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Quality

Basic Approach

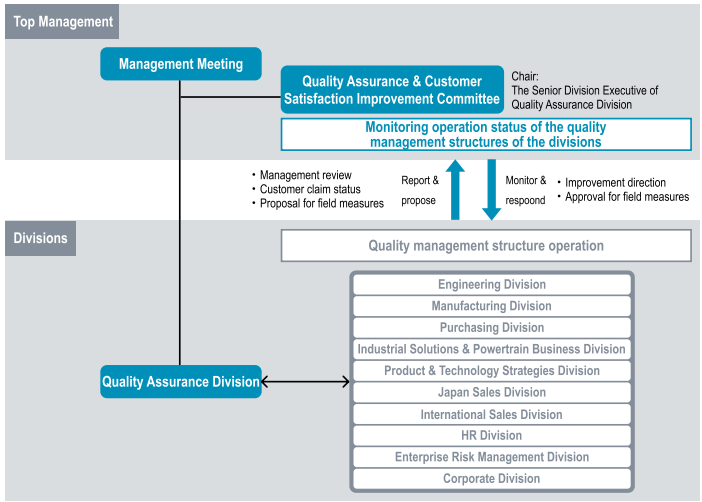
We earn the trust of our customers by creating products and services that satisfy them and by delivering high quality from various perspectives so that we can contribute to solving social issues.

Management Structure

Company-Wide Quality Assurance System

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

Isuzu Quality Assurance System



Improving Quality within the Isuzu Group

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

Quality Management System (ISO 9001 and IATF 16949 Certified)

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

Initiative Themes in Quality Activities

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

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

Quality

Initiatives

Product Quality Improvement

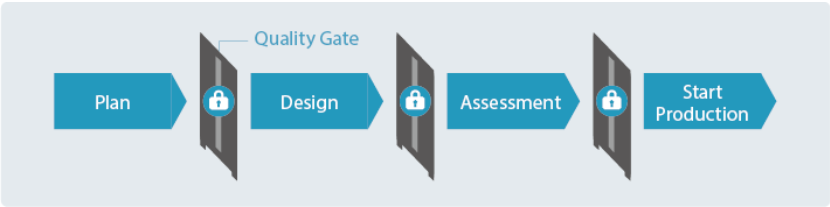
Basic Approach to Product Quality Improvement

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

Initiatives at the Development Stage

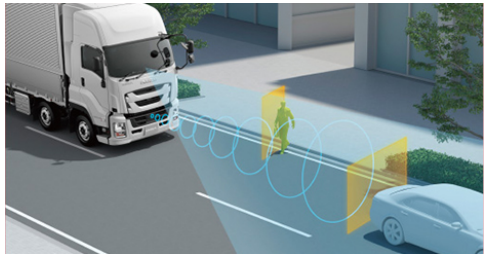
Our product development philosophy is to earn the trust of everyone. This is supported by the basic concept of see Technology, where S.E.E. stands for the three pillars of development: safety technology (Safety), economy technology (Economy), and environmental technology (Environment). For the quality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

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

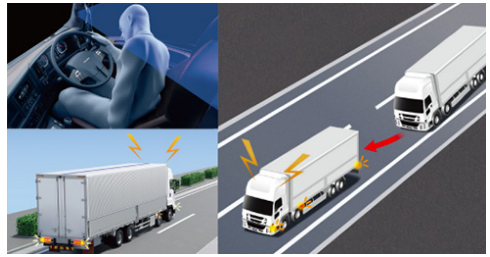


Safety Technologies

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



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



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

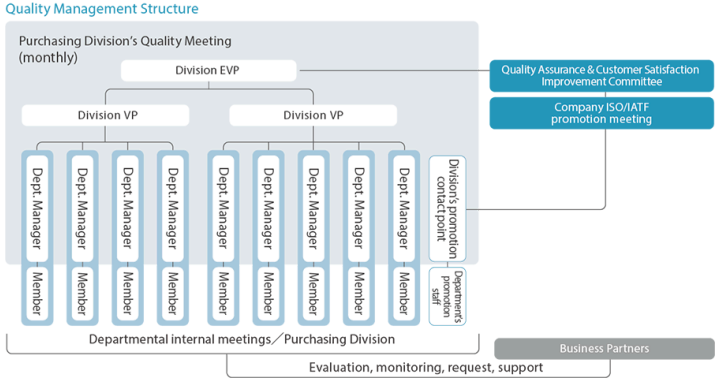
- ELF
- FORWARD
- GIGA
- GALA
- ERGA

Quality

Initiatives at the Procurement Stage

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

Quality Management Structure



Our business in Japan works with a total of 671 business partners in Japan and overseas, approximately 90% of which are in Japan. In terms of transaction amount, the procurement of vehicle and engine parts makes up about 80% of the total. To monitor the delivery quality and market quality of our business partners, we calculate a monthly evaluation score based on factors such as the number of defect occurrences, the number of defects, and the severity of defects. As a result, business partners whose delivery quality evaluation scores and defect counts do not meet certain standards are classified as companies to be managed, while business partners whose evaluation scores meet a certain level but have defect counts exceeding a specific limit and require improvement in delivery quality are classified as companies to be observed. We strive to improve delivery quality through initiatives such as monthly quality meetings. Due to these initiatives, approximately 90% of our business partners met the criteria for delivery quality evaluation in fiscal 2026. While there were no companies classified as companies to be managed, there were several classified as companies to be observed. Improvement activities were conducted with these business partners to enhance quality. Additionally, for some business partners, we conduct on-site audits during the direct supply contract renewal assessment, which occurs every three years, to verify the operation of their quality management systems. For new business partners, we conduct an on-site audit before beginning the business relationship to evaluate the effectiveness of their quality management systems and ensure they meet our criteria for trading. We are also making progress with creating a Business Continuity Plan (BCP)/Business Continuity Management (BCM) system and carrying out measures to reconfirm our supply chain and minimize the time it takes to restart operations in the event of a disaster. By improving the speed of our initial response and cooperating with our business partners, we are working to facilitate rapid recovery and creating a system that minimizes the impact on Isuzu product sales.

Initiatives at the Manufacturing Stage

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

› Manufacturing Quality (Japanese only)



Isuzu production line where IM has been introduced

Number of Employees Trained in FY2026

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

(Reference)
Core skills training: Group training on IM concepts and TPM* is provided.
Technical skills training: Approximately 30 types of practical skills training are delivered, including tightening training and engine assembly training.

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

Quality

Initiatives for Higher Field Quality

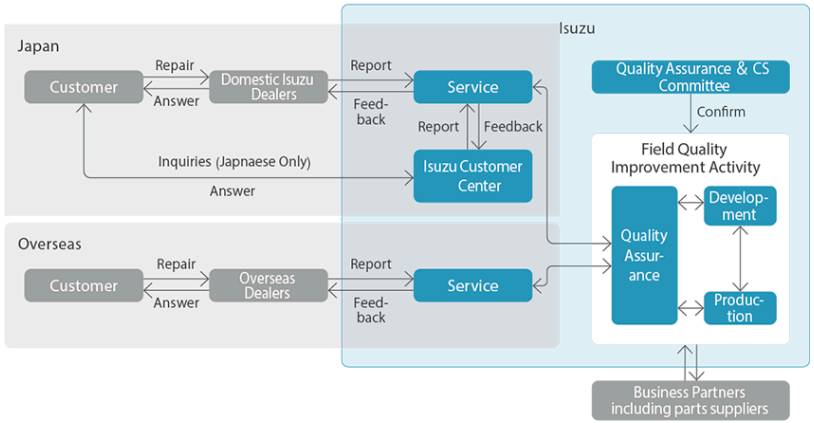
Isuzu strives to improve its field quality by paying close attention to customer opinions and analyzing and feeding them back to all quality-related processes to ensure that issues are addressed and improvements are made.

Initiatives Toward Improved Field Quality

In accordance with its FQ management system*, Isuzu works to collect quality information from the market and to investigate causes and take countermeasures promptly and accurately. Information received by Isuzu Customer Center (Japan), warranty repair records, and improvement requests from sales dealers are also treated as field quality information and fed into quality improvement. We use the information collected to respond ever more quickly in accordance with the regulations of each country, including Japan's safety standards for road vehicles. We also share information regarding the status of our response to field quality information and quality activities with top management and all employees on a monthly basis through our Quality Improvement Newsletter. Our Quality Improvement Newsletter covers quality activities such as the status of field quality improvement activities, the status of verification activities for the initial quality of newly launched vehicles in Japan, and the status of ISO/IATF activities. Through this, we seek to improve quality awareness throughout the entire Company.

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

FQ Management Structure



Initiatives for Recall Campaigns

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

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

Number of Recalls and Other Notifications

(Cases)

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

(Reference) UD Trucks recalls in FY2026: 6

> Recall Information (Japanese only)

Service Quality Improvement

Basic Approach to Service Quality Improvement

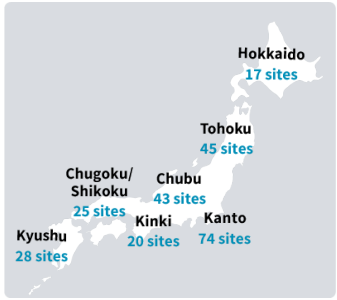
Isuzu's mission represents our determination to go beyond our previous corporate philosophy of "Supporting Transportation." Together with our customers and partners, we take the initiative in creating transportation for all goods and people on Earth, delivering new value in transportation – including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

Quality

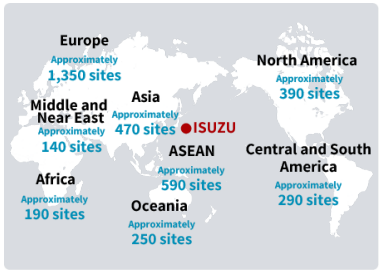
Thorough Service System

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

Domestic



Overseas



Parts Supply System

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

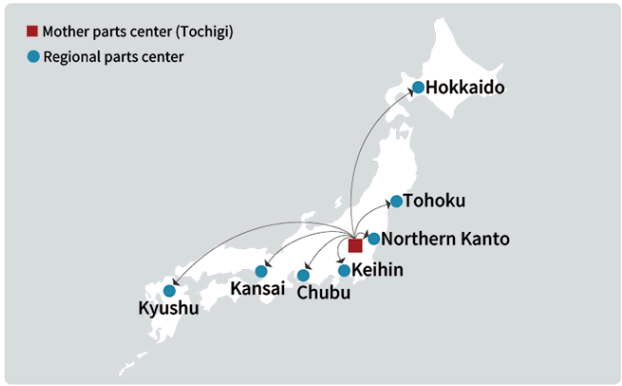


Isuzu Logistics Global Center commenced operations in April 2020

Quality

Domestic

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





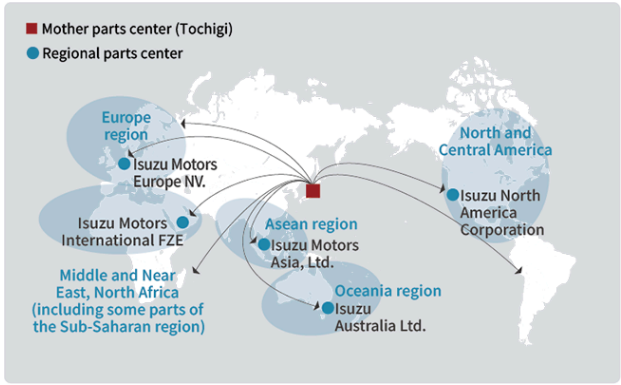
Hokkaido Parts Center



Tohoku Parts Center

Overseas

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



Improvement of Maintenance Engineering

Isuzu World Service Skills Competition (I-1GP)

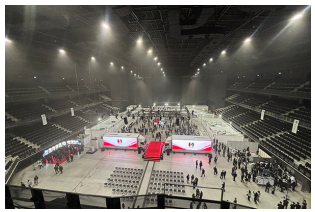
The Isuzu World Service Skills Competition (I-1GP) gathers outstanding service staff and engineers from countries and regions around the world to compete in technical skills and knowledge. It is a global competition that aims to raise the maintenance skills of engineers belonging to the Isuzu Group.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

Quality

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

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





National Service/Parts Skill Competition

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

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






Training Employees of Isuzu Dealers

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

Results for FY2026

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

Feedback from participants

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

Maintenance Engineering Workshops in FY2026

30 sessions

Quality

Customer Support

Various Support Programs, including Fuel Efficiency and Safe Driving Seminars

Isuzu has been offering its customers seminars on fuel-efficient and safe driving since 1995. In recent years, we have been holding seminars tailored to customers' needs, including instruction in how to use vehicle equipment, demonstrations of key points in accident prevention, and study sessions on regulatory trends. Within Japan, these seminars are held at Isuzu Premium Club, a seminar facility exclusively for our customers with its own test courses, located at our Fujisawa Plant and at the Isuzu Hokkaido Proving Ground. Seminars are also held at dealers all over Japan. To date, we have held these seminars overseas for customers from 31 countries. We strive to help our customers in Japan and all over the world to use our vehicles in safer and more eco-friendly ways.

Isuzu Customer Information

The Customer Information section of the Isuzu website alerts users of Isuzu vehicles to matters that could lead to an accident or a malfunction, such as problems in how a vehicle is used.

> Customer Information (Japanese only)

Addressing Longer Periods of Use

In recent years, along with changes in economic circumstances and other factors, our customers have tended to use their vehicles for longer periods, and their mileage has been increasing. In many cases, the safety of vehicles that have been in use for a long time can be ensured by having inspections and maintenance carried out reliably. Isuzu therefore keeps a sufficient stock of periodic replacement parts on hand as a means of preventing failures and to meet customers' needs for periodic maintenance. We will continue to promote inspection and maintenance that takes into account how vehicles are actually used, including their use over extended periods.

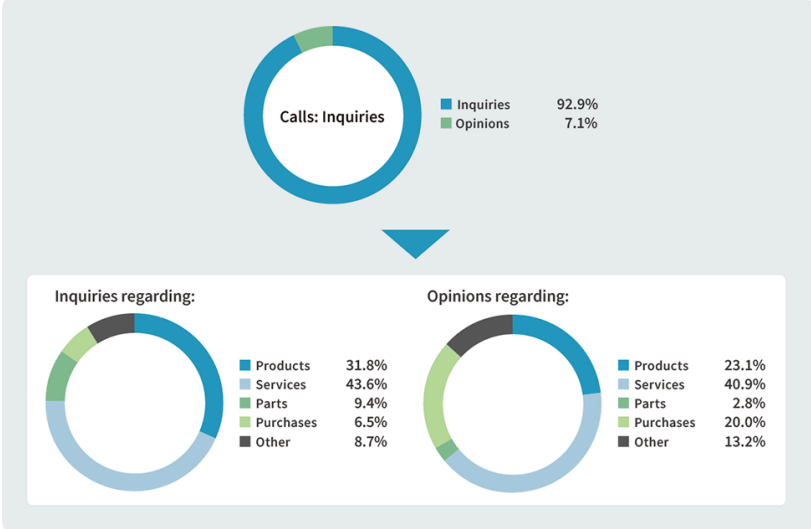
Isuzu Customer Center

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

Customer Testimonials

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

Breakdown of Calls Received by the Isuzu Customer Center in FY2026



Intangible Support

MIMAMORI (Telematics for Commercial Vehicles)

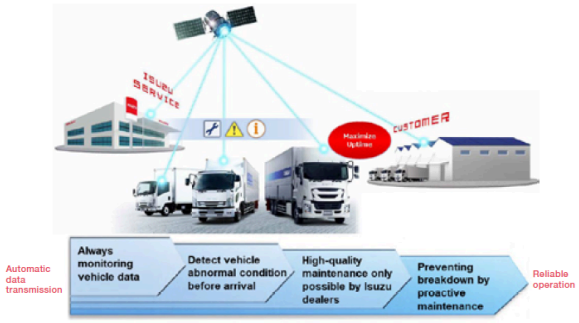
Isuzu has also devoted effort to supporting commercial vehicles in intangible ways. The symbol of this effort is MIMAMORI, a telematics service for commercial vehicles. It reads data from the control computer installed in the vehicle and links it by data communication to support operation management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

Quality

PREISM (Advanced Genuine Maintenance Service Utilizing Vehicle Data)

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

- Prevention:
  Servicing details and maintenance cycles differ depending on the status of use of the vehicle. However, PREISM tracks condition data for each vehicle, making it possible to perform exactly the predictive and preventive maintenance best suited to each individual vehicle and so prevent breakdowns before they occur.
- Immediate repairs:
  Even if a malfunction does occur, our Isuzu service centers can predict the servicing required from the fault data obtained before the vehicle is brought in, so servicing time can be shortened. This also reduces downtime and allows the vehicle to operate with greater peace of mind. The full lineup of the heavy-duty GIGA, medium-duty FORWARD, and light-duty ELF trucks comes with a data transmission terminal as a standard feature, providing PREISM to support stable operation of a customer's vehicle.



EVision

Alongside the launch of Isuzu's first mass-produced battery electric vehicle (BEV), the ELF (N-Series) EV, Isuzu has developed the total solution program EVision* to support customers considering introducing commercial BEVs and has begun service provision. The support provided in EVision includes finding solutions to EV introduction issues, quantifying the CO_2 emission reduction benefits, and proposing further decarbonization initiatives to move toward carbon neutrality.

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

Operational Quality Improvement

Basic Approach to Operational Quality Improvement

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

Education for Raising Awareness and Knowledge among Employees

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

Discussions among Employees

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

* Quality Month: The Union of Japanese Scientists and Engineers, the Japanese Standards Association, and the Japan Chamber of Commerce and Industry have designated every November as Quality Month for the promotion of quality improvement activities.

Quality Month Message for FY2026

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

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

Quality

Quality Awareness Education for Isuzu Dealers

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

Number of Locations Where Training Was Held in FY2026

22 locations

Improving Knowledge (Knowledge-Enhancing Program)

As a quality-related knowledge education program for employees, we conduct legal education focusing on the Road Transport Vehicle Act and the recall system, with the aim of familiarizing employees with the laws relating to the quality of Isuzu products. In addition, several employees each year take the QC Seminar Basic Course*, which is run to train experts in comprehensive quality control, thereby developing people who can drive quality improvement in the workplace.

Results in FY2026

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

* Conducted by the Union of Japanese Scientists and Engineers

Isuzu Technical High School

› For more information about Isuzu Technical High School

Respect for Employees

Basic Approach

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

Management Structure

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

Initiatives

Initiatives in Talent Strategy

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

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

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

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

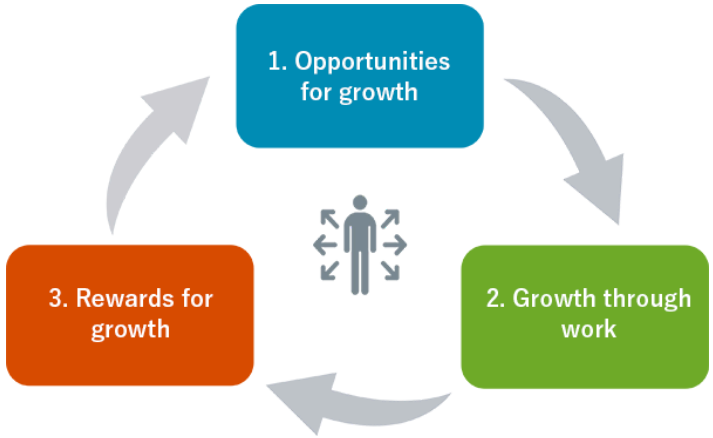
Establishing the HR System

Concept of the HR System

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

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

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



Human capital growth cycle

Respect for Employees

Human Resource Development System

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

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

Isuzu Technical High School

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

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

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

FY2026 National Skills Competition

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

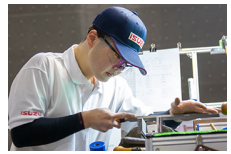
Competition Results

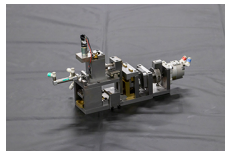
Automobile sheet metal section: 1 Silver Prize
Machine assembly section: 1 Silver Prize
Lathe section: 1 Honorable Mention



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


Prize-winning work in the automobile sheet metal section

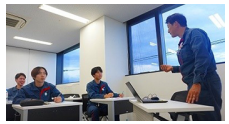

Competition scene in the machine assembly section, where the Silver Prize was awarded


Prize-winning work in the machine assembly section


Training at Isuzu Technical High School (pacing training)



Practical training at Isuzu Technical High School (classroom lecture)


Practical training at Isuzu Technical High School (classroom lecture)


Practical training at Isuzu Technical High School (practical skills)


Practical training at Isuzu Technical High School (practical skills)

Respect for Employees

Skills Transmission and Development

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

Initiatives by Division

▶ Manufacturing Division

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

▶ Engineering Division

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

HR Performance Evaluation System

Approach to Evaluation

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

Fair Evaluation and Treatment

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

Career Development Support

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

Enhancing Organizational Capability Through Improved Engagement

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

Respect for Employees

Initiatives to Support a Diversity of Work Styles

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

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

Initiatives to Improve Work Styles in Plant Districts

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





Respect for Employees

Utilization of Diverse Human Resources

Promoting Opportunities for Women

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

Action Plan for Promoting Opportunities for Female Employees

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

Plan Duration

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

Goals and Initiatives

Goal 1

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

Initiatives 1

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

Goal 2

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

Initiatives 2

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

Promoting the Role of Post-Retirement Employees

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

Employment of Non-Japanese Personnel

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

Local Employment

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

Encouraging the Employment of People with Disabilities

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

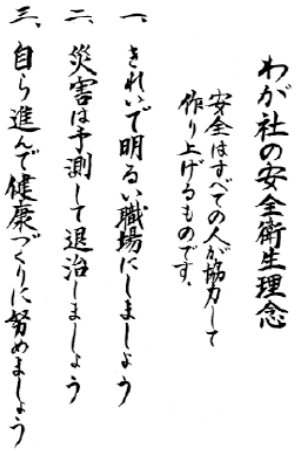
Respect for Employees

Occupational Health and Safety

Basic Approach to Occupational Health and Safety

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

Isuzu Health and Safety Philosophy



Our Policy for Health and Safety Activities

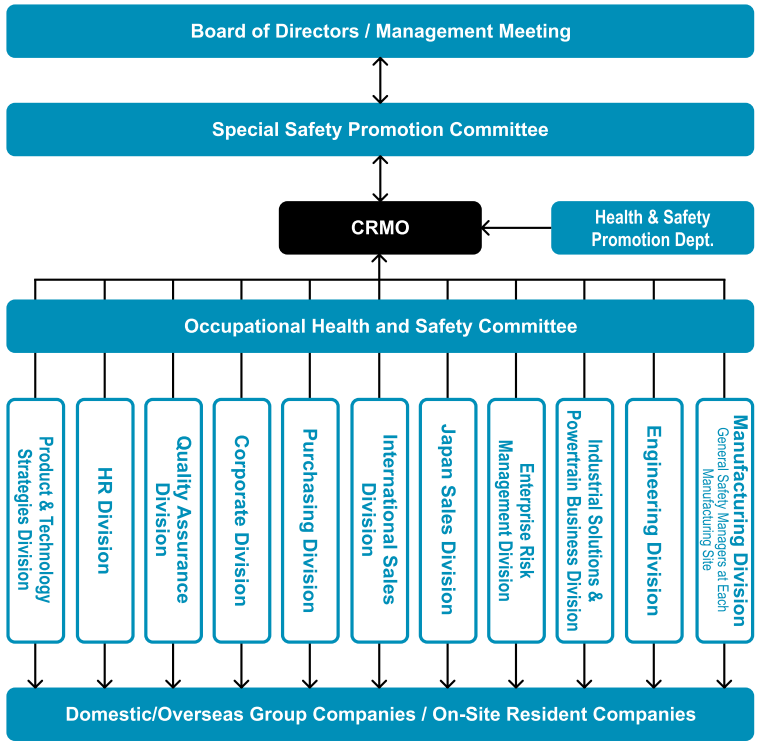
Each one of our employees goes back to the Isuzu Health and Safety Philosophy and gives utmost priority to safety in anything they do. We also work to raise our awareness about safety and health and encourage all employees to work together to ensure safety for all.

Occupational Health and Safety Structure

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

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

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



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

Respect for Employees

Occupational Health and Safety Efforts

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

Number of Occupational Accidents for FY2026

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

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

Initiatives to Prevent Serious Accidents

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



Safety dialogue conducted with on-site managers at the plant



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

Initiatives in Risk Assessment

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

Expansion of Experience-Based Safety Training

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



Hazard-simulation training using VR



Hazard-simulation training led by an instructor

Respect for Employees

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

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





A safety patrol in progress

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

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

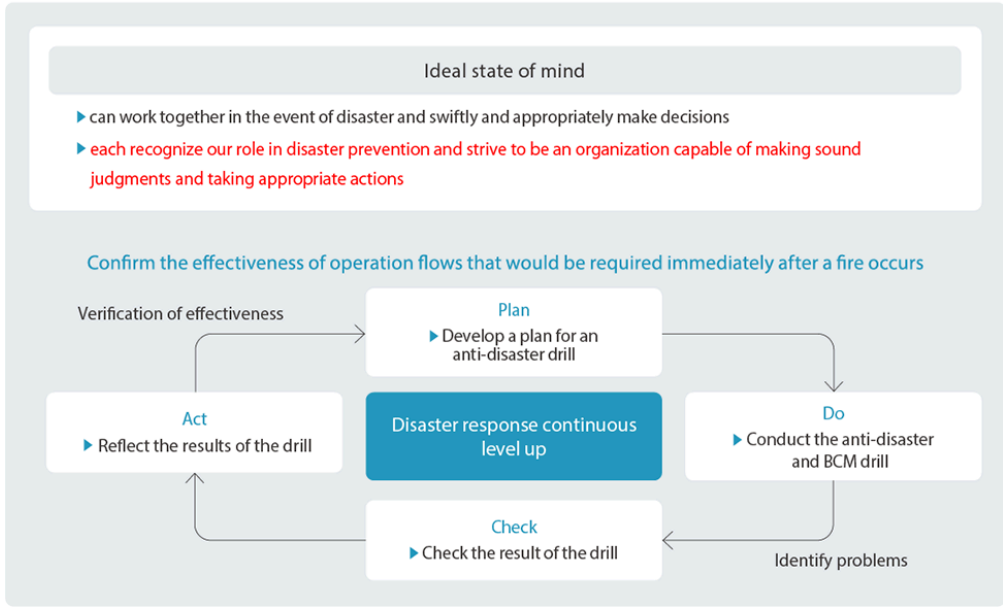
Improving the Workplace Environment (3): Fall Prevention Measures Through the Introduction of Stumble-Resistant Safety Shoes

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

Disaster Preparedness and BCM Drills

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

Fire Prevention Diagram





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



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



BCM training during night shifts

Respect for Employees

Health Management

Basic Approach to Health Management

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

Declaration of Health

Purpose

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



「運ぶ」の課題を解決するために
まずは自分と家族の健康から

山下 光彦

Declaration of Health

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

Naohiro Yamaguchi
President and Representative Director, CEO

Structure

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

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

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

Maintaining and Promoting Employees' Health

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

Health Issues and KPIs

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

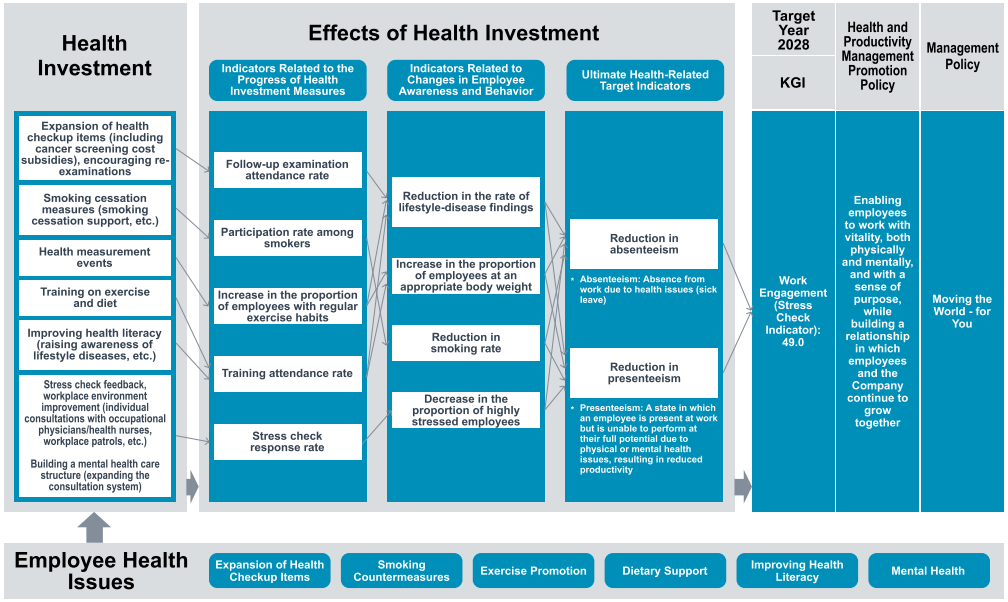
Problem	Key Issues and Focus	Measures Implemented	Health KPI Item: Health KPI	Timeframe: Current	Timeframe: 2028
Need to Enhance the Health Management System	Expansion of health checkup items, encouraging re-examinations, cancer screening	Encouraging health checkup attendance	Health checkup attendance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

* Figures are for Isuzu (non-consolidated)

Respect for Employees

Strategy Map

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



Promotion of Mental Health Measures

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

* Employee Assistance Program: Assistance by external experts

Helping Employees Who Have Been Ill to Return to Work

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

Initiatives Related to Global Health Issues

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

Respect for Employees

Labor-Management Relations

Basic Approach to Labor-Management Relations

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

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

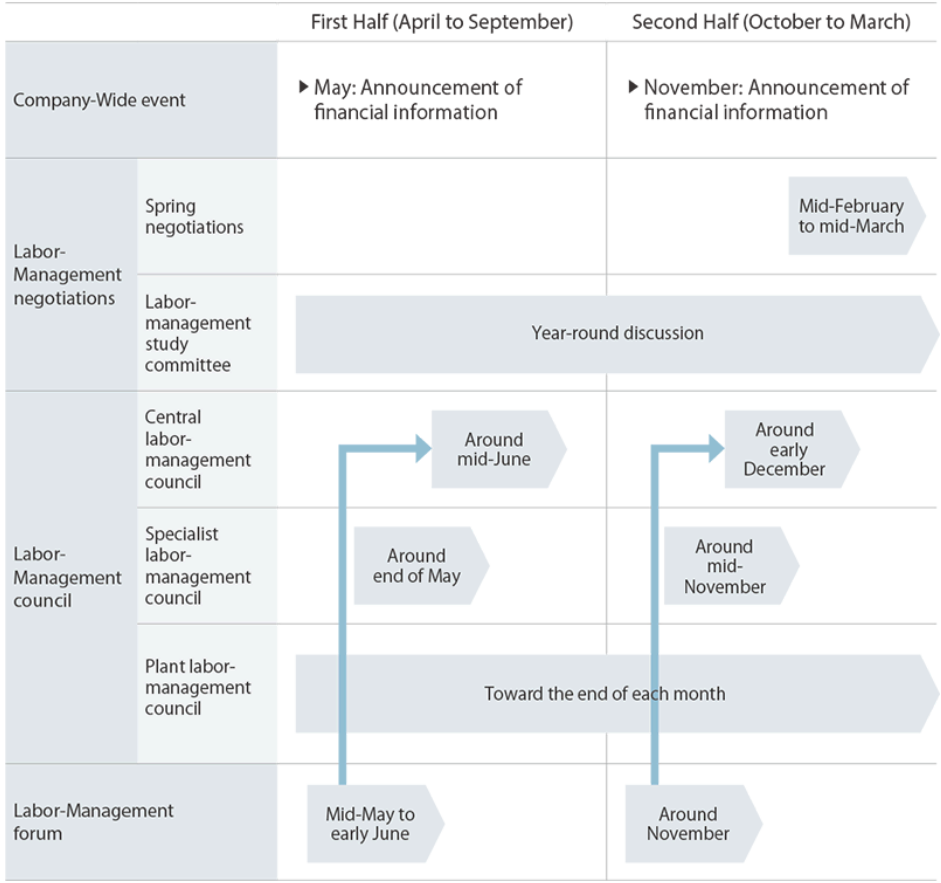
Through such a relationship between labor and management, we further strive to improve the effectiveness of various measures as well as the objectivity and transparency of our corporate management. We have also set a maximum limit on overtime hours (in accordance with the Article 36 Agreement (a labor-management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

Major Labor-Management Forums Held

Content of the Major Labor-Management Forums (FY2026)

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

Annual Schedule for Major Labor-Management Negotiations and Council Meetings



Labor Standards and Working Environment

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

Human Rights

Basic Approach

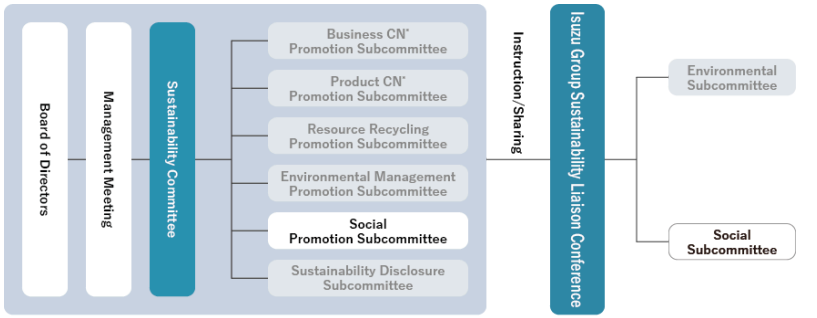
In February 2022, Isuzu established the Isuzu Group Human Rights Policy (hereinafter referred to as the Policy), and in December 2023 the Policy was revised in light of ISUZU ID, the new corporate philosophy system announced in May of that year. The Policy complies with the United Nations Guiding Principles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

> Isuzu Group Human Rights Policy

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

Management Structure

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



Reports and Deliberations on Human Rights Issues at Each Meeting Body

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

Education and Awareness for Respecting Human Rights

For employees:

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

For executives:

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

For business partners:

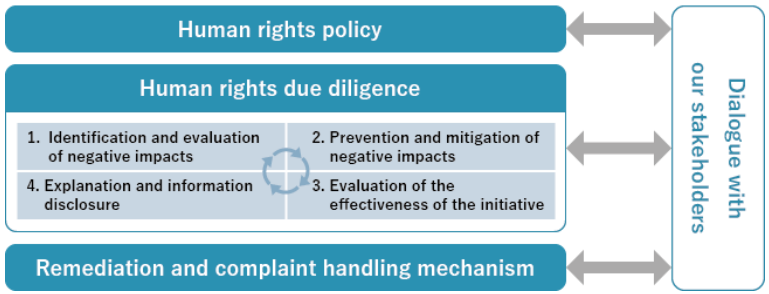
To promote business activities that respect human rights throughout the supply chain, Isuzu has held annual human rights seminars for business partners since fiscal 2022. In fiscal 2026, we provided business partners with a video explaining the Isuzu Group Supplier Sustainability Guidelines.

Human Rights

Initiatives

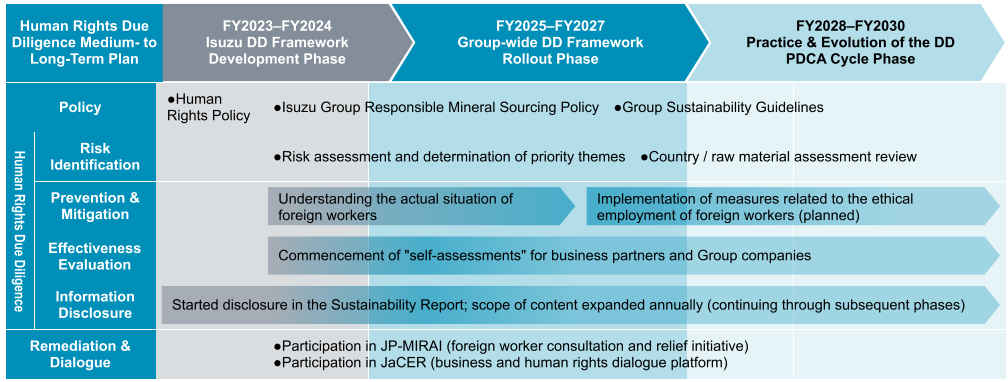
Under the Isuzu Group Human Rights Policy, the Isuzu Group is developing human rights due diligence processes with reference to guidelines such as the OECD Due Diligence Guidance for Responsible Business Conduct and the Japanese Government's Guidelines on Respecting Human Rights in Responsible Supply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

Human Rights Due Diligence Processes



Human Rights Due Diligence Medium- to Long-Term Plan

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



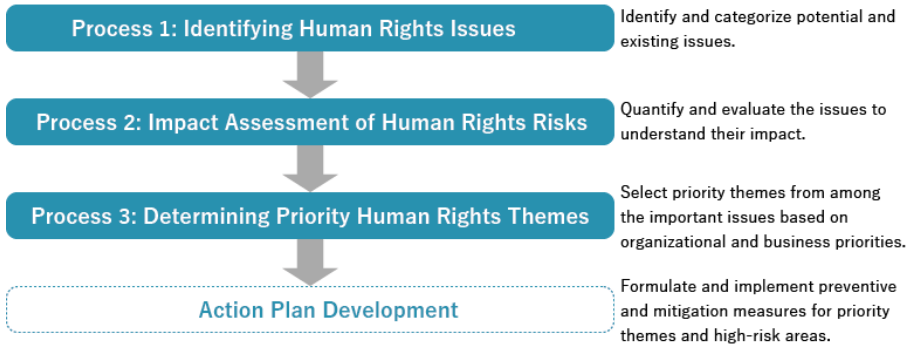
* DD: Due Diligence

Human Rights Risk Assessment

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

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

Isuzu's Human Rights Risk Assessment Process



Expansion of Risk Assessment Scope

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

Advancing Human Rights Due Diligence at Overseas Group Companies

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

Initiative 1: Practical Training on Human Rights Due Diligence

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

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

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



Human Rights

Initiatives for Priority Themes

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

Approach and Direction of Initiatives

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

Results for FY2026

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

<On-site Survey Records>

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

> Past Results

<Examples of Improvements Tracked After On-site Survey>

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

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

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

Recruitment of Foreign Workers in Accordance with Ethical Practices

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

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

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

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

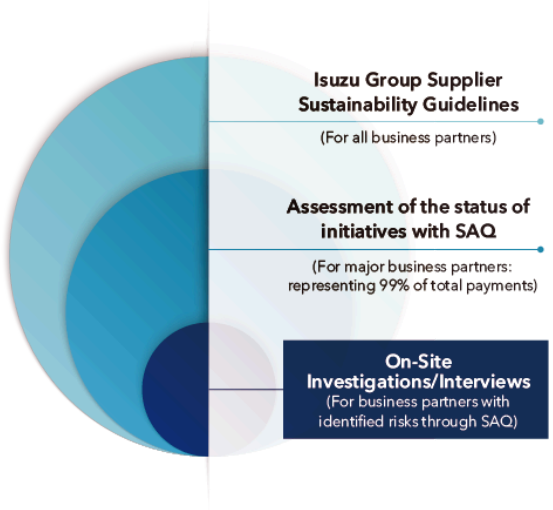
Approach and Direction of Initiatives

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

> Isuzu Group Supplier Sustainability Guidelines

Human Rights

Approach to Surveying the Status of Sustainability Initiatives



Results for FY2026

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

› Isuzu's Initiatives for Supply Chain Management

Responsible Mineral and Raw Material Sourcing

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

› Isuzu Group Responsible Mineral Sourcing Policy

Initiatives for Key Labor Issues Outside of Priority Themes

Risk Assessment for Labor Issues

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

Prevention of Child Labor and Forced Labor

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

Dialogue and Consultation with Employees

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

› Isuzu's Initiatives for Dialogue with Employees

Occupational Health and Safety

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

› Isuzu's Initiatives for Occupational Health and Safety

Living Wage Support

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

Human Rights

Prohibition of Discrimination

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

Fair Evaluation and Treatment

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

Recruitment and Development of Diverse Talent

Black Economic Empowerment Policy Initiatives at Isuzu Motors South Africa

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

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

> B-BBEE Scorecard

Respect for Women's Rights

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

Remedy and Dialogue

Relief

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

Points of Contact for a Wide Range of Stakeholders

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

Points of Contact for Employees

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

Business Partner Consultation Desk

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

Human Rights

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

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

Establishment of Complaint Handling Points of Contact

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

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

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

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

Basic Principles of Our Response

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

Complaint Handling Process of Third-Party Points of Contact

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

Third-Party Contact Point Complaint Handling Monitoring Structure

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

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

Dialogue with Stakeholders

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

Results for FY2026

Dialogue Between Executives and External Experts

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



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

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

- Related Link: CRT Stakeholder Engagement Program

Past Results

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

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

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

Isuzu's Human Rights Risk Assessment Process

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

Process 1: Identifying Human Rights Issues

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

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



Process 2: Impact Assessment of Human Rights Risks

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

Isuzu's Perspective:

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

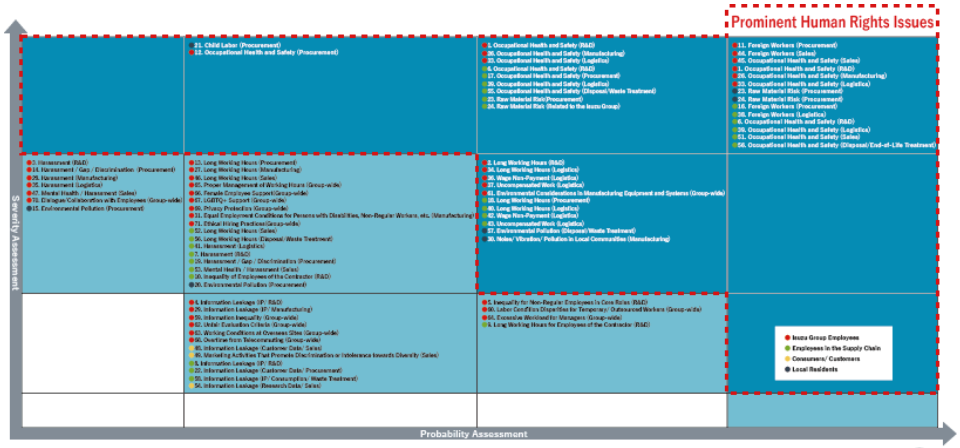
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Stakeholder Concerns:

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

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

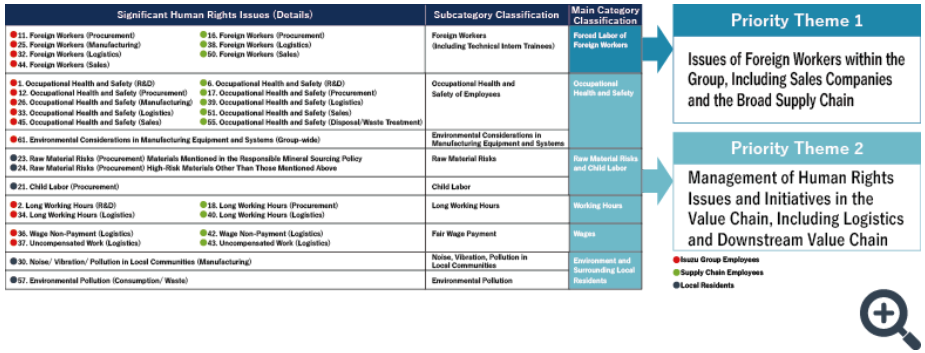
STEP 2: Risk Mapping of Quantified Human Rights Issues to Identify Prominent Human Rights Challenges



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

Process 3: Determining Priority Human Rights Themes

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



Supply Chain Management

Basic Approach

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

Basic Approach to Procurement Activities

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

Purchasing Basic Vision

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

Purchasing Basic Policy

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

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

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

Isuzu Group Supplier Sustainability Guidelines

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

> Isuzu Group Supplier Sustainability Guidelines

Supply Chain Management

Management Structure

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

Implementation of Departmental Education

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

Business Partner Consultaon Desk

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

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

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

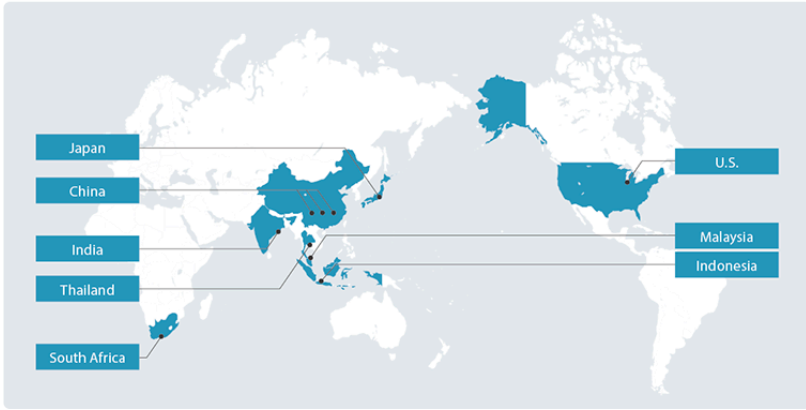
› For more information on Isuzu's grievance handling mechanism through a third-party platform

Initiatives

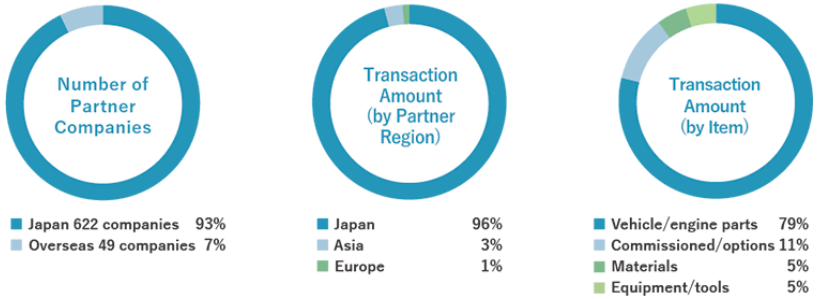
Isuzu Supply Chain

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

Main Global Supply Hubs



Transactions in Japan



Regional Development and Job Creation

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

Supply Chain Management

Communication with Business Partners

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

Main Opportunities for Communication with Business Partners

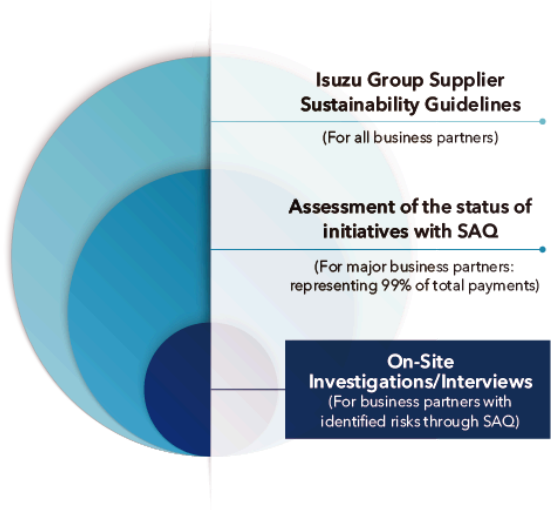
- New Year's business leaders' forums
- Procurement policy briefings
- Production briefings
- Supply chain issues briefings
- Quality policy briefings
- Isuzu Kyowakai*

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

Evaluation of Business Partners' Initiatives Based on the Sustainability Guidelines

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

Approach to Surveying the Status of Sustainability Initiatives



Monitoring the Efforts of Our Business Partners

Quality

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

Supply Chain Management

BCP

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

Environment

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

Main voluntary environmental assessment items

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

Human Rights

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

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

Cybersecurity

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

Responsible Mineral and Raw Material Sourcing

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

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

› Isuzu Group Responsible Mineral Sourcing Policy

Supply Chain Management

Holding of Various Seminars

Environmental Activity Seminars

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

Decarbonization and GHG Calculation Seminar

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

Social Contribution

Basic Approach

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

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

Categories of Corporate Citizenship Activities Rooted in Social Issues

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

① Contributing to Safe and Secure *Transportation*

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

② Developing the People Who Support *Transportation*

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

③ Protecting the Sustainability of Local Communities and the Planet

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

Management Structure

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

Mechanisms to Encourage Employee Participation

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

Support for External Initiatives and Coordination with Industry Groups

Support for External Initiatives and Coordination with Industry Groups

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

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

Social Contribution

Initiatives

Social Contribution Connected to Our Business

Traffic Safety

Traffic Safety Awareness

[Contributing to Safe and Secure *Transportation*]

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



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



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

Next-Generation Education

Monozukuri Experience Workshops

[Developing the People Who Support *Transportation*]

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

■FY2026 Activity Results

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



Clay model workshop



Sheet metal workshop

Social Contribution

Antarctic Lecture Series

[Developing the People Who Support *Transportation*]

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



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

Isuzu Town

[Developing the People Who Support *Transportation*]

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



"Isuzu Town," an information website for children

Educational Support for an Auto Mechanic Vocational School

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



The 24th graduating class ceremony



Scene from Isuzu Juku

Social Contribution

Community Engagement

Community Contribution Activities

[Protecting the Sustainability of Local Communities and the Planet]

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



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



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

Employee Participation Activities

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



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

Isuzu Plaza

Purpose of Opening Isuzu Plaza

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

Social Contribution

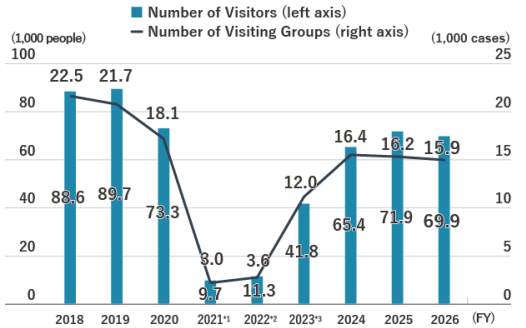
Direction of Exhibits and Activities

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



Isuzu Plaza

Number of Visitors



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

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

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

Social Studies Field Trip

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

* IVSST: Isuzu Virtual Social Studies Tour

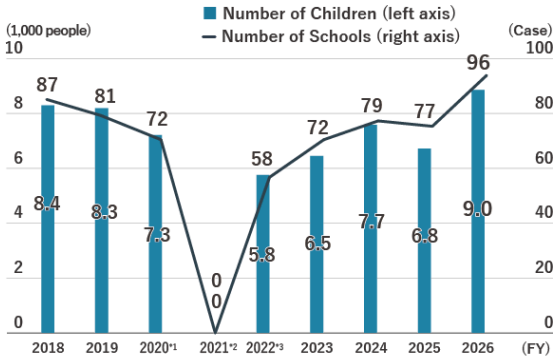


Preliminary explanation in front of information panels



Children eagerly exploring the plant

Social Studies Field Trip Data



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

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

*3 IVSST

Social Contribution

Community Engagement

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



Firefighter demonstration



Earthquake simulation vehicle experience

Group CSR

Introduction to Social Contribution Activities by Overseas Group Companies

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



Senior citizens with IMA employee volunteers



Distributing original Isuzu Motors reflector keychains

Social Contribution

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

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

Number of Books Accepted for Buyback

(books)

FY2024	FY2025	FY2026
285	152	251

TABLE FOR TWO (TFT) Program

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

Number of Donated School Meals (Equivalent)

(meals)

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

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

Food Drive

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

Collection Results

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

Social Contribution Expenditure

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

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