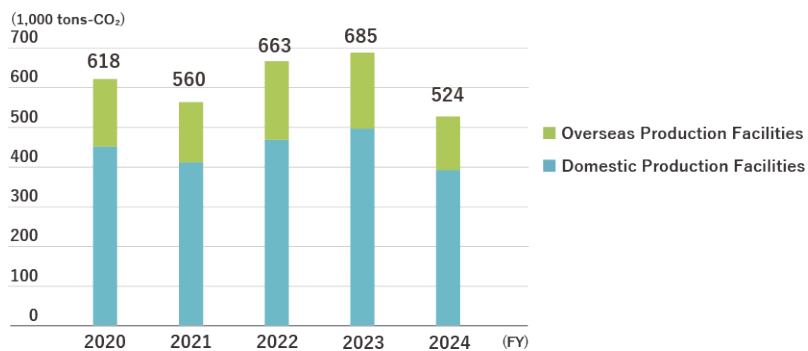


ESG Data (Environment)

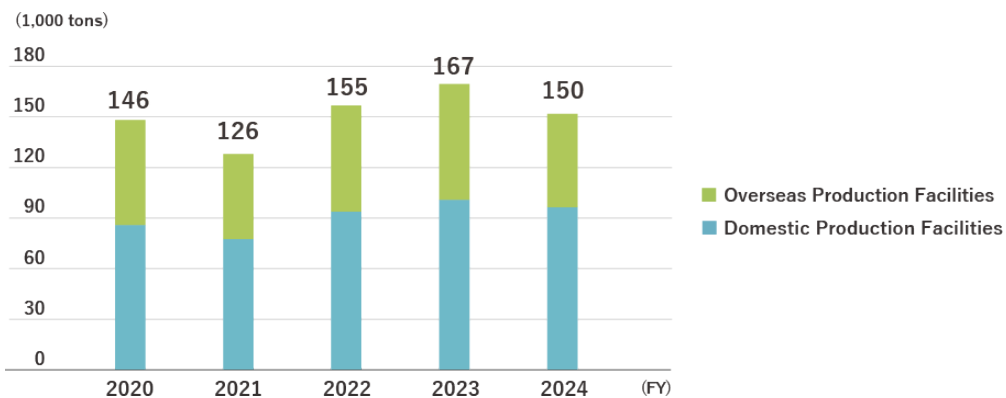
Calculation Period	Non-consolidated: ISUZU MOTORS LIMITED Consolidated: ISUZU MOTORS LIMITED and 10 of its domestic and overseas subsidiaries with production sites
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Consolidated Data

Trends in CO₂ Emissions



Trends in Waste Generation



Non-consolidated Data

Isuzu's Environmental Management Structures

In the past, Isuzu operated its environmental management structures on a site-by-site basis. With the revision of ISO 14001 in FY2016, the systems were integrated on a Group-wide basis. In December 2016, we expanded ISO 14001 certification to all Isuzu sites, and shifted to ISO 14001:2015. At present, Isuzu is carrying out uniform environmental initiatives across all sites. Moreover, we are undertaking company-wide efforts to reduce the environmental burdens resulting from our business operations and to strengthen our environmental management.

> Isuzu Motors's Environment Management

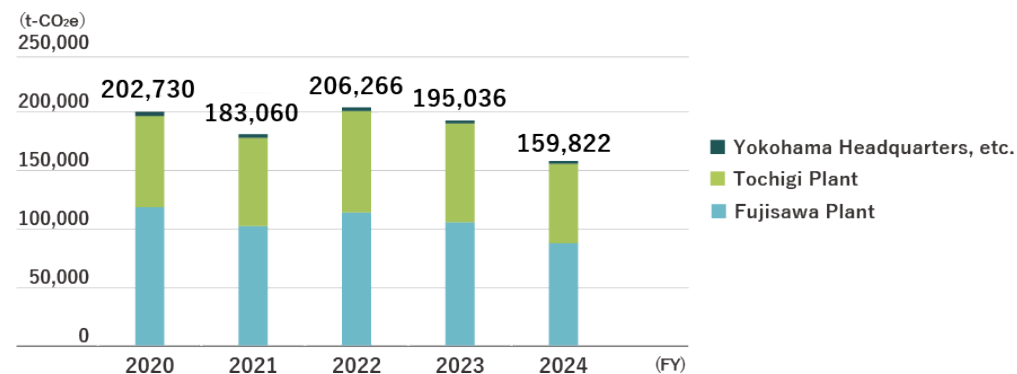
Violations and Accidents Related to Environmental Laws and Regulations in FY2024

Isuzu had no violations or environmental accidents related to environmental laws and regulations during FY2024.

CO₂ Emissions Mitigation Activities

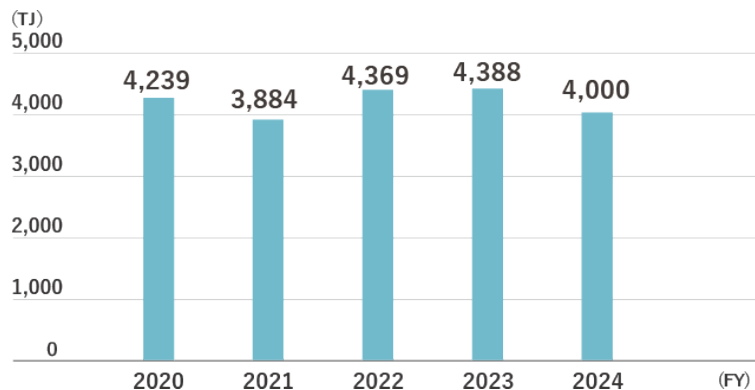
- Medium- to long-term target
Reduce CO₂ emissions from business activities to 205,630 t-CO₂ or less by the end of FY2024
- Targets and results for FY2024
Target: Reduce CO₂ emissions from business activities to 205,630 t-CO₂ or less by the end of FY2024
Result: 179,773 t-CO₂

Trends in CO₂ Emissions from Energy



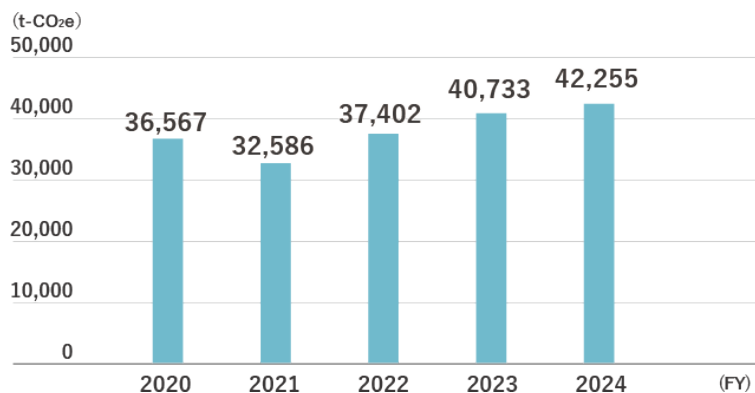
ESG Data (Environment)

Trends in Energy Consumption



* The energy coefficient has been changed for FY2024.

Trends in CO₂ Emissions from Logistics



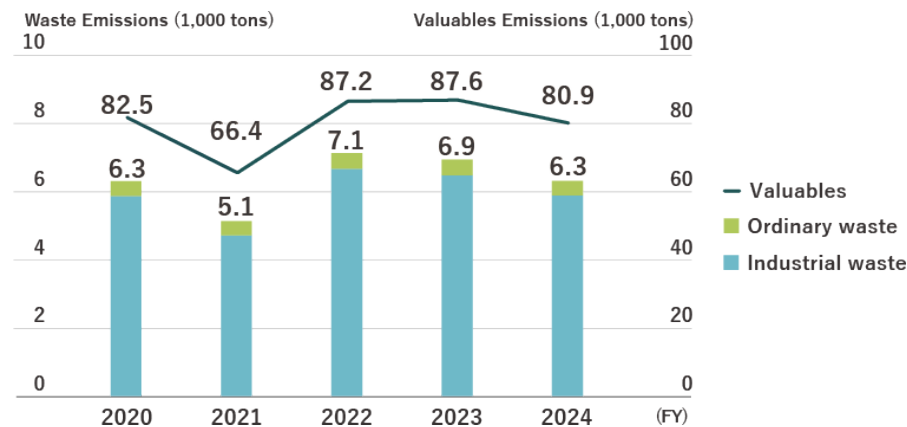
Activities to Reduce Resource Use

Reduce and Control Emissions

- Medium- to long-term target
By the end of FY2024, reduce the amount of waste generated by our business activities to 6,290 tons or less, and strive to optimize all emissions
- Targets and results for FY2024
Target: By the end of FY2024, reduce the amount of waste generated by our business activities to 6,290 tons or less, and strive to optimize all emissions
Result: 6,202 tons

Trends in Waste Generation

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

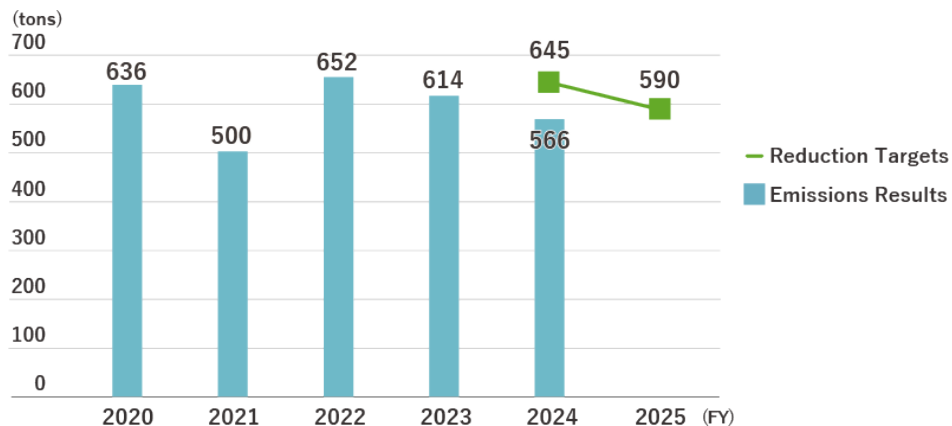


ESG Data (Environment)

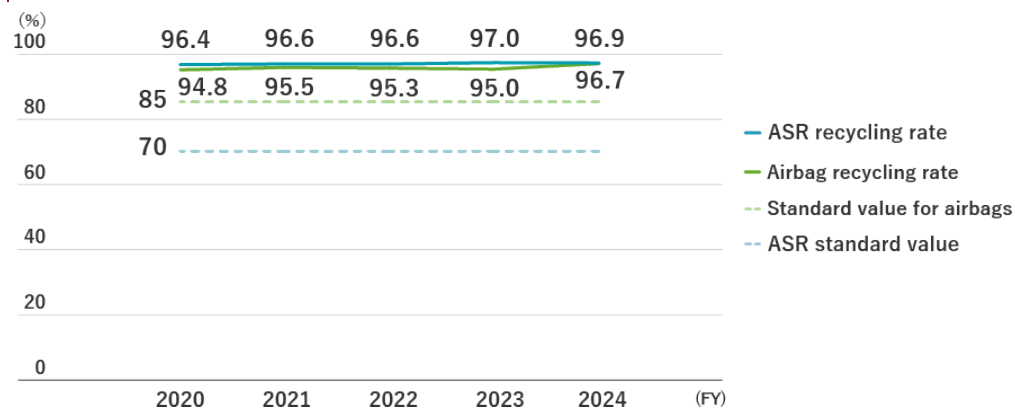
Trends in Plastic Product Industrial Waste Emissions

As Isuzu emits more than 250 tons of plastic product industrial waste annually, the company is classified as a large-volume emitter under the Act on Promotion of Resource Circulation for Plastics*. In accordance with the law, Isuzu has set goals for reducing and recycling plastic product industrial waste and implemented initiatives to achieve these goals. In FY2024, we successfully met its targets. Isuzu will continue to accelerate its efforts to reduce waste and promote recycling, advancing methodical initiatives to achieve future targets.

* Act on promotion of resource circulation for plastics



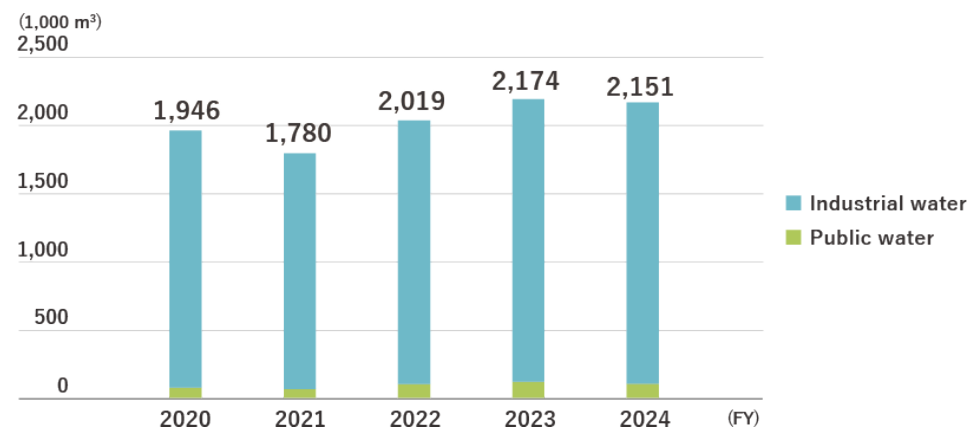
Trends in Recycling Performance Based on Automobile Recycling



Reduction of Water Consumption

- Medium- to long-term target
Reduce water consumption in business activities to 2,330,900 tons or less by the end of FY2024
- Targets and results for FY2024
Target: Reduce water consumption in business activities to 2,330,900 tons or less by the end of FY2024
Result: 2,114,103 tons

Trends in Water Resource Consumption



Environmental Risk Reduction Activities

Control Chlorofluorocarbon Emissions

In response to the Act for Control of Chlorofluorocarbon Emissions (Act on Rational Use and Proper Management of Fluorocarbons) effective from April 2015, Isuzu is promoting proper refrigerant management for business-use refrigeration air conditioning equipment and other equipment using chlorofluorocarbons at all of its bases, and is implementing inspections of all such equipment. While this act requires business operators to report if their estimated leakage of chlorofluorocarbon exceeds 1,000 tons-CO₂/year, Isuzu has verified that its leakage volume for FY2024 was lower than this level.

ESG Data (Environment)

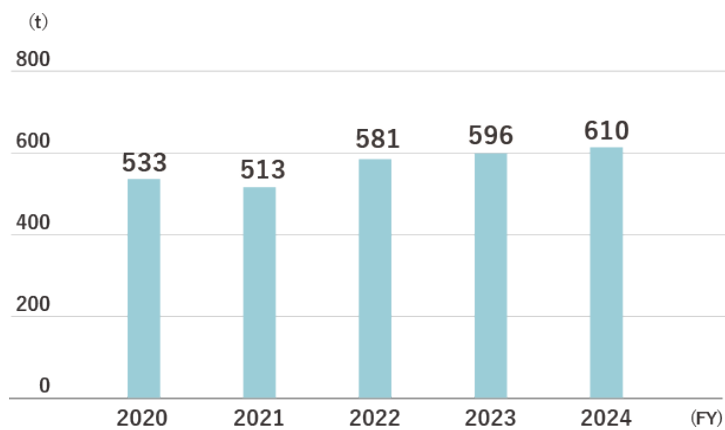
Reduction of VOC Emissions

- Medium- to long-term target
Maintain VOC emissions per painted area of 19.2 g/m² or less in the cab painting process
- Targets and results for FY2024
Target: Maintain VOC emissions per painted area of 19.2 g/m² or less in the cab painting process
Result: 18.2 g/m²

Isuzu is reducing emissions through the recovery of volatile organic compounds (VOC), has reduced VOC emissions from its plants and reviewed and improved its painting processes, which entail particularly large VOC emissions.

This activity is promoted through voluntary efforts to reduce VOC emissions by the Japan Automobile Manufacturers Association, Inc.

Trend in Total VOC Emissions



Proper Management of Emissions and Wastewater

By properly maintaining boilers and other smoke-generating facilities, we ensure that the amount of air pollutants from emissions such as NOx (nitrogen oxides) and SOx (sulfur oxides) is within regulatory standard values*.

Further, wastewater from our plants is processed in a wastewater treatment facility before being discharged to sewer systems or public water areas. The discharged water is analyzed on a regular basis to ensure that it is within regulatory standard values.

* Regulatory standard values are determined in accordance with laws or ordinances, whichever is stricter.

Fujisawa Plant: 8 Tsuchidana, Fujisawa City, Kanagawa Prefecture

Air

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	60	33	26.7
	Metal melting furnaces	180	41	35.8
	Paint baking furnaces	230	106	95.5
Soot and dust (g/Nm ³)	Boilers	0.3	0.005	0.005
	Metal melting furnaces	0.3	0.013	0.0051
	Paint baking furnaces	0.2	0.0018	0.0018

* Since all facilities producing soot and smoke use city gas as their fuel, SOx is excluded from the scope of measurement.

Water Quality Discharge Destination: Hikiji River

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.9	7.5	7.8
COD (mg/L)	60	29.0	8.2	17.7
BOD (mg/L)	60	14.0	4.2	9.8
SS (mg/L)	90	12.0	1.0	5.7
Oil content (mg/L)	5	2.0	1.0	1.4

ESG Data (Environment)

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

Air

Item	Equipment	Regulation Value	Measured Value	
			Maximum	Average
NOx (ppm)	Boilers	150	65	24
	Metal heating furnace	180	170	90
	Gas engines	600	197	189
SOx (Nm ³ /h)	Total volume regulation	14.5	0.6	0.09
Soot and dust (g/Nm ³)	Boilers	0.1	0.001	0.001
	Metal heating furnace	0.2	0.008	0.003
	Gas engines	0.05	0.003	0.002

Water Quality Discharge Destination: Nagano River

Item	Regulation Value	Measured Value		
		Maximum	Minimum	Average
pH	5.8-8.6	7.4	7.1	7.2
BOD (mg/L)	20	6.6	1.6	2.4
SS (mg/L)	40	2.0	0.0	0.2
Oil content (mg/L)	5	0.0	0.0	0.0

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

Environmental Accounting

To conduct environmental activities efficiently and continuously, Isuzu has calculated the costs and effects of environmental conservation. We have disclosed information with the aim of helping to make management decisions for carrying out efficient investments in environmental activities, and as an evaluation index for businesses as well.

Environmental Conservation Costs

Total investment was 6,260 million yen, a 1,487 million yen increase YOY.
Total expenses were 52,847 million yen, a 4,160 million yen increase YOY.
Details are shown in the table below.

(Target Period: April 1, 2023 to March 31, 2024)

(Unit: million yen)

Classification	Investment	Expenses	Major activities	
Business area costs	Pollution prevention costs	328	784	Prevention of air, water and other kinds of pollution
	Global environmental conservation costs	1,945	637	Implementing energy-saving activities, climate change measures, etc.
	Resource recycling costs	164	132	Proper disposal of waste, development and improvement of waste disposal sites, etc.
Upstream/downstream costs	0	3,991	Encouraging the recycling of used automobiles, 3Rs for waste, etc.	
Management costs	0	187	Promoting environmental management, updating systems for gathering information such as environmental data, etc.	
R&D costs	3,823	47,091	R&D for eco-friendly products compliant with emissions regulations, etc.	
Social activity costs	0	20	Supporting environmental conservation activities such as tree planting, donating to environmental conservation organizations, etc.	
Environmental damage costs	0	5	Pollution load levy, conservation measures against soil and groundwater pollution, etc.	
Total	6,260	52,847		

Environmental Conservation Effects

(Period: April 1, 2023 to March 31, 2024)

Category	Effect details	Effect
Economic effect (millions of yen)	Reduction in energy costs through energy conservation	155
	Profit on sale of valuables	3,292
Quantitative effect (tons)	CO ₂ reduction (t-CO ₂)	4,156

ESG Data (Environment)

Business Activities and Environmental Hazards

✔ have been verified by a third-party for the FY2024 data.

		FY2022	FY2023	FY2024
INPUT	Energy Input (GJ)	4,371,653	4,387,635	3,999,645
	Power consumption	1,891,461	2,076,515	1,682,534
	LPG	28,905	31,812	22,019
	LNG	971,498	808,459	918,627
	City gas	1,198,535	1,173,833	1,125,039
	Other energy	279,082	297,016	251,426
	Raw material input amount (thousand-t)			
	Iron & steel	56	43	33
	Aluminum	7	10	15
	Raw materials	183	152	125
	Water usage (thousand m ³)	2,019	2,174	2,151 ✔
	Industrial Water	1,918	2,055	2,047
	Public Water	101	119	104
	OUTPUT	Greenhouse gas (GHG) (t-CO ₂ e) *1	206,266	195,036
Waste generation (thousand-t)		7.1	6.9	6.3 ✔
Final landfill (thousand-t)		0.0	0.0	0.0
Valuables (thousand-t)		87.2	87.6	80.9
Recycling result (%)				
ASR		96.6	97.0	96.9
Air bags		95.3	95.0	96.7
VOC emissions (t)		581	596	610
Wastewater (thousand m ³)		2,019	2,174	2,151

*1 Sum of Scope 1 and Scope 2

GHG emissions

		FY2022	FY2023	FY2024
GHG emissions	Total greenhouse gas emissions (t-CO ₂ e)	94,683,737	102,675,760	79,434,151
	Scope1	128,074	119,189	115,370 ✔
	Scope2*1	78,192	75,847	44,452 ✔
	Scope3 Total	94,477,471	102,480,724	79,274,329 ✔
	Category 1	4,903,215	6,006,103	6,765,119 ✔
	Category 2*2	0	21,510	130,375 ✔
	Category 3	44,081	46,263	48,266 ✔
	Category 4	37,402	40,733	42,255 ✔
	Category 5	5,312	1,533	1,360 ✔
	Category 6	1,050	1,050	1,107 ✔
	Category 7	3,486	3,476	3,624 ✔
	Category 8	-	-	-
	Category 9	-	-	-
	Category 10	166,537	184,204	205,080 ✔
	Category 11	89,314,699	96,174,036	72,075,304 ✔
Category 12	1,689	1,816	1,839 ✔	
Category 13	-	-	-	
Category 14	-	-	-	
Category 15	-	-	-	

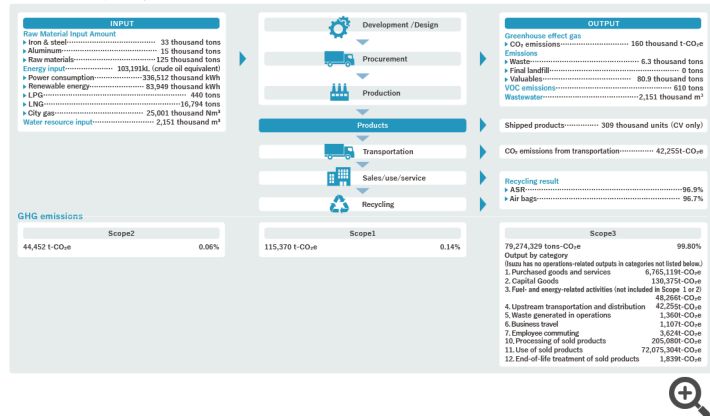
*1 Due to the expansion of renewable energy adoption.

*2 The increase in emissions is due to a revised calculation method for activity volume starting from FY2024.

ESG Data (Environment)

Material Flow

FY2024 material flow (Isuzu only)



Calculation Standards

Calculation Period	FY2024 (April 1, 2023 - March 31, 2024)
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED
	Consolidated: ISUZU MOTORS LIMITED and its domestic and overseas subsidiaries

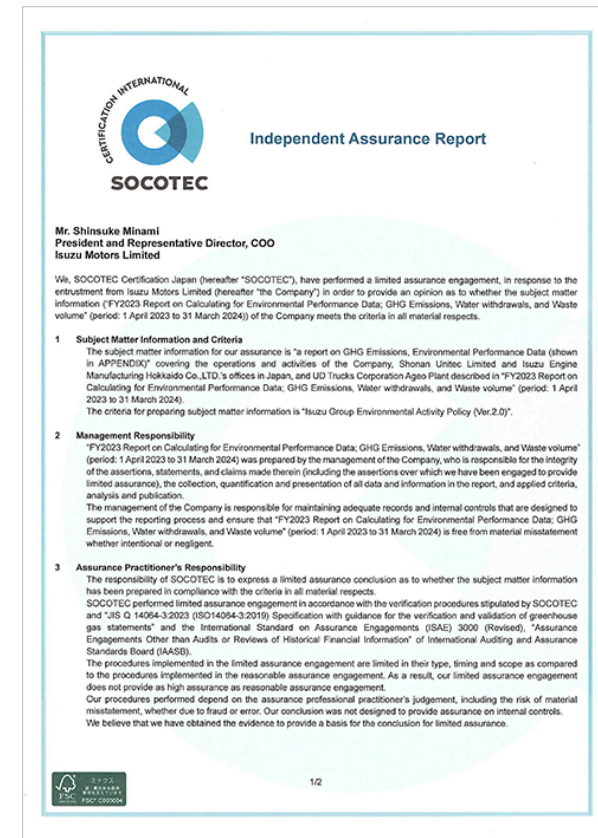
Energy Usage	Scope	Units	Calculation Standards
Electricity Usage, Fuel Usage, and Heat Usage	Non-consolidated	GJ	Total energy usage of electricity, fuel (city gas, liquefied natural gas, light oil, etc.) and heat (steam, chilled water, etc.) [Calculation Standards] <ul style="list-style-type: none"> The Act on Promotion of Global Warming Countermeasures Act on on the Rationalizing Use of Energy and Shifting to Non-fossil Energy GX League Calculation, Monitoring, and Reporting Guidelines

Greenhouse Gas (GHG)	Scope	Units	Calculation Standards
Greenhouse Gases (GHG)	Non-consolidated	-	Scope 1 emissions (direct emissions), Scope 2 emissions (indirect emissions from energy use), and Scope 3 emissions (other indirect emissions) [Calculation Standards] <ul style="list-style-type: none"> GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard GX League Calculation, Monitoring, and Reporting Guidelines
Scope1	Non-consolidated	t-CO ₂	Greenhouse gas emissions from fuel use (direct emissions) [Factor] <ul style="list-style-type: none"> Ministry of the Environment: List of Calculation Methods and Emission Factors under the Act on Promotion of Global Warming Countermeasures
Scope2	Non-consolidated	t-CO ₂	Greenhouse gas emissions from the use of externally supplied electricity and heat (indirect emissions) [Factor] <ul style="list-style-type: none"> Ministry of the Environment and Ministry of Economy, Trade and Industry: Emission Factors by Electricity Providers
Scope3	Non-consolidated	t-CO ₂ e	Other greenhouse gas emissions (Indirect emissions) [Calculation Standards] <ul style="list-style-type: none"> Category 1: Purchased goods and services Quantity of products purchased by the company × Intensity Category 2: Capital Goods Capital goods increase during the period × Intensity Category 3: Fuel- and energy-related activities outside of Scope 1 and 2 Energy type consumption × Intensity Category 4: Upstream transportation and distribution Greenhouse gas emissions reported based on the Energy Conservation Law (designated shippers) periodic report Category 5: Waste generated in operations Waste disposal amount × Intensity Category 6: Business travel Number of employees × Intensity Category 7: Employee commuting Number of employees × Number of working days × Intensity Category 10: Processing of sold products Intermediate product shipment quantity × Intensity Category 11: Usage of sold products Product sales volume × Annual energy consumption × Usage years × Intensity Category 12: Disposal of sold products Waste product weight × Intensity [Coefficient, Intensity] <ul style="list-style-type: none"> Ministry of the Environment: List of Calculation Methods and Emission Factors for the Reporting System Ministry of the Environment: Emission Factor Database for Calculating Greenhouse Gas Emissions through the Supply Chain National Research and Development Agency National Institute of Advanced Industrial Science and Technology 'IDEA'

ESG Data (Environment)

	Scope	Units	Calculation Standards
Water Usage	Non-consolidated	thousand m ³	Total Water Usage (Public water, groundwater, industrial water)
			[Calculation Standards] <ul style="list-style-type: none"> Isuzu Group Environmental Activity Guidelines
	Scope	Units	Calculation Standards
Waste generation	Non-consolidated	thousand t	Total Emissions of Waste
			[Calculation Standards] <ul style="list-style-type: none"> Waste Management and Public Cleansing Act (Waste Management Law) Isuzu Group Environmental Activity Guidelines

Independent Assurance Report (PDF)



[Click to open the PDF](#)

ESG Data (Social)

Calculation Period	Non-consolidated: ISUZU MOTORS LIMITED Consolidated: ISUZU MOTORS LIMITED and its domestic and overseas subsidiaries Domestic: ISUZU MOTORS LIMITED and domestic consolidated subsidiaries Overseas: Overseas consolidated subsidiaries
Coverage	<ul style="list-style-type: none"> The proportion of employees from companies included within the scope of this indicator relative to the total number of consolidated employees in the Isuzu Group. Coverage marked with "-" or items not listed are standalone data.

Employee

☑ have been verified by a third-party for the FY2024 data.

		Scope	Coverage	Unit	FY2022	FY2023	FY2024
The number of employees	Total	Consolidated	100%	The number of employees	44,299	44,495	45,034 ☑
	Male				39,166	39,058	39,371 ☑
	Female				5,133	5,437	5,663 ☑
	Total	Non-consolidated	-		8,056	8,056	8,491 ☑
	Male				7,591	7,581	7,923 ☑
	Female				465	475	568 ☑
Number of Employees by Region	Japan	Consolidated	100%	The number of employees	28,727	28,544	29,017
	Asia				12,475	12,684	12,814
	Africa				1,676	1,781	1,883
	Other Areas				1,421	1,486	1,320
Outside Number: Average Number of Temporary Employees		Consolidated	100%	The number of employees	14,320	15,146	14,455
Number of New Hires	Total	Consolidated	90.0%	The number of employees	-	-	2,469
	Male				-	-	2,050
	Female				-	-	419
	Total	Non-consolidated	-		314	408	553
	Male				291	364	495
	Female				23	44	58
Number of New Graduates Hired	Total	Japan	63.7%	The number of employees	-	-	897
	Male				-	-	806
	Female				-	-	91
	Total	Non-consolidated	-		256	296	291 ☑
	Male				239	270	260 ☑
	Female				17	26	31 ☑

Number of Career Employees Hired	Total	Japan	63.7%	The number of employees	-	-	864
	Male				-	-	745
	Female				-	-	119
	Total	Non-consolidated	-		58	112	262 ☑
	Male				52	94	235 ☑
	Female				6	18	27 ☑
Number of Foreign Nationals Hired		Non-consolidated	-	The number of employees	7	8	18
Rehired Retiree Numbers		Non-consolidated	-	The number of employees	762	813	866
Voluntary Resignation Rate		Consolidated	100%	%	-	4.14	3.81
		Non-consolidated	-		1.68	2.15	2.38
Resignation Rate, Including Retirement Due to Reaching the Retirement Age		Non-consolidated	-	%	5.00	4.90	6.39
Percentage of Employees with Disabilities*1		Japan	64.4%	%	-	-	2.38
		Overseas	34.4%		-	-	0.21
		Non-consolidated	-		1.97	2.16	2.25 ☑
Management*2	Total	Consolidated	100%	The number of employees	-	-	6,901
	Male				-	-	6,237
	Female				-	-	664
	Total	Non-consolidated	-		1,417	1,433	1,552
	Male				1,368	1,385	1,495
	Female				49	48	57
Ratio of Female Managers		Consolidated	100%	%	-	-	9.62
		Non-consolidated	-		3.46	3.35	3.67 ☑
Average Age	Total	Non-consolidated	-	age	41.2	41.0	40.8
	Male				-	-	41.0
	Female				-	-	38.6
Average Years of Service	Total	Non-consolidated	-	Years	18.7	18.3	17.3
	Male				-	-	17.7
	Female				-	-	12.4
Average Annual Salary*3		Non-consolidated	-	Thousands of yen	7,534	7,770	7,886
Gender Wage Gap among Workers*4	All workers	Non-consolidated	-	%	-	84.8	84.7 ☑
	Regular employees				-	81.1	81.3 ☑
	Part-time and fixed-term workers				-	105.8	109.5 ☑

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

*2 Isuzu targets senior positions.

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

*4 It represents the ratio of women's annual average wage to men's annual average wage.

ESG Data (Social)

Number of Employees Using Childcare/Nursing Care Support Systems

	Unit	FY2022	FY2023	FY2024
Parenting Leave	The number of employees	66	81	128
Male		31	49	94
Female		35	32	34
Rate of male employees taking childcare leave**1		-	87.7%	88.0%
Nursing Care Leave		0	1	5
Male		0	1	4
Female		0	0	1
Shortened Working Hours (Nursing Care and Childcare)		31	33	36
Male		3	4	3
Female		28	29	33

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

Health and Safety

Total Number of Incidents

	Unit	FY2022	FY2023	FY2024
All workers	Cases	23	29	31

Number of Fatal Accidents

	Unit	FY2022	FY2023	FY2024
Regular Employees	Cases	0	0	0 <input checked="" type="checkbox"/>
Part-time and fixed-term workers		0	0	1 <input checked="" type="checkbox"/>

Lost Time Due to Injury Frequency Rate**1

	FY2022	FY2023	FY2024
Lost Time Due to Injury Frequency Rate	0.00	0.00	0.16 <input checked="" type="checkbox"/>
Automobile Manufacturing (Japan)**2	0.18	0.22	0.27

*1 Number of fatalities and injuries due to industrial accidents per 1 million actual working hours (accident frequency)

*2 Source: Ministry of Health, Labour and Welfare, Survey of Occupational Accident Trends, statistics tables.

Safety Training

	Unit	FY2022	FY2023	FY2024
Number of Safety Course Attendees	The number of employees	5,344	2,665	2,818

Human Resource Development

Training Achievements

	Unit	FY2022	FY2023	FY2024
Total Hours of Training	Hours	231,993	184,079	170,633
Hours Per Employee		29	23	21

Social Contribution Activities

Social Contribution Expenditure in FY2024 (Non-consolidated): 880 Million Yen

	Unit	Social contribution expenditure	In-kind Donations	Donations
Amount	1 million yen	739	7	130

ESG Data (Social)

Product Quality

	Unit	FY2022	FY2023	FY2024
Number of recalls	Cases	17	12	9

External Evaluation of Safety

Regional breakdown of vehicle models receiving overall 5-star safety ratings in the NCAP*1 program

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

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

Calculation Standards


Calculation Period	FY2024 (April 1, 2023 - March 31, 2024)
Metrics Calculation Scope	Non-consolidated: ISUZU MOTORS LIMITED
	Consolidated: ISUZU MOTORS LIMITED and its domestic and overseas subsidiaries

	Scope	Units	Calculation Standards
Ratio of Women Management (Senior Level)	Non-consolidated	%	<p>Proportion of Female Managers Among All Managers</p> <p>* Managers refer to employees in positions at the level of section chief or higher, excluding executives</p> <p>[Calculation Method]</p> <p>Calculated as follows, based on the Isuzu Group Social Data Manual</p> <ul style="list-style-type: none"> Ratio of Female Managers (Senior Positions) = (Number of Female Managers in Senior Positions / Total Number of Managers in Senior Positions) × 100 <p>[Reference Legislation, etc.]</p> <p>Act on Promotion of Women's Participation and Advancement in the Workplace (Act on Promotion of Female Participation)</p>
Percentage of Employees with Disabilities	Non-consolidated	%	<p>Proportion of Regularly Employed Workers with Disabilities Relative to All Regularly Employed Workers</p> <p>[Calculation Method]</p> <p>Calculated as follows, based on the Isuzu Group Social Data Manual: Disability Employment Ratio = (Number of Regularly Employed Workers with Disabilities / Total Number of Regularly Employed Workers) × 100</p> <p>*1 Part-time workers (working 20 hours or more but less than 30 hours per week) are counted as 0.5 persons</p> <p>*2 Severely disabled individuals are counted as 2 persons</p> <p>*3 As Isuzu Hospital falls under the category of industries with an exclusion rate setting, the number of regularly employed workers is calculated at 70% of the actual number</p> <p>[Reference Legislation, etc.]</p> <p>Ministry of Health, Labour and Welfare 'Act to Facilitate the Employment of Persons with Disabilities'</p>
Number of Employees (By Gender)	Non-consolidated and Consolidated	People	<p>Non-consolidated: Excludes those seconded from Isuzu to external organizations, but includes those seconded to Isuzu from external organizations</p> <p>Consolidated: Excludes those seconded from the Isuzu Group to external organizations, but includes those seconded to the Isuzu Group from external organizations</p> <p>Aggregation Scope: For companies with a fiscal year ending in March, the data is as of March 31; for companies with a fiscal year ending in December, the data is as of December 31</p>
Number of New Graduate Hires (By Gender)	Non-consolidated	People	<p>Full-time employees who have been directly hired without a fixed term of employment, from among students who are job-hunting in anticipation of graduating from various schools and institutions</p> <p>However, individuals who have graduated from school within approximately the last three years and have successfully passed Isuzu's new graduate hiring process are also treated as new graduate hires</p>
Number of Career Employees Hired (By Gender)	Non-consolidated	People	<p>Among full-time employees who have been directly hired without a fixed term of employment, those who are not new graduate hires</p>

ESG Data (Social)

Gender Wage Gap Among Workers	Non-consolidated	%	The ratio of the average annual wage of female workers to the average annual wage of male workers [Calculation Method] Calculated as follows, based on the Isuzu Group Social Data Manual <ul style="list-style-type: none"> For regular employment, non-regular employment, and all workers, the gender wage gap is calculated as follows: Gender Wage Gap = (Average Annual Wage of Women / Average Annual Wage of Men) × 100 [Reference Legislation, etc.] Act on the Promotion of Women's Active Engagement in Professional Life
Lost Time Due to Injury Frequency Rate	Non-consolidated	-	Number of fatalities and injuries due to industrial accidents per 1 million actual working hours (accident frequency) [Calculation Method] Calculated as follows, based on the Isuzu Group Social Data Manual Lost Time Injury Frequency Rate = (Number of Fatalities and Injuries Due to Occupational Accidents / Total Actual Man-Hours Worked) × 1,000,00
Number of Fatal Accidents (By regular and part-time and fixed-term workers)	Non-consolidated	People	Those who died due to occupational injuries <ul style="list-style-type: none"> Accidents that occurred during work and were caused by the work itself Traffic accidents that occurred within business sites or on the premises

Independent Assurance Report (PDF)



EY
Building a better working world

Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent practitioner's assurance report

Mr. Shinsuke Minami
President and Representative Director
Isuzu Motors Limited

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

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

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

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

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

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

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ESG Data (Governance)

Composition of Officers

		Unit	As of June 26, 2024
Board of Directors	Directors	Person	14
	Independent Outside Directors		6
	Proportion of Independent Outside Directors	%	42.85
	Female Directors	Person	2
	Proportion of Female Directors	%	14.28
Audit and Supervisory Committee	Audit and Supervisory Committee Members	Person	5
	Independent Outside Directors		3
Nomination and Remuneration Committee	Nomination and Remuneration Committee Members	Person	5
	Independent Outside Directors		3

Meetings Held

		Unit	FY2022	FY2023	FY2024
Board of Directors	Number of meetings	Times	15	15	14
	Attendance rate among Outside directors	%	100	100	98.57
Audit and Supervisory Committee (Board of Corporate Auditors)	Number of meetings	Times	11 (5) ^{*1}	15	15
	Attendance rate	%	100	100	100
Nomination and Remuneration Committee	Number of meetings	Times	8	8	9

*1 The Board of Corporate Auditors had held five meetings by June 25, 2021, the date of the Company's transition into a company with an Audit and Supervisory Committee.