



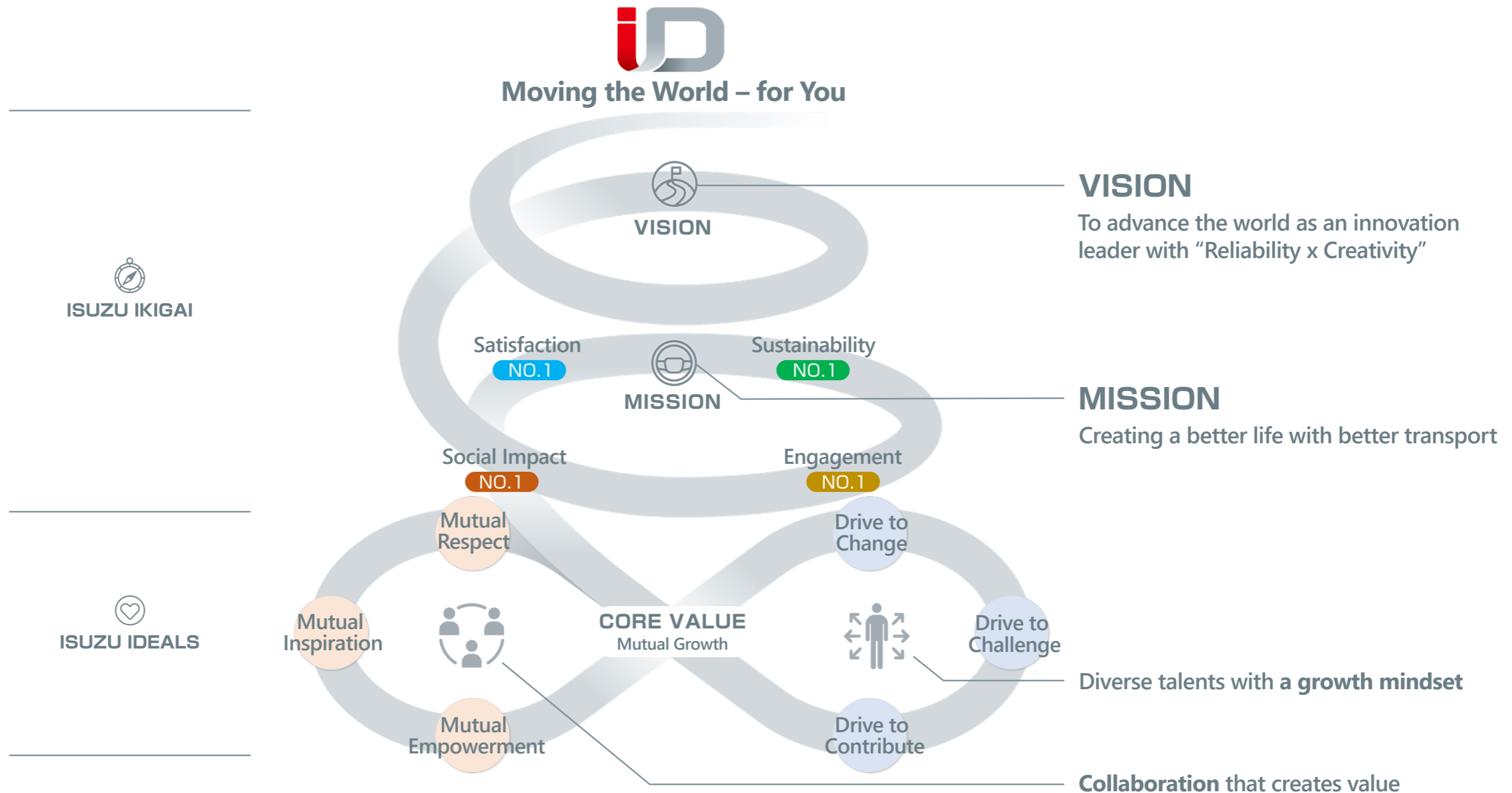
# Strengthening ESG-focused Management, Accelerating Innovation

May 12, 2023

Isuzu Motors Limited

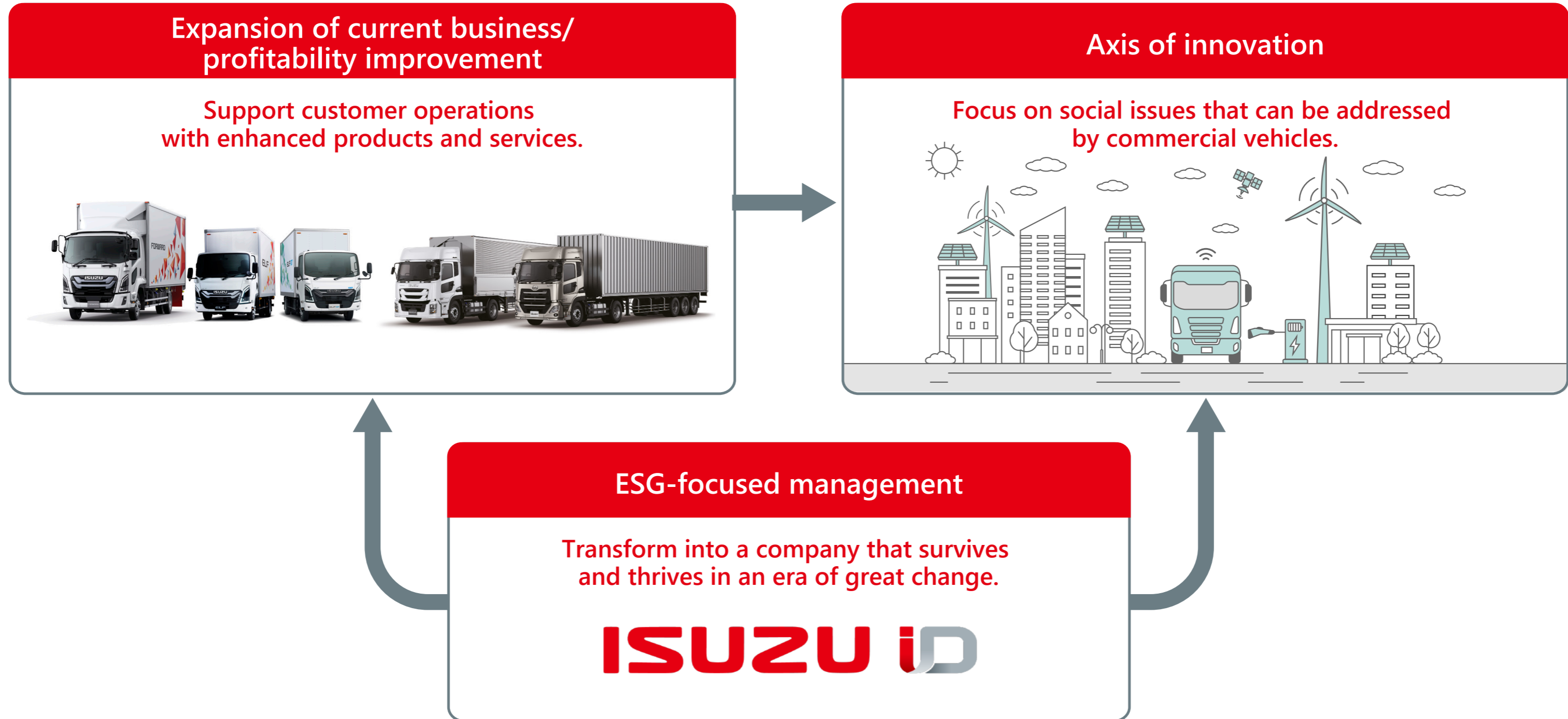
# ISUZU ID, New Corporate Philosophy

Attributes unique to Isuzu integrated into ESG-focused management  
“Moving the World - for You” is the company’s purpose, encapsulated by “ISUZU ID”



# Innovation Starts with Isuzu ID

Using innovation to solve issues facing society by “Moving the World - for You”  
Isuzu ID is the starting point to flexibly address challenges and change



# Expansion of Current Business/Profitability Improvement Enhanced Products/Services

Develop products that realize "Reliability x Creativity" as part of the ISUZU ID VISION  
Enhance products/services and strengthen our financial base by growing the current businesses

## Full model change of light- and medium-duty trucks

- Launched first wave of production models utilizing "I-MACS" modular development system.
- Launched first BEV production model.
- Expanded system linkages through improved connectivity.



## First collaborative product with UD Trucks

- Launched new tractor head models through both Isuzu and UD channels as first collaborative product.
- Improved operability, safety features and loading efficiency by leveraging technologies of the two companies.
- Enhanced vehicle support capability through a service network of over 400 locations in Japan.



# Axis of Innovation

## Positive Investment in Carbon Neutrality and DX for Logistics

Invest 1 trillion yen in innovation by 2030

Realize “Moving the World – for You” by accelerating carbon neutrality and DX (Digital Transformation) for logistics

### Carbon Neutrality

- Introduce electrified models across all product categories to establish full-scale product lineup.
- Improve services that contribute to decarbonization, benefiting customers and society.
- Reduce carbon dioxide emissions and promote recycling at business sites.



### DX for Logistics

- Advance/expand connected services.
- Develop technologies for autonomous vehicles.
- Explore new services to develop a new era of transport.



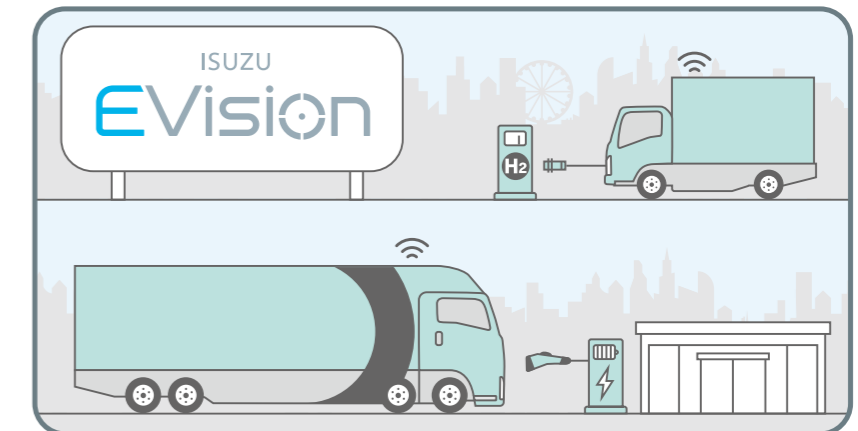
**Invest 1 trillion yen in innovation by 2030**

# Axis of Innovation Investment in Innovation - Carbon Neutrality -

Accelerate decarbonization based on Mid-term Business Plan 2024 Carbon Neutral Strategy

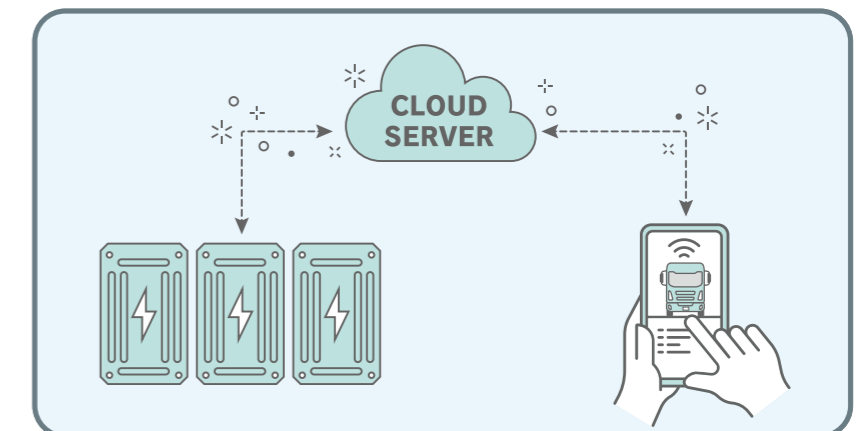
## Expand lineup of electric models

- Introduce electrified models across all categories of heavy-, medium- and light-duty trucks, LCVs, and buses.
- Accelerate manufacturing of electrified vehicle technologies, such as on-board batteries and motors.



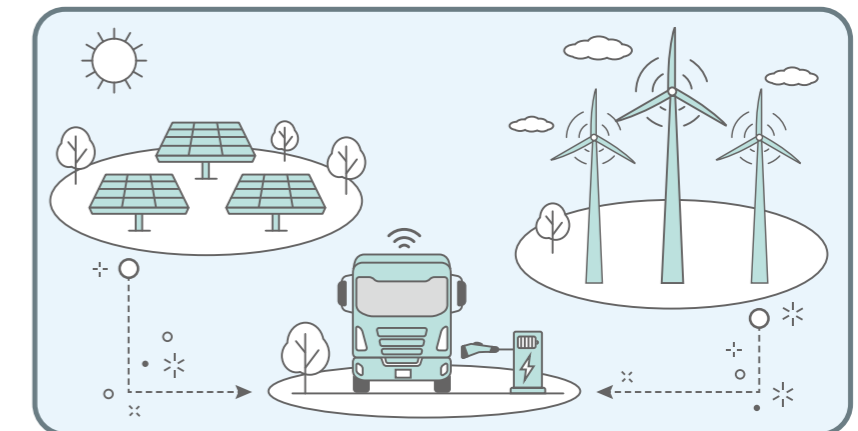
## Improve services that contribute to decarbonization for customers and society

- Expand "EVision" services, to address challenges associated with introduction of commercial BEVs.
- Realize wide range of energy management services using on-board batteries.
- Expand recycling services for end-of-life vehicles using remanufacturing units.



## Reduce carbon dioxide emissions and promote recycling

- Promote initiatives based on 2030 Environmental Roadmap announced last year.
- Reduce carbon dioxide emissions\* from domestic and overseas business sites by 50% from 2013 levels by 2030.



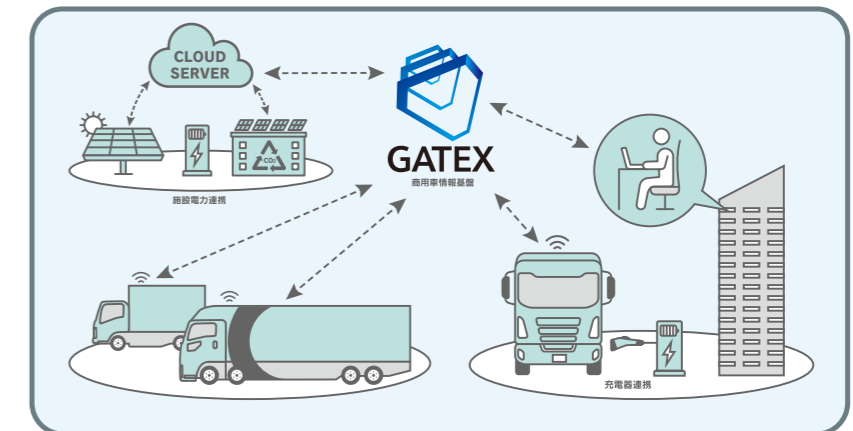
\*Scope1 + Scope2

# Axis of Innovation Investment in Innovations - DX for Logistics -

Focus on logistics solutions for customers by proactively investing in software/digitalization  
Actively collaborate with alliance partners and customers

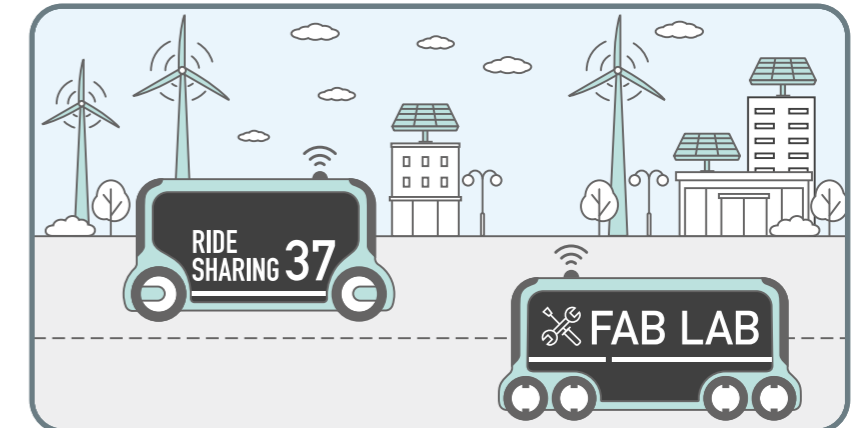
## Advance/expand connected services

- Encourage customers to use GATEX (commercial vehicle information infrastructure), to help solve issues faced by the logistics industry.



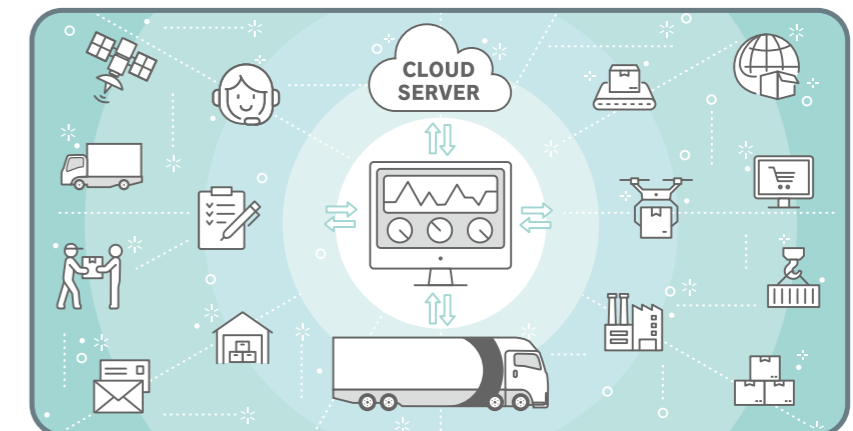
## Develop technologies for autonomous vehicles

- Continue technological development and demonstrations toward practical use of Level 4 autonomous vehicles.



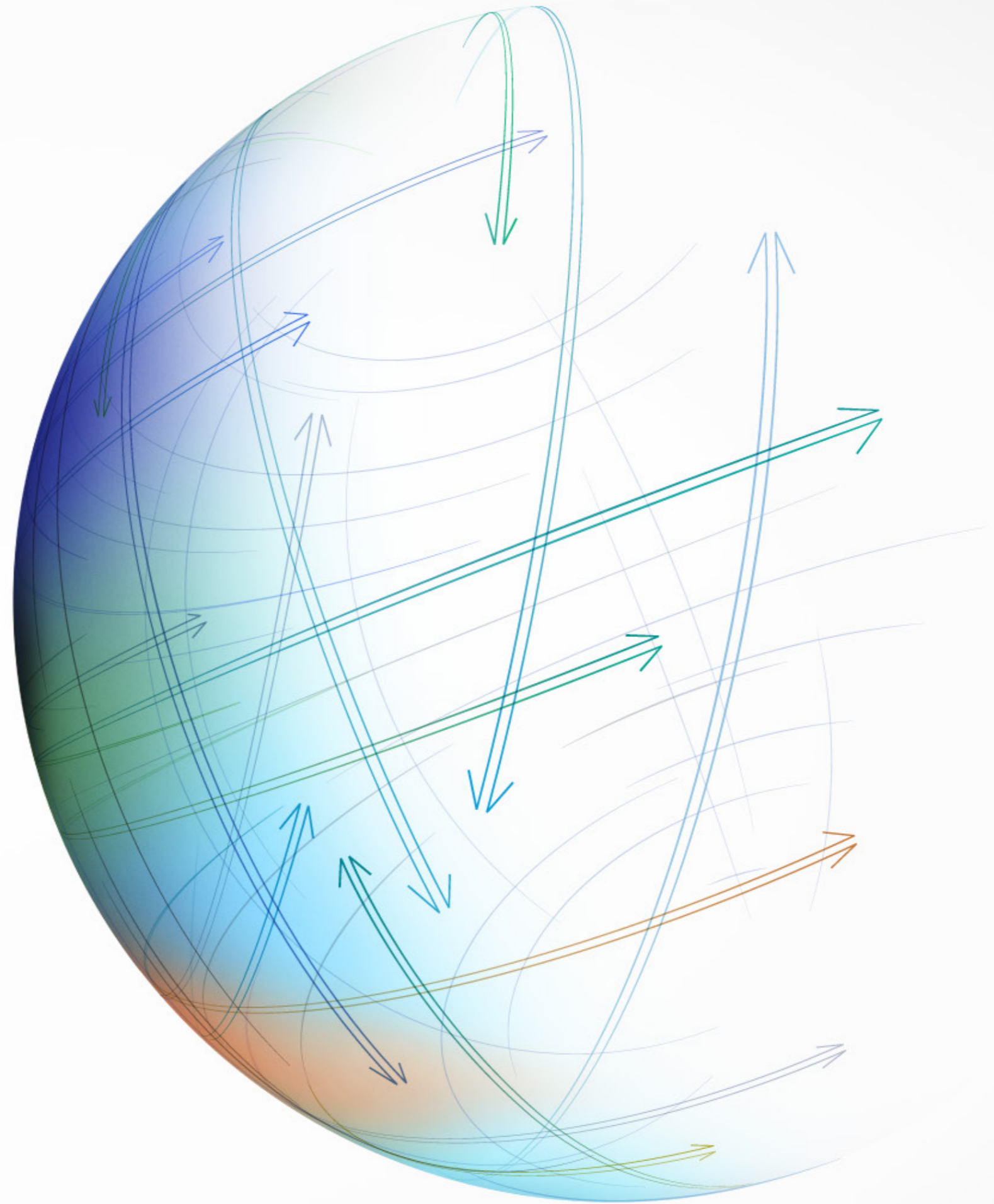
## Explore new services to develop a new era of transportation

- Create new businesses that provide solutions to improve efficiency of transport and delivery.
- Accelerate collaboration among different industries and startups outside the automotive industry.



地球の「運ぶ」を創造する  
Moving the World - for You

**ISUZU**





**Moving the World – for You**

**ISUZU**

## **Notice to The Readers**

This document is intended for informational purposes and includes, but not limited to, statements on future business performance and business plans. Information contained in the document, other than historical or current facts, constitutes forward-looking statements which are based on assumptions and judgments formed by the management of the Company in view of information currently available. By its nature, Isuzu does not guarantee or give any warranty as to the accuracy of all information contained in this document. Moreover, Isuzu undertakes no obligations to update such forward-looking statements such as statements on future business performance and business plans, based on future events or new information.

Such statements involve elements of risk and uncertainty contained in such assumptions and judgments, and/or various factors including but not limited to economic changes in future, changes in automotive market conditions, foreign currency exchange rate fluctuations, and changes of business environment surrounding the Company. Such elements and/or factors may therefore cause the actual results and performance to be materially different from any future results and performance expressed or implied by the predictive statements stated herein. If you actually have an intention to invest, you should not depend upon this document as your sole source of information, and should use your own discretion in making an investment decision.

Please be aware that Isuzu will not be responsible for any damages you may suffer as a result of making an investment decision based on the information contained in this document.

## **Copyrights**

Isuzu Motors limited or the original rights holders retain copying and other rights associated with these materials. Copying and otherwise reusing these materials in any way without prior consent is prohibited.

# Appendix: Forecast of R&D Investment and Capex within 1 trillion yen Investment in Innovation

Breakdown of investment plan: 500 billion yen R&D, 200 billion yen Capex and 300 billion yen Strategic investment  
Increasing R&D investment and Capex, while gradually shifting resources from current business to innovation

