women's average annual wage to men's average annual wage.

Number of Employees Using Childcare/Nursing Care Support Systems

		Scope	Unit	FY2024	FY2025	FY2026
Long-term childcare leave	Total	Non-Consolidated	Persons	128	178	239
	Male			94	138	193
	Female			34	40	46
Rate of Male Employees Taking Childcare Leave*			%	88.0	87.2	89.5
Long-term family care leave	Total		Persons	5	8	9
	Male			4	6	7
	Female			1	2	2
Shortened Working Hours (Nursing Care and Childcare)	Total		Persons	36	30	45
	Male			3	2	4
	Female			33	28	41

* Percentage of employees taking childcare leave or equivalent, and leave for childcare purposes.

Health and Safety

Total Number of Occupational Accidents

	Scope	Unit	FY2024	FY2025	FY2026
All Workers	Domestic*	Cases	—	—	235 ☑
	Non-Consolidated		31	37	19

* ISUZU MOTORS LIMITED and 24 domestic consolidated subsidiaries

Number of Fatal Accidents

	Scope	Unit	FY2024	FY2025	FY2026
Regular Workers	Domestic*	Cases	—	0	0 ☑
Non-Regular Workers			—	0	0 ☑
Regular Workers	Non-Consolidated	Cases	0	0	0
Non-Regular Workers			1	0	0

* ISUZU MOTORS LIMITED and 24 domestic consolidated subsidiaries

ESG Data (Social)

Lost-Time Injury Frequency Rate*1

	Scope	FY2024	FY2025	FY2026
Lost-Time Injury Frequency Rate	Non-Consolidated	0.16	0.12	0.11 ☑
Reference: Automobile Manufacturing Industry (Domestic)*2		0.27	0.31	0.31

*1 Number of fatalities and injuries from occupational accidents per one million total actual working hours, indicating how frequently accidents occur.
*2 Source: Ministry of Health, Labour and Welfare, Survey of Occupational Accident Trends, statistics tables.

Safety Training

	Scope	Unit	FY2024	FY2025	FY2026
Number of Safety Course Attendees	Non-Consolidated	Persons	2,818	2,655	2,218

Human Resource Development

		Scope	Unit	FY2024	FY2025	FY2026
Training Achievements	Total Hours of Training	Non-Consolidated	Hours	170,633	143,975	126,549
	Hours per Employee			21	20	14

*1 Total training hours include only company-led training hours.
*2 Hours spent using online learning services and divisional training (conducted independently by each division) are not included in total training hours.

Social Contribution Activities

		Scope	Unit	FY2024	FY2025	FY2026
Social Contribution Expenditure	Total	Non-Consolidated	Millions of Yen	876	975	823
	Social Contribution Activity Expenses			739	821	689
	In-Kind Donations			7	7	6
	Donations			130	147	128

Product Quality

	Scope	Unit	FY2024	FY2025	FY2026
Number of Recalls	Non-Consolidated	Cases	8	9	18

External Evaluation of Safety

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

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

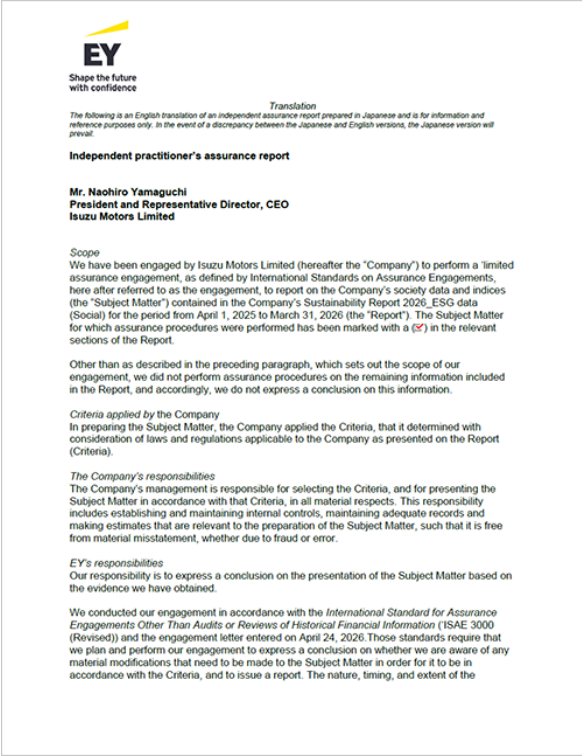
Calculation Standards

Calculation Period	FY2026 (April 1, 2025 to March 31, 2026)
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED
	Consolidated: ISUZU MOTORS LIMITED and 91 domestic and overseas consolidated subsidiaries
	Domestic: ISUZU MOTORS LIMITED and 24 domestic consolidated subsidiaries

	Scope	Unit	Definition and Calculation Method
Number of Employees (by Gender)	Consolidated	Persons	Excludes employees seconded from the Isuzu Group to outside organizations, but includes employees seconded to the Group from outside organizations. Also includes employees on leave and regular part-time employees. [Scope of Aggregation] For companies with a fiscal year ending in March, figures are as of March 31; for companies with a fiscal year ending in December, figures are as of December 31.
Number of New Hires (by Gender)	Consolidated	Persons	[Isuzu and domestic consolidated subsidiaries] The total of the number of new graduates hired and the number of career employees hired. * "Number of new graduates hired" refers to regular employees hired directly, without a fixed employment term, from among students seeking employment who are expected to graduate from schools or other educational institutions. However, individuals within approximately three years of graduation who have passed the Company's new-graduate hiring selection process are also treated as new graduate hires. * "Number of career employees hired" refers to regular employees hired directly without a fixed employment term, excluding those hired as new graduates. [Overseas consolidated subsidiaries] Regular employees hired directly without a fixed employment term.
Ratio of Female Managers	Consolidated	%	Percentage of female managers among all managers. * "Manager" refers to employees in positions at or above the section manager (kacho) level (excluding officers). * At Isuzu, this includes senior positions. * "Section manager (kacho) level" refers to either (1) a person commonly referred to as "section manager" at a business site, who heads an organization consisting of two or more units, or whose organization has 10 or more members (including the section manager), or (2) a person at the same business site whose job content and level of responsibility correspond to the "section manager level," regardless of title or the number of members (provided that this is not the lowest job grade). * Managers seconded out from the Company are excluded from the number of managers, while managers received on secondment from other companies are included. [Calculation Method] Calculated based on the Isuzu Group Social Data Manual, as follows: Ratio of Female Managers = Number of Female Managers ÷ Total Number of Managers × 100 [Referenced Laws and Regulations] Act on Promotion of Women's Participation and Advancement in the Workplace
Total Number of Incidents	Domestic	Cases	The number of occupational accidents. * "Workers" refers to those directly instructed, commanded, managed, and supervised for occupational health and safety purposes by Isuzu or a consolidated subsidiary as the employer. * "Occupational accident" refers to: • Accidents arising out of and in the course of work duties (including work during domestic or overseas business trips) • Traffic accidents occurring on company premises or grounds
Number of Fatal Accidents (Regular and Non-Regular Workers)	Domestic	Cases	The number of deaths caused by occupational accidents. * All serious accidents, including fatalities, are reported to the Management Meeting. "Regular employees" refers to employees (in senior positions, clerical positions, technical positions, and technical staff positions) other than those who do not perform work at a business site, such as employees on secondment, on leave, or serving as directors or officers. "Non-regular employees" refers to persons other than regular employees (specified employees, contract employees, re-employed contract employees, auxiliary workers, temporary employees, trainees, overseas trainees, and dispatched employees), excluding dispatched clerical staff and clerical staff received from other companies.
Lost-Time Injury Frequency Rate	Non-Consolidated	-	* Frequency rate: Represents the frequency of occupational accidents as the number of fatalities and injuries due to occupational accidents per 1 million actual working hours. * "Lost-time injury": An occupational accident resulting in one or more days of lost work time, or the loss of a body part or function. [Calculation Method] Calculated based on the Isuzu Group Social Data Manual, as follows: Lost-Time Injury Frequency Rate = Number of Fatalities and Injuries from Occupational Accidents ÷ Total Actual Working Hours × 1,000,000

ESG Data (Social)

Independent Third-Party Assurance Report (PDF)



EY
Shape the future with confidence

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. Naohiro Yamaguchi
President and Representative Director, CEO
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 2026_ESG data (Social) for the period from April 1, 2025 to March 31, 2026 (the "Report"). The Subject Matter for which assurance procedures were performed has been marked with a (✓) in the relevant sections of the Report.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

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 (Criteria).

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 engagement letter entered on April 24, 2026.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

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ESG Data (Governance)

Composition of Officers

		Unit	As of June 25, 2026
Board of Directors	Directors	Person	14
	Independent Outside Directors		6
	Proportion of Independent Outside Directors	%	42.86
	Female Directors	Person	3
	Proportion of Female Directors	%	21.43
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	FY2024	FY2025	FY2026
Board of Directors	Number of Meetings	Times	14	15	14
	Attendance Rate among Outside Directors	%	98.57	100	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	9	9	5

GRI Standards Content Index

Universal Standards

GRI Standard	Indicator		Contents
GRI 2: General Disclosures 2021	1. The organization and its reporting practices		
	2-1	Organizational details	• About ISUZU > Corporate Profile
	2-2	Entities included in the organization's sustainability reporting	• About ISUZU > Corporate Profile
	2-3	Reporting period, frequency and contact point	• Editorial Policy
	2-4	Restatements of information	• Editorial Policy
	2-5	External assurance	• ESG Data > Third-Party Assurance of Environmental Data • ESG Data > Third-Party Assurance of Social Data
	2. Activities and workers		
	2-6	Activities, value chain and other business relationships	• Social > Supply Chain Management
	2-7	Employees	• ESG Data > Social • About ISUZU > Corporate Profile • Annual Securities Report
	2-8	Workers who are not employees	• ESG Data > Social • About ISUZU > Corporate Profile • Annual Securities Report
	3. Governance		
	2-9	Governance structure and composition	• Promotion of Sustainability • Governance > Corporate Governance > Management Structure • Annual Securities Report • Corporate Governance Report
	2-10	Nomination and selection of the highest governance body	• Governance > Corporate Governance > Management Structure
	2-11	Chair of the highest governance body	• Governance > Corporate Governance > Management Structure
	2-12	Role of the highest governance body in overseeing the management of impacts	• Message from the CEO • Corporate Philosophy • Promotion of Sustainability • Environment > Environmental Management > Management Structure • Social > Quality > Management Structure • Social > Respect for Employees > Management Structure • Social > Human Rights > Management Structure • Social > Supply Chain Management > Management Structure • Social > Social Contribution > Management Structure • Governance > Corporate Governance > Management Structure • Governance > Compliance > Compliance Promotion Structure • Governance > Risk Management > Risk Governance Structure
	2-13	Delegation of responsibility for managing impacts	• Promotion of Sustainability • Governance > Corporate Governance > Management Structure
	2-14	Role of the highest governance body in sustainability reporting	• Promotion of Sustainability • Environment > Climate Change Measures > Disclosure Based on the TCFD Recommendations
	2-15	Conflicts of interest	• Corporate Governance Report
	2-16	Communication of critical concerns	• Building Relationships of Trust with Stakeholders
	2-17	Collective knowledge of the highest governance body	• Promotion of Sustainability • Governance > Corporate Governance
	2-18	Evaluation of the performance of the highest governance body	• Governance > Corporate Governance > Board Effectiveness Assessment • Corporate Governance Report
	2-19	Remuneration policies	• Governance > Corporate Governance > Officers' Remuneration • Annual Securities Report • Corporate Governance Report
	2-20	Process to determine remuneration	• Governance > Corporate Governance > Officers' Remuneration • Annual Securities Report • Corporate Governance Report
	2-21	Annual total compensation ratio	• ESG Data > Social > Employee

GRI Standards Index

GRI Standard	Indicator		Contents
GRI 2: General Disclosures 2021	4. Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	• Message from the CEO • Promotion of Sustainability > Message from the Chairperson of the Sustainability Committee
	2-23	Policy commitments	• Corporate Philosophy • Environment > Environmental Management > Isuzu Group Charter on the Global Environment • Environment > Environmental Management > Basic Approach • Social > Quality > Basic Approach • Social > Respect for Employees > Basic Approach • Social > Human Rights > Isuzu Group Human Rights Policy • Social > Supply Chain Management > Basic Approach • Social > Social Contribution > Basic Approach • Governance > Corporate Governance > Basic Approach • Governance > Compliance > Tax Policy
	2-24	Embedding policy commitments	• Environment > Environmental Management > Isuzu Environmental Vision 2050 • Environment > Climate Change Measures > Disclosure Based on the TCFD Recommendations • Environment > Environmental Management > Isuzu Group Charter on the Global Environment • Environment > Environmental Management > Management Structure • Social > Human Rights > Initiatives • Social > Supply Chain Management > Initiatives • Social > Quality > Initiatives > Initiatives for Higher Field Quality
	2-25	Processes to remediate negative impacts	• Environment > Environmental Management > Isuzu Environmental Vision 2050 • Environment > Climate Change Measures > Disclosure Based on the TCFD Recommendations • Governance > Compliance > Initiatives • Annual Securities Report
	2-26	Mechanisms for seeking advice and raising concerns	• Governance > Compliance > Initiatives
	2-27	Compliance with laws and regulations	• Governance > Compliance > Initiatives
	2-28	Membership associations	• Participation in External Initiatives • Social > Social Contribution > Initiatives
	5. Stakeholder engagement		
	2-29	Approach to stakeholder engagement	• Building Relationships of Trust with Stakeholders
	2-30	Collective bargaining agreements	• Social > Respect for Employees > Labor-Management Relations

GRI Standard	Indicator		Contents
GRI 3: Material Topics 2021	3-1	Process to determine material topics	• Promotion of Sustainability • Environment > Environmental Management > Isuzu Environmental Vision 2050 > 2030 Environmental Roadmap • Environment > Climate Change Measures > Disclosure Based on the TCFD Recommendations
	3-2	List of material topics	• Corporate and Stock Information
	3-3	Management of material topics	• Promotion of Sustainability • Environment > Environmental Management > Isuzu Environmental Vision 2050 > 2030 Environmental Roadmap • Environment > Climate Change Measures > Disclosure Based on the TCFD Recommendations • External Evaluation

GRI Standards Index

Topic-Specific Standards (Economic)

GRI Standard	Indicator		Contents
201: Economic Performance (2016)	201-1	Direct economic value generated and distributed	• Social > Social Contribution > Social Contribution Expenditure
	201-2	Financial implications and other risks and opportunities due to climate change	• Environment > Climate Change Measures > Disclosure Based on the TCFD Recommendations
	201-3	Defined benefit plan obligations and other retirement plans	• Annual Securities Report
	201-4	Financial assistance received from government	-
202: Market Presence (2016)	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-
	202-2	Proportion of senior management hired from the local community	-
203: Indirect Economic Impacts (2016)	203-1	Infrastructure investments and services supported	-
	203-2	Significant indirect economic impacts	• Social > Social Contribution > Social Contribution Expenditure
204: Procurement Practices (2016)	204-1	Proportion of spending on local suppliers	• Social > Supply Chain Management > Initiatives > Isuzu Supply Chain
205: Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	• Governance > Compliance • Annual Securities Report
	205-2	Communication and training about anti-corruption policies and procedures	• Social > Supply Chain Management > Communication with Business Partners • Governance > Compliance > Initiatives > Compliance Training
	205-3	Confirmed incidents of corruption and actions taken	• Governance > Compliance > Compliance Promotion Structure
206: Anti-competitive Behavior (2016)	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-
207: Tax (2019)	207-1	Approach to tax	• Governance > Compliance > Tax Policy
	207-2	Tax governance, control, and risk management	• Governance > Compliance > Tax Policy
	207-3	Stakeholder engagement and management of concerns related to tax	• Governance > Compliance > Tax Policy
	207-4	Country-by-country reporting	-

Topic-Specific Standards (Environmental)

GRI Standard	Indicator		Contents
301: Materials (2016)	301-1	Materials used by weight or volume	• ESG Data > Environment > Business Activities and Major Environmental Impacts
	301-2	Recycled input materials used	• ESG Data > Environment > Business Activities and Major Environmental Impacts
	301-3	Reclaimed products and their packaging materials	• ESG Data > Environment > Business Activities and Major Environmental Impacts • Recycling Information for Isuzu Vehicles (Japanese only)
302: Energy (2016)	302-1	Energy consumption within the organization	• ESG Data > Environment > CO_2 Emissions Mitigation Activities • ESG Data > Environment > Business Activities and Major Environmental Impacts
	302-2	Energy consumption outside of the organization	-
	302-3	Energy intensity	-
	302-4	Reduction of energy consumption	• ESG Data > Environment > CO_2 Emissions Mitigation Activities • ESG Data > Environment > Business Activities and Major Environmental Impacts
	302-5	Reductions in energy requirements of products and services	• Environment > Climate Change Measures > Initiatives > Products and Services
303: Water and Effluents (2018)	303-1	Interactions with water as a shared resource	• Environment > Environmental Risk Prevention and Response > Promoting Water Resource Conservation
	303-2	Management of water discharge-related impacts	• ESG Data > Environment > Proper Management of Emissions and Wastewater
	303-3	Water withdrawal	• ESG Data > Environment > Reduction of Water Consumption • ESG Data > Environment > Business Activities and Major Environmental Impacts
	303-4	Water discharge	• ESG Data > Environment > Business Activities and Major Environmental Impacts
	303-5	Water consumption	-
304: Biodiversity (2016)	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	• Environment > Biodiversity Conservation
	304-2	Significant impacts of activities, products, and services on biodiversity	• Environment > Biodiversity Conservation
	304-3	Habitats protected or restored	• Environment > Biodiversity Conservation
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	-

GRI Standards Index

GRI Standard	Indicator		Contents
305: Emissions (2016)	305-1	Direct (Scope 1) GHG emissions	• ESG Data > Environment > CO_2 Emissions Mitigation Activities • ESG Data > Environment > Business Activities and Major Environmental Impacts
	305-2	Energy indirect (Scope 2) GHG emissions	• ESG Data > Environment > Business Activities and Major Environmental Impacts
	305-3	Other indirect (Scope 3) GHG emissions	• ESG Data > Environment > Business Activities and Major Environmental Impacts
	305-4	GHG emissions intensity	-
	305-5	Reduction of GHG emissions	• Environment > Climate Change Measures > Initiatives > Products and Services • Environment > Climate Change Measures > Initiatives > Business Activities • ESG Data > Environment > CO_2 Emissions Mitigation Activities
	305-6	Emissions of ozone-depleting substances (ODS)	• ESG Data > Environment > Control of Fluorocarbon Emissions
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	• ESG Data > Environment > Proper Management of Emissions and Wastewater
306: Waste (2020)	306-1	Waste generation and significant waste-related impacts	• ESG Data > Environment > Business Activities and Major Environmental Impacts
	306-2	Management of significant waste-related impacts	• Environment > Promoting Resource Circulation
	306-3	Waste generated	• ESG Data > Environment > Reduction and Control of Emissions
	306-4	Waste diverted from disposal	-
	306-5	Waste directed to disposal	-
308: Supplier Environmental Assessment (2016)	308-1	New suppliers that were screened using environmental criteria	• Social > Supply Chain Management > Isuzu Supply Chain
	308-2	Negative environmental impacts in the supply chain and actions taken	• Social > Supply Chain Management > Communication with Business Partners

Topic-Specific Standards (Social)

GRI Standard	Indicator		Contents
401: Employment (2016)	401-1	New employee hires and employee turnover	• ESG Data > Social > Employee
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	• Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting the Role of Post-retirement Employees • Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting a Healthy Work-life Balance
	401-3	Parental leave	• Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting a Healthy Work-life Balance • ESG Data > Social > Number of Employees Using Childcare/Nursing Care Support Systems
402: Labor/Management Relations (2016)	402-1	Minimum notice periods regarding operational changes	• Social > Respect for Employees > Labor-Management Relations
403: Occupational Health and Safety (2018)	403-1	Occupational health and safety management system	• Social > Respect for Employees > Occupational Health and Safety • ESG Data > Social > Health and Safety
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-6	Promotion of worker health	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	
	403-10	Work-related ill health	
404: Training and Education (2016)	404-1	Average hours of training per year per employee	• Social > Respect for Employees > Human Resource Development
	404-2	Programs for upgrading employee skills and transition assistance programs	• Social > Respect for Employees > Utilization of Diverse Human Resources > Promoting the Role of Post-retirement Employees • Social > Respect for Employees > Human Resource Development
	404-3	Percentage of employees receiving regular performance and career development reviews	• Social > Respect for Employees > Human Resource Development > HR Performance Evaluation System

GRI Standards Index

GRI Standard	Indicator		Contents
405: Diversity and Equal Opportunity (2016)	405-1	Diversity of governance bodies and employees	• ESG Data > Governance • ESG Data > Social > Employee (Consolidated) • ESG Data > Social > Employee (Non-Consolidated)
	405-2	Ratio of basic salary and remuneration of women to men	-
406: Non-discrimination (2016)	406-1	Incidents of discrimination and corrective actions taken	-
407: Freedom of Association and Collective Bargaining (2016)	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-
408: Child Labor (2016)	408-1	Operations and suppliers at significant risk for incidents of child labor	-
409: Forced or Compulsory Labor (2016)	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-
410: Security Practices (2016)	410-1	Security personnel trained in human rights policies or procedures	-
411: Rights of Indigenous Peoples (2016)	411-1	Incidents of violations involving rights of indigenous peoples	-
413: Local Communities (2016)	413-1	Operations with local community engagement, impact assessments, and development programs	• Environment > Biodiversity Conservation • Environment > Environmental Risk Prevention and Response • Social > Social Contribution • Building Relationships of Trust with Stakeholders
	413-2	Operations with significant actual and potential negative impacts on local communities	-
414: Supplier Social Assessment (2016)	414-1	New suppliers that were screened using social criteria	• Social > Supply Chain Management
	414-2	Negative social impacts in the supply chain and actions taken	• Social > Supply Chain Management
415: Public Policy (2016)	415-1	Political contributions	-

GRI Standard	Indicator		Contents
416: Customer Health and Safety (2016)	416-1	Assessment of the health and safety impacts of product and service categories	• Social > Quality > Initiatives > Product Quality Improvement > Initiatives at the Procurement Stage • Social > Quality > Initiatives > Product Quality Improvement > Initiatives at the Manufacturing Stage • Social > Quality > Initiatives > Product Quality Improvement > Initiatives for Higher Field Quality • Social > Quality > Initiatives > Service Quality Improvement
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	• Social > Quality > Initiatives > Product Quality Improvement > Initiatives for Higher Field Quality > Initiatives for Recall Campaigns
417: Marketing and Labeling (2016)	417-1	Requirements for product and service information and labeling	• Social > Quality > Initiatives > Service Quality Improvement
	417-2	Incidents of non-compliance concerning product and service information and labeling	-
	417-3	Incidents of non-compliance concerning marketing communications	-
418: Customer Privacy (2016)	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-

ESG Comparison Table

	Corresponding Items	Basic Approach/Policy	Management Structure	Initiatives
E	Environmental Management	●	●	-
	Climate Change Measures	●	●	●
	Promoting Resource Circulation	●	●	●
	Environmental Risk Prevention and Response	●	●	●
	Biodiversity Conservation	●	●	●
S	Quality	●	●	●
	Respect for Employees	●	●	●
	Human Rights	●	●	●
	Supply Chain Management	●	●	●
	Social Contribution	●	●	●
G	Corporate Governance	●	●	●
	Officers' Remuneration	●	-	-
	Compliance	●	●	●
	Risk Management	●	●	●
	Information Security	●	●	●
Results and Data			●	
Editorial Policy			●	