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Quality

Basic Approach

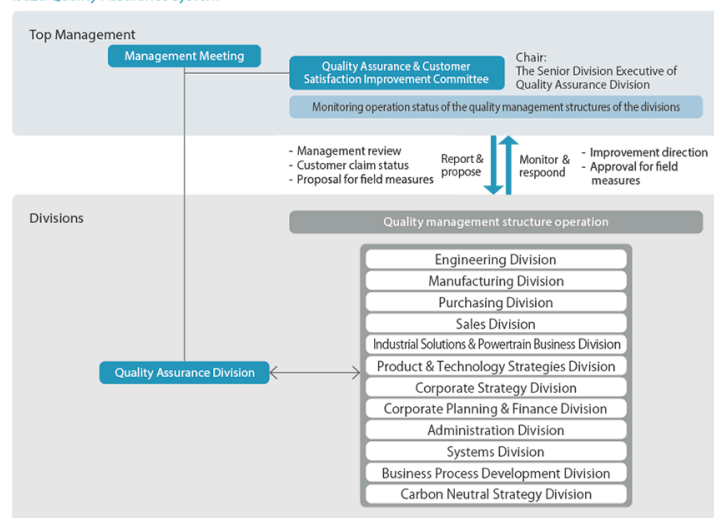
We gain the trust of our customers by providing products and services of high quality to our customers from various angles so as to be able to contribute to the solving of social issues toward the creation of a prosperous society.

Management Structure

Group-wide Quality Assurance System

Isuzu builds the QA system illustrated below with the aim of fully meeting its social and quality responsibilities as a manufacturer. Led by the Quality Assurance Division, all companies of the Isuzu Group work together to enhance our product quality. The Senior Division Executive of 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 discuss and share information on quality-related facts and CS improvement so that the Committee can monitor how the divisions operate their quality management structures. The outcomes are shared to drive forward the quality assurance activities of the business divisions.

Isuzu Quality Assurance System



Improving Quality within 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 Structure (ISO 9001 and IATF 16949 certified)

All Isuzu business sites have earned ISO 9001:2015 certification, an international standard of quality management. Moreover, components to be delivered to General Motors Company have obtained IATF 16949:2016 certification, the standard for the automobile sector. Isuzu has been striving to enhance its operational quality using such measures.

Quality Activity Initiative Themes

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. Operation Quality Improvement

Quality

Initiatives

Product Quality Improvement

Basic Approach behind Product Quality Improvement

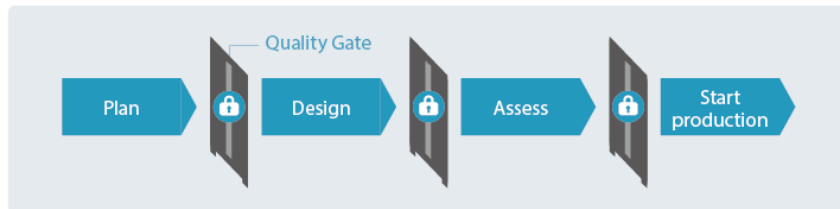
Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape.

To achieve this, a number of activities have been undertaken to improve quality at every stage from product development and manufacturing to market operation.

Initiatives at the Development Stage

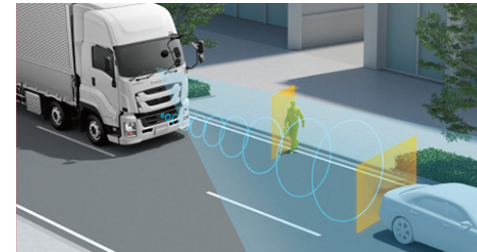
Our product development philosophy is to gain the trust of every person. This is supported by the basic concept of S.E.E. Technology, where S.E.E. stands for the three important issues of Safety, Economy, and the Environment. To acquire the high quality needed to underpin this philosophy, we set quality gates (milestones) at different stages in product development where the quality and the maturity of the products are confirmed so that product development can proceed. During the development stages below, Isuzu focuses on failures and preventing the recurrence of failures. Failure Mode and Effects Analysis (FMEA*) and other methods are used to enhance reliability and durability.

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

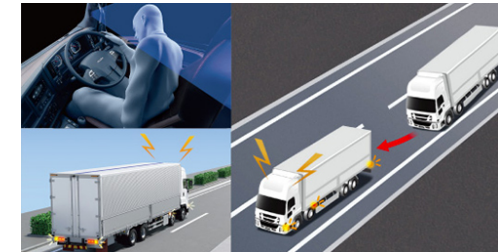


Safety Technologies

The quest for even higher safety in trucks—which have close ties to people and society—is a 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, as the damage caused is even larger. Therefore, the latest and most advanced responses are always required. In addition, trucks transport not only people, but also important goods. For example, even if an accident can be avoided by emergency braking when there is imminent danger, besides injury to people, there is still a high risk of causing damage to important goods such as when goods fall over. At Isuzu, we install necessary safety features to prevent accidents and reduce damage according to the vehicle type.



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, an alarm and brake control are triggered. In addition to the alarm, full braking is applied at an early stage when there is an increased risk of a collision with a preceding vehicle or pedestrian moving at low speed.



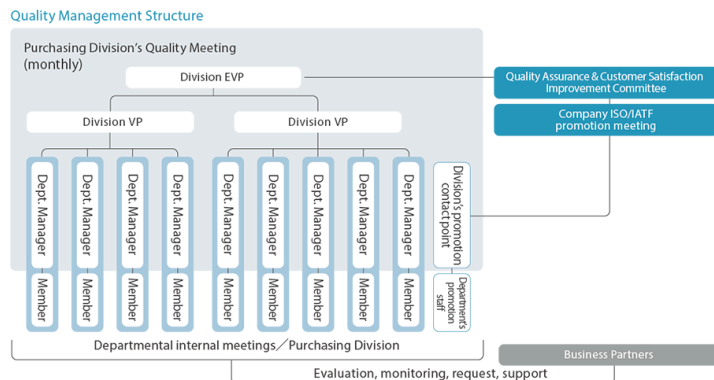
Emergency Driving Stop System (EDSS): If the driver experiences something abnormal such as sudden illness, the vehicle's Emergency Driver Stop System (EDSS) automatically applies the brakes and brings the vehicle to a stop. This is achieved through either the operation of the EDSS switch or abnormality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

- > ELF
- > FORWARD
- > GIGA
- > GALA
- > ERGA
- > D-MAX, MU-X

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.



In Japan, we have a total of 680 business partners, about 90% of which are located 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 91% of our business partners met the criteria for delivery quality evaluation in FY2024. 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 BCP/BCM system and carrying out measures to reconfirm our supply chain and minimize the time it takes to restart operations in the event of an emergency. 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

Isuzu's customers require products of different specifications, and therefore Isuzu's products are available in many different variations. This is a characteristic of Isuzu. Isuzu is constantly committed to the development of human resources and improvement of production systems as it seeks to improve the quality of its diverse products to the same, high level and make them globally available.

Isuzu systematizes and integrates its quality-first concept, methods and manufacturing knowhow into ISUZU MONOZUKURI (IM). IM is a production method implemented in every Isuzu manufacturing plant in Japan and overseas countries. At heart, its concept is to ensure that Isuzu-badged vehicles can be manufactured based on a uniform concept of workmanship and quality control, in any plant around the world. To homogenize variation at a high level based on IM, production line managers gather each morning before starting work and have 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 Who Received the Training in FY2024

There were 975 participants in FY2024, with an average activity rate of 21 hours per participant (2-5 days/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

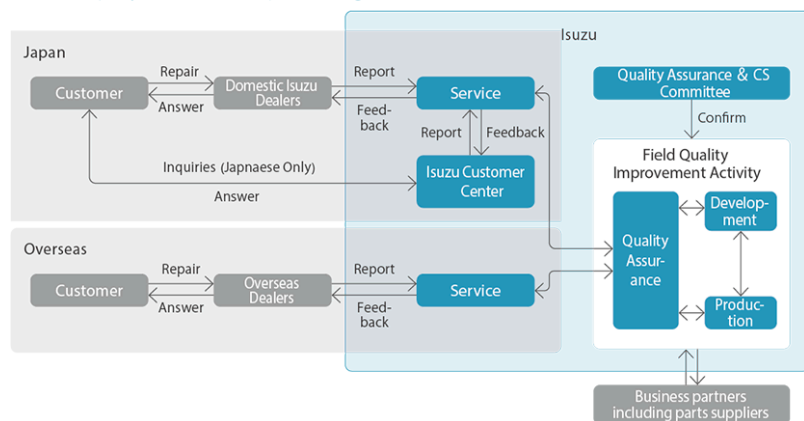
Taking advantage of the FQ management structure*, Isuzu collects quality information from markets then implements cause investigations and responds to issues promptly and accurately.

Isuzu Customer Center (Japan) gathers customer opinions, warranty repair records, and improvement requests from sales dealers as field quality information to direct to our quality improvements. The collected information is used in our efforts to comply with regulations from various countries including domestic safety regulations for road vehicles, and to respond to them even more quickly.

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 features and shares quality activities such as the status of field quality improvement activities, the status of verification activities for 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 the markets for making improvements, based on the scheme illustrated below.

Field Quality Improvement Activity (FQ Management Structure)



Initiatives for Recall Campaigns

The aim of the recall system is to prevent defective vehicles from causing accidents and to ensure the safety and assets of our customers and drivers. Based on an understanding of the aim and its philosophy, Isuzu conducts recalls as required by the Road Transport Vehicle Act, improvement measures, and service campaigns in an effort to ensure smooth operation of our customers' vehicles. We are always prepared to take prompt and appropriate actions from the customer's perspective, taking into consideration the diversification of users' circumstances. Regarding complaints about safety-related defects, we conduct investigations and provide responses 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:** A service campaign allows a vehicle to which neither recall nor improvement measures applies to be repaired free of charge upon notification to the Ministry of Land, Infrastructure, Transport and Tourism, for the purpose of improving its merchantability and quality.

Number of recalls and other notifications

	FY2022	FY2023	FY2024
Recalls	17	12	8
Improvement Measures	2	0	0
Service Campaigns	5	3	4

(Reference) UD Truck Recalls in FY2024: 5

> Recall Information (Japanese only)

Service Quality Improvement

Basic Approach behind Service Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape.

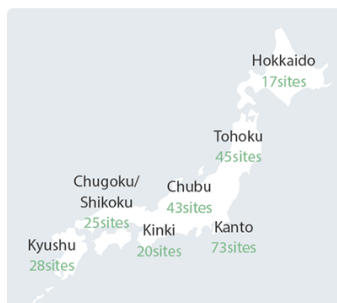
Consequently, it is important to ensure that our customers' vehicles keep working well and, if they don't, are quickly restored to working order. Isuzu provides standardized support both in Japan and overseas as part of its commitment to offering high-quality service. During the current COVID-19 pandemic, Isuzu's trucks have played an important role in supporting the availability of medical supplies and daily commodities. We are aware of Isuzu's mission and social responsibility to, in all circumstances, unfailingly deliver the vehicles customers need and help them to keep running satisfactorily by providing after-sales service without delay.

Quality

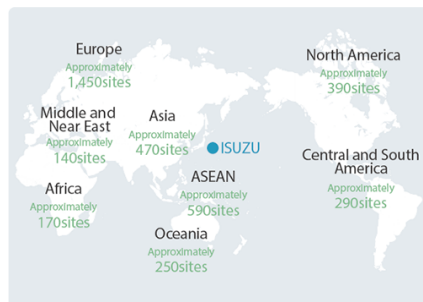
Thorough Service System

Isuzu is currently fully committed to post-delivery customer support. Our customers always expect high-quality service. Isuzu pursues the establishment of high-quality, integrated service systems both domestically and internationally.

Japan



Overseas



Parts Supply System

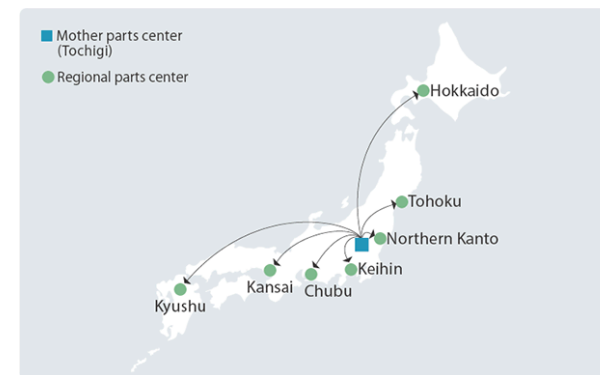
Isuzu delivers service parts in a timely and accurate manner to any place, leveraging its network of mother parts center (Tochigi, Japan) and regional parts centers in Japan and overseas. In addition, Isuzu Logistics Global Center commenced operations in April 2020. This is a state-of-the-art distribution warehouse designed to meet growing demand overseas for service parts. The new facility reinforces our readiness to supply parts to customers overseas. Moreover, the introduction of latest technologies has advanced the automation of in-warehouse work. Handling of heavy materials has been reduced in our in-warehouse work, which provides a better working environment for women and even elderly workers.



Isuzu Logistics Global Center commenced operations in April 2020

Japan

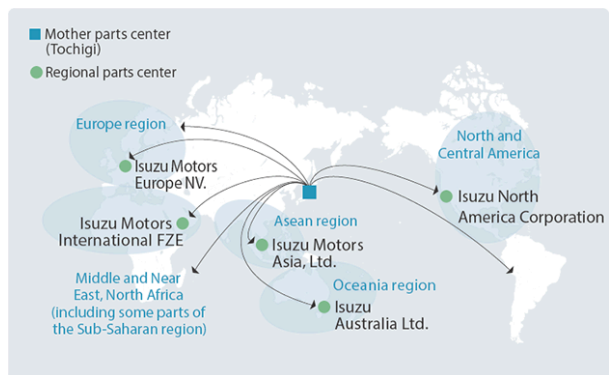
Seven regional parts centers ship the service parts to the service parts sites of Isuzu dealers.



Quality

Overseas

Isuzu's extensive service parts supply network includes regional parts centers in the Middle and Near East, North Africa, North and Central America, Europe, and the ASEAN and Oceania regions.



Improvement of Maintenance Engineering

Isuzu World Service Skills Competition (I-1GP)

The Isuzu World Service Skills Competition (I-1GP) gathers teams of servicing staff and engineers from different countries and regions across the world to compete in a skills and knowledge competition to find the world's best engineers. This is a global competition that aims to improve individuals' technical skills and the responsiveness of the engineers in Isuzu Group dealerships engineers (team technical skills). This international and interregional competition in skills and knowledge is aimed at improving service quality in their respective home fields so that Isuzu customers can enjoy the greatest satisfaction anytime, anywhere. The competition has been held since 2006.

From 2020 to 2022, due to the impact of the COVID-19 pandemic, the event was held online. However, in FY2024, the event returned to an in-person format for the first time in four years. Finalists who advanced from the preliminary rounds were invited to Japan and the event was held on November 1, 2023, at Pacifico Yokohama.

The contest included both individual and team competitions. In the team practical competition, teams consisting of two contestants and one coach performed vehicle inspection and fault diagnosis tasks using actual vehicles. Additionally, leveraging the competition system and content from the online service skills contest e-Competition conducted during the pandemic, both team/individual theoretical competitions and individual practical competition Virtual Fault Diagnosis were also held at the contest venue.

The competition featured 99 participants from 33 countries and regions, with a total attendance, including spectators, exceeding 1,000. Through I-1GP, we aim to promote the improvement of maintenance skills and the importance of technical training, and we will continue to work on enhancing service quality worldwide.

Results of the 18th I-1GP at CV division

Group division: [1st] Japan, [2nd] USA, [3rd] New Zealand
Individual division: [1st] Japan, [2nd] Japan, [3rd] New Zealand



National Service/Parts Skill Competition

Isuzu holds an annual competition for workers to compete in the skills they have accumulated through their everyday work. The purpose of this contest is to improve the skills of Isuzu's after-sales staff, promote education, enhance customer satisfaction, and boost the morale and solidarity of Isuzu after-sales staff.



Quality

Training Employees of Isuzu Dealers

We offer training programs to the service staff and engineers that support the transport needs of our customers so they can brush up on their service operations and maintenance engineering skills and learn more advanced repair techniques.

In addition to conventional group training at the Isuzu Monozukuri Service Training Center, we are further enhancing the skills of our workforce by introducing remote training (using web conferencing systems and e-learning platforms) and adapting self-hosted training to be held at dealerships.

FY2024 Results

	Number of Courses		Number of participants	Training Method
For service engineers	29 courses	45 sessions	642	Group Training
	0 course	0 session	0	Remote Training
	7 courses	40 sessions	455	In-house Hosting
For service advisors	6 courses	8 sessions	114	Group Training
	14 courses	26 sessions	283	Remote Training
	0 course	0 session	0	In-house Hosting

Feedback from participants

- I was able to learn about the internal structure of parts that cannot be understood from regular maintenance work, and it was very educational. In the future, I hope to make use of this knowledge in training junior staff. (Service Engineer, Dealerships)
- The in-depth explanation of the usage of the diagnostic tool was helpful in advancing my practical skills. (Service Engineer, Dealerships)
- After receiving this training, the areas I was not confident in have now turned into strengths. I will apply what I have learned in the field going forward. (Service Engineer, Dealerships)

Maintenance Engineering Workshop in FY2024

30 sessions


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 conducting demonstrations of key points for the use of vehicle devices and accident prevention, workshops on legal and regulatory trends and many other seminars based on customers' needs. Within Japan, these seminars are conducted at seminar facilities named Isuzu Premium Clubs located on the premises of our Fujisawa Plant and Isuzu Hokkaido Proving Ground. The Clubs are equipped with test courses and are exclusive for our customers. Seminars are also conducted 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 draws the attention of users of Isuzu vehicles to potential incidents or failure risks arising from misuse or other problems.

> [Customer Information \(FY2024\) \(Japanese only\)](#) 

Long 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. The safety of vehicles that have been in use for a long time can be guaranteed by ensuring that regular inspections and maintenance are performed. Isuzu keeps a sufficient stock of periodic replacement parts on hand to prevent failures from occurring and to meet customers' needs for periodic maintenance. We will keep working on inspection and maintenance, also taking into consideration the way in which vehicles are used and their use over extended periods.

Isuzu Customer Center

Isuzu Customer Center (Japan) was established for the purpose of applying customer feedback to product 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 to the voices of our customers through internal training programs to enhance our customer-first approach and our sensitivity to what our customers want.

Customer Testimonials

We received very encouraging news from a transportation company customer. The FORWARD, one of our medium-duty trucks, is about to reach a mileage of 1.3 million kilometers with no major breakdowns. When this news was shared by the Isuzu Customer Center with the sales company, the sales company decided to present a letter of appreciation to the customer.

The customer expressed gratitude for the letter of appreciation and praised the branch manager and the sales representative, who had visited multiple times and provided kind support. Additionally, we heard that the customer has displayed the letter of appreciation at their office entrance, and it has received very positive feedback from visitors.

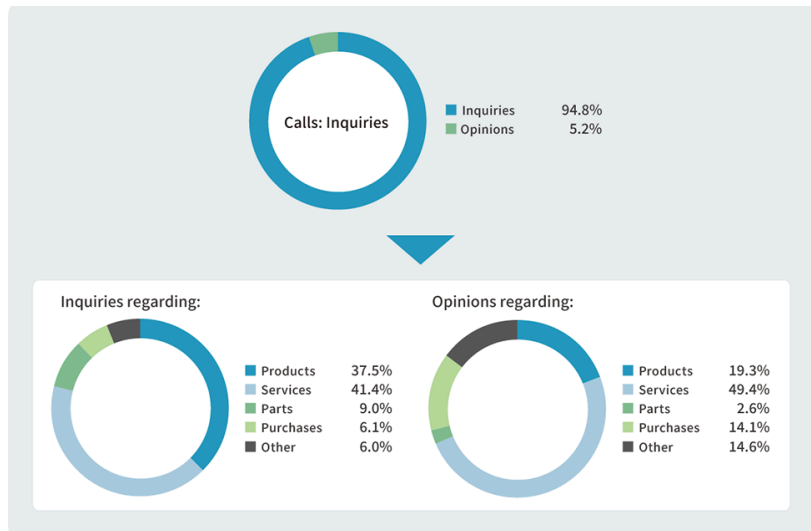
According to information from the branch manager, the customer is very meticulous about vehicle maintenance, promptly taking the vehicle for inspection if there are any signs of issues.

We believe that the customer's careful maintenance of their vehicle, along with the long-term support from our sales company, has contributed to achieving such a remarkable result.

Moving forward, the entire Isuzu Group will continue to focus on providing products that emphasize reliability and durability, as well as delivering high-quality after-sales service, to support our customers' businesses.

Quality

Actual Incoming Calls to the Isuzu Customer Center in FY2024



Intangible Support

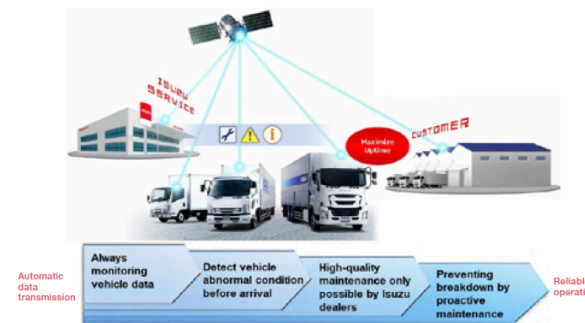
MIMAMORI (Telematics for Commercial Vehicles)

Isuzu has also been dedicated to supporting the software side of commercial vehicles. A symbol of this effort is the telematics system for commercial vehicles known as MIMAMORI. It reads data from the vehicle's onboard control computer and connects via information communication to support fleet management and dynamic monitoring. MIMAMORI offers a range of services, including support for daily legal compliance such as driving reports, digital tachographs, and labor management; advanced dynamic monitoring functions for tracking the vehicle's current location and condition; eco-driving support; safety driving encouragement; and driver training. This comprehensive service package significantly contributes to the efficiency of fleet management for our customers.

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 vehicles' downtime and maintain their operation.

- **Prevention:**
Servicing details and maintenance cycles differ depending on the status of use of the vehicle. However, PREISM tracks data on each vehicle's condition, thus enabling optimally predictive and preventive maintenance for each vehicle, which checks malfunctions.
- **Immediate repairs:**
Even if a malfunction occurs, our Isuzu service centers can estimate servicing details from the malfunction data obtained prior to warehousing. Thus the vehicle's servicing time can be shortened. This can also reduce downtime and makes the vehicle's operation more secure.
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 production battery electric vehicle (BEV), the 'ELF (N-Series) EV,' Isuzu has developed the total solution program 'EVision'^{*1} 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 CO₂ emission reduction benefits, and proposing further decarbonization initiatives to move toward carbon neutrality.

*1 'EVision' combines the 'EV' of electric vehicles with 'Vision' in its many senses including sight, foresight, and future aspirations. It expresses Isuzu's support and initiatives for transparency regarding the issues and operations involved in EV introduction and its determination to provide solutions, thereby showing customers the way toward achieving carbon neutrality.

Quality

Operational Quality Improvement

Basic Approach behind Operational Quality Improvement

Isuzu's mission represents our determination to go beyond our previous corporate philosophy. It emphasizes transport solutions for all goods and people, creating value that enriches society, while addressing pressing issues such as the need to attain carbon neutrality and adapt to a changing logistics landscape.

The quality of our products and services is derived from the work quality of each and every employee. Isuzu leverages efforts to raise awareness about quality and knowledge since we believe that enhancing the performance quality of each individual employee—and not just those divisions directly involved in product quality—creates the quality that meets customer needs.

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 experience, knowledge and skills, it does not necessarily follow that the work will be done with good quality. For employees to maximize their skills and improve the quality of their work, it is essential that they remain motivated to do a good job. Isuzu therefore strives to improve the quality of its operations by educating employees to raise awareness and knowledge acquisition.

Discussions among Employees

To raise awareness about operational quality, Isuzu is holding a series of discussions for employees to talk about doing a good job from the customer's perspective, using customers' telephone inquiries received by the Isuzu Customer Center and the annual Quality Month* Message which is delivered from senior management to employees in November every year.

During Quality Month, the focus is on each individual reflecting on what constitutes good work, gaining insights and clues on how to achieve it, and taking concrete actions based on those insights.

* 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.

Message for Quality Month FY2024

Theme: Let's reflect on our work and verbalize it to find clues for delivering good work!

Target period: November to February

Target: All employees

Results: 8,654 employees participated

Reason for theme selection:

In an era where the environment surrounding Isuzu is becoming increasingly intense, what is now required of us to achieve our goal of becoming an innovation leader that advances the world through reliability × innovation is to further enhance reliability while fostering innovation. To do this, we should intentionally verbalize our work, making it easier to identify our true thoughts and uncover any unrecognized issues. This process will ultimately lead to improved work quality.

Quality Awareness Education for Isuzu Dealers

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

Number of Locations Where Training Was Held in FY2024

22 places

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/Recall System. The aim is to ensure that our employees understand the laws related to the quality of Isuzu products. Additionally, we offer a course for developing experts skilled in the statistical analysis necessary for solving problems. The courses are aimed for employees to acquire problem-solving skills and practical skills for effectively encouraging quality improvement in the workplace.

Results

Road Transport Vehicle Act/Recall System: 157 participants

QC Seminar Basic Course*: 22 participants

* Conducted by the Union of Japanese Scientists and Engineers

Quality

Isuzu Technical High School

Isuzu Technical High School provides education and training programs for our new technical employees (trainees) who are high school graduates. There are two courses: a three-month training early selection course and a training course. Both courses emphasize the necessary for Isuzu's monozukuri knowledge, skills, and attitude required as Isuzu technical employees. The trainees who show very high aspirations in manufacturing (monozukuri) enter the National Skills Competition to learn about the results of their day-to-day technical training and further improve their skills.

Moreover, school instructors to guide the trainees are selected from our employees working in the field. This allows the instructors to review their own operational knowledge, and at the same time to learn how to develop talent. As a consequence, the instructors will also improve.

In addition to developing trainees into full-fledged workers, the engineers involved with the training process should hone and hand down their skills. This should then contribute to qualitatively improving Isuzu's products.

Competition Results

The 61st National Skills Competition, November 17-21, 2023, Aichi International Exhibition Center

Machine Assembly: 1 Honorable Mention

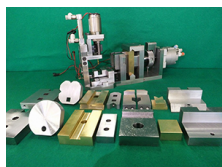
Automobile Sheet Metal Work: 1 Silver Prize



Training and practical exercise at Isuzu Technical High School



Practical machine assembly skills, winner of the Honorable Mention



Prize-winning machine assembly assignment



Practical scene of automobile sheet metal work, winner of the Silver Prize



Award-winning automobile sheet metal assignment

Respect for Employees

Basic Approach

The Isuzu Group, through its established corporate philosophy called ISUZU ID, has set forth the MISSION of creating a better life with better transport and aims to become No. 1 in four areas.

Furthermore, in the Medium-Term Business Plan formulated in April 2024, titled ISUZU Transformation (IX), Isuzu has detailed its vision and roadmap for 2030, focusing on the evolution of human capital management.

In addition to continuing our existing initiatives to respect employees, we will implement various measures to achieve Engagement No. 1.

Management Structure

Isuzu aims to achieve Engagement No. 1 as outlined in ISUZU ID across the entire group. We have been addressing issues and measures from both perspectives of job satisfaction and workplace convenience and have promoted these initiatives through the following structures:

- Job satisfaction: Monthly discussions on the new human resources system in the Human Resources System Reform Project Meeting.
- Workplace convenience: Monthly discussions on work style reforms, including telecommuting and non-core flex systems, in the Work Style Reform Review Meeting.

The results of these cross-departmental meetings are reviewed and consulted with the management meeting as needed, where decisions on systems, measures, and responses are made.

Initiatives

Initiatives for job satisfaction:

1. Human resources system reform
2. Talent development
3. Enhancing engagement

Initiatives for workplace convenience:

1. Empowering diverse talent
2. Promoting various work styles
3. Occupational health and safety (including partner companies)
4. Labor-management relations

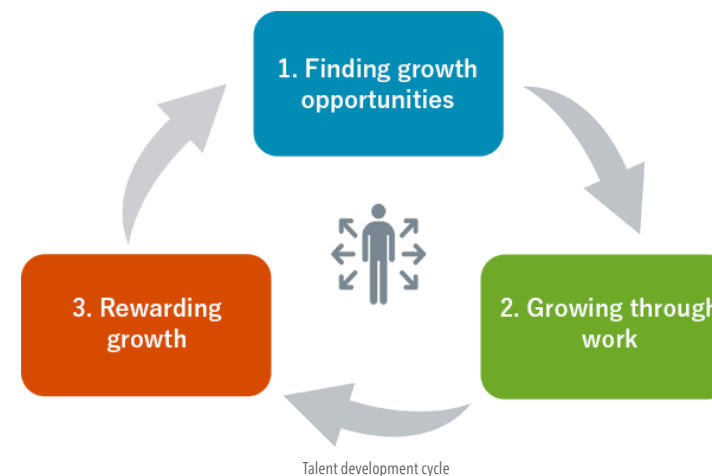
Human Resources System Reform

As a vision to realize ISUZU ID, we have set forth the goal to Advance the world as an innovation leader with Reliability × Creativity. To move closer to this vision, it is essential for each employee to maintain a growth mindset characterized by change, challenge, and contribution, and to become a group where everyone fully demonstrates their abilities and individuality. Therefore, we launched a new human resources system in April 2024.

The concept of this system is to operate a talent development cycle with the following elements:

- 1. Finding growth opportunities
- 2. Growing through work
- 3. Rewarding 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.

This system is planned to be rolled out across the entire Group by FY2027.



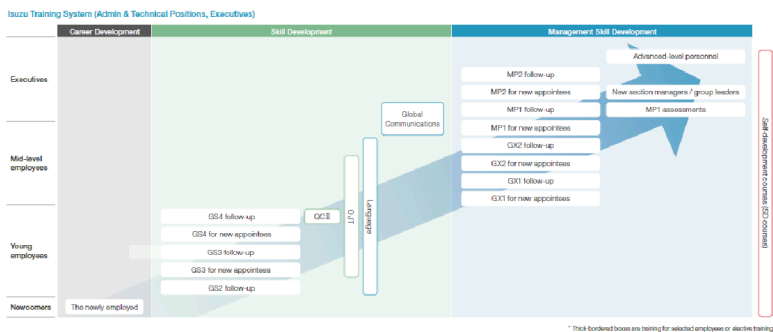
Respect for Employees

Personnel Development

Education/Training Scheme

Isuzu's training system comprises three areas: career development, skills development, and management capability development. Career development is aimed at training and enabling new employees and young employees to expand their own expertise and develop their career on their own. Skills development focuses on the abilities required at different job levels and positions and helps employees to improve their skills and acquire the knowledge and insight necessary to play a leading role globally. Management capability development is aimed at enhancing managerial skills and resourcefulness in order to develop the managers of the future.

Admin & Technical Positions, Executives



* Thick bordered boxes are training for selected employees or elective training



Technical Staff

Isuzu Technical Staff Training Programs

Table of technical staff training programs by skill level (TS1-TX4), including categories like Basic skill training, Measuring skills, Tightening skills, and Assembly skills.

* Employees must take graded training programs in background color in order to be eligible for skill based promotion/career advancement.



Isuzu Technical High School

Isuzu Technical High School provides education and training program for our new technical employees (trainees) who are high school graduates. There are two courses: a three-month training course and a one-year training course. Both courses emphasize the knowledge, skills, and attitude required from Isuzu technical employees.

Moreover, school instructors to guide the trainees are selected from our employees working in the field. This allows the instructors to review their own operational knowledge, and at the same time to learn how to develop talent. As a consequence, the instructors will also improve.



Theoretical and Practical Training at Isuzu Technical High School

Respect for Employees

Skills Transmission and Development

Isuzu strives to enhance the skill levels of employees from the perspective of perpetuating and developing engineering skills by establishing a graded training system for technical staff.

Initiatives by Division

▶ Manufacturing Division

- 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 technical staff: New employee, young, mid-career, supervisor, etc.
- Isuzu workers enter the annual National Skills Competition with the aim of acquiring the highest skills in Japan, and have won higher prizes for successive years.
 - FY2020 Silver Prize: Automobile sheet metal work (1 person)
Honorable Mention: Automobile sheet metal work (1 person), lathe (1 person) and machine assembly (1 person)
 - 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)
- 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 & Certification has doubled since 2011. Administration Division is working with workplaces to run study sessions and practice sessions to support employees in acquiring qualifications.

▶ Engineering Division

- 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.
- Isuzu provides advanced skills training at the Isuzu Monozukuri Service Training Center and in collaboration with external training institutions such as polytechnic centers.
- Isuzu has established its own accreditation system for test vehicle driving with the aim of improving employees' driving skills.

HR Performance Evaluation System

Personnel Development/Deployment Cycle

At Isuzu, the process from training to assignment, evaluation, and treatment is described as the personnel development/deployment cycle. It is implemented as a mechanism that independently and systematically develops personnel.

Fair Evaluation and Treatment

Isuzu has a system for evaluating each employee in terms of criteria such as job performance, role, degree of contribution, skill improvement, and the extent to which he/she demonstrated his/her skills. 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 based on irrational reasons such as social standing, origin, race, beliefs, or gender. This leads to increased job satisfaction and a heightened desire for growth among employees.

Career Development Support

In addition to position-based education programs, Isuzu provides self-development support for employees to develop their careers, such as providing them with access to various business courses and online English conversation training.

Improvement of Engagement

Basic Approach to Improving Job Satisfaction

We will prioritize and actively work toward enhancing the sense of fulfillment all employees experience in their work with the Isuzu Group, positioning the experience of fulfillment as a mission within our corporate philosophy and considering it a significant management issue.

In the Medium-Term Business Plan 2024, we have set a target of achieving a 70% positive response rate for engagement by 2030. We will conduct an annual engagement survey for employees to identify and analyze issues and implement improvement activities, all while working towards becoming Engagement No. 1.

Respect for Employees

Plant Tour for Employees' Families

To promote understanding of the workplace environment among employees' families and to encourage communication between the workplace and families, we held a plant tour for families.

Previously, these tours were conducted on national holidays when the plant was in operation, but due to positive feedback from employees and their families, we have also started holding them on weekdays during spring break. We have significantly enhanced both the schedule and content of the tours compared to before.

Participants provided positive feedback, such as 'It was good to see people at work' and 'I was asked about work after returning home.'

FY2024 Results: 10 tours held, with 87 families and 254 participants



Utilization of Diverse Human Resources

Basic Approach to the Empowerment of Diverse Talent

Isuzu respects the differences between people such as age, gender, nationality, disability, and work environment, and believes that utilizing such differences can increase employee motivation and improve the Company's competitiveness through the creation of new ideas and value.

We will continue to promote various measures, such as recruiting a diverse workforce including individuals with disabilities and foreigners, and creating a work environment that accommodates those with caregiving or parenting responsibilities.

Additionally, at Isuzu, employees with same-sex partners who have obtained a partnership certificate issued by local governments can access the same internal employee benefits as those with opposite-sex spouses. (This does not apply to certain legal provisions, such as those related to social insurance.)

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. At present, Isuzu has about 580 full-time female employees, of whom more than 10% are at the management or executive levels. 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

To achieve Engagement No. 1 as outlined in our corporate philosophy, ISUZU ID, Isuzu is committed to actively promoting an environment where everyone, regardless of their background—such as gender, nationality, or work history—can thrive. To this end, we have established the following action plan.

Plan Duration

From April 1, 2024, to March 31, 2027, for a period of three years

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 meetings, 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 vacations to experience balancing professional and family life during the childcare period.

Promoting the Role of Post-retirement Employees

Isuzu has established a system to reinstate retirees so that people over 60 can continue working with us. Currently, about 880 retirees have been employed at Isuzu.

Respect for Employees

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 recruitment policy is to hire locals. We actively employ locally in the countries and regions in which we operate. Our overseas Group companies employ 15,951 people, mainly locally-hired workers.

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, we are actively hiring not only new graduates but also mid-career workers to employ people with disabilities. Isuzu also assigns employees with disabilities not only to administrative positions but to technical workplaces, taking into account their disabilities as well as their aptitudes and wishes so that they can exploit their talents.

Initiatives to Support a Diversity of Workstyles

Basic Approach to Work Style Reform

The basic approach behind the work style reform that Isuzu is aiming to achieve seeks to nurture workstyles that are suitable for the job while improving productivity. To achieve work style reforms across the entire Company, we actively discuss new measures to address workplace challenges at the Work Style Reform Promotion Meeting and promptly roll them out company-wide.

Realization of Employee-participatory Work Style Reform

At Isuzu, to achieve work style reform reflecting employee opinions, we have organized an employee-led workstyles review team called ISUZUTTO! The discussions from this team are proposed to the Work Style Reform Promotion Meeting and are utilized to implement various work style reforms.



ISUZUTTO!

Implemented Measures for Work Style Reform

- Introduction of a telecommuting system
- Elimination of core hours in the flex-time work system
- Flexibility in the accrual and use of annual paid leave
- Expansion of telecommuting options for childcare and caregiving

Promoting a Healthy Work-life Balance

Isuzu's employees are encouraged to take at least 18 days of annual paid leave. Specifically, we promote a culture that encourages taking annual paid leave by sharing data on the number of annual paid leave days taken by each division and examples of related measures with the Isuzu Motors Labor Unions, and working together to advance this initiative. We also promote work-life balance by recommending practices such as setting no overtime days (every Wednesday and Friday) and utilizing telecommuting and flexible work hours.

Key Programs to Support Employees to Provide Parenting and/or Nursing Care

Childbirth/parenting	Parenting leave program	May be taken in installments until the end of the April after the child reaches the age of two
	Leave for spouse's childbirth	Three days within a two-week period after the date of delivery
	Nursing care leave	Available for the nursing care of children until they begin elementary school
	Short working hour system	Shorter working hours are available until the end of the March after the child reaches the third grade of elementary school
Nursing care	Telecommuting system	Telecommuting is available from pregnancy until the end of March following the child's third year of junior high school
	Nursing care leave program	Period required for care (up to 1 year)
	Family care leave	Can be obtained to care for family members
	Short working hour system	Shorter hours are available for the period needed to care for the patient
	Telecommuting system	Employees are permitted to work from home to care for family members

Respect for Employees

Initiatives Occupational Health and Safety

Basic Approach to Occupational Health and Safety

Based on Isuzu's health and safety philosophy, we promote business activities with employee safety and health at their heart. The values are universal and remain unchanged at any time and in any environment. Please note that this philosophy applies to all persons employed by Isuzu regardless of their employment status and all employees of all affiliates working on the premises.

Isuzu Health and Safety Philosophy

わが社の安全衛生理念
 安全はすべての人が協力して
 作り上げるものです。

一 きれいで明るい職場にしましょう
 二 災害は予測して退治しましょう
 三 自ら進んで健康づくりに努めましょう

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.

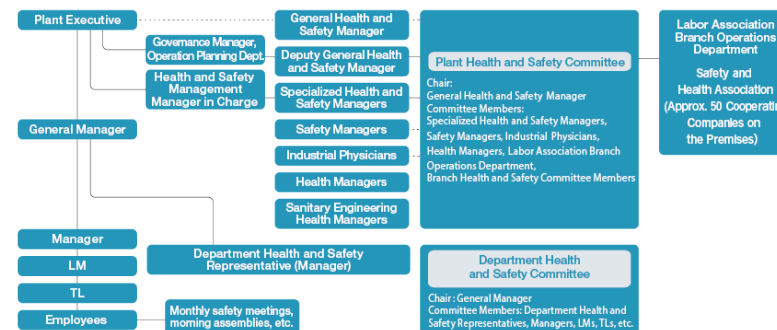
Occupational Health and Safety Structure

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

Responsible Executive	Shinsuke Minami (President and Representative Director, COO)
Deliberative Body	Special Safety Promotion Committee The committee's activities are submitted and reported to the Management Meeting and the Board of Directors Meeting in accordance with internal regulations.
Secretariat	Group 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 industrial 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 subcontractors, we have organizations such as the Isuzu Safety and Health Cooperative Association consisting of our affiliates, and strengthen our cooperation by providing guidance on safety, health, fire control and disaster control through monthly corporate diagnoses. In globalizing our operations, we also hold regular meetings to share information about occupational incidents that have occurred at our domestic affiliates and provide guidance where necessary.

Safety Control Systems at Our Domestic Sites



* 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. Additionally, we actively strive towards achieving the safety management goals of our factories.

Occupational Incidents Target for FY2024

Total Number of Incidents: 6 cases

Total Number of Fatalities: 0 case

Serious Accidents During Machine Equipment Cleaning

On April 7, 2023, a tragic accident occurred at Isuzu's Fujisawa Plant, resulting in the death of one employee during a machine cleaning operation. We extend our deepest condolences to the deceased and sincerely apologize to the bereaved family. The accident occurred when the employee entered a machine tool to remove accumulated aluminum shavings and was fatally injured after becoming trapped by the machine's moving parts.

Following this accident, a team was assembled to investigate the root cause and develop countermeasures to prevent a recurrence. In light of this tragedy, Isuzu has implemented measures including strengthening safety systems and organizational structures, enhancing awareness and sensitivity through increased safety patrols and employee education, and improving physical safety measures such as adjusting the safety features of machinery and equipment. Isuzu is committed to prioritizing safety, and all executives and employees will work together to achieve a fundamentally safe workplace.

Initiatives in Risk Assessment

At Isuzu, to reduce disaster risks, when introducing new manufacturing equipment or chemical substances for development, the user department, planning department, and health and safety department work together to conduct risk assessments. In addition, within existing processes, besides the workplace inspections mandated by regulations, Plant Executives and representatives from each workplace regularly conduct safety patrols to perform risk assessments for any issues such as 'unsafe conditions or behaviors.' By promptly addressing identified issues, we are promoting the creation of a safe workplace.

Expand Experience-based Safety Training

Each workplace has a safety training center for employees to simulate disasters and practice Isuzu's safety principles. Site workers simulate disasters at least once a year so that become more sensitive to hazards. To prevent occupational incidents resulting from human error, we have introduced virtual safety training to deepen employees' awareness of safety. We have been expanding the target audience for virtual safety training and enriching VR content since the previous period to further deter unsafe behavior that cannot be fully addressed through hardware measures alone.



Hazard experience education using VR



An instructor provides training through the virtual experience of hazards

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

Based on the idea that differences in job positions, departments, age etc. have nothing to do with safety, Plant Executives of Isuzu go on patrol around their plant and also speak with workers. Additionally, mutual safety patrols are conducted by health and safety personnel appointed to each workplace, along with patrols by Isuzu Motors Labor Unions. These efforts are made to detect potential hazards in advance from various perspectives and to eliminate risks before they can develop. These patrol activities aim to raise the level of health and safety by highlighting unsafe behavior and situations, identifying the good practices being carried out and new findings, and expanding them throughout the Company.



The state of the patrol

Respect for Employees

Improving the Workplace Environment (2) Use of Drones to Minimize the Risks of Falls that May Result from Work in High Places and Their Utilization During Earthquakes

Inspecting a roof using human workers entails difficulty with frequent inspection and the hazards typical of work in high places. Isuzu has established drone-based roof inspections. The use of drones has not only eliminated the need for workers to climb onto roofs, thereby enhancing safety, but it has also enabled more frequent inspections and the capture of detailed images, contributing to improved work efficiency. Additionally, drones are utilized during disaster prevention and business continuity management (BCM) drills, as they can quickly gather information about the damage within the plant and surrounding areas in the event of an earthquake.



Drones



Confirmation of aerial footage

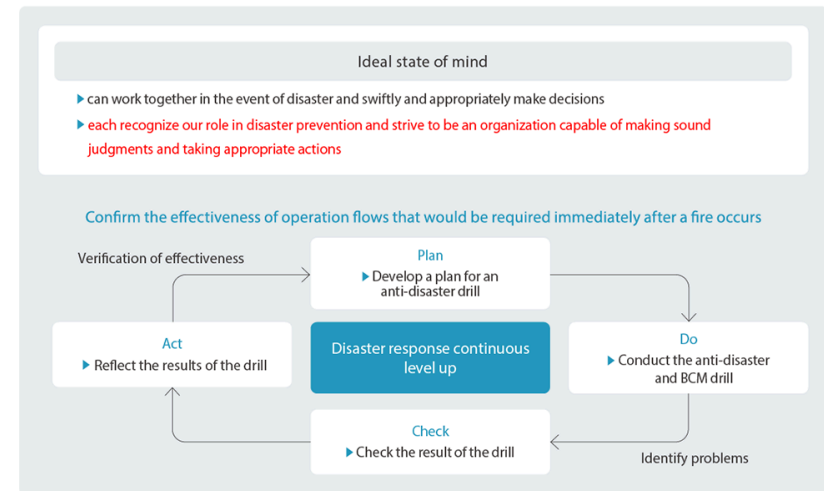
Improving the Workplace Environment (3) Fall Prevention Measures Through the Introduction of Stumble-resistant Safety Shoes

Aging tends to increase the risk of falls due to factors such as decreased muscle strength. During disasters, older people are also more prone to experiencing severe outcomes compared with younger age groups. Therefore, we have introduced 'stumble-resistant safety shoes' to prevent workplace incidents and promote the creation of an age-friendly and comfortable working environment. Since their introduction, many employees have noted that they now feel less likely to stumble.

Anti-disaster and BCM Drills

Our business sites assume many different risks of disaster and conduct anti-disaster 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. We seek advice from outside consultants to minimize risks and pursue the establishment of a more practical flow of operations by following our measures. 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

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 introduction of healthy menu items to the menu of staff cafeterias 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 health guidance and follow-up examinations based on medical examination results for employees posted overseas and their accompanying family members, hygiene guidance according to the infection situation in the destination country, the recommended vaccinations, local medical information and consultation support, consultation services regarding medical examinations, treatment, and mental and physical concerns while on assignment, as well as visits by industrial physicians to the destination country.

Push Forward with Mental Health-related 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.

* EAP: 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 returning 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 returning 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.

Efforts to Help Employees Stay Healthy

With regard to the health management of employees and their families, Isuzu regularly analyzes receipts (medical expenses) and health check data to identify health issues that should be given priority and plans and implements healthcare services (data health plan).

(Number of people)

Priority Issues	FY2022	FY2023	FY2024
Examinees of Specific healthcare guidance	1,677	2,056	2,268
Examinees of comprehensive checkup	4,194	5,219	5,225
Mental health counseling users	100	76	87
Users of round-the-clock telephone health consultation	101	64	77
Participants in recreation and sports events*	0	0	0
Visiting the elderly to provide guidance*	0	3	2
Participants in health seminars*	0	0	0
Participants in Prevention of lifestyle-related diseases, gargle/hand-wash recommendation campaign, walking challenge, etc.	1,375	1,667	3,184
Users of training areas	0	1,336	2,521
Examinees of Gynecological exam	1,399	1,456	1,470

* The numbers for recreation and sports events, visiting the elderly for guidance and health seminars have decreased significantly due to COVID-19.

Main Health Issues Recognized

- Medical expenses per person for the treatment of lifestyle-related diseases are increasing significantly in people in their 40s and older.
- Low utilization rate of health checks (specified health checks) among household members (dependents) delays disease prevention.
- The rate of smokers among employees is much higher than the average, negatively affecting the progress of health maintenance and promotion.

These are the main health issues recognized by Isuzu as the insurer, and we provide healthcare services with a focus on responding to these issues. Health management, measures for mental health, and other health-related issues are handled by the Health Consultation Offices under the General Affairs & HR Service and the Employee Relations.

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: 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 Labor Unions based on the current workplace situation.
- For the operation and review of various HR/labor-related systems and programs, we proceed after thorough discussions between employees and management based on each party's awareness of the issues.

Through such relationships 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. Isuzu is committed to further developing an environment that is ideal both for the employees and the employer.

Major Labor-management Forums in Practice

Content of the Major Labor-management Forums

Labor-management negotiations	Spring negotiations	Main purpose: Labor-management negotiation regarding overall life improvements Agenda: Wages/bonuses, general working conditions Attendees: President and Division EVP
	Labor management study committee	Main purpose: A forum for discussion throughout the year Agenda: General working conditions Attendees: General Manager of HR CoE, General Manager of General Affairs & HR Service, General Manager of Employee Relations
Labor-management council	Central labor-management council	Main purpose: To discuss Company-wide business activities Agenda: Company management policy, production, sales, accounting, wages, R&D, etc. Attendees: President
	Specialist labor-management council	Main purpose: Conducts specialist labor-management council meetings related to production Agenda: Policies for initiatives related to production, productivity improvements, and state of progress Attendees: Executive Officer and General Manager related to Manufacturing Division, VIP, General Managers
	Plant labor-management council	Main purpose: Monthly labor-management consultations Agenda: Operating structure, work environment, benefits, etc. Attendees: Plant Executives, relevant department manager, etc.
Labor-management forum		Main purpose: A forum for the exchange of opinions between labor and management at the division level Agenda: Policies and issues of each division, workplace voices, etc. Attendees: EVP, VP, General Managers, etc.


Annual Schedule for Major Labor-management Negotiations and Council Meetings

		First Half (April to September)	Second Half (October to March)
Company-wide event		► May: Announcement of financial information	► November: Announcement of financial information
Labor-management negotiations	Spring negotiations		Mid-February to mid-March
	Labor management study committee	Year-round discussion	
Labor-management council	Central labor-management council	Around mid-June	Around early December
	Specialist labor-management council	Around end of May	Around mid-November
	Plant labor-management council	Toward the end of each month	
Labor-management forum		Mid-May to early June	Around November

Human Rights

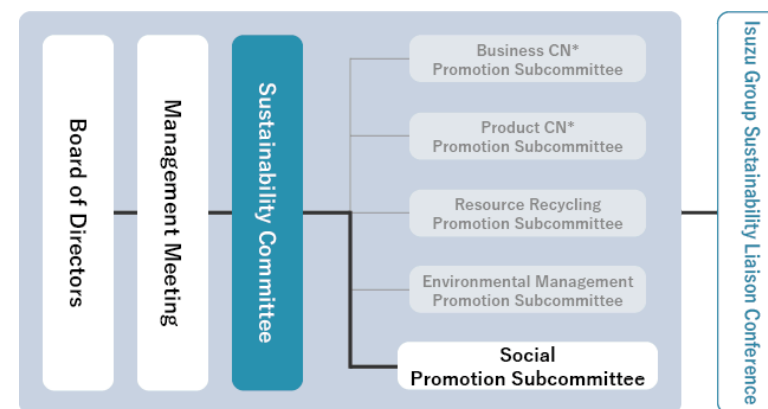
Isuzu Group Human Rights Policy

On February, 2022, the Board of Directors approved and established the Isuzu Group Human Rights Policy (hereinafter referred to as the Policy). In December 2023, this policy was revised based on the new corporate philosophy system 'ISUZU ID' announced in May of the same year. This policy complies with the United Nations Guiding Principles on Business and Human Rights and reiterates Isuzu's commitment to contribute to the realization of a sustainable society by promoting business activities that respect human rights as part of its corporate social responsibility amid expectations that the international community will foster a corporate culture of respect for human rights and make efforts across all business activities. In accordance with this policy, Isuzu will comply with international norms, laws and regulations, group norms, etc., develop a Group human rights promotion system, engage in human rights due diligence, and provide appropriate education to officers and employees. Additionally, based on the importance of respect for human rights in business, we will engage in dialogue with our stakeholders and strive to promote understanding among our business partners. The policy is currently available in nine languages to ensure greater understanding among a broader range of stakeholders. For details, please refer to the Isuzu Group Human Rights Policy.

> [Isuzu Group's Human Rights Policy](#) 

Management Structure

Amid expectations that the Company fosters a corporate culture of respect for human rights in all aspects of its business activities, the Isuzu Group is promoting business activities that respect human rights as part of its corporate social responsibility. Human rights issues are deliberated upon by the Sustainability Committee, which is chaired by director and composed of other members of management, including the officers in charge of each division. Important matters are then reported to the Management Meeting and the Board of Directors. The Sustainability Department, a dedicated department, is mainly responsible for the implementation of human rights safeguarding measures together with related 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. Additionally, in the Isuzu Group Sustainability Liaison Conference, information is shared with sustainability managers from both domestic and overseas Group companies. Human rights officers are appointed in each company, and together as a Group, we are promoting initiatives to respect human rights.



* CN: Carbon Neutral


Number of Reports and Discussions on Human Rights Issues in Each Committee

Baseline	Sustainability Committee		Isuzu Group Sustainability Liaison Conference		Social Promotion Subcommittee	
	Reports	Deliberations	Reports	Deliberations	Reports	Deliberations
2023	4	0	1	0	1	0
2024	5	3	1	0	4	0

Education and Awareness for Respecting Human Rights

For employees: To deepen understanding of human rights respect in corporate activities and recognize its importance, we regularly conduct basic human rights education for employees of both domestic and international Group companies. Additionally, to promote human rights due diligence, we regularly provide practical human rights due diligence training for human rights officers at domestic and international Group companies.

For executives: In FY2024, we invited external experts to give a presentation on business and human rights to members of the Sustainability Committee. This session included a [dialogue between executives and external experts](#).

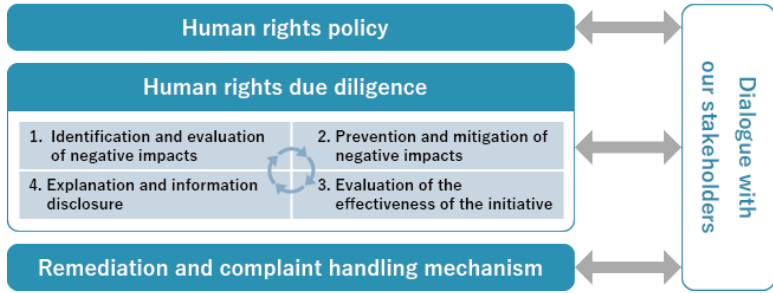
For business partners: To promote human rights-respecting business practices throughout the supply chain, Isuzu has been holding annual human rights seminars for business partners since FY2022. In FY2024, we held a seminar led by external experts on responsible mineral procurement to raise awareness of [the Isuzu Group Responsible Minerals Sourcing Policy](#) .

Human Rights

Human Rights Due Diligence

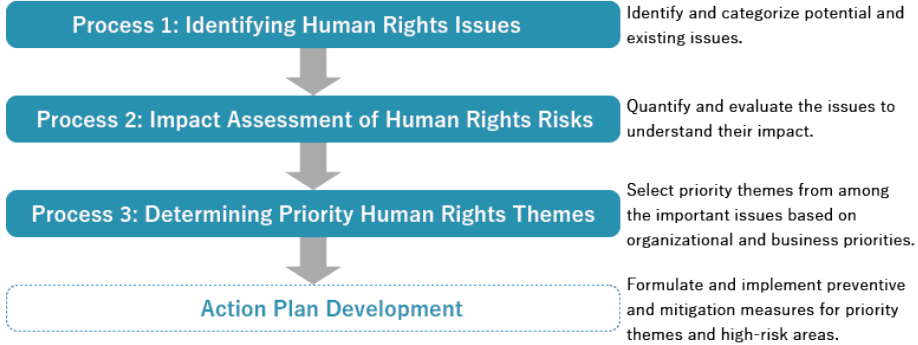
The Isuzu Group, under the Isuzu Group Human Rights Policy, is advancing the development of human rights due diligence processes by referring to guidelines such as the OECD Due Diligence Guidance for Responsible Business Conduct and the Japanese Government's Guidelines for Respecting Human Rights in Responsible Supply Chains. We are committed to the practice of respecting human rights.

Human Rights Due Diligence Processes



Identification and Evaluation of Negative Impacts

Isuzu's Human Rights Risk Assessment Process



Process 1: Identifying Human Rights Issues

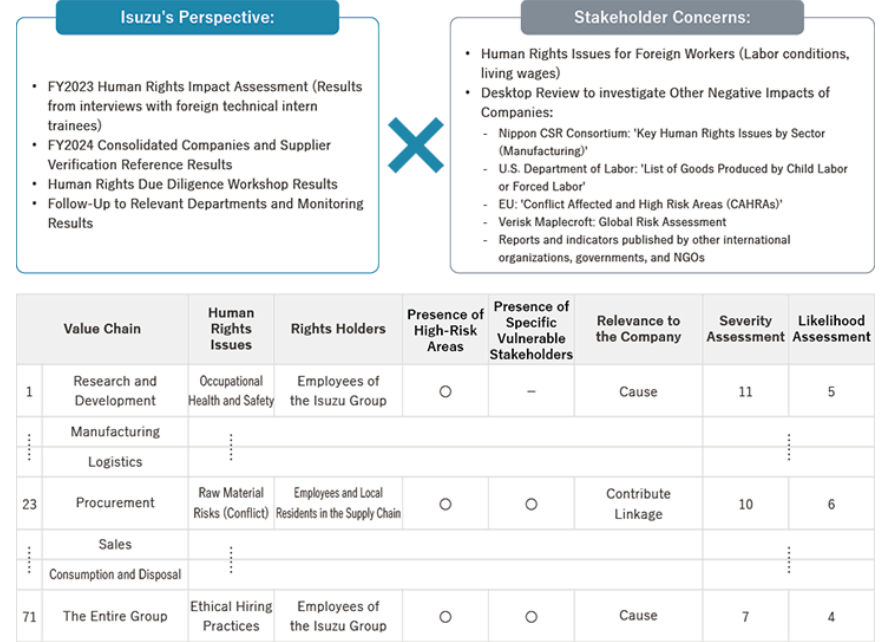
STEP 1: Conducted a desktop review to investigate potential issues international companies might face, and carried out a sustainability self assessment questionnaire for Group companies and business partners.

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.

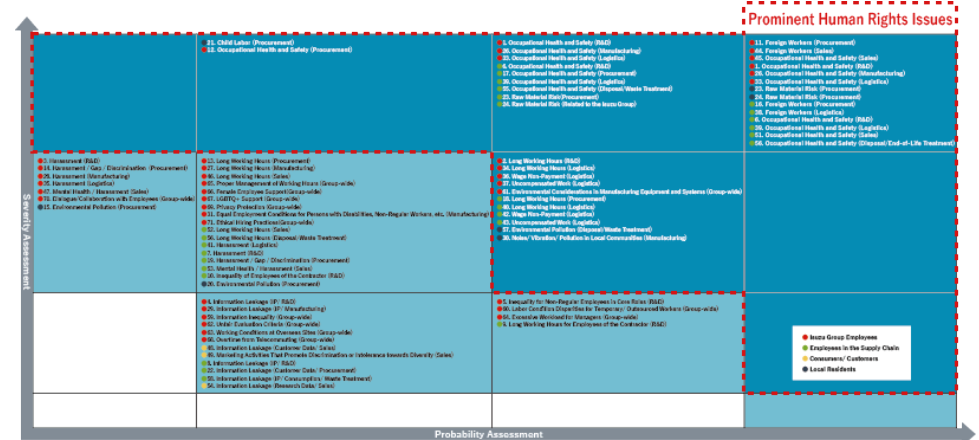


Process 2: Impact Assessment of Human Rights Risks

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.



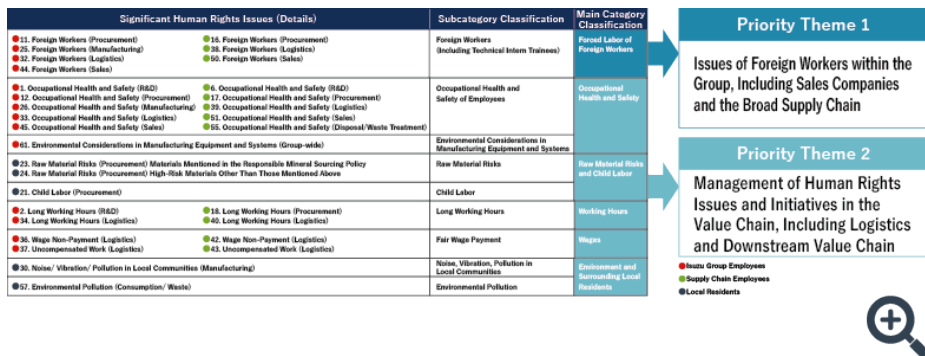
STEP 2: Risk Mapping of Quantified Human Rights Issues to Identify Prominent Human Rights Challenges



Human Rights

Process 3: Determining Priority Human Rights Themes

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



Prevention and Mitigation of Negative Impacts

Formulation of an Action Plan

Human Rights Due Diligence Medium-to-Long-Term Plan

FY2023-2024: Establishment of a human rights due diligence framework at Isuzu

FY2025-2027: Development of a PDCA cycle at the Group level

FY2028-2030: Implementation and evolution of the PDCA cycle

Priority Theme Directions

- Issues of Foreign Workers within the Group, Including Sales Companies and the Broad Supply Chain
Focus on labor environment improvement programs, including interviews with foreign workers. Specifically, expand the scope of initiatives to subsidiaries and business partners with higher priority due to business or country risks.
- Management of Human Rights Issues and Initiatives in the Value Chain, Including Logistics and Downstream Value Chain
While communication and investigations have previously focused on primary suppliers, future activities will expand to include dialogue and investigation in logistics and sales to better understand and address human rights issues.

Isuzu Group Supplier Sustainability Guidelines

Isuzu has been conducting socially responsible procurement activities in collaboration with our trading partners based on the 'Supplier CSR Guidelines' up until now. However, considering the changing trends in sustainability and the expectations of our stakeholders, we revised and updated the guidelines to the 'Isuzu Supplier Sustainability Guidelines' (hereinafter referred to as the 'Guideline') in December 2022. In April 2024, the guidelines will be retitled as the Isuzu Group Supplier Sustainability Guidelines, and efforts to expand their implementation to all Isuzu Group business partners are underway.

The guidelines reference various Isuzu Group policies, including the Isuzu Group Human Rights Policy, the Isuzu Group Responsible Minerals Sourcing Policy, and other relevant Isuzu Group policies, as well as internationally recognized standards and frameworks. In the request items for business partners, the guidelines aim to enhance the content to share values related to sustainability, such as environmental and human rights issues, across the entire Isuzu Group supply chain. We encourage business partners to utilize these guidelines to advance their own initiatives and to actively promote and understand these practices not only within their own operations but also throughout their supply chain.

We kindly request our business partners to agree with Isuzu's principles and confirm their commitment to comply with the requirements of this Guideline for all products and services supplied to Isuzu, by signing an agreement. As of May 2024, we have received signatures from business partners representing approximately 95% of our annual purchasing amount.

> [Isuzu Group Supplier Sustainability Guidelines](#)

Responsible Mineral and Raw Material Sourcing

Isuzu considers the use of conflict minerals to be a serious problem in the supply chain as these minerals cause human rights infringements, environmental destruction, and illegal mining in conflict zones, and are used to finance militant forces. Therefore, we request confirmation of non-involvement in conflicts upstream in the supply chain through the Isuzu Group Supplier Sustainability Guidelines. In FY2022, we launched a survey on the use of conflict minerals in our business partners' supply chains and the status of their initiatives for responsible mineral sourcing. Since FY2023, we have been conducting surveys using the CMRT and EMRT, which are standardized formats provided by Responsible Minerals Initiative* (RMI). In FY2024, we established the Isuzu Group Responsible Mineral Sourcing Policy. We will continue to ask our business partners to promote responsible mineral sourcing.

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

Initiatives for Labor Issues

Prevention of Child Labor and Forced Labor

At Isuzu, the employment of children is strictly prohibited by the employment rules, and there were no instances of hiring individuals under the age of 18 in FY2024.

Employees directly employed by Isuzu are not compelled or restricted in their employment except as specifically agreed upon in accordance with employment rules and with the consent of the Isuzu Motors Labor Unions, organized by a majority of the employees. Furthermore, they will not be subject to discriminatory treatment based on nationality, creed, or social status in relation to the working conditions stipulated in the employment rules. In the supply chain as well, Isuzu prohibits child labor and forced labor in accordance with the Isuzu Group Supplier Sustainability Guidelines.

Human Rights

Living Wage Support

We have concluded an age-based minimum wage agreement with the Isuzu Motors Labor Association, the labor union of the majority of our employees, to provide a safety net for the living standards of our employees. We discuss and revise wage levels as necessary at annual labor-management negotiations. Additionally, we have established standards for bonuses and other benefits during leaves of absence to help safeguard employees' livelihoods.

This agreement is reported to the National Federation of Isuzu Motors Workers' Unions, the highest-level union, to encourage increasing minimum wages across the entire Group.

Risk Assessment for Labor Issues

Risks are identified in areas such as labor problems, discrimination, harassment, mental health, and management failures caused by differences in values. They are evaluated quarterly to determine whether they have arisen and assess countermeasures to prevent risks and minimize their impact when they do arise.

Furthermore, there have been no confirmed violations related to labor laws that could impact Isuzu's business activities in FY2024.

Initiatives to Respect the Human Rights of Foreign Workers

Japan's automotive industry currently engages many foreign workers, including technical interns. We have confirmed that Isuzu Group and our business partners are accepting overseas technical intern trainees in numerous companies. As a result, addressing issues related to foreign workers has become a significant human rights issue in Isuzu's supply chain, and we are implementing various measures in response to this.

Dialogue with Foreign Workers

As part of our human rights due diligence initiatives, we have been conducting interviews with overseas technical intern trainees since FY2023. The interviews were conducted in person with the assistance of a third-party organization, the Caux Round Table Japan (CRT), to ensure objectivity and impartiality. Based on the results of these interviews, Mr. Ishida, the Secretary-General of CRT, provided an evaluation comment stating that, overall, the relationship between foreign workers and the Company is sound, and although there is room for some improvement, there are no particular human rights issues of concern at this point. In the future, we will continue to expand and sustain our human rights activities with the cooperation of all our business partners, and we will respond sincerely to improvement suggestions and other feedback.

Interview Records

Date	Company	Nationality / Number of Participants
January 2023	Company A (Group Company)	Indonesia / 3 people
February 2023	Company B (Business Partner)	China / 4 people
February 2023	Company C (Business Partner)	Indonesia / 3 people Thailand / 1 person
December 2023	Company D (Group Company)	Cambodia / 10 people
December 2023	Company E (Business Partner)	Indonesia / 2 people
December 2023	Company F (Business Partner)	Vietnam / 3 people

Examples of Improvements Tracked After Interviews

Company A (Group Company): Following the feedback that documents related to workers' rights, such as safety and health signage, disaster response rules, pay slips, and employment contracts, should ideally be provided in the local language, it was confirmed that quality-related documents were translated into Indonesian and released. Additionally, it was verified that all technical intern trainees were registered in the safety confirmation system, enhancing preparedness for emergencies.

Company C (Business Partner): Concerning the issue that some company-provided housing for foreign workers lacked locked safes, it was confirmed that, one year later, all workers had been provided with locked safes.

Implementation of Unique Program (Plant Tour)

Additionally, as part of our unique program, we held a plant tour in October 2023 for overseas technical intern trainees from our business partners, inviting them to our Fujisawa plant. The goal of this initiative is to deepen their understanding of 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 reappraise the importance of maintaining and improving quality and ensuring stable supply, and I would like to apply the insights gained from the tour within our own company.'

Ethical Practices in the Recruitment of Foreign Workers

Isuzu has been recruiting overseas technical intern trainees for many years. Initially, the aim was to enhance and strengthen technical skills within our overseas Group companies. However, by widely sharing manufacturing know-how, we believe we can achieve international contribution through human resource development more effectively. In recent years, we have increasingly accepted many overseas technical intern trainees through Group management schemes.

We are committed to creating an environment where interns can focus on their training by implementing unique measures throughout the entire process, from recruitment and entry preparation, including financial support during the entry preparation phase, to job support after their return.

Example of Initiatives: Language Support System

At our Fujisawa and Tochigi plants, we have deployed multiple interpreters to provide 24/7 support for interns' health management and daily life in Japan. Additionally, to promote communication, retain talent, and ensure a safe working environment, we have introduced AI interpretation apps for field supervisors.

Black Economic Empowerment Policy Initiatives at Isuzu Motors South Africa

The Isuzu Group believes in employing local workers and actively recruits locally in the countries and regions in which it operates. Isuzu Motors South Africa (IMSAf), which produces and sells commercial vehicles, buses, and LCVs for South Africa and neighboring countries, does not only promote employment in the region but is also actively working to support South Africa's Broad-Based Black Economic Empowerment (B-BBEE) policy.

In FY2024, the percentage of management considered as HDSA* was 37.8%, while the percentage of employees was 84%.

Additionally, IMSAf has achieved Level 1 certification on the B-BBEE scorecard for four consecutive years, establishing its position as an industry leader.

* Historically Disadvantaged South Africans: South Africans who have been historically disadvantaged due to discrimination against Black people, women, etc. during the apartheid era.

> B-BBEE Scorecard 

Women's Rights

On March 8, 2024, UD Trucks, a consolidated subsidiary of our Company, conducted a workshop aimed at promoting women's empowerment. The workshop included discussions on training for female drivers, support activities for female leaders, and the development of trucks designed to be more accessible for women drivers.

This discussion enabled UD Trucks employees to understand the importance of women's empowerment and the activation of such initiatives. We will continue to advance our efforts to respect and promote women's rights.

Human Rights

Evaluation and Information Disclosure

Investigation Through Self-Assessment Questionnaire

Since FY2022, we have begun conducting surveys using the CSR Procurement Self-Assessment Questionnaire issued by the Global Compact Network Japan to confirm the status of sustainability initiatives, including human rights issues, of our business partners and Group companies.

Starting from FY2024, we have begun using a new self-assessment questionnaire aligned with the content of the Isuzu Supplier Sustainability Guidelines.

For business partners where risks are identified through these surveys, we conduct either on-site or remote interviews and work on improvement initiatives.

Value Chain	FY2024	
	Number of Requests	Responses Received (Response Rate)
In-House Group ^{*1}	62 companies	62 companies (100%)
Business Partners ^{*2}	284 companies	284 companies (100%)

*1 In-House Group refers to 62 consolidated subsidiaries both in Japan and overseas.

*2 Business Partners accounts for 96% of the previous year's payment amount.

Remediation and Complaint Handling Mechanism

Establishment of an Employee Consultation Service

Isuzu has established three consultation counters for internal reporting and consultation on compliance issues, including comprehensive corruption practices such as discrimination, harassment, hospitality, gift-giving, and insider trading. These counters are:

1. Workplace Counter (Supervised by the immediate supervisor)
2. Intra-Division Counter (Supervised by the division manager)
3. Company-Wide Counter (Supervised by the Risk Management Dept. Compliance Management Group)

These contact points act as impartial receivers of information and serve not only in cases of clear violations of laws and regulations or internal rules but also for consultation on matters that appear suspicious and as a contact point for inquiries regarding internal rules and laws and regulations related to business operations. In addition to handling compliance-related matters, these counters also serve as points of contact for human rights-related inquiries and reports.

A suggestion box (External Point of Contact) has also been set up at an external law firm.

The internal and external consultation offices accept consultations and inquiries by e-mail, fax, telephone, and letter. In accordance with the Whistleblower Protection Act, the names of individuals who provide information and the content of such information are treated as confidential information and are protected to ensure that individuals will not be treated unfairly within the Company.

To promote awareness of these consultation services, we distribute a Compliance Guidebook and Compliance Consultation Counter Card to all employees, which include contact information for each consultation service and the suggestion box. Additionally, Isuzu regularly informs employees of their contact point through Isuzu Quality and Compliance Promotion Meetings, posters, and other means. The Compliance Management Group of the Risk Management Dept. serves as the secretariat for matters reported or discussed at each contact point and works to confirm the facts and make improvements.

If any compliance concerns arise from the reports or consultations received at each counter, the Risk Management Dept., under the supervision of the Board of Directors, conducts a thorough investigation and resolution in collaboration with the Legal Dept. and other relevant divisions. To maintain the highest standards of compliance, Isuzu will continue to regularly assess and verify the effectiveness of its compliance measures and make improvements as necessary.

In FY2024, there were 42 cases (8 cases related to the Company and 34 cases related to Group companies) that were reported to or consulted on by the external consultation service.

Moreover, the total number of reported violations was 11 (1 case related to the Company and 10 cases related to Group companies). Those requests received through the internal and external consultation services were handled appropriately, and we confirm that there have been no serious compliance violations. The status of compliance efforts and the number of consultations and serious violations are reported to the Board of Directors.

Business Partner Consultation Service

As a neutral consultation point for our business partners, we have established the Business Partner Consultation Service within the Risk Management Dept. Compliance Management Group. This service handles consultations from business partners on compliance and human rights matters. Additionally, personal information of informants and consultation details are treated as confidential in accordance with the Whistleblower Protection Act.

Human Rights

Establishment of Consultation Service for Foreign Workers in the Supply Chain

In October 2022, Isuzu participated in the consultation and remedy desk project of the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI) as a way to build a relief mechanism for foreign workers. JP-MIRAI is a platform aimed at contributing to the creation of a prosperous and sustainable society by responsibly and stably accepting foreign workers and improving their working and living conditions, with a vision of becoming 'a country of choice and trusted by migrant workers around the world' by the target year of 2030, in line with the SDGs. This project uses the JP-MIRAI web portal to disseminate necessary information to foreign workers, provide anonymous and multilingual external consultation services, and provide feedback to participating companies. Foreign workers at Isuzu and two Group companies are currently participating in the project. Additionally, through participation in this initiative, we will engage in discussions with the JP-MIRAI Secretariat and participating companies.

Dialogue with Stakeholders

At Isuzu, we believe 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.

Participation in Stakeholder Engagement Program

Isuzu believes that it is important to understand the negative impacts on human rights resulting from its business activities from the perspective of stakeholders. Therefore, starting in FY2024, Isuzu has been participating in the Stakeholder Engagement Program organized by the Caux Round Table Japan. Through this platform, participating companies, experts, NGOs/NPOs, and others engage in dialogues on a wide range of human rights issues and, in so doing, gain an understanding of the perspectives of rights-holders and acquire the knowledge required to implement human rights due diligence as called for by the United Nations Guiding Principles on Business and Human Rights.

> Related Links: [CRT Stakeholder Engagement Program](#) 

Dialogue Between Executives and External Experts

In February 2024, we hosted a stakeholder dialogue on business and human rights with Mr. Yosuke Sakurai from Mitsubishi UFJ Research and Consulting Co., Ltd. In the first half of the session, Mr. Sakurai delivered a lecture to the members of our Sustainability Committee, including executives. In the latter half, a dialogue took place between Mr. Sakurai and our executives. During the dialogue, we exchanged opinions on our Isuzu's approach to human rights issues and received advice from Mr. Sakurai.

To further advance human rights initiatives across the entire Group, we will continue to conduct various human rights education programs for executives and employees, and engage in ongoing dialogue with various stakeholders.



Supply Chain Management

Basic Approach

We will share and collaborate with our business partners on our PURPOSE, 'Moving the World - for You,' as outlined in the ISUZU ID, and work together in purchasing activities. We conduct open and fair transactions and maintain mutual 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 gaining the cooperation and trust of its stakeholders, including its business partners, in the areas of Isuzu's activity such as the environment, quality, compliance, human rights, and community/social contributions, is extremely important to earning the trust of society, contributing to the sustainable development of society, and fulfilling its corporate social responsibility. To this end, it is 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. Our Purchasing Basic Vision and Purchasing Basic Policy are thoroughly communicated to new recruits and, through introductory training, to transferees from outside the Purchasing Division.

Many of the parts and other items used in Isuzu's products are purchased from external business partners.

The occurrence of a quality problem with purchased items or the manifestation of environmental, social, or business continuity risks affecting the supply may cause significant inconvenience to customers using our products. To prevent such situations, Isuzu is strengthening its monitoring system regarding quality management, as well as environmental, social, and business continuity measures. 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 ensure the stable procurement of 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 the profitability of the company. Our Purchasing Division ensures satisfactory quality, delivery and quantity of purchased parts.
(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 the 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 FY2024. In this way, all employees of the division are thoroughly educated on the Basic Vision and Policy.

In addition, a seminar on the Act Against Delay in Payment of Subcontract Proceeds, etc., to Subcontractors and the Guidelines for Appropriate Trade in the Automobile 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.

Management Structure

Isuzu holds a Purchasing Division's Quality Meeting once a month for reporting and discussion on topics such as the quality of the previous month's purchased parts, results of audits on new business partners and results of internal audits and external assessments related to ISO and IATF. The Purchasing Division holds a Quality and Compliance Promotion Meeting and an Environmental Meeting once a month each. Information from these committees is passed 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.

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 against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors. Furthermore, we conduct seminars on EV batteries and FCVs as part of our organization's efforts to deepen knowledge about zero-emission vehicles and work toward achieving a decarbonized society.

Business Partner Consultation Service

We maintain a Business Partner Consultation Service as part of our Risk Management Dept. Compliance Management Group. It offers impartial consultations to our business partners. We are available for consultation with business partners regarding compliance issues.

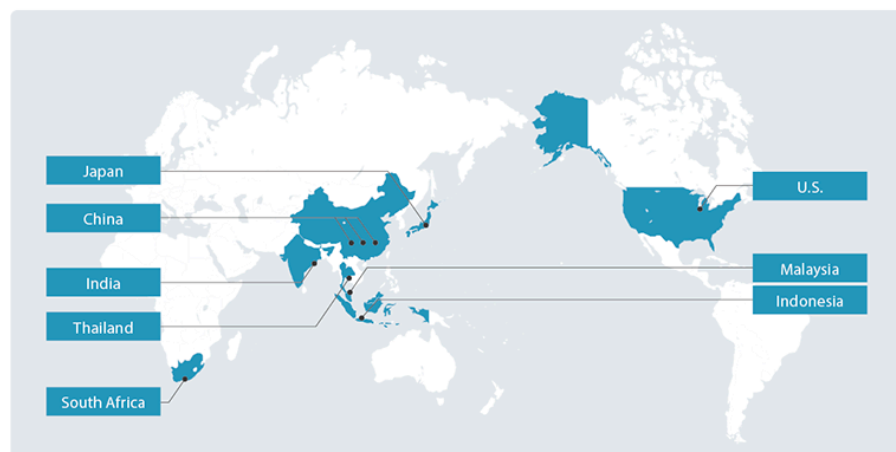
Supply Chain Management

Initiatives

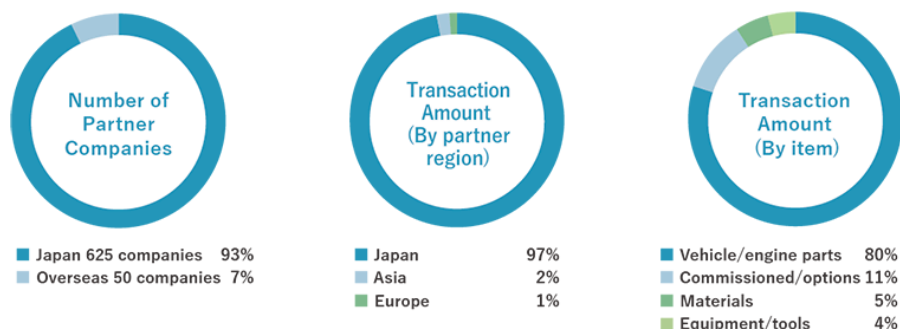
Isuzu Supply Chain

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 have a total of 675 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 Isuzu operates, Isuzu promotes the use of local parts to contribute to the development of the local automotive industry and employment.

Various Guidelines for Business Partners

Isuzu Group Supplier Sustainability Guidelines

Until recently, Isuzu has been conducting socially responsible procurement activities in collaboration with our business partners based on the Supplier CSR Guidelines. However, considering the changing trends in sustainability and the expectations of our stakeholders, in December 2022, we revised and updated the guidelines to create the Isuzu Supplier Sustainability Guidelines (hereinafter the Guidelines). In April 2024, the guidelines were retitled as the Isuzu Group Supplier Sustainability Guidelines, and efforts to expand their implementation to all Isuzu Group business partners are underway.

The guidelines reference various Isuzu Group policies, including the Isuzu Group Human Rights Policy, the Isuzu Group Responsible Minerals Sourcing Policy, and other relevant Isuzu Group policies, as well as internationally recognized standards and frameworks. In the request items for business partners, the guidelines aim to enhance the content to share values related to sustainability, such as environmental and human rights issues, across the entire Isuzu Group supply chain. We encourage business partners to utilize these guidelines to advance their own initiatives and to actively promote and understand these practices not only within their own operations but also throughout their supply chain.

We kindly request our business partners to agree with Isuzu's principles and confirm their commitment to comply with the requirements of the Guideline for all products and services supplied to Isuzu, by signing an agreement. As of May 2024, we have received signatures from business partners representing approximately 95% of our annual purchasing amount.

Additionally, we created a Self-Assessment Questionnaire (SAQ) to evaluate whether our business partners are adhering to the initiatives outlined in the Sustainability Guidelines, and we began conducting surveys using this SAQ in FY2024. In FY2024, we requested submissions of the SAQ from 284 key business partners (accounting for 96% of our annual procurement spend). As a result, sustainability-related risks were identified at 17 of these companies. For those business partners where risks were identified, we have conducted on-site or remote interviews and are working with them to implement improvements.

> [Isuzu Group Supplier Sustainability Guidelines](#)

Isuzu Green Procurement Guideline

The Isuzu Group has established the Isuzu Green Procurement Guidelines, which introduce our Charter on the Global Environment and summarize the environment-related requests we have for our business partners by type of industry. (Last revised: October 2020.) Through the Isuzu Green Procurement Guidelines, we obtain an understanding of Isuzu's environmental initiatives from our business partners, and at the same time request that they promote environmental activities.

> [Isuzu Green Procurement Guideline](#)

Supply Chain Management

Communication with Business Partners

Isuzu is strengthening communication with its business partners through briefings and meetings. In FY2024, while making use of web tools as needed, we have gradually increased face-to-face communication in response to the changes in the situation following the COVID-19 pandemic. Also, we try to remain respectful in communicating with our business partners. We are enhancing two-way communication with our business partners based on mutual trust, offering support by inquiring if they have any concerns or difficulties. 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
- Quality policy briefings
- Isuzu Kyowakai*

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

Deployment of Isuzu Group Supplier Sustainability Guidelines and ISUZU Green Procurement Guidelines

The failure of a business partner to fulfill its corporate social responsibilities would significantly and adversely affect Isuzu's reputation and its production activities. For example, the occurrence of misconduct—such as falsification of inspection data or human rights-related problems—from our business partner would adversely affect Isuzu's image and, through actions such as discontinuation of supply of purchased parts, Isuzu's production activities. This would inconvenience the customers who use Isuzu's products. To avoid such risks, we ask our business partners to follow our Sustainability guidelines. When contracting with new business partners, we request that they follow the Isuzu Group Supplier Sustainability Guidelines, which include human rights, the environment, and anti-corruption measures such as restrictions on unfair business dealings and prohibitions on offering entertainment, gifts, and money.

Additionally, through the ISUZU Green Procurement Guideline, we ask our business partners to learn about Isuzu's environmental initiatives and promote environmental activities.

The guidelines are posted on the Isuzu Supplier Portal Site and the Isuzu website to inform business partners. We request our business partners to agree with Isuzu's approach and sign a consent form to confirm their compliance with the requirements of these guidelines for all products and services supplied to Isuzu.

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 defects, and the severity of defects. As a result, business partners whose evaluation scores and defect counts do not meet a certain standard are selected to be companies subject to management, and business partners whose evaluation scores meet a certain threshold but have defect counts exceeding a specific limit are selected as companies subject to observation, indicating a need for improvement in delivery quality. We strive to improve delivery quality through efforts such as holding monthly quality meetings. In FY2024, the quality of the deliveries improved and approximately 91% of our business partners attained the standard score of delivery quality evaluation. None of the business partners was determined to be a company subject to management by failing to attain a certain standard of quality evaluation. However, some fell within the definition of a company subject to 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, to keep updated on their quality management structure operations. We conduct an on-site audit of our new business partners before starting business relationships with them and evaluate the effectiveness of their quality management structures to see if they meet requirements for trading with us.

BCP

From the perspective of business continuity, numerous challenges need to be addressed regarding our future production activities both in the short and medium-to-long term. These challenges include shortages in parts supply, infectious diseases, production plan changes due to natural disasters, and operational adjustments, among others. Furthermore, it is essential to be mindful of geopolitical risks. In FY2024, due to the emergence of procurement risks such as import restrictions on raw materials and the need to reroute shipping lanes because of conflicts, we have considered holding larger inventories and explored the possibility of sourcing from regions not affected by such risks.

We are also promoting the establishment of a BCP/BCM system to verify the supply chain and will tackle the new challenge of visualizing the supply chain. In the event of a natural disaster, we utilize our system to promptly request that business partners responsible for reporting the extent of the delivery impacts they are facing. Since FY2024, we have introduced a new system to collect information on the supply chain. The supply chain is constantly evolving, and new challenges arise daily. Therefore, we continuously update the information we collect and promote activities aimed at improving overall standards. Through these activities, we aim to identify vulnerabilities within the supply chain, pursue strategic inventory management, reduce lead times, and eliminate geopolitical risks. Additionally, we are establishing a system that accelerates initial responses during disasters, working in cooperation with our business partners to ensure early recovery efforts and minimize the impact on Isuzu product sales.

Supply Chain Management

Environment

Isuzu requests that its business partners report their activities related to the promotion of environmental management structures through the Voluntary Assessment Report on Environmental Management. We asked 367 business partners to conduct voluntary assessments for the Voluntary Assessment Report on Environmental Management for FY2024. The evaluation results showed a record-high response rate of 98.6%, surpassing last year's results, and the highest average score to date. We confirmed that the number of business partners engaged in environmental activities is increasing. Improvements were observed in the increased number of initiatives related to CO₂ reduction activities in logistics, as well as in energy-saving activities, water consumption reduction, and waste reduction activities. This confirms that the awareness of environmental activities among our business partners has further increased. Additionally, we have joined to the CDP Supply Chain Program from FY2023 to promote efforts related to climate change and to track our business partners' GHG emissions. We received responses from 190 business partners, representing approximately 90% of our annual purchases, from those we requested to participate. Starting from FY2024, we have introduced an award for our business partners' environmental initiatives called the Sustainability Award (Environmental). Isuzu recognizes that promoting environmental activities is vital to strengthening its supply chain and will continue to work towards the gradual reduction of GHG emissions.

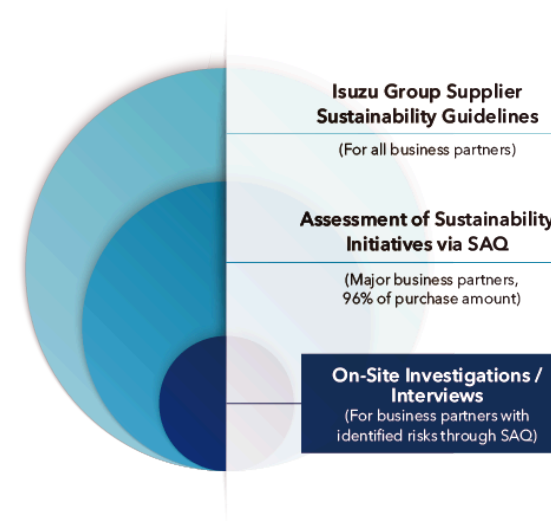
Main voluntary environmental assessment items

1. Environmental management structures
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 voluntary environmental management structure evaluation report
9. Managing environmentally hazardous substances
10. Reduction of CO₂ emissions and packaging/shipping materials in logistics

Human Rights

Since FY2022, we have been conducting surveys on our business partners' efforts regarding responsible mineral procurement and human rights, as part of our sustainability initiatives. Starting from FY2024, we have begun conducting surveys using a new Self-Assessment Questionnaire (SAQ) aligned with the content of the Isuzu Supplier Sustainability Guidelines. In FY2024, we requested submissions of the SAQ from 284 key business partners (accounting for 96% of our annual procurement spend). As a result, sustainability-related risks were identified at 17 of these companies. For those business partners where risks were identified, we have conducted on-site or remote interviews and are working with them to improve.

Approach to Surveying Sustainability Initiatives



Cybersecurity

Since FY2022, we have been reviewing the JAMA/JAPIA cybersecurity guidelines of our business partners to confirm and improve their cybersecurity measures. We kindly request that our business partners conduct a self-check using the Automotive Industry Security Check Sheet. Moreover, starting in FY2023, we have conducted cybersecurity management system establishment and operational status checks for business partners handling products subject to UN-R155 and domestic regulations (Road Transport Vehicle Law Safety Standards) to ensure they comply with vehicle product cybersecurity requirements. (28 companies in FY2023, 15 companies in FY2024 / Total of 43 companies)

In the future, we will continue to promote comprehensive cybersecurity measures among our business partners. To achieve this, we will conduct regular surveys to assess their improvement status and provide appropriate support from Isuzu as needed. Furthermore, to ensure compliance with regulations, we will conduct checks on the vehicle product cybersecurity management systems of the relevant business partners.

Supply Chain Management

Environmental Activity Seminars

In FY2024, we informed our business partners about environmental activity plans, chemical substance regulations, and Isuzu's policies through the production briefings. Each briefing was held twice a year, with approximately 500 participants at each session. Additionally, adapting to the changing circumstances post-pandemic, we conducted visit activities and environmental seminars for our business partners. We collaborated with a total of 6 companies during these visits to review and discuss their environmental initiatives. At the environmental seminars, we had presentations by instructors from the Energy Conservation Center. Approximately 400 participants attended, where we mainly introduced energy-saving case studies and explained related concepts, aiming to enhance the overall level of our supply chain. In FY2025, we will continue our efforts to upgrade the entire supply chain.

Human Rights Seminars

To promote human rights due diligence initiatives in our business partners' supply chains, we continued our efforts in FY2024 by hosting an online seminar titled Responsible Mineral Sourcing Seminar. This seminar, featuring external experts, focused on the environment surrounding mineral sourcing and the due diligence expected from companies regarding minerals.

In FY2025, we will raise the level of our efforts and further promote understanding of human rights issues among our business partners.

Responsible Mineral and Raw Material Sourcing

Isuzu considers the use of conflict minerals to be a serious problem in the supply chain as these minerals cause human rights infringements, environmental destruction, and illegal mining in conflict zones, and are used to finance militant forces. Therefore, we request confirmation of non-involvement in conflicts upstream in the supply chain through the Isuzu Group Supplier Sustainability Guidelines. In FY2022, we launched a survey on the use of conflict minerals in our business partners' supply chains and the status of their initiatives for responsible mineral sourcing. Since FY2023, we have been conducting surveys using the CMRT and EMRT, which are standardized formats provided by Responsible Minerals Initiative* (RMI). In FY2024, we established the Isuzu Group Responsible Mineral Sourcing Policy. We will continue to ask our business partners to promote responsible mineral sourcing.

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

[Isuzu Group Responsible Mineral Sourcing Policy]

> Japanese [PDF:491KB] 

> English [PDF:173KB] 

> Hindi [PDF:271KB] 

> Indonesian [PDF:182KB] 

> Malaysian [PDF:326KB] 

> Tamil [PDF:340KB] 

> Thai [PDF:58.4KB] 

Interview with Technical Intern Trainees

At Isuzu, we are addressing issues related to foreign workers, including overseas technical intern trainees, as a significant human rights issue since FY2023. In FY2024, we conducted interviews with overseas technical intern trainees at two companies, including a Group company and a business partner, with the assistance of a third-party organization (Caux Round Table Japan).

> Human Rights

Social Contribution

Basic Approach

To create the Isuzu's purpose of 'Moving the World - for You', we will continue our efforts towards carbon neutrality and contribute to the evolving logistics. Additionally, we will advance the following initiatives to contribute to the resolution of social issues by respecting national and regional cultures, and by engaging with local communities and societies through our business activities.

Themes for Social Contribution Initiatives

1. Balance between global environmental sustainability and global economic growth

In addition to reducing the environmental impact of manufacturing processes and promoting recycling-oriented business, we will provide economically friendly products and services that have low environmental impact through the creation of innovation geared toward decarbonization such as the development of products with advanced environmental performance that contribute to efficient transportation.

2. Realization of a society in which people and goods can be transported safely, securely, and efficiently

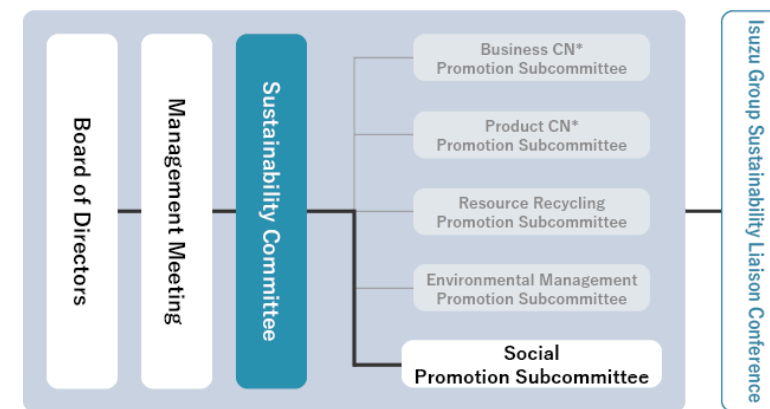
Isuzu creates innovation in the fields of automated driving and connected technologies while leveraging business collaborations with its trusted partners. Additionally, the Company will continue to make efforts to enhance its after-sales service network, in addition to supplying products equipped with state-of-the-art safety features so as to provide products and services that underpin the transportation industry.

3. Harmony with Local Communities

Isuzu is to respect national and regional cultures, participate in and harmonize with local communities and societies through business activities etc. By doing so, we will strive to win the trust of local communities and contribute to their prosperity.

Management Structure

Isuzu has established the Social Promotion Subcommittee headed by the Sustainability Committee to discuss and address social issues. Representatives from all divisions participate in the Social Responsibility Promotion Subcommittee, which examines ESG evaluation trends and sustainability management issues and promotes activities that lead to improvements in Isuzu's social reputation.



* CN: Carbon Neutral

Mechanisms to Encourage Employee Participation

While encouraging employee participation by using posters and companywide e-mails, we also communicate the results of our activities on a broad scale both internally and externally with our in-house newsletter as well as Isuzu's website and community site.

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 various groups.

- World Vision International
- OISCA International
- Specified nonprofit corporation TABLE FOR TWO International
- Registered NPO Second Harvest Japan

Social Contribution

Initiatives

Harmony with Local Communities

Isuzu Plaza

Purpose of Establishing Isuzu Plaza

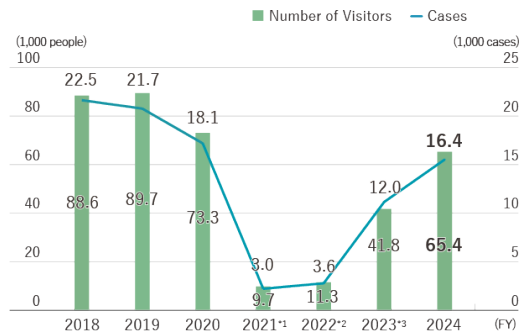
The Isuzu Plaza was opened next to the Fujisawa Plant in April 2017 as part of the Isuzu Motors 80th anniversary project. Isuzu Plaza consists of three zones: Supporting Transportation, Isuzu's Vehicle Manufacturing, and The History of Isuzu. The facility aims to help people learn about Isuzu and feel closer to the Company.

We will hold various events and manufacturing workshops to connect with the local community and foster relationships with people in the region.



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

Direction of Exhibits and Activities

We aim to create a facility where visitors can understand Isuzu's past, present, and future initiatives to realize our purpose, Moving the World – for You, and feel closer to Isuzu, ultimately becoming fans of the Company.

Cooperation with the Community

Since FY2022, Isuzu has been collaborating with Fujisawa City to promote activities that support the 'awareness of fire prevention and firefighting operations.' In FY2023, we launched a permanent exhibition of Rescue Vehicle III (chassis made by Isuzu) donated by Fujisawa City. In this exhibition, we have set up two monitors to showcase the purpose of the Fujisawa City Fire Department, the thoughts of its members, and Isuzu's manufacturing process to reach a wider audience.

Furthermore, we held the Parent-Child Firefighting Event where firefighting personnel, who are regularly present at the scenes of disasters, provided explanations and practical demonstrations of their work. The event offered various activities, including lectures, virtual fire station tours, rides on a ladder truck, and rescue demonstrations by the high-angle rescue team. Attendees showed a high level of interest in and understanding of firefighting duties, and they also expressed their expectations regarding the activities. We will continue to hold these events regularly to contribute to the development of the local area.



Social Contribution

Social Studies Field Trip Initiatives

Since the opening of Isuzu Plaza in April 2017, we have been offering an annual Social Studies Field Trip for fifth-grade students, combining visits to the Isuzu Fujisawa Plant and Isuzu Plaza.

The tour is designed to provide a deeper understanding of the role of commercial vehicles, the manufacturing process, environmental considerations, and safety. Students have the opportunity to see, touch, and think about these aspects to gain a comprehensive understanding.

In response to the COVID-19 pandemic, we introduced a web-based initiative, the Isuzu Virtual Social Studies Tour (IVSST), targeting schools that are unable to visit in person. In 2023, we primarily conducted these virtual tours for remote schools. The results for FY2024 included 56 schools with 5,400 students participating in the physical tours, and 23 schools with 2,270 students participating in the virtual tours.

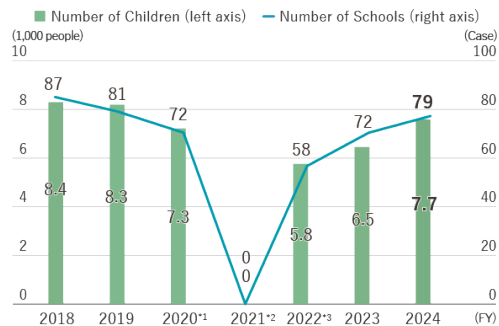


IVSST elementary school class



IVSST implementation at the Plaza

Social Studies Visit 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

Support Program for Auto Mechanics Vocational School

In November 2008, Isuzu launched its unique social contribution project to celebrate its 70th anniversary. As part of the project, Isuzu has been involved in a program run by the Technical Education and Skills Development Authority (TESDA) of Tacloban City on the island of Leyte in the Philippines. In the program, Isuzu supports an automobile mechanic vocational school in training economically disadvantaged young people. This activity goes beyond mere financial assistance, as it also includes support based on our own expertise. Specifically, we dispatch instructors from Japan to the area to provide technical education support known as Isuzu Juku. Based on this effort, the vocational school provides students with advanced maintenance skills in areas such as electricity, transmission, engines and braking, and also instills the mindset of 5S (seiri/sort, seiton/set in order, seiso/shine, seiketsu/standardize and shitsuke/sustain the discipline). Consequently, graduates from the vocational school are received favorably at their places of employment.

In May 2023, the entrance ceremony for the 23rd cohort and in November, the entrance ceremony for the 24th cohort, along with the closing ceremony for current students, were held. The November ceremony also marked the 15th anniversary of the project, and the event was covered by local media. Additionally, updates and coverage of the event were shared on Isuzu's official YouTube channel and various social media platforms.

The automobile mechanic vocational school has produced 386 graduates (as of November 2023). Many of them work at dealerships in the Philippines and overseas. The number of graduates finding employment in Japan is increasing, and as of March 2023, a total of 20 graduates have been actively working at Isuzu and dealerships in Japan since 2019. These graduates have been commended for their advanced technical capabilities. In fact, the vocational school has produced two I-1 GP* winners. Graduates from the vocational school are equipped with advanced technical skills and professional mindsets and are highly regarded by their employers.

The project celebrated its 15th anniversary in November of the previous year.

* Isuzu World Service Technical Competition (I-1GP). National and regional tournaments to determine the world's most skilled individual in servicing/engineering, where Isuzu's most talented service staff and engineers from many different countries and regions gather to compete in knowledge and technical skills with the aim of raising the level of service in these countries and providing the best service to Isuzu customers at any time and any place.



The 20th graduation ceremony



Japanese extracurricular lesson



A student practices vehicle disassembly

Social Contribution

Achievements at Competitions Worldwide

- I-1GP top three awards (CV 1st place in FY2016, CV 3rd place and LCV 2nd place in FY2017, CV 1st place in FY2019, and e-competition 3rd place in FY2021)
- 1st place at TESDA's Philippine National Skills Competition in FY2018



Winning the 3rd place at the 2020 I-1GP e-competition

Evaluation of the Same Project in the Philippines

- Commended by TESDA Main Office and the Office of the President in FY2009
- Received the Kabalikat award (the highest TESDA award at the national level), and commended by President Arroyo at the Malacañang Palace in FY2010
- Received the Gold Award under the CSR education category from the Society of Philippine Motoring Journalists (SPMJ) in FY2018

Employment of Graduates (as of April 2024)



- Isuzu Group in the Philippines 53%
- Other manufacturers etc. in the Philippines 21%
- Other manufacturers etc. overseas 10%
- Other including Isuzu Group in Japan 16%



These graduates work at Isuzu dealerships in Japan

Traffic Safety Classes

As part of its responsibility as a manufacturer and seller of trucks, Isuzu has initiated traffic safety classes starting this fiscal year. This initiative includes three sessions of the Isuzu Traffic Safety Fest, held in collaboration with the Tobe Police Station in Yokohama and the Fujisawa Kita Police Station in Fujisawa. The events took place at Mark Is Minatomirai and Isuzu Plaza. Additionally, we conducted outreach classes at Hiranuma Elementary School and Kid's Pocket Konoha Nursery School in Yokohama.



Experience with hazard prediction simulators



Issuance of Isuzu original licenses by police officers

Children's Lecture about Antarctic Exploration Held

Isuzu has been dispatching employees to Antarctic exploration expeditions for 67 years, starting with the first expedition in 1956. Isuzu's trucks and engines have long supported Antarctic observation missions. An Antarctic Children's Lecture Meeting was led by a lecturer who is an alumnus of an Isuzu Antarctic research expedition in the hope that Isuzu's Antarctic activities, which contribute to society, will encourage children's curiosity and prompt them to reflect on their future careers. In FY2024, we held four events at the Tochigi Plant, Isuzu Plaza, Tsujido Civic Library, and Tsujido Seaside Park. Approximately 170 people attended. The presentation also introduced the importance of environmental conservation through an exploration of the current state of the environment and animal life in Antarctica and the work of Isuzu trucks, snowmobiles, and power generation engines in Antarctica's harsh environment, including the measures taken to keep them in operation and able to support scientific observation in the region.



Exhibition at the Antarctic children's lecture

Social Contribution

The Isuzu Monozukuri Workshops Held

Since FY2015, Isuzu has been holding the Isuzu Monozukuri Workshop, which was devised to allow attendees to experience the fun and appreciate the importance of manufacturing (monozukuri) at the Tochigi Plant, Isuzu Plaza, Tsujido Seaside Park in Fujisawa City, and Shonandai Cultural Center. In this fiscal year, we held 6 Design Classes where participants experienced design work and roles. A total of 248 people took part. Furthermore, the Manufacturing (monozukuri) Experience Casting Workshop, utilizing Isuzu's technology, was held once and boasted 32 participants. Additionally, the Fuel Cell Classroom, aimed at enhancing children's environmental awareness, had 20 participants. Also, 54 people participated in the Environmental Christmas Wreath Workshop, which used natural materials collected from Isuzu's Fujisawa and Tochigi plants to make wreaths. In the future, Isuzu will continue to hold workshops on its strengths in manufacturing (monozukuri) and efforts toward environmental protection.



Clay model workshop at the Shonandai Cultural Center

Established Isuzu Town Featuring Informative Content for Children

Isuzu Town, featuring informative content for children, has been launched on the Isuzu website in 2021. It was designed to resemble a town called Isuzu Town and highlights the various transportation that children encounter in their daily lives. The content is suitable for children and is designed to make learning about logistics, which is indispensable to our daily lives, and the manufacturing that supports it enjoyable by incorporating play, videos, and illustrations. We create content that carefully considers what Isuzu should convey to the children who are responsible for the future.



Co-sponsoring the Kanagawa Philharmonic Orchestra Factory Event at Two Elementary Schools Near the Fujisawa Plant

Isuzu co-sponsored the Orchestra Factory* by the Kanagawa Philharmonic Orchestra, which was held at Ishikawa Elementary School in Fujisawa City on January 18, 2024, and at Nakazato Elementary School in Fujisawa City on January 19, 2024. This program, which is currently in its 10th year, aims to foster the pupils' creativity and enrich their artistic sensibility by providing them with an opportunity to experience live music. Conductor Mr. Hori gave an easy-to-understand explanation of orchestras (and cars) to the lower-grade students, saying, 'An orchestra is like a car; it cannot be completed (performed) if any part (instrument) is missing.' Isuzu will continue to expose children to the world of monozukuri.

* Orchestra Factory: An event in which children can experience the creation of something wonderful (i.e., music) through a unified group effort by listening to live orchestral performances and performing with the orchestra members. The aim is for the pupils to imagine, by experiencing the music live, the act of manufacturing a product in a factory.



Children attentively listen to the live performance

Donating Cakes to Orphanages and Similar Institutions

Isuzu donates cakes to local orphanages and similar institutions during the Christmas season. In FY2024, we donated Christmas cakes and more to kindergartens, preschools, and orphanages in the Yokohama, Fujisawa, and Tochigi areas. This activity has been carried out in the Yokohama area since 2022, and in the Fujisawa and Tochigi areas since 2007.



Donation Ceremony to Yokohama City

Social Contribution

Donation of Wooden Educational Toys

As part of its Mokuiku (Wood Education) activities aimed at promoting the SDGs, Isuzu donated wooden toys called Working Cars Balance Tower to the city of Yokohama. The wooden toys will be distributed to after-school kids' clubs and after-school childcare clubs in Yokohama, helping to provide opportunities for children to learn about the forest cycle, from planting and growing to cutting and using. This donation serves as an opportunity for Isuzu to further advance initiatives such as workshops for children that utilize its manufacturing (monozukuri) expertise.



Donated Working Cars Balance Tower



Donation ceremony

Participation in the Forestation of Mt. Fuji

Isuzu participates part in the Mt. Fuji Forestation Project to restore the rich forests and ecosystems of the Hokuroku area near Mt. Fuji which was registered a UNESCO Cultural World Heritage Site in 2013. Since FY2009, we have participated in forestation activities and have collaborated with relevant organizations such as OISCA International and Yamanashi Prefecture Forestry Development and Production Cooperative. In FY2024, in addition to planting saplings, we conducted monitoring surveys of the planted saplings and the surrounding environment, carried out activities such as placing protective nets over the saplings, repairing and maintaining the nets, as well as underbrush clearing and thinning. These efforts are part of our employee-participatory biodiversity conservation activities, conducted within our environmental initiatives aimed at creating a sustainable society where automobiles can continue to operate.



'Children's Forest' Project Support Project: Making Use of Secondhand Books Activities

Children's Forest, 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 started participating as the Isuzu Group from FY2023. Specifically, Isuzu's employees donate secondhand books for sale and the funds are then donated to the Children's Forest project.

Number of Buyable Books

	FY2022	FY2023	FY2024
Head Office	57	179	241
Fujisawa	244	29	44
Tochigi*	14	0	0
Total	315	208	285

* The Tochigi results for FY2022 have been revised.

TABLE FOR TWO (TFT) Program

At Isuzu, we introduce the Table For Two program (TFT) in the Company canteens and cafe areas to encourage employees to have healthy eating habits and also participate in social contribution activities. This allows an employee to donate ten yen automatically by buying a Healthy Menu item or healthy drink or using the charity box. Then, the same amount of donation is added by Isuzu, making the total amount of donation per person 20 yen per time. Through an NPO named the Table For Two International, donations are appropriated for school meals for impoverished children in developing countries.

Number of Donated School Meals (Equivalent)

	FY2022	FY2023	FY2024
Head Office	7,529	32,234	37,534
Fujisawa	3,722	3,736	9,174
Tochigi	4,042	2,344	1,205
Total	15,293	38,314	47,913

* The support of TFT extends to five countries, including Uganda, Ethiopia, Tanzania, Rwanda, and the Philippines. Isuzu operates business in all of these countries.

Social Contribution

Food Drive

Isuzu carries out the Food Drive initiative to reduce food waste and contribute to the improvement of social welfare. Employees bring food items close to their best-by dates from home and donate them to the registered NPO Second Harvest Japan, which distributes the foodstuffs to local charity groups and institutions.

Collection Results

	FY2022	FY2023	FY2024
Number of participants	193	277	256
Weight (kg)	218.1	232.0	184.1

Social Contribution Expenditure

Isuzu (non-consolidated) social contribution expenditure in FY2024: 880 million yen

	Social contribution activity expenses	In-kind donation	Donation
Amount (millions of yen)	739	7	130

Humanitarian Aid for the Noto Peninsula Earthquake

Following the severe damage caused by the Noto Peninsula earthquake on January 1, 2024, including fires, tsunamis, and building collapses, Isuzu Group donated relief funds through the Japanese Red Cross Society to support those affected from a humanitarian perspective.

Social Contribution Activities of Group Companies

Initiatives at Isuzu Motors Asia

Isuzu Motors Asia (IMA), which oversees business operations in the ASEAN region, conducts an annual event of CSR activities. In October 2023, the event included a staff trip combined with mangrove tree planting.

Twenty employees participated in the event, which enhanced their awareness of CSR and sustainable business practices through cultural exchange with the local community.

IMA plans to continue its CSR activities as a member of the local community and aims to further improve employees' awareness of social issues.



Mangrove tree planting