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**

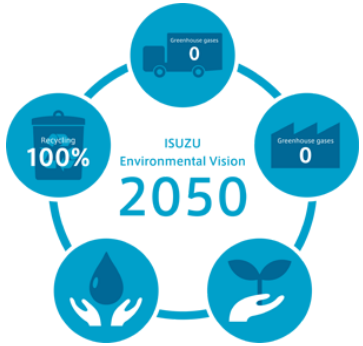
  We maintain a positive attitude toward the disclosure of product, service, and business activity information on the environment, promoting good communication with members of society and communities, and work toward realizing a prosperous society.

- **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).

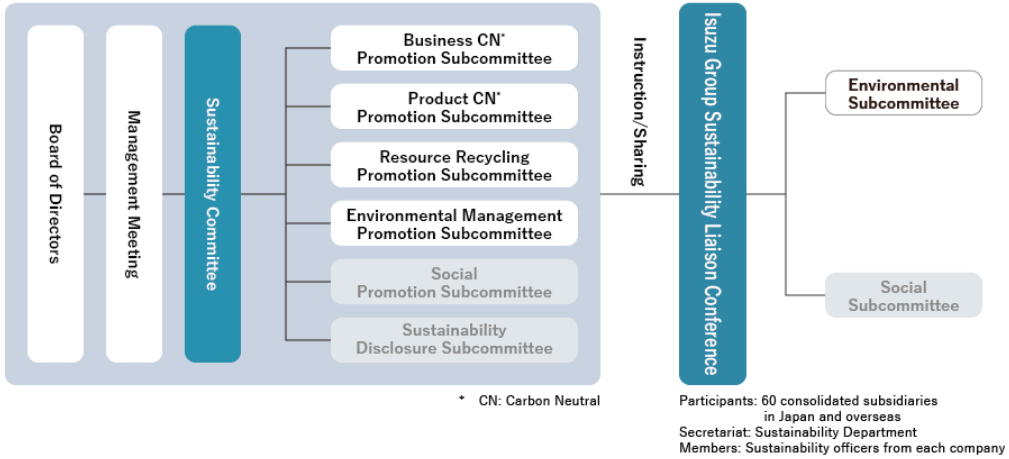
Isuzu Environmental Vision 2050 and 2030 Environmental Roadmap

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.

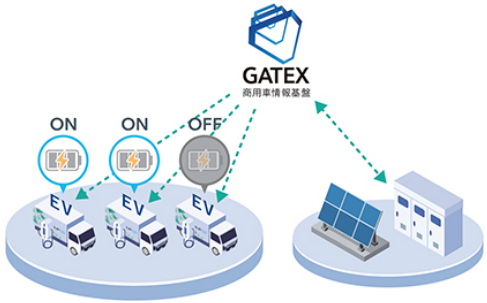


> Medium-Duty Electric Prototype Trucks in North America

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.

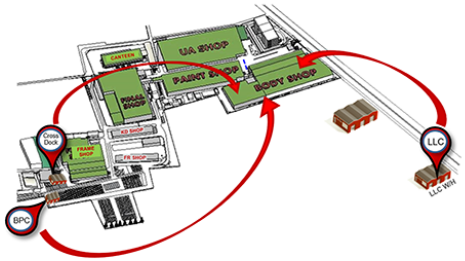


Biomass materials

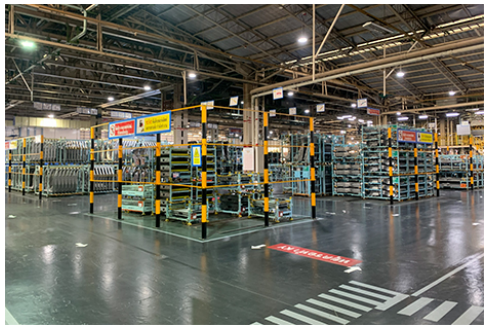
Climate Change Measures

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

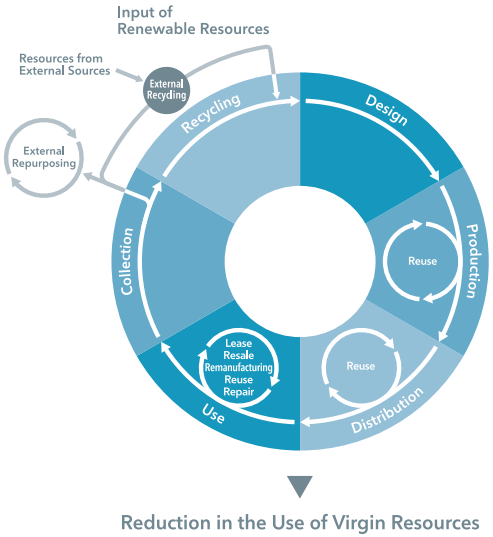
- Yokohama City and Isuzu Motors have signed a collaboration agreement
- Isuzu and Yokohama City Begin Demonstration Trial of Battery-Swapping EV Garbage Collection Vehicles

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.



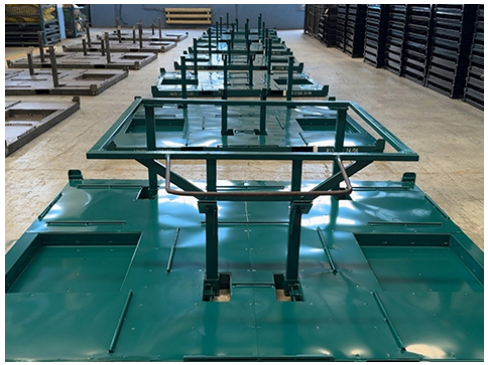
Returnable racks

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

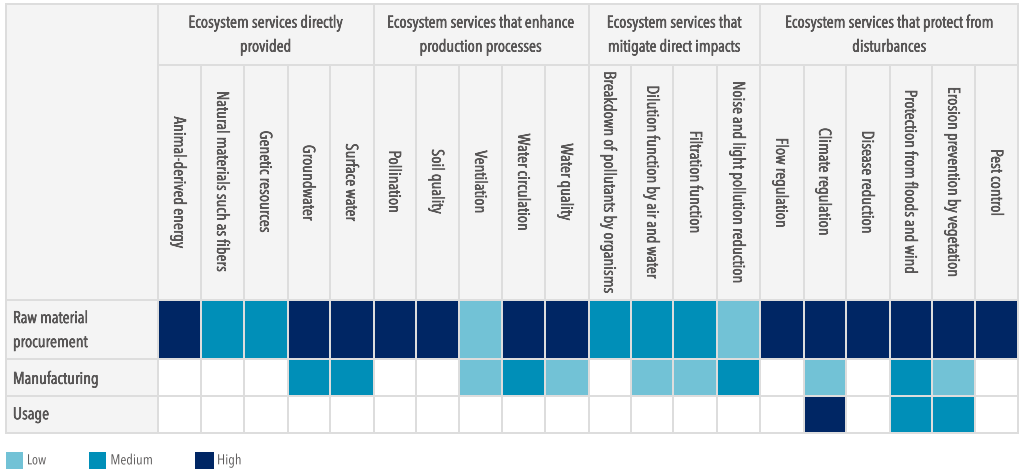
- Each employee learns and has an understanding that our business activities are enabled by biodiversity and at the same time, are affecting it.
- We engage in activities that reduce our impact on biodiversity and protect it in all of our business activities.
- We protect biodiversity from a global perspective, 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)