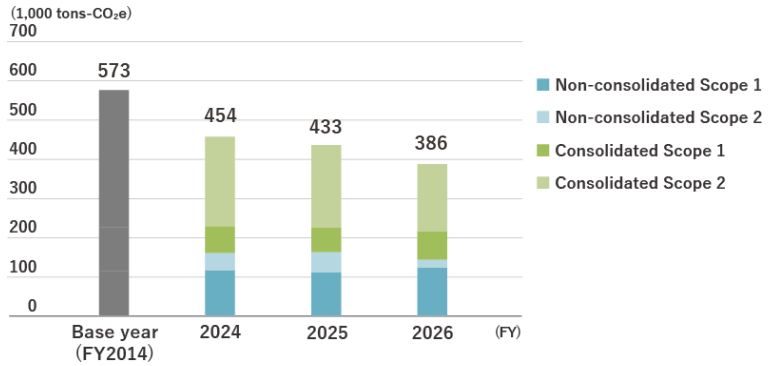
ESG Data (Environment)

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.

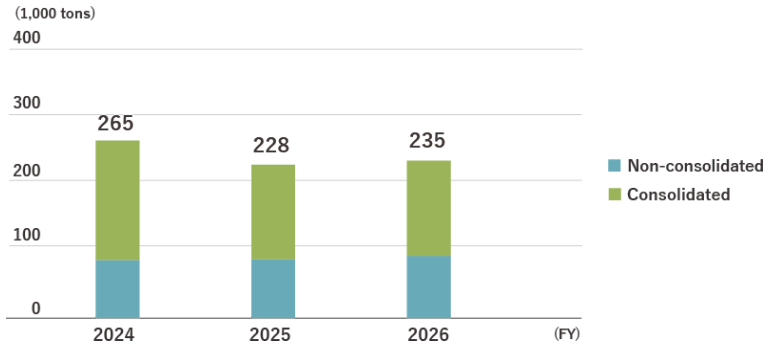
Consolidated Data

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.

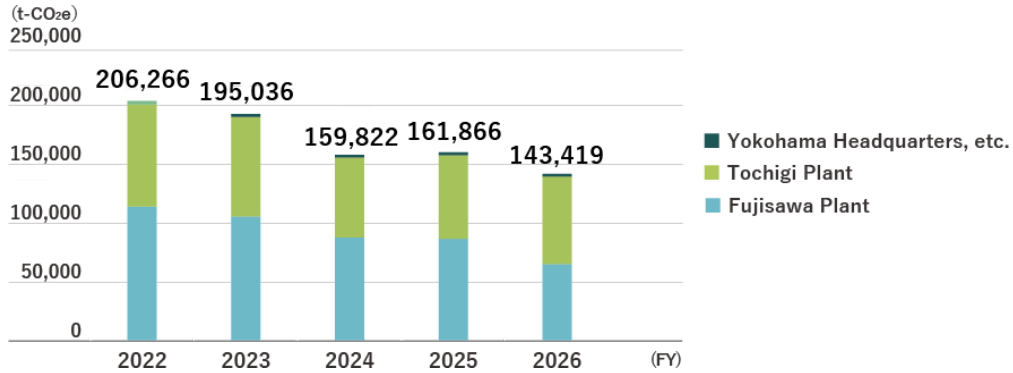
› Isuzu Motors' Environmental Management

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.

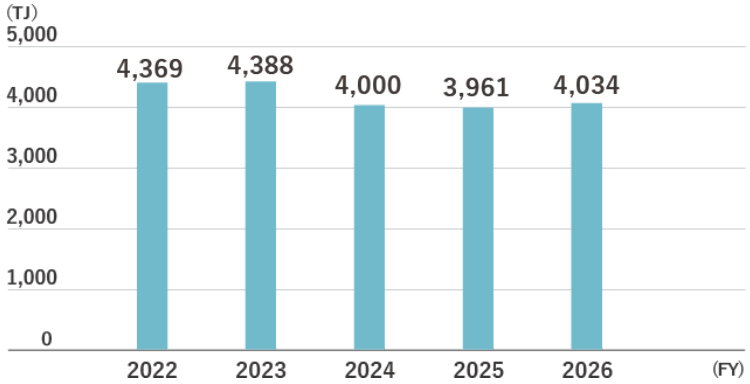
CO_2 Emissions Mitigation Activities

Trends in CO_2 Emissions from Energy



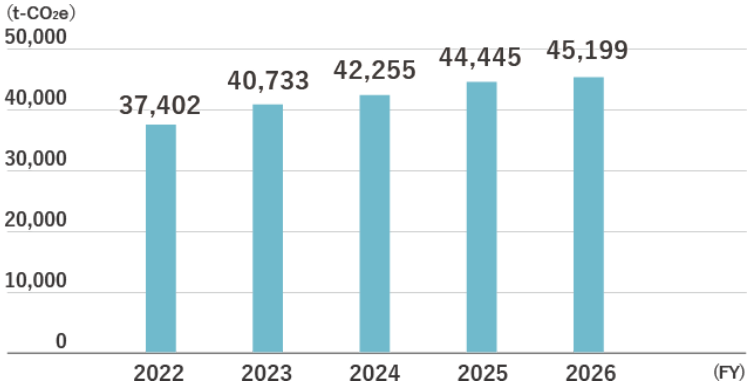
ESG Data (Environment)

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

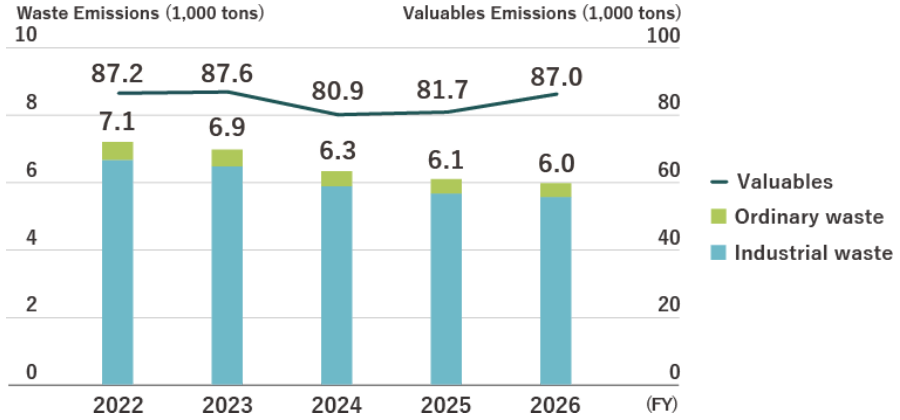


Activities to Reduce Resource Use

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.

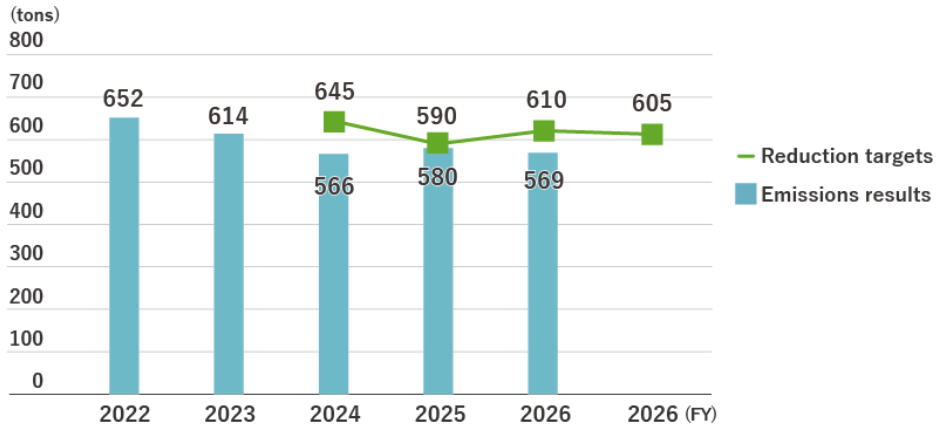


ESG Data (Environment)

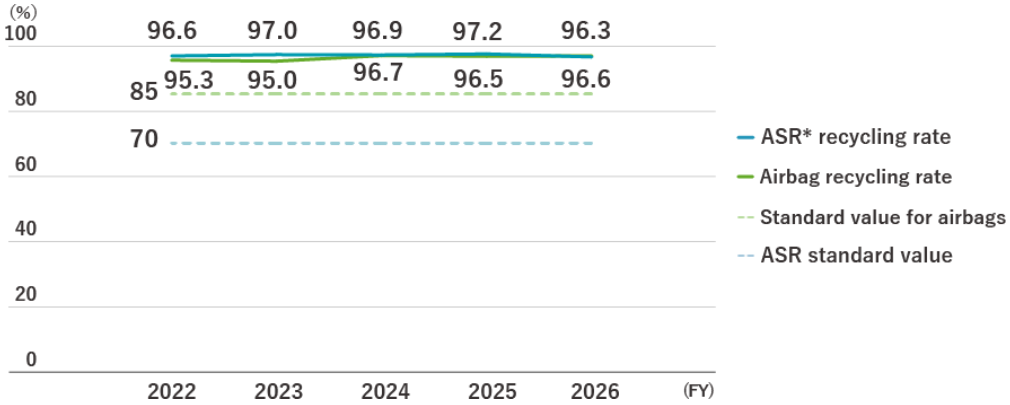
Trends in Plastic Product Industrial Waste Generation

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



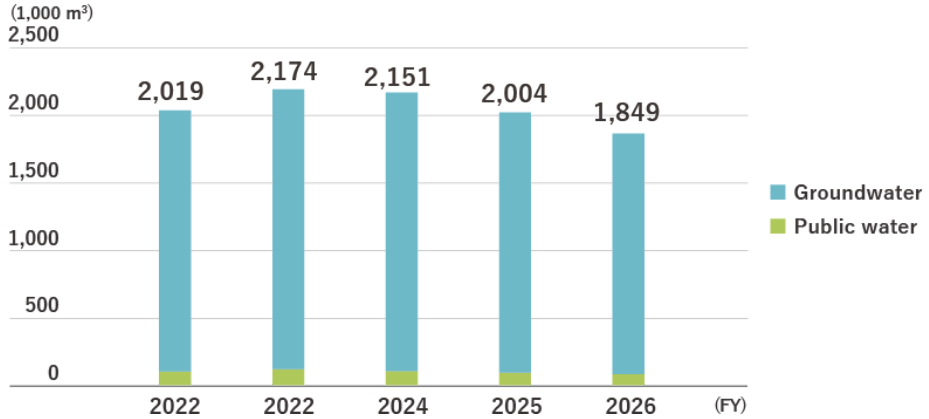
Act on Promotion of Resource Circulation for Plastics



* ASR: Automobile Shredder Residue

Reduction of Water Consumption

Trends in Water Resource Consumption



ESG Data (Environment)

Environmental Risk Reduction Activities

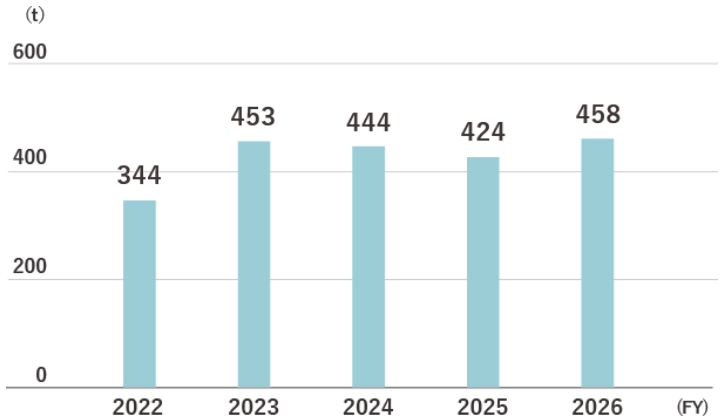
Control of Fluorocarbon Emissions

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)

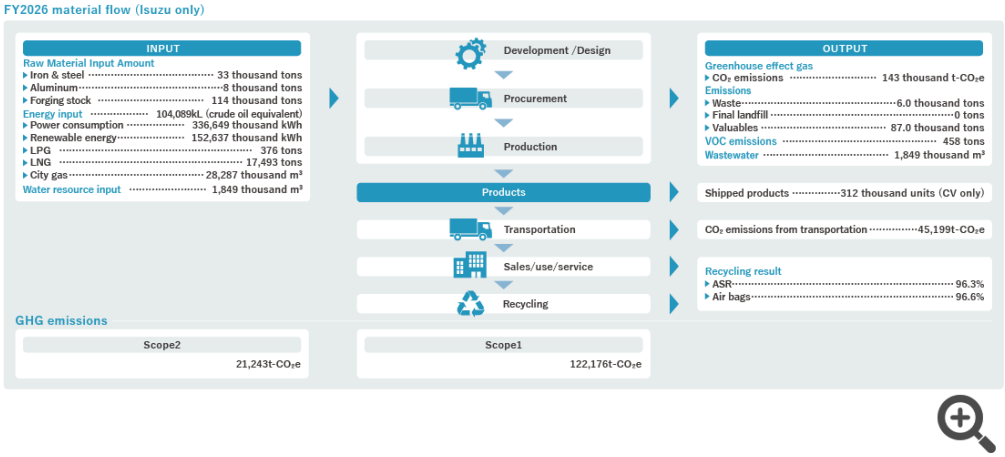
Business Activities and Major Environmental Impacts

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"

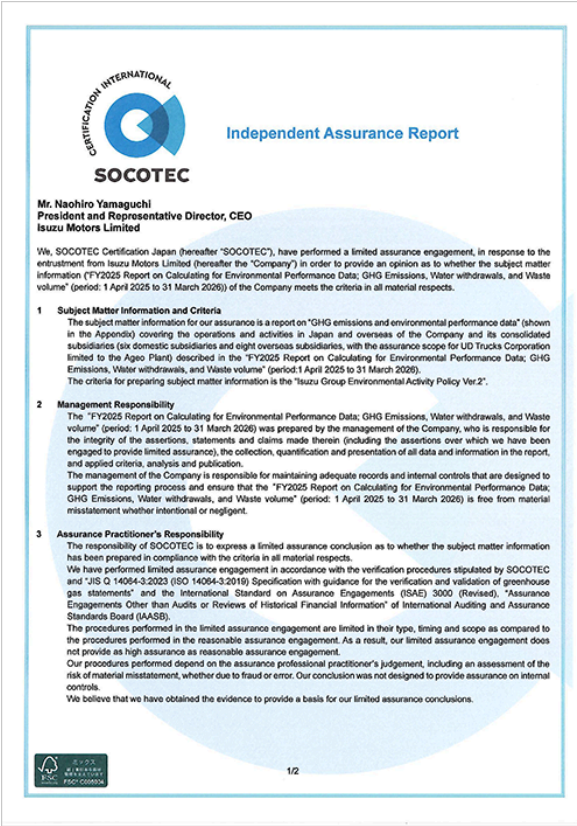
ESG Data (Environment)

	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

Click to open the PDF

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)

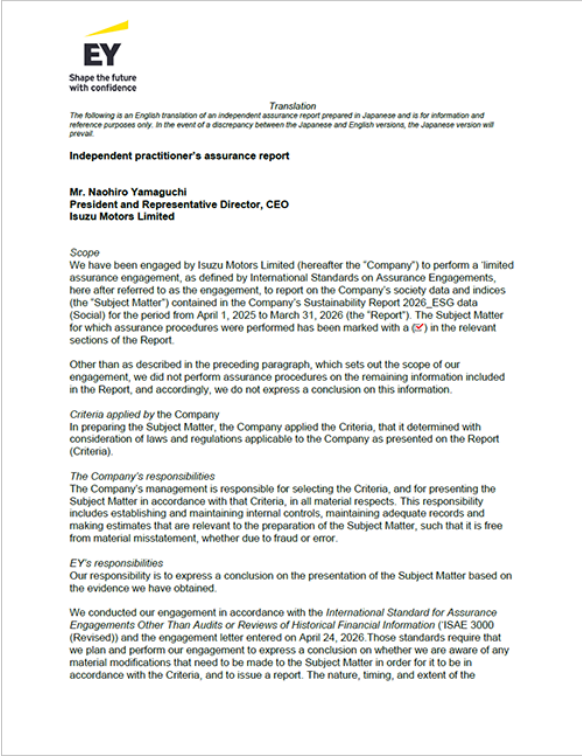
Calculation Standards

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