



# ISUZU

## SUSTAINABILITY REPORT 2025



## ISUZU VISION

TO ADVANCE THE WORLD AS  
AN INNOVATION LEADER WITH  
"RELIABILITY X CREATIVITY".

## ISUZU MISSION

CREATING A BETTER  
LIFE WITH BETTER  
TRANSPORT.

## ISUZU VALUES

**MUTUAL GROWTH**

**COLLABORATION  
THAT CREATES VALUE**

**DIVERSE TALENTS  
WITH A GROWTH  
MINDSET**

## EXTERNAL RECOGNITION

**B-BBEE level 1 contributor since 2020**

**Top Employer certification since 2023**

**Eastern Cape Exporter of the Year Award:** Overall winner

**Eastern Cape Best Exporter OEM**

**Eastern Cape IDC Job Creator:** Merit award

**Eastern Cape SJM Flex Environmental:** Merit award

**Southern African Vehicle Rental & Leasing Association (SAVRALA) Manufacturer of the Year Awards:** runner up in the leasing category and third overall

**National Association of Automobile Manufacturers of South Africa (NAAMSA) Accelerator Awards**

- Transformation Performance Award
- Medium Commercial Vehicle of the Year: ISUZU N-Series Trucks
- Heavy Commercial Vehicle of the Year: ISUZU F-Series Trucks
- Contribution to society for advancement and development of local communities

ISUZU X-RIDER AT 4x4 won **Bakkie of the Year**, recognised for its lowest cost of ownership and rugged reliability.

**ISUZU announced best-selling vehicle to government** for four consecutive years

**No.1 position in the Medium- and Heavy- Commercial Vehicles segment** for the 12th consecutive year

## STATEMENT OF ISSUE

This report is published in alignment with ISUZU GROUP's global activities and highlights material issues that are considered important to ISUZU MOTORS South Africa and its stakeholders.



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# DISCLOSURES

## SCOPE OF THE REPORT

This report includes all ISUZU MOTORS South Africa's operational and management control initiatives, including Kanu Commercial Body Construction, a wholly owned subsidiary of ISUZU MOTORS South Africa, and will form part of ISUZU GROUP's global sustainability report.

The ISUZU MOTORS South Africa processes include manufacturing, vehicle distribution, aftersales and administration, and extends to the body building subsidiary with full management control.

This report continues building on the foundation set in the 2024 Sustainability Report and as such all disclosures as noted therein, remain applicable to the 2025 Sustainability Report.

## PERIOD OF REPORTING

This report focuses on the company's activities during financial year 2025, from 1 April 2024 to 31 March 2025, and may cover ongoing projects which overlap into upcoming reports.

Further to this, the report contains present and future projections based on plans, forecasts, management policies and strategies as of the date of the publication.

*These forward-looking statements are based on assumptions and judgements considering available information to ISUZU MOTORS South Africa at the time.*

## GUIDELINES AND FRAMEWORKS

This report is published with reference to various guidelines as per the following:

- GRI Sustainability Reporting Standard,
- Johannesburg Stock Exchange, and
- Sustainability Accounting Standards Board (SASB).

## APPROACH TO REPORT INTEGRITY

An external quality assurance was conducted by an independent verification company prior to the distribution of this report.

Credentials of the verification company required certifications and exposure to various organisations, both nationally and internationally.

## EXCLUSIONS

ISUZU MOTORS South Africa took a decision, during the July 2024 board meeting, to exclude all financial declarations as a South African business entity.

- All financial declarations are included in the ISUZU GROUP Integrated Report.

ISUZU MOTORS South Africa has excluded certain elements as outlined within the GRI requirements' table of contents.

- Details pertaining to these exclusions are included under the "alignment with standards section" of this report.





# RESTATEMENTS

The following are restatements related to sustainability data, as previously submitted by ISUZU MOTORS South Africa, to its stakeholders.

The previous reports incorrectly stated aspirations for carbon neutrality. ISUZU MOTORS South Africa's sustainability aspiration is to work towards realising net zero by 2050.

- The baseline period for achieving net zero is aligned to the global mandate, which starts from 2013. ISUZU MOTORS South Africa's progress has been tracked year on year for over a decade, through its Environmental Management System which documents and verifies all supporting efficiency initiatives.

ISUZU MOTORS South Africa conducted a carbon dioxide (CO<sub>2</sub>) footprint assessment to determine accounting methodology for calculating the CO<sub>2</sub> footprint for the reporting period. The report is attached as an appendix.

- The outcome of this methodology review resulted in minor changes to the reporting, which has minor implications to the previous reports issued by ISUZU MOTORS South Africa.

## **WATER DATA**

ISUZU MOTORS South Africa conducted an audit to ensure all sources of water were included in the reporting.

## **KANU DATA ALIGNMENT**

ISUZU MOTORS South Africa conducted a gap analysis on sustainability data for Kanu operations and noted the following progress:

- Scope 1 and 2 data and waste alignment was realised and included in this report.
- Additional process changes for data alignment with ISUZU MOTORS South Africa will be added in future reports.
- Similarly to ISUZU MOTORS South Africa, definitions for people data must be implemented to ensure consistency and alignment.



## PRESIDENT'S MESSAGE



Dear Valued Stakeholders,

*It is with a deep sense of responsibility that I present the ISUZU MOTORS South Africa 2025 Sustainability Report.*

This report reflects ISUZU's unwavering commitment to sustainability and demonstrates how we are aligning our local efforts with the strategic vision and transformative roadmap set forth by ISUZU MOTORS LIMITED in Japan under the ISUZU Transformation- Growth to 2030 (IX) initiative.

At ISUZU MOTORS South Africa, sustainability is more than a corporate objective, it is the foundation upon which we build our future.

Our approach recognises that true sustainability encompasses not only environmental stewardship and economic growth but also the critical social dimensions of respect for human rights, diversity, equity, and inclusion (DEI).



We are proud to highlight measurable progress in these areas, which are integral to fostering a resilient, innovative, **and socially responsible organisation**.

A few key highlights of our DEI achievements include:

- **Wage Gap Ratio:** We have achieved an income disparity ratio of 8.74 between our highest and lowest earning employees, significantly outperforming the average ratio of 45.8 reported by JSE-listed companies. This reflects our commitment to fair and equitable remuneration across all levels of the organisation.
- **Gender Pay Gap Ratio:** Contrary to the national average where women earn only 65 cents for every rand earned by men, ISUZU MOTORS South Africa's average female employee earns 1.07 rands for every rand earned by the average male employee. This positive outcome is driven by a higher representation of women in skilled and leadership roles, underscoring our dedication to gender equity and empowerment.
- **Disabled Persons Rate:** Our workforce includes 1.47% employees with disabilities, exceeding the national and JSE averages of approximately 1.0%. This demonstrates our proactive efforts to create an inclusive workplace that provides meaningful opportunities for persons with disabilities, contributing to social equity and diversity.

#### **THE COST OF INACTION IS TOO GREAT TO IGNORE**

Without decisive and sustained efforts, the environmental, social, and economic challenges we face – climate change, resource depletion, social inequality, and infrastructural constraints – will only intensify.

This would not only jeopardise our business continuity but also threaten the well-being of the communities we serve and the future of the African continent.

Our sustainability initiatives are designed to create shared value – balancing economic growth with social impact and environmental stewardship.

#### **ISUZU MOTORS SOUTH AFRICA'S COMMITMENT**

We are committed to transparency and rigour in reporting, as evidenced by the enhanced verification processes adopted in this report, ensuring that our stakeholders can trust and engage with our progress.

ISUZU MOTORS South Africa remains steadfast in our dedication to the **United Nations' Sustainable Development Goals** and to fostering partnerships that drive systemic change.

Together with our employees, dealers, customers, partners, and communities, we will continue to lead by example, innovate responsibly, and contribute meaningfully to a sustainable and inclusive future.

I invite you to explore this report, engage with our journey, and hold us accountable as we strive to be a beacon of sustainability and inclusion in the automotive industry and beyond.

***Thank you for your continued support and partnership.***

Sincerely,

**Mr. Billy E. Tom**

President

ISUZU MOTORS South Africa



# PROMOTION OF ISUZU ID

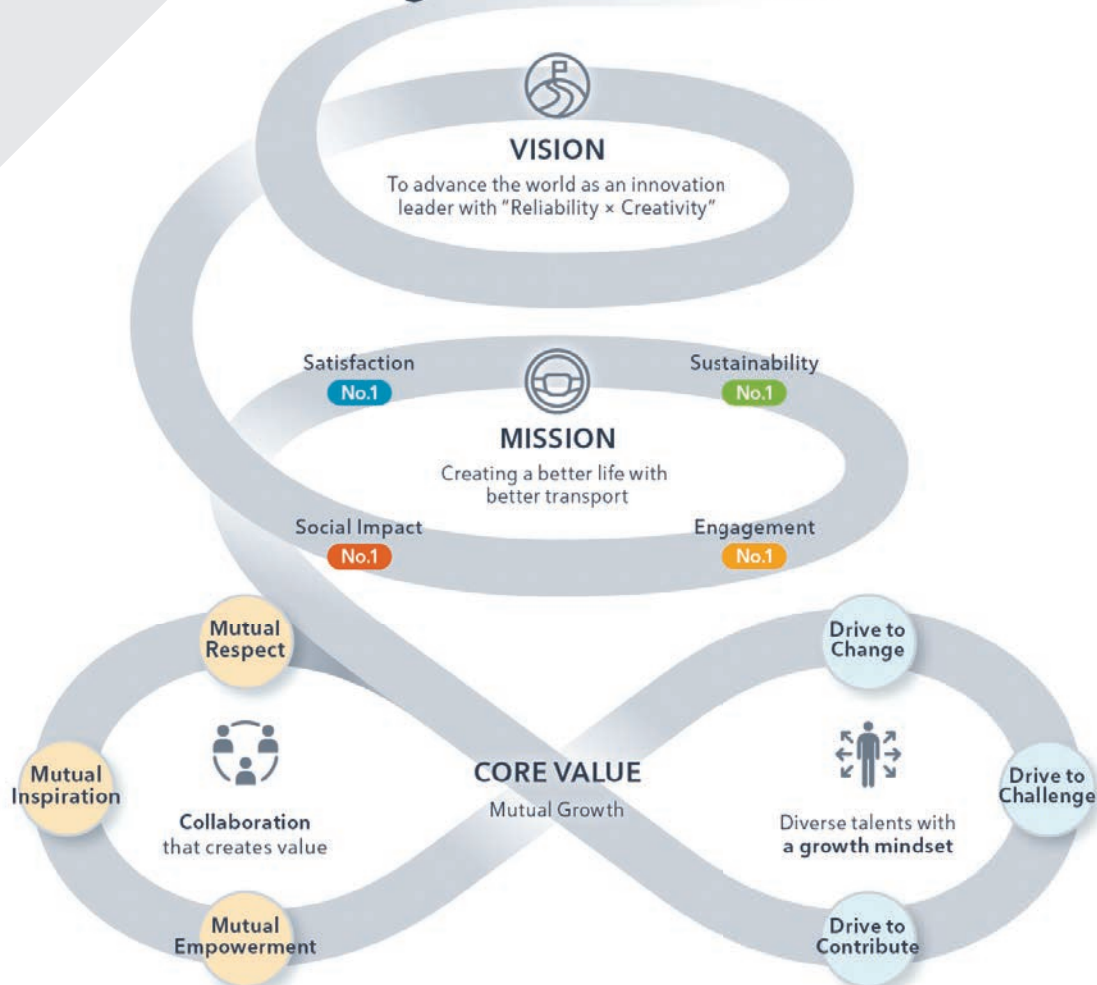
## ISUZU GROUP'S CORPORATE PHILOSOPHY

In May 2023,  
ISUZU GROUP launched  
the new corporate  
philosophy.

**ISUZU ID**



## Moving the World - for You





## EMBEDDING THE ISUZU ID CORPORATE PHILOSOPHY AT ISUZU MOTORS SOUTH AFRICA

In July 2024, ISUZU MOTORS South Africa formally introduced ISUZU ID, ISUZU's global corporate philosophy, to all employees across its operations. This milestone marked a pivotal step in aligning the local business with the ISUZU GROUP's global long-term vision, mission, values and strategic direction.

Dedicated in-person launch events were held in both Johannesburg and Gqeberha, where all employees attended. During these sessions, ISUZU MOTORS South Africa's leadership, including Mr. Billy Tom, reflected on the company's journey since its establishment in 1988, highlighting key achievements and transformation milestones. At these engagements, ISUZU's leadership also officially unveiled the company's long-term localised strategic roadmap through to 2030.



The introduction of ISUZU ID served not only to reaffirm the company's commitment to its global identity, but also to foster unity and shared purpose across the organisation. As a philosophy, ISUZU ID encapsulates the ISUZU GROUP's values and ambitions, symbolising its commitment to innovation, reliability, excellence, and mutual growth.



Following the launch, each division began operationalising the DRIVE 2030 strategy in their functional areas. An internal communication campaign unpacked the core elements of ISUZU ID and contextualised its relevance for all employees. As part of these efforts, an organisational development program was designed and implemented to embed the ISUZU ID into the company's culture and operations. Launched during the FY2025 period, this initiative continues to roll out across the business, ensuring that every employee receives structured engagement and training on what ISUZU ID represents and how to embody it in their daily work.

The ISUZU ID now serves as a cultural anchor at ISUZU MOTORS South Africa, guiding behaviour, leadership decision-making, and employee engagement. It has been fully integrated into the company's strategic execution and is embedded across the four key pillars of the DRIVE 2030 strategy: growth, sustainability, people, and societal leadership.

Through this process, ISUZU MOTORS South Africa has ensured that the ISUZU ID is not just adopted, but lived, as part of the company's DNA, securing alignment with global standards while responding to the unique needs of the South African context.





# ABOUT ISUZU GROUP

## ISUZU MOTORS GROUP – JAPAN

**85+**

### YEARS IN OPERATION

ISUZU MOTORS LIMITED, a prominent name in the global automotive industry, was founded in Japan in 1937 and has since built a long-standing reputation for reliability, durability, and performance. ISUZU is headquartered in Yokohama, Japan, and has significantly expanded its global footprint over the decades.

Today, ISUZU operates in more than 150 countries, providing products and services that meet the diverse needs of customers across various markets and industries. Demonstrating strong international presence and customer trust. ISUZU holds the number one market share in 35 countries around the world.

Renowned for its engineering excellence, ISUZU manufactures engines known for supplying reliable power solutions across a wide range of applications.

**35+**

### MARKET SHARE

**150+**

### GLOBAL MARKETS

## ISUZU MOTORS SOUTH AFRICA

ISUZU MOTORS South Africa was established on 01 January 2018 and is a wholly owned subsidiary of ISUZU MOTORS LIMITED (Japan). It is the first manufacturing and distribution organisation outside of Japan where ISUZU has 100% ownership. Headquartered in Struandale, Gqeberha, ISUZU MOTORS South Africa serves as an important base for ISUZU's long-term growth throughout Africa.

The company manufactures ISUZU D-MAX bakkies (LCV), medium- heavy- and extra heavy ISUZU commercial vehicles and imports the ISUZU MU-X for distribution to African markets.

Kanu Commercial Body Construction (PTY) Ltd., a wholly owned subsidiary of ISUZU MOTORS LIMITED from 2015 to 2017, has been a wholly owned subsidiary of ISUZU MOTORS South Africa since its inception in 2018. Kanu enables ISUZU MOTORS South Africa to customise commercial vehicles to specific customer requirements.

**1 200+**

### EMPLOYEES

With headquarters and manufacturing operations in Gqeberha, within the Eastern Cape, ISUZU MOTORS South Africa has a dealer network of 148 dealerships within the Southern African Customs Union (SACU) and Rest of Africa (ROFA) markets.

**906+**

### EMPLOYEES

**147+**

### DEALERSHIPS





## ISUZU MOTORS SOUTH AFRICA FACILITIES

### GQEBERHA OPERATIONS



#### STRUANDALE

**Area of Property:** 25 Hectares

**Area of Buildings:** 75 625m<sup>2</sup>

#### Functional areas on site:

Manufacturing  
Supply Chain  
Administration

#### Manufacturing areas on site:

Body Shop  
Paint Shop  
General Assembly Truck Plant  
Materials Supply – on site



#### VEHICLE CONVERSION AND DISTRIBUTION CENTRE

##### Markman, Industrial Area

**Size of yard:** 32 Hectares

**Capacity:** 8 500 vehicles

**Area of Buildings:** 8 500m<sup>2</sup>

#### Functional areas on site:

Technical and Engineering Services  
Purchasing  
Vehicle conversion area  
Distribution area

### GAUTENG OPERATIONS



#### OFFICES

Sales, Marketing, Dealer Development  
Corporate Planning and Business Enablement

#### ISUZU TRAINING CENTRE

Dealer Training

#### PARTS DISTRIBUTION CENTRE

**Total site area:** 50 562m<sup>2</sup>

10-year car parc,  
224 000 units

**Part numbers stocked:** 35 037



## ISUZU PRODUCT RANGE

### ISUZU PRODUCT RANGE | ISUZU TRUCKS

\* Proudly assembled in South Africa – Semi knockdown



### ISUZU PRODUCT RANGE | SPORTS UTILITY VEHICLE

\*Complete built up – Import from Thailand





## ISUZU PRODUCT RANGE | **LIGHT COMMERCIAL VEHICLES**

\* Proudly manufactured in South Africa – Complete knockdown





# ISUZU FOOTPRINT AFRICA





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# AFRICA FOOTPRINT

## DEALERSHIPS AND MARKETS

**147+**

DEALERSHIPS

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### SOUTH AFRICAN CUSTOMS UNION (SACU)

**121**

DEALERS (34 CV)

### REST OF AFRICA (ROFA)

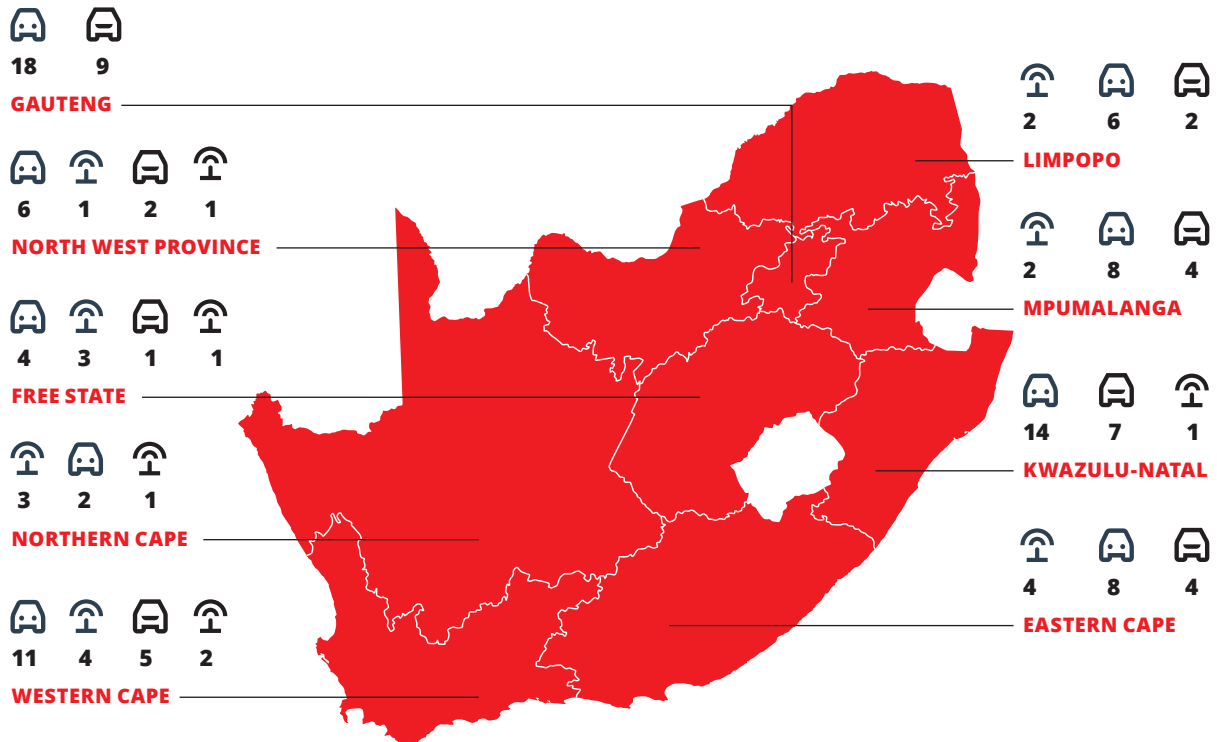
**26**

DEALERS





# ISUZU FOOTPRINT SOUTH AFRICA



LCV  
**77**



CV  
**34**



LCV SATELLITE  
**19**



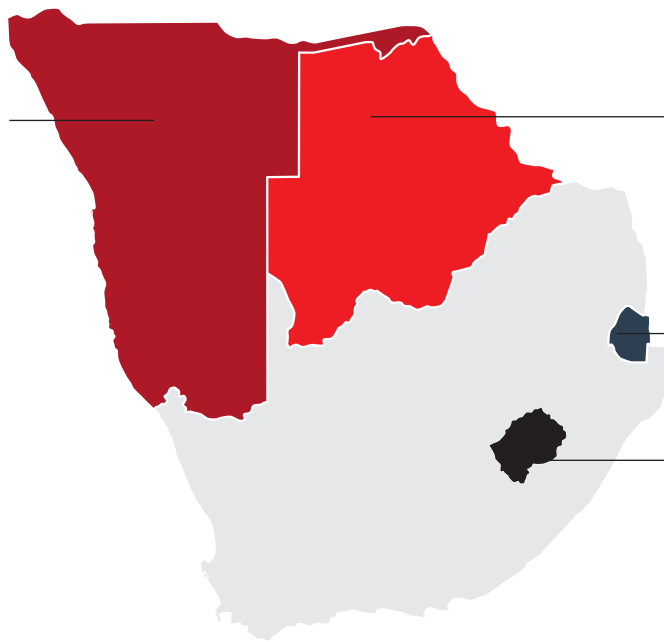
CV SATELLITE  
**6**

LCV = LIGHT COMMERCIAL VEHICLE  
CV = COMMERCIAL VEHICLE



# ISUZU FOOTPRINT BLNE

 2  
 4  
 1  
 1  
**NAMIBIA**



 2  
 1  
 1  
**BOTSWANA**

 1  
 1  
 1  
 1  
**ESWATINI**

**LESOTHO**



LCV  
**7**



CV  
**3**



LCV SATELLITE  
**3**



CV SATELLITE  
**3**

LCV = LIGHT COMMERCIAL VEHICLE  
CV = COMMERCIAL VEHICLE



# ISUZU'S AFRICAN SOUL | A HISTORICAL TIMELINE

**1989**

Newcomer, in the shape of the nominal 4-ton payload N4000D, was added to the N-Series line-up.

**2001**

The introduction of the FVZ1400 6x4 model in 2001 gained ISUZU a limited re-entry to the top mass category in the local market.

**2009**

The first ISUZU Hybrid was available for testing under local conditions.

**1964**

The first ISUZU Elfin TKG 10 petrol engine 1½ Truck was introduced in South Africa.

**1997/8**

Launch of new N- and F-Series model ranges, thus returning a complete family of thoroughbred ISUZU Trucks' products to the South African market.

**2007**

The formation of ISUZU Truck South Africa (Pty) Limited, as a 50/50 joint venture between ISUZU MOTORS LIMITED and General Motors South Africa.



**2016**

ISUZU Truck South Africa held on to its Number 1 position for the fourth consecutive year.

**2023**

Launch of NPR400 CNG model. Aircon added as standard factory install for select N- and F-Series models.

**2014**

Exceeding the 4 000 units' sales mark for the second year in a row and remained the leader in the cab-over-chassis and medium commercial vehicle (MCV) segment of the industry.

**2018**

ISUZU MOTORS South Africa established. New FX-Series models added to line-up in EHCV market. Introduction of first Euro5 models.

**2024**

Diesel Dual Fuel Option available for select N and F-Series models. SBR and JCR Special Edition models commemorating the 60 Year heritage.







# ISUZU'S AFRICAN SOUL | A HISTORICAL TIMELINE

**1978**

The first ISUZU KB40 diesel bakkie was manufactured in South Africa on Kempston Road. It soon became one of South Africa's top selling bakkies.

**1993**

The first KB double-cabs were introduced into the range for the KB260 LE 4x4 and KB280DT which was an industry first.

**2010**

ISUZU KB sets a new world record at the 72 Hour Endurance challenge at Gerotek.

**1972**

First model introduced in South Africa - LUV 1 ton pick under the Chevrolet name.

**1981**

ISUZU KB's become the first pick-ups to feature rack and pinion steering as well as independent front suspension.

**2004**

Seven new products were launched among them was the 5th Generation ISUZU KB. R500 million investment into tooling and facilities for the new ISUZU KB.





**2016**

ISUZU introduced the X-Rider Special value model, available in both Extended and Double Cab configurations based on the KB250 Hi-Ride 4X2.

**2019**

ISUZU Arctic AT35 is manufactured in South Africa and launched featuring the robust 3.0 Litre DTEQ engine.

ISUZU MOTORS South Africa consolidates its Bakkie and Truck operations.

**2024**

ISUZU MOTORS South Africa launched 7th Generation ISUZU X-Rider in South Africa and Rest of Africa markets.

**2013**

Launch of the 6th Generation ISUZU for retail in Left and Right-Hand drive markets in Africa.

**2018**

ISUZU MOTORS South Africa is established on 1 January as the first a wholly-owned subsidiary of ISUZU MOTORS LIMITED, outside of Japan.

ISUZU bakkie renamed from KB to D-MAX. Changes also came with the introduction of the six-speed automatic transmission on the 3.0-Litre LX models.

**2022**

Officially launched the all-new 7th generation D-MAX bakkie and commenced mass production.

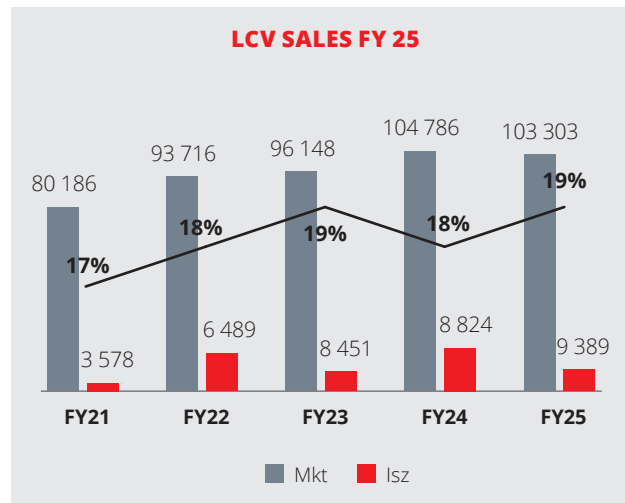






# ISUZU MOTORS SOUTH AFRICA: MARKET PERFORMANCE FY'25

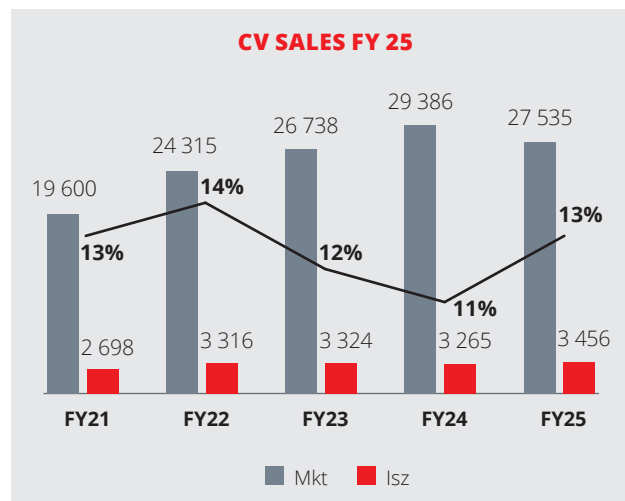
## LCV SALES FY 25



## LIGHT COMMERCIAL VEHICLE (LCV) PICK UP/ BAKKIE

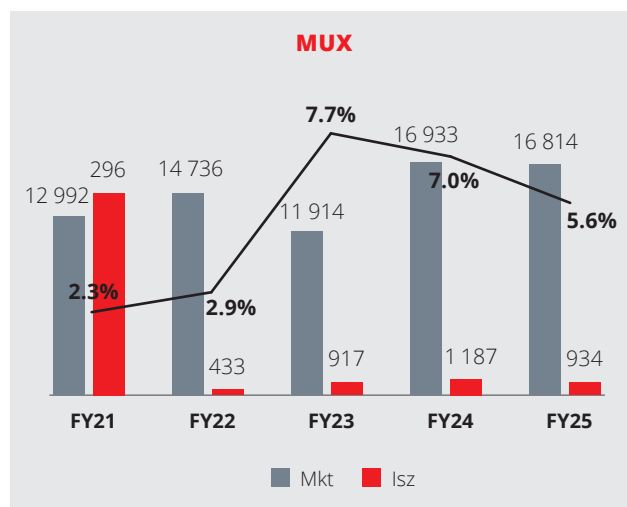
- LCV ISUZU sales grew by 3.0% in FY25 compared to FY24, while the Pick-up D market was down by 1% during FY25.
- The ISUZU D-MAX had a standout performance in March 2025 (securing second spot with 2250 units sold), however closed off the financial year in third position with 19389 units sold.

## CV SALES FY 25



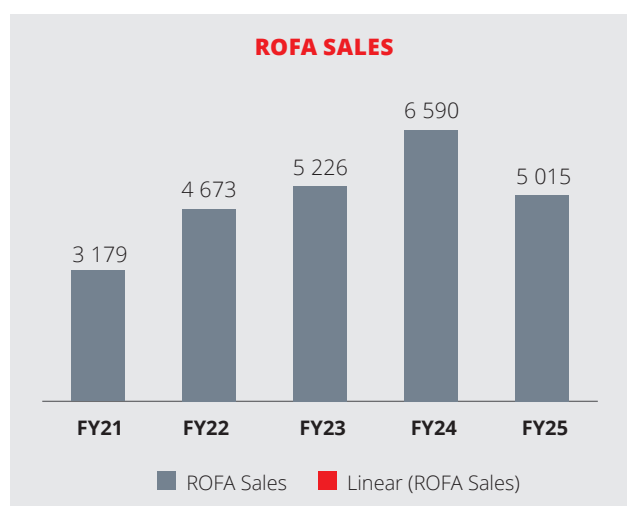
## COMMERCIAL VEHICLE: ISUZU TRUCKS

- ISUZU volumes were up **1.4%** for FY25 compared to FY24 in a market that was declining.
- ISUZU MOTORS South Africa maintained the number one position in the medium commercial vehicle (MCV) segment with **34.5% market share**, 2.2% up from FY24.
- ISUZU's heavy commercial segment (HCV) faced significant competition resulting in a 0.9% decline, closing at 20.3%.
- ISUZU MOTORS South Africa remained number one in the medium- and heavy-commercial vehicle segment, with a share of **25.8%**.
- ISUZU MOTORS South Africa realised a 0.6% volume growth in the extra heavy commercial vehicle segment.



### SPORT UTILITY VEHICLE - MUX

- The Sport Utility Vehicle market softened by 0.7% in the last financial year.
- ISUZU MOTORS South Africa saw even more softening of 21.3%.
- The year marked a runout of MY '24 model with plans in place to support the new model to be launched in the next financial year.



### REST OF AFRICA MARKET

- In the past financial year, the Africa market was impacted by various disruptors. This in turn resulted in losses in volume compared to gains in the previous years.
- The trend in the previous years showed positive trajectory and performance year on year.
- Even with the observed softening of markets, ISUZU MOTORS South Africa still intends upholding its commitment to Africa growth.



# APPROACH TO SUSTAINABILITY





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## SUSTAINABILITY COMMITTEE CHAMPION

At ISUZU MOTORS South Africa, sustainability is more than a goal – it is a fundamental principle that guides every decision we make. As we advance on ISUZU’s transformative journey, our commitment to responsible business practices is stronger than ever.



Building on the President's Report, I am proud to share how our integrated approach and strategic alignment to ISUZU's Environmental Vision 2050 are driving meaningful progress and embedding sustainability at the heart of our organisation.

Our approach to sustainability is firmly aligned with **ISUZU's Environmental Vision 2050**, which charts a bold and responsible path for our future. This vision inspires us to innovate and operate with a long-term perspective, ensuring that our business growth goes together with environmental stewardship and social responsibility.

By embedding this vision into every facet of our operations, we are not just responding to today's challenges but proactively shaping a sustainable tomorrow.

Sustainability is not an add-on; it is a core pillar of our DRIVE 2030 strategy, the third pillar alongside three other business drivers (people, growth and societal leadership). We have deployed clear sustainability objectives into our day-to-day operations, supported by rigorous and continuous monitoring of performance metrics. This disciplined approach ensures accountability and drives continuous improvement, enabling us to meet and exceed our sustainability goals.

A key enabler of our sustainability journey is the seamless integration of our **governance structures**. Our board committees (Social, Ethics and Transformation Committee; Sustainability Committee; Audit and Risk Committee; Strategic Projects Committee; and Employee Compensation and Investment Committee) do not operate in isolation; rather they work together to ensure that sustainability objectives are holistically embedded across all business functions.

This collaborative approach eliminates silo mentalities and fosters a culture where ethical, social, and environmental considerations are integral to decision-making processes.

Since embarking on this journey, we have achieved several milestones that underscore our dedication and resilience:

- **Maintaining Zero Landfill Status:** Despite significant organisational changes, we have upheld our zero-landfill commitment, demonstrating operational excellence and environmental responsibility.
- **Progressing Relentlessly Towards Net Zero:** Our pursuit of net zero emissions remains steadfast, even as we navigate the complexities and challenges inherent in this ambitious goal. Unlike many who settle for carbon neutrality, we are driving efficiencies through a net zero strategy that demands deeper systemic change.

These achievements are not just metrics; they are a testament to the collective effort, innovation, and resolve of everyone at ISUZU MOTORS South Africa.

Together, we will continue to advance our sustainability agenda, ensuring that ISUZU remains a leader in responsible business practices, creating lasting value for our stakeholders and the planet.

Thank you for your ongoing support and commitment.

Sincerely,

**Mr. Celestin Ndhlovu**

Executive Vice President  
ISUZU MOTORS South Africa



# MATERIALITY

In the previous report, ISUZU MOTORS South Africa recognised how important it is to understand the interconnectedness of sustainability-related issues and the need to integrate such considerations to its management and decision-making process.

This approach has not changed.

ISUZU GROUP identified eight key material issues, following a four-step process as outlined in the ISUZU GROUP Sustainability Report, and ensured the process is aligned to the requirements of materiality assessments (referencing key frameworks such as ISO 26000, GRI standards, and SDG's etc).

ISUZU MOTORS South Africa followed the same methodology for identifying material issues, considering the following factors:

- ISUZU GROUP's material issues
- Africa context
- ISUZU MOTORS South Africa's business model
- Pertinent business sustainability risks and opportunities

As shared in the governance chapter, ISUZU MOTORS South Africa has aligned various governance structures to support the concept of shared responsibilities and interconnectedness of various business units.

Whilst the key material issues of ISUZU GROUP and ISUZU MOTORS South Africa are the same, there are subtle differences to how the issues are addressed.

A typical common issue is labour issues (diversity, equity and inclusion) and safety metrics. South Africa, by virtue of its history, has various legal reforms to address these topics. This enforces businesses, operating in this jurisdiction, to have protective processes to comply to these laws.

The contrary applies to environmental legislation. In most countries, disclosures, ESG reporting and certifications are within the laws. Within South Africa, and in most African states, this is not necessarily legislated as a requirement, but rather as an approach of encouraging good practices.

The key risks identified for ISUZU MOTORS South Africa remain the following:

- Environmental risk management (impact and circularity),
- Sustainable supply chain,
- Product quality,
- Governance (ethics),
- Technology risks/opportunities,
- Logistics, and
- Safety.



**Manufacturing  
and Supply Chain**



**Governance**



**Human Rights**



**Safety**



**Quality and  
Satisfaction**



**Environment**



**Technology**

In the last report, opportunities were identified from three out of eight material issues: climate transition, inclusive development, and safety and security. These opportunities were pursued by means of implementing strategic projects to drive the sustainability agenda.

The opportunities exist mainly in other parts of the value chain, particularly dealerships. In the past year, ISUZU MOTORS South Africa rolled out its business strategy to all employees and dealers. The next opportunity for improvement is through a clearly outlined sustainability strategy for dealerships, which is the task at hand for the upcoming financial year.

The other opportunities identified rely on key external stakeholders who support with infrastructure. This is not a unique issue for ISUZU MOTORS South Africa, but it requires mitigation to ensure business sustainability. This is an ongoing process that requires constant engagement through strategic partnerships and platforms.

Detailed responses to the risks and opportunities identified are shared within each pillar to follow in this report.

ISUZU MOTORS South Africa currently tracks more than 200 key performance indicators (KPIs) to ensure every facet of the business is responding to key material issues identified, both at a local and global level.

The KPIs tracked were listed in the previous report. In this report, ISUZU MOTORS South Africa seeks to streamline the listing for better tracking and alignment to ISUZU's Environmental Vision 2050 as follows:



## ENVIRONMENTAL

- Climate change (product and facilities),
- Circular economy,
- Supply chain,
- Conservation, and
- Environmental risk systems.



## SOCIAL

- Labour/employees,
- Safety,
- Corporate social investments, and
- Customer needs/demand management.



## GOVERNANCE

- Leadership, and
- Risk management.







# ALIGNMENT JOURNEY

ISUZU MOTORS South Africa, in line with corporate governance principles, set up structures that will support its strategic imperatives.

The 2022 Breakthrough Strategy was set up to usher South African operations into a self-funding, sustained and cash positive business. It placed people at the centre to support the business transition and focused on building a sustainable business through profitability, market growth, sustained productivity, and transformation. The strategy also committed to delivering societal leadership, driving a high-performance and accountability culture, and exploring how technology can advance and scale our positive social and environmental impact.

Post breakthrough, ISUZU MOTORS South Africa integrated its operation to align with the ISUZU GROUP culture and philosophy, ISUZU ID, ensuring global alignment. It is notable that the ISUZU ID contains sustainability as one of its four pillars under its reason for being – “IKIGAI”. The global mission contains four mission objectives, each aimed at being number one, in the areas of “Satisfaction”, “Sustainability”, “Engagement” and “Social Impact”, to move society forward together, with all stakeholders. During the launch phase of ISUZU ID, ISUZU MOTORS LIMITED made it clear that it intended to focus on promoting the acceleration of efforts towards **carbon neutrality and digital transformation for logistics**.

## ISUZU will action the following to achieve carbon neutrality:

- Expand its electric model lineup,
- Enhance services that contribute to decarbonisation for customers and society, and
- Accelerate efforts to reduce carbon dioxide emissions and recycle resources at business sites.

## ISUZU will action the following to achieve digital transformation for logistics:

- Advance and expand connected services,
- Develop technologies for practical use of autonomous vehicles, and
- Explore new services to develop a new era of transport.

## ISUZU MOTORS SOUTH AFRICA APPLICATION

ISUZU MOTORS SOUTH AFRICA operates in Africa which is laden with various challenges surrounding clean fuel, reliable power and uniqueness of each market. As such, ISUZU MOTORS South Africa has clearly outlined to its customers that various technological solutions are available to offer a **“choose your future”** option. This accommodates the transitional requirements of each country, whilst providing the desired transport solution to customers.

ISUZU MOTORS South Africa launched its first new energy vehicle (NEV), a compressed natural gas (CNG) truck, in May 2024, manufactured and assembled at the Struandale Manufacturing plant. This transport solution has various advantages which positively impacts all pillars of sustainability.

ISUZU listed the following advantages for the use of CNG:

- Reduction in carbon footprint - cleaner fuel - Natural Gas Vehicles (NGVs) emit 20-25% less greenhouse gases and virtually no toxic pollutants,
- Reduction in particulates,
- Reduction in engine noise due to natural gas' smoother combustion,
- Reduction in fuel consumption,
- Reduction in fuel theft and adulteration,
- Less engine carbon deposits resulting in a longer engine life, and
- Improved engine oil quality due to a reduction of carbon emissions.

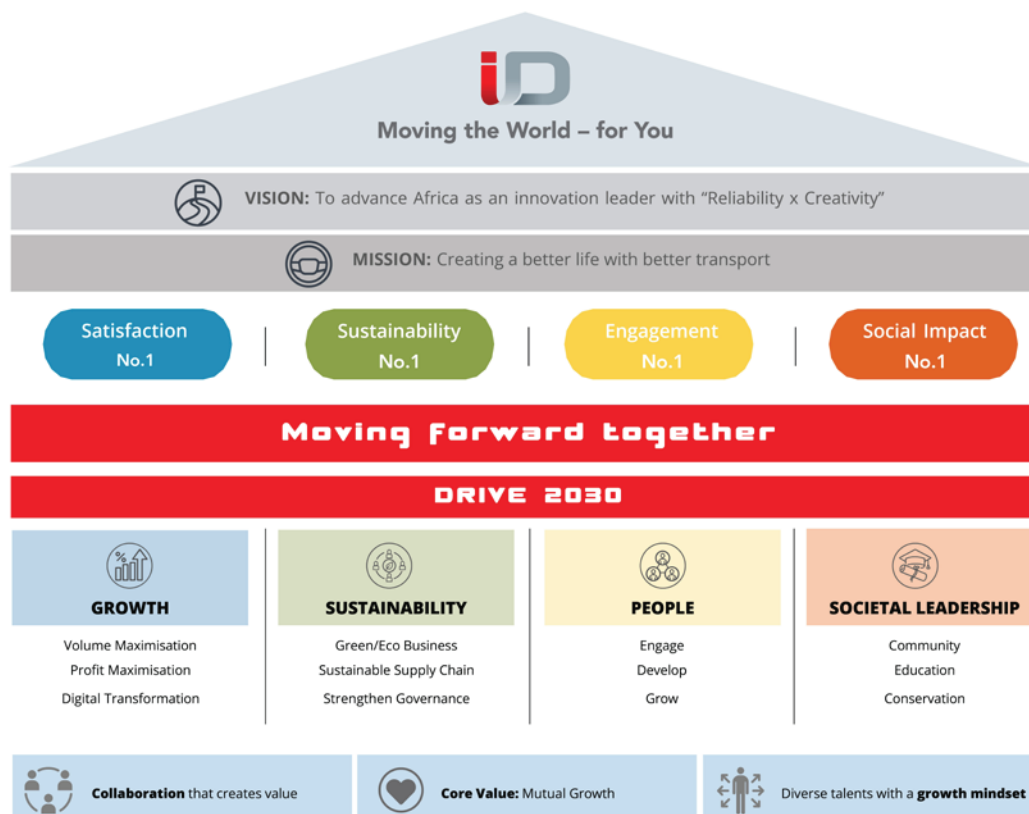
### ISUZU MID-TERM GROWTH STRATEGY

ISUZU GROUP launched the mid-term business plan up to ISUZU Transformation - Growth to 2030 (IX), which considers achievements of the previous mid-term business plan 2024, while forecasting future scenarios based on the anticipated business environment, as well as optimisation of ISUZU ID and ISUZU GROUP's vision for 2030.



ISUZU MOTORS South Africa translated the ISUZU GROUP's mid-term business plan into its own business plan – DRIVE 2030 (Moving Forward Together).

ISUZU MOTORS South Africa ensures that all key pillars of sustainability are included within the DRIVE 2030 strategy. Africa as a continent has huge social pressures that need to be addressed. Having a dedicated strategic pillar focused on societal leadership activities allows the business to give the right level of focus to address the needs of its internal and external stakeholders. The latter part of this report will demonstrate how ISUZU MOTORS South Africa endeavours to increase its much-needed social investments to support its external stakeholders.





# GROWTH

ISUZU MOTORS South Africa has remained steadfast in its commitment to sustainable growth through volume maximisation, profit enhancement, and digital transformation. These focus areas have underpinned strategic efforts to expand market share, enhance competitiveness, and improve operational efficiencies while supporting long-term business sustainability.

Under volume maximisation, the company set ambitious targets, and across its vehicle portfolio, to achieve economies of scale, reduce costs and improve market presence.

In pursuit of profit maximisation, the company focused on improving organisational efficiency, strengthening its dealer network, and introducing a competitive ISUZU finance offering. Strategic pricing, localisation, cost control, and regional value-add initiatives were prioritised to enhance financial sustainability while generating shared value for communities and stakeholders, many of these which continue as part of the DRIVE 2030 strategy.

Digital transformation was recognised as a critical enabler of growth. ISUZU MOTORS South Africa initiated a company-wide digital integration programme aimed at streamlining operations, enhancing the customer experience, and supporting data-driven decision-making. Key milestones this reporting period included the formation of an IT committee, strengthened cybersecurity frameworks and the initiation and development of various digital innovations to be implemented during the DRIVE 2030 period.

ISUZU MOTORS South Africa continues to pursue its growth ambitions, positioning itself as a resilient, future-ready automotive leader in Africa.









# ENVIRONMENT





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## KEY SUSTAINABILITY PERFORMANCE INDICATORS



**120**

Number of new  
jobs created



**80**

Promotions



**19.4%**

of permanent  
employees is youth



**2.93**

Lost time injury  
frequency rate  
(LTIFR)



**0**

Waste sent to  
land fill



**74 039 kl**

volume of water used



**93 386 GJ**

Energy used



**23 023 tonnes**

CO<sub>2</sub> emitted (Scope 1 & 2)



## GOVERNANCE STRUCTURE



### ISUZU MOTORS South Africa Board of Directors

supported by the Sustainability Committee



### 50% Black

Board composition

## LOCALISATION/B-BBEE SCORE



### Level 1

B-BBEE score

\* B-BBEE (To be issued week 2 of August 2025)





# GREEN BUSINESS ENVIRONMENT



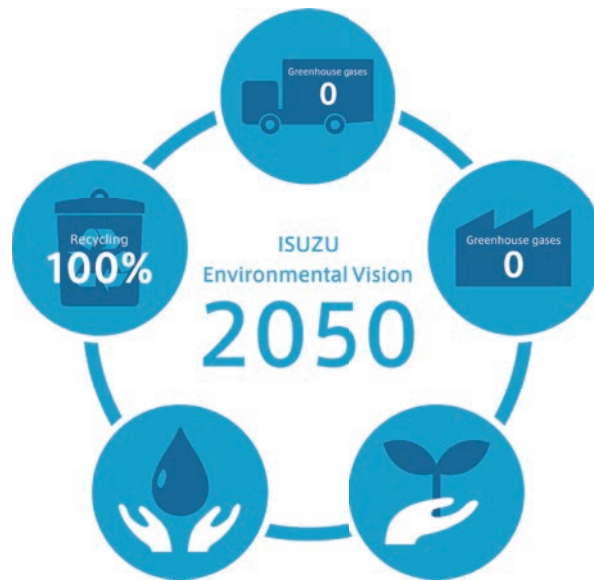






# ISUZU ENVIRONMENTAL VISION 2050

## ALIGNMENT APPROACH TO ISUZU GROUP AND REPORTING STANDARDS








In March 2020, ISUZU GROUP published the long-term ISUZU Environmental Vision 2050. In June 2022, ISUZU issued The 2030 Environmental Roadmap, which presented the roadmap to realise the long-term environmental vision.

ISUZU MOTORS South Africa opted to integrate the ISUZU Environmental Vision 2050 at a strategic and operational level. At a strategic level, the ISUZU Environmental Vision 2050 is incorporated within DRIVE 2030. A scorecard with all aspirations was developed, and approved by the Board of Directors in July 2024, and forms part of the various committee reviews.

At a process level, to support the scorecard and to ensure full deployment of this vision, ISUZU MOTORS South Africa incorporated elements of the ISUZU Environmental Vision 2050 within the Environmental Policy, approved by the President of ISUZU MOTORS South Africa.

ISUZU MOTORS South Africa has held ISO 14001 certification for more than two decades. The system is well entrenched within all levels of the business, particularly at operational levels. The Environmental Policy is available to all employees and on site stakeholders and is published onsite and on the ISUZU website.

## SUSTAINABILITY ISUZU ENVIRONMENTAL VISION 2050

ASPIRATIONS OF ISUZU ENVIRONMENTAL VISION 2050		2030 ENVIRONMENTAL ROADMAP		
Aspirations	Goals	Global Actions	ISUZU MOTORS South Africa interventions	
 <b>Zero GHG emissions directly from operations</b>	<ul style="list-style-type: none"> <li>Halve CO<sub>2</sub> emissions* from 2013 levels by 2030</li> </ul> <p>* Scope 1 + Scope 2</p>	<ul style="list-style-type: none"> <li>Reduce total energy use</li> <li>Install and expand clean energy use</li> <li>Leverage innovation technologies</li> </ul>	<ol style="list-style-type: none"> <li>Renewable energy implementation FY27</li> <li>Other energy projects anticipated</li> <li>Process projects</li> </ol>	
 <b>Zero GHG emissions across product life cycles</b>	<ul style="list-style-type: none"> <li>Build a carbon-neutral vehicle lineup that meets diverse needs</li> </ul>	<ul style="list-style-type: none"> <li>Identify necessary technologies by 2025</li> <li>Increase the number of mass-production models by 2030 while promoting practical implementation of carbon-neutral vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Alternative technology available</li> </ul>	
 <b>100% recycling of waste and end-of-use vehicles</b>	<ul style="list-style-type: none"> <li>Advance a circular economy</li> </ul>	<ul style="list-style-type: none"> <li>Thoroughly manage outputs* of all operating sites</li> <li>Increase resource efficiency</li> <li>Transition to circular business model</li> </ul> <p>* "Outputs" refers to waste, emissions and wastewater here.</p>	<ul style="list-style-type: none"> <li>ISUZU MOTORS South Africa operation achieved 0 waste to landfill</li> <li>Kanu achieved 86% recycling rate, 14% landfill.(Kanu working towards 0 waste to landfill by FY26)</li> </ul>	
 <b>Safe, reliable operations and products</b>	<ul style="list-style-type: none"> <li>Strengthen environmental management and supplier engagement</li> </ul>	<ul style="list-style-type: none"> <li>Build Group-wide environmental management system</li> <li>Build a sustainable supply chain</li> <li>Identify and promote adaption to environmental/nature risks in operations</li> </ul>	<ul style="list-style-type: none"> <li>Logistics optimisation - CV</li> <li>Container pad</li> <li>Milk run (62%)</li> <li>Milk run (42%)</li> <li>ISO 14001 Certification achieved</li> </ul>	
 <b>Conserve native biodiversity in local communities</b>	<ul style="list-style-type: none"> <li>Promote conservation of native local biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>Partner with local communities to advance conservation</li> <li>Communicate our conservation efforts actively</li> <li>Raise awareness and train employees to be environmental stewards</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with SANCCOB to ensure welfare of seabirds and to promote environmental education.</li> </ul>	

## ISUZU ENVIRONMENTAL VISION 2050

### ISUZU ENVIRONMENTAL VISION 2050 | ISUZU MOTORS LIMITED

Climate change - facilities	Climate change: product	Waste management	Operating systems	Conservation
<p>50% Reduction of carbon pollution by 2030 (from 2013).</p> <p><b>ISUZU MOTORS South Africa</b> Result: 54%</p>	<ul style="list-style-type: none"> <li>CNG trucks launched 2024</li> <li>New Energy Vehicle – available globally</li> </ul>	<p>Promote waste economy</p> <p><b>ISUZU MOTORS South Africa Result (excl Kanu)</b> Zero-waste to landfill since 2016</p> <ul style="list-style-type: none"> <li>95% Recycled</li> <li>5% incinerated</li> </ul>	<p><b>IMS</b> - Manufacturing <b>EMS</b> - Environment <b>QMS</b> - Quality Safety Management System</p>	<ul style="list-style-type: none"> <li>Plant and external cleanups</li> <li>Sea life conservation</li> <li>Awareness campaigns</li> </ul>



# CLIMATE CHANGE

## GHG REDUCTION RESULTS FY2025 – SCOPE 1 & 2

### SCOPE 1



**6 312**

t(CO<sub>2</sub>)e

### SCOPE 2



**16 711**

t(CO<sub>2</sub>)e

### CO<sub>2</sub> INTENSITY



**19.4%**

tCO<sub>2</sub>e/unit

### TOTAL ENERGY CONSUMPTION



**93 386 GJ**

### TOTAL NUMBER OF UNITS



**26 695**

## RESULT SCOPE 1 & 2 (FY24 VS FY25)

### TOTAL ENERGY CONSUMPTION



**7.03%**

reduction



ISUZU MOTORS South Africa plays an influential role in the transportation arena. As the emphasis on climate action grows, the company embraces the opportunity to pave the way forward for climate transition. Innovative and sustainable projects have been implemented to improve the environmental performance of its production operations, products, and services to minimise its environmental impact.

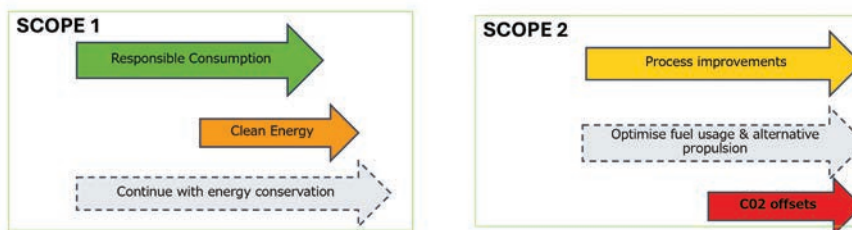
The company's technical expertise enables innovation and advances eco-friendly solutions by prioritising reduced emissions and cleaner methods, actively contributing to a more sustainable global future.

ISUZU MOTORS South Africa is working towards ambitious climate aspirations aligned with ISUZU MOTORS LIMITED. The vision

is to achieve zero greenhouse gas (GHG) emissions (net zero balance of emissions and sequestration) across the entire life cycle of ISUZU products and zero GHG emissions arising directly from its operations by 2050.

ISUZU MOTORS South Africa defined its approach to achieve net zero at its facilities as outlined below.

#### IMSaf GREEN HOUSE GAS REDUCTION APPROACH



To date, ISUZU MOTORS South Africa is on its way to achieve its 2030 objective of a 50% reduction in its scope 1 and 2 initiatives. When we compare the FY25 performance versus the FY24 performance, ISUZU MOTORS South Africa achieved a 7.03% overall reduction.

In the last year, the company conducted its **carbon footprint** assessment to outline the split between scope 1 and 2, with the following determined:

- 74.9 % of ISUZU's carbon footprint is comprised of indirect scope 2 emissions from electricity consumption. 18.8 % is comprised of direct scope 1 emissions from stationary combustion, and the remaining 6.3% scope 1 emissions were attributed to on-road and off-road mobile combustion, and wastewater treatment.

- ISUZU's emission intensity, based on production volume in 2024, was calculated at 0.9 and falls within the range of 0.1 - 2 tonnes of CO<sub>2</sub>e per unit for global automotive manufacturers.

Through this process, the company can pursue cleaner energy to mitigate against the current fossil fuel-based power generation which affects manufacturers in South Africa.

#### PRODUCT

ISUZU MOTORS South Africa aligns its product portfolio with market demand. ISUZU GROUP has outlined its NEV plans by launching various models at specific markets in line with the plan tabled in the ISUZU Environmental Vision 2050, enabling the company to tap into the technology where required. In May 2024, ISUZU MOTORS South Africa launched a compressed natural gas (CNG) truck, as reported in the previous report.

## WASTE: 100% RECYCLING

### PROMOTING CIRCULAR ECONOMY

#### ISUZU MOTORS SOUTH AFRICA RESULTS



**0% waste**  
to landfill



**95%**  
Recycled



**5%**  
treated

#### KANU RESULTS



**14% waste**  
to landfill



**86%**  
Recycled









### ISUZU MOTORS SOUTH AFRICA RESULTS

As stated in the previous report, by 2030, ISUZU MOTORS LIMITED has set a goal of recycling 100% of waste and end-of-use vehicles. To achieve the goal, ISUZU GROUP has set global goals to thoroughly manage the outputs of all operating sites, increase resource efficiency, and transition to a circular business model.

ISUZU MOTORS South Africa champions a rigorous approach towards waste management, evident in a firm commitment to the five Rs: refuse, reduce, re-use, recycle, and recover. As industry frontrunners, the company's manufacturing operations, except for Kanu, have been certified as zero-waste-to-landfill, exemplifying excellence in recycling and re-use.

Notably, the 5-6% of the company's total waste, that is non-recyclable, is channelled into energy recovery.

One notable change to the company's waste management practices was identified through re-evaluating packaging through collaboration with its Japanese counterpart. By shifting from disposable to returnable packaging, ISUZU MOTORS South Africa reduced its material consumption – reducing wood use by 85% and steel by 80%, for a specific product range.

### ZERO-WASTE TO LANDFILL

ISUZU MOTORS South Africa's journey of zero-waste to landfill, including both manufacturing and non-manufacturing waste, took seven years. From a baseline of 81%, recycling targets

were set in partnership with several waste service providers, noting a significant increase to 95%, with the remaining 5% transported to Gauteng as input into cement kilns as alternative fuel. Some of the hazardous waste is handled through high temperature thermal destruction.

Seven recycling companies – all small local businesses – are presently engaged onsite, employing a total of more than 30 people for total waste practices.

### REPURPOSING WASTE MATERIALS FOR URGENT NEEDS

In alignment with the Societal Leadership pillar of DRIVE 2030, the company embarked on various projects to benefit society. One such initiative included a disaster relief project in response to the floods that impacted Gqeberha and surrounding areas.

### IMPACT

ISUZU MOTORS South Africa supported approximately 100 families during the Gqeberha and Uitenhage floods.



**DISASTER RELIEF – WASTE MATERIALS****Human Settlements**

Your ref: Isuzu Relief: Scrap Material

Our ref: Isuzu Relief

Date: 04/12/2024

Who deals with this: Erika Potberg

Tel: +27 (0) 41 506 2404  
Fax: +27 (0) 41 000 0000PO Box 215, Port Elizabeth, 6000  
Republic of South Africae-Mail: [epotberg@mandelametro.gov.za](mailto:epotberg@mandelametro.gov.za)**Progress Report on Isuzu Relief: Scrap Metal Sheets**

Isuzu at the Struandale plant donated several loads of scrap metal sheets to SDEA. These sheets were to provide temporary relief to some families who suffered damage to their shacks during the October 2024 heavy rains. The Social Worker, officials from Land Invasion Unit and officials from Informal Housing assisted in this process. The receiving communities was identified through the office of our Executive Director and the officials facilitated the process of delivering this material accordingly. The following communities received Relief:

No	Date	Community	Ward	Distribution
1.	31/10/2024	Gro- Gro Informal Settlement- Kwa Langa	50	10 Households
2.	31/10/2024	Kabah-Langa Phase 6 Project TWO loads	50	54 Households
3.	01/11/2024	Kwanobuhle Area 11	45	10 Households
4.	08/11/2024	Kwanobuhle Area 11	45	10 Households
5.	15/11/2024	Kwanobuhle Area 11	45	10 Households
6.	13/11/2024	Khayalitsha Informal Settlement MWell	55	5 Households
7.	29/11/2024	Missionvale Care Centre	31	Not stipulated

The social worker wants to express her gratitude to Mr Asanda Fongqo from Isuzu for this generous donation. It provided significant relief to our communities!

Compiled by: Erika Potberg

Social worker: SDEA



## WASTE: KANU CASE

### KANU WASTE MANAGEMENT

During November 2024, ISUZU MOTORS South Africa's Board of Directors took a decision to conduct a study on Kanu, a wholly owned subsidiary of which ISUZU MOTORS South Africa has management control, to best understand the extent of the gap that exists between its operations and Kanu Commercial Body Construction.

The study outcomes included a need to standardise data collection processes, and to set up monitoring processes for data management. Additionally, it was determined that some business processes had to be adjusted and adopted to align to ISUZU MOTORS South Africa's processes and standards.

**KANU**  
COMMERCIAL BODY CONSTRUCTION



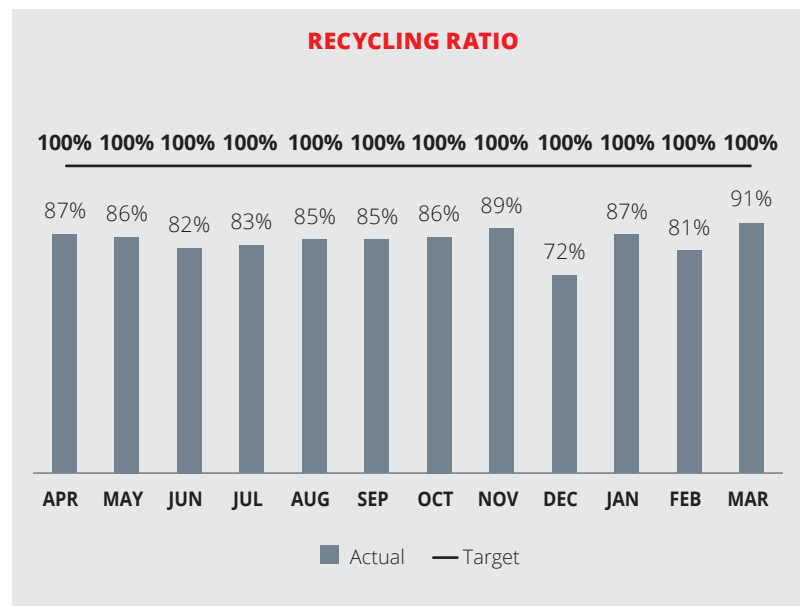
### OUTCOMES OF DATA ALIGNMENT

In efforts to minimise pollution and contribute towards advancing a circular economy, ISUZU MOTORS South Africa's leadership gave Kanu a directive to achieve landfill-free status by **FY26**.

A circular economy does not only mitigate against methane (greenhouse gas) with a landfill option but is also a potential source of employment. ISUZU MOTORS South Africa created >45 additional secondary employment opportunities through the waste practices and recycling programme.

Additionally, Kanu is in the process of aligning all other business requirements to ISUZU MOTORS South Africa operations. This work is anticipated to continue into the next reporting period to allow these systems to be entrenched within the business ethos.

A formal review process will follow to ensure that the project is completed.





# ENVIRONMENT RISK

## WATER STEWARDSHIP AND EFFICIENCY

Water is a critical natural resource and plays an essential role in ISUZU MOTORS South Africa's manufacturing operations. Recognising the increasing challenges posed by water scarcity, especially in light of regional droughts and inconsistent rainfall patterns, the company remains committed to the responsible and efficient use of water.

Water management at ISUZU MOTORS South Africa is governed by the ISUZU Management System, which integrates operational excellence with international standards, including ISO 14001 (environmental management), ISO 9001 (quality management), and robust safety protocols. This integrated approach ensures environmental performance is embedded across all facets of the organisation.

Given that most of the water usage occurs within the manufacturing environment, specifically in cooling systems, painting, rinsing, pre-treatment, leak testing, and sanitation, ISUZU MOTORS South Africa has prioritised water efficiency initiatives in these high-consumption areas. Since 2018, the company has closely monitored its municipal water usage, successfully reducing consumption from 2.39 kilolitres per unit to 1.40 kilolitres per unit in FY2025. This represents a cumulative reduction of over 40% across a six-year period.

It is noted, however, that the FY2025 water metric reflects an increase of 0.38 kl/unit compared to FY2024. While this may appear counterintuitive to the organisation's efficiency drive, it is in fact the result of improved accuracy in water measurement. During the financial year, monthly environmental performance reviews revealed inconsistencies in municipal meter readings. In accordance with established protocols, the company promptly notified the relevant local authority of the faulty equipment.

In response, ISUZU MOTORS South Africa undertook a significant investment in the installation of advanced metering systems across all main inlet water feedlines at its Struandale manufacturing plant, which accounts for over 80% of the organisation's total water consumption. These state-of-the-art meters were installed in the final five months of the reporting period, and going forward, all water consumption data will be based on the internally managed, high-accuracy metering system.

This initiative underscores the company's commitment to transparency, accountability, and continuous improvement in its sustainability journey. By strengthening the integrity of its data and operational systems, ISUZU MOTORS South Africa is well-positioned to drive further reductions in water consumption and contribute meaningfully to regional water security.



### 40%

cumulative reduction in water  
use over a six-year period

### 0.38 kl/unit

water metric increase

## WATER PERFORMANCE

### ALTERNATIVE WATER RESOURCES

ISUZU MOTORS South Africa has proactively invested in securing alternative water sources as part of its long-term business sustainability strategy. As part of this initiative, six boreholes and an on-site water treatment plant were constructed to supplement municipal supply and ensure operational resilience during periods of water scarcity.

While the use of alternative sources supports water security, the company continues to include this consumption in its total usage metrics to ensure accurate reporting, transparency, and accountability in all aspects of water management.

### OPTIMISATION OPPORTUNITIES EXPLORED

In addition to infrastructure investments, ISUZU MOTORS South Africa has implemented and explored several water optimisation strategies, including:

- Rainwater harvesting: over 400 kilolitres of storage capacity has been installed to collect and utilise rainwater for non-potable applications.
- Consumption management: flow restrictors and water-efficient devices have been installed to reduce wastage across facilities.

- Additional filtration and treatment installations: upgrades have been made to support re-use and improve the quality of water entering critical systems.

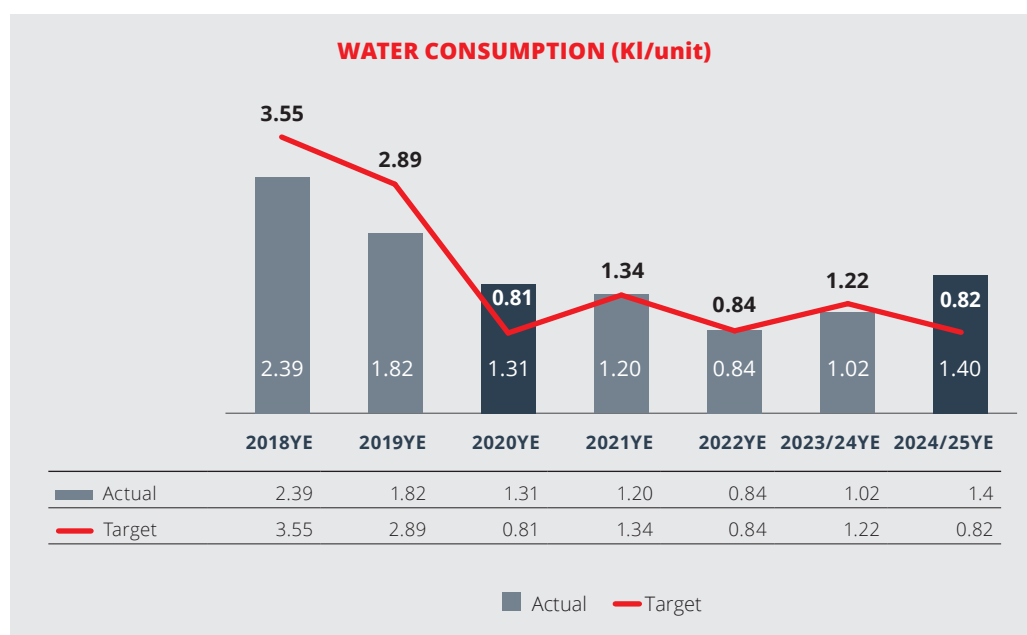
These efforts form part of the company's continuous improvement approach, aimed at reducing dependency on municipal water and enhancing resource efficiency.

### EFFLUENT MANAGEMENT

Effluent management remains a key focus area, particularly at the Struandale and Kempston Road manufacturing plants, where water-intensive processes such as those in the paint shops are in operation.

At the Struandale facility, a comprehensive wastewater treatment plant is operated to manage and treat effluent generated during production. At the Kempston Road plant, an online treatment system is in place to ensure that all discharged water meets regulatory standards.

ISUZU MOTORS South Africa has implemented a rigorous effluent water quality monitoring programme to ensure compliance with the Nelson Mandela Bay Municipal by-laws. All monitored parameters consistently remain well below both local and international pollution loading requirements, reinforcing the company's commitment to environmental protection and regulatory compliance.



## MANAGEMENT SYSTEMS

ISUZU MOTORS South Africa's operations are governed by an integrated management approach that aligns with internationally recognised standards, ensuring continuous improvement in quality, environmental performance, and workplace practices. The company maintained the following certifications and outcomes during the reporting period:

- **ISO 14001 (Environmental Management System):** successfully completed the annual surveillance audit with zero findings, reflecting the robustness of environmental controls.
- **ISO 9001 (Quality Management System):** achieved recertification with six minor nonconformities, all of which were addressed through corrective action plans and closed within the reporting period.
- **Isuzu Manufacturing System (IMS)**  
Calibration: internal assessment achieved a 90% calibration rate, ensuring alignment with internal benchmarks for system effectiveness.

Although ISUZU MOTORS South Africa has not pursued formal certification under ISO 45001 (Occupational Health and Safety Management), the company has implemented a comprehensive internal safety management system that is aligned with the core principles of the standard.

The company's operations are also driven by its own Integrated Management System (IMS), which is founded on Lean Manufacturing principles. To ensure ongoing relevance and performance, ISUZU MOTORS South Africa developed bespoke calibration criteria for the IMS, enabling annual evaluations of system effectiveness. This structured approach ensures operational excellence and accountability across all business functions.



**0**  
Findings



**6**  
Minors



**>90%**



## ENVIRONMENT CONSERVATION

ISUZU MOTORS South Africa is headquartered in Gqeberha, within the coastal Nelson Mandela Bay Municipality. The company's operations are situated within a 25-kilometer radius of this protected marine and coastal environment, underscoring the importance of responsible environmental stewardship.

As a responsible corporate citizen, the company is committed to implementing stringent pollution prevention and control measures to mitigate environmental impact. However, the ISUZU MOTORS South Africa's commitment to the environment extends beyond operational controls – it includes active participation in the conservation of natural ecosystems and biodiversity.

In 2024, ISUZU MOTORS South Africa formalised a strategic partnership with the Southern African Foundation for the Conservation of Coastal Birds (SANCCOB). This initiative aligns with the company's Societal Leadership Pillar, with a particular emphasis on environmental conservation and the protection of endangered species.

SANCCOB is a registered non-profit organisation dedicated to reversing the decline of seabird populations through the rescue, rehabilitation, and release of ill, injured, abandoned, and oiled seabirds – most notably the critically endangered African penguin. The organisation also engages in policy advocacy, environmental education, and chick bolstering programs.



As part of this multi-year collaboration, ISUZU MOTORS South Africa, together with its employees, actively supported SANCCOB's conservation efforts. In 2024, the company handed over a state-of-the-art home pen, the ISUZU Seabird Sanctuary, at SANCCOB's Gqeberha facility. This sanctuary now serves as a permanent home to 44 African penguins and one Cape Gannet, all of which are non-releasable due to injuries or health conditions that prevent their return to the wild.

The impact of this initiative extends beyond the welfare of resident seabirds. The home pen significantly enhances SANCCOB's educational outreach and visitor engagement efforts, raising awareness about the threats facing marine ecosystems and inspiring conservation-minded action among the public. The ISUZU Seabird Sanctuary serves as a dynamic learning space where visitors gain insight into the importance of marine biodiversity and the urgent need to protect it.



### ISUZU CARES

The partnership with SANCCOB is planned to run for an initial three-year period beginning in 2024 as a demonstration of ISUZU MOTORS South Africa's long-term commitment to conservation. As a company that participates in maritime logistics and exports via shipping vessels, ISUZU MOTORS South Africa recognises its indirect environmental footprint – particularly the potential risks to marine life through oil spills.

Collaborations with organisations such as SANCCOB reflect the company's dedication to preserving marine biodiversity and ensuring that iconic species like the African penguin are protected for generations to come.



## ENVIRONMENT CONSERVATION



### EMPLOYEE INVOLVEMENT – SUSTAINABLE LANDSCAPING

In alignment with the 2024 United Nations World Environment Day theme, “Land Restoration, Desertification, and Drought Resilience,” ISUZU MOTORS South Africa continued to foster a culture of environmental stewardship not only through external partnerships but also within its own operations.

ISUZU employees played an active role in conserving and enhancing their immediate environment.

The company observed key environmental dates throughout the year, including National Arbor Day, which served as a focal point for employee-driven conservation activities.



Despite space limitations at the Struandale plant, ISUZU MOTORS South Africa's primary manufacturing site and corporate headquarters, management prioritised the creation of a dedicated green belt area at the front of the facility.

This landscaped space planned to provide employees with a natural retreat to relax and recharge during the workday, reflecting ISUZU's broader commitment to employee wellbeing and environmental enhancement.

In 2024, employees, in collaboration with the Environmental Department, marked Arbor Day by planting a selection of indigenous, drought-tolerant species that are endemic to the region. The plants were chosen specifically to align with the themes of sustainable landscaping, biodiversity preservation, and water conservation.



Notably, several employees extended their commitment beyond work hours, volunteering their personal break times to contribute to the greening effort. Their dedication underscored the deep sense of environmental responsibility embedded in ISUZU's organisational culture.

These internal efforts complement the company's broader environmental agenda and serve as a model for integrating ecological consciousness into everyday operations.





## SUSTAINABLE SUPPLY CHAIN

ISUZU MOTORS South Africa remains committed to reducing its environmental footprint across the full value chain, guided by a strategy that integrates environmental sustainability with supplier development and operational efficiency.

While there is currently no formalised Scope 3 emissions reduction target, the company continues to make measurable progress in reducing indirect emissions through the implementation of the following pillars:

- **Localisation:** partnering with and empowering local suppliers to reduce transportation-related emissions and contribute to socio-economic development.
- **Optimisation:** enhancing logistical and production efficiency to reduce waste, fuel consumption, and unnecessary environmental impact.
- **Supplier Risk Mitigation:** embedding environmental, ethical, and operational criteria into supplier performance management to promote a responsible and resilient supply base.

ISUZU MOTORS South Africa is actively developing sustainable supply pipelines and applying good governance practices to monitor performance throughout its value chain.

The topic of sustainable supply chain management forms part of the regular agenda of the company's Sustainability Committee, ensuring that all relevant initiatives and opportunities to reduce the carbon footprint receive appropriate strategic oversight and support from executive leadership.

In the past year ISUZU MOTORS South Africa through its initiatives, achieved a reduction of approximately 145 tonne equivalents of CO<sub>2</sub>.

### LOCALISATION AND SUPPLIER FUNDED

ISUZU MOTORS South Africa continuously illustrates its commitment to driving localisation. One of key enablers is through improved budget spend on Enterprise and Supplier development.

# R164m

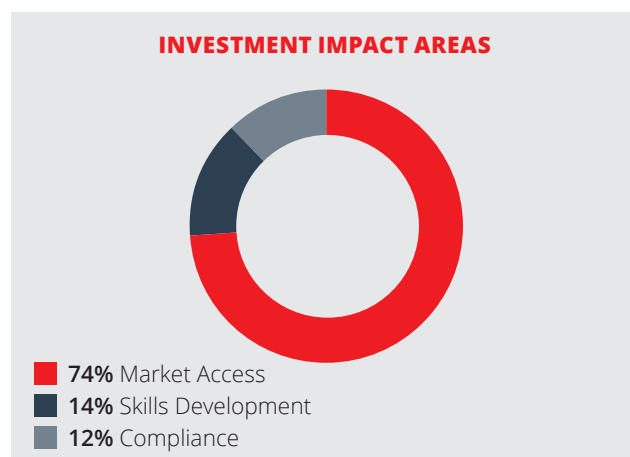
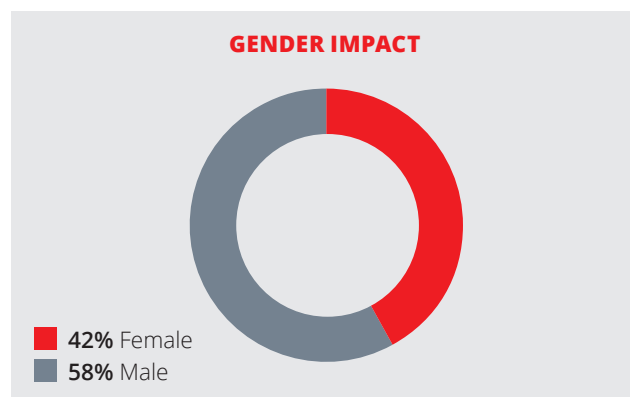
Total EEIP + ESD spend



This in turn supports ISUZU MOTORS South Africa's commitment to skills development and the creation of future employment opportunities. The following is a view of the projects and highlights for the period of financial years 2020 to 2025:

- **4 suppliers funded** through the Automotive Investment Transformation Fund (AITF).
- **1 supplier funded** by the Industrial Development Corporation (IDC).
- **1 supplier supported** with Black Industrialist Scheme grant.
- **ISUZU MOTORS South Africa funded 119 tools and 14 sets of equipment** as part of tooling investments to transformed supplier enterprise and supplier development projects.
- **7 suppliers incubated and graduated.**
- **26 suppliers benefitted** from ESD and AITF funding.
- **A total of 90 permanent employment roles** have been created with a **further incremental 53 underway** (total 143).
- **ISUZU MOTORS South Africa achieved >600%** of the Automotive Investment Transformation Fund's (AITF) Equity Equivalent Investment Program (EEIP) contributions target.

#### ESD SPEND PROFILE GRAPHS







## SOCIAL





<b>ISUZU PEOPLE</b>	60
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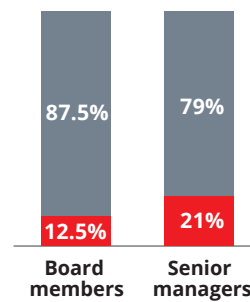
## ISUZU PEOPLE

### DEMOGRAPHICS

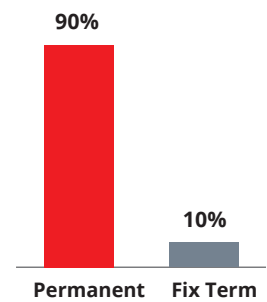


■ 554 women  
■ 798 men

#### LEADERSHIP GENDER



#### EMPLOYMENT TYPE



**41%**  
Female



**59%**  
Male



**1.47%**  
People living  
with disability



**19%**  
Youth

### TOP EMPLOYER ACCOLADE

ISUZU MOTORS South Africa is proud to have been recognised as a Top Employer in South Africa for the third consecutive year by the globally accredited Top Employers Institute.

This prestigious certification affirms the company's ongoing commitment to worldclass people practices, fostering an inclusive, supportive, and high-performing workplace culture. Central to this achievement is the company's focus on Mutual Growth, a core value that underpins its approach to employee development and well-being.

The Top Employer certification is based on a rigorous evaluation of people practices across several key areas, including:

- Steer (people practices are linked to business plans and objectives)
- Shape (talent strategy)
- Attract (talent acquisition and engagement)
- Develop (learning and development, including leadership development)
- Engage (employee engagement)
- Unite (ethics and governance)

This recognition reflects ISUZU MOTORS South Africa's dedication to creating an environment where employees can engage, develop, grow and thrive, and contribute meaningfully to the organisation's long-term success.







## ISUZU PEOPLE

### BUSINESS ETHOS

ISUZU MOTORS South Africa's business ethos and long-term strategy were rooted in the principles outlined in ISUZU ID and DRIVE 2030, both of which emphasised the importance of people at the centre of the organisation's growth and decision-making.

Over the years, the company actively aligned its policies and practices with responsible labour standards that extended beyond the minimum requirements of legislation. The company consistently pursued strong governance in diversity, equity, and inclusion (DEI), benchmarking its progress against both national industries and comparable businesses reporting similar key performance indicators in their sustainability reports.

These efforts resulted in significant progress toward building an equitable and inclusive work environment and were validated by the following external recognitions:

- B-BBEE Level 1 Contributor
- Top Employer Certification
- Accelerator Award for Transformation Performance

In its continued journey to be a Top Employer, ISUZU MOTORS South Africa remained committed to creating a better world of work for all its employees.



### SAFEGUARDING EMPLOYMENT

Amid South Africa's escalating unemployment crisis, intensified by economic contraction and ongoing challenges in electricity generation, ISUZU MOTORS South Africa remained steadfast in its commitment to job preservation.

Despite difficult local, regional, and international operating conditions, the company successfully safeguarded jobs during the FY2025 reporting period. While overall vehicle volumes declined by 8.7% due to market softening, no large-scale job losses occurred, reflecting ISUZU's focus on stability and people-centric decision-making.

Looking ahead, ISUZU MOTORS South Africa remains committed to protecting employment numbers wherever possible.

## PEOPLE TRAINING AND DEVELOPMENT

ISUZU MOTORS South Africa invested significantly in employee development. During the reporting period, over 580 employees received training, with more than R5 million allocated to training and development programs. Of this, 33.5% was spent on external training initiatives.

All employees had access to a comprehensive employee education program. For those pursuing tertiary education aligned with the company's operational or industry needs, financial assistance was made available. In addition, talent entry pipelines were maintained through the Youth Employment Service (YES) Program, In-Service Training, and Graduate Development Programs.

## DIVERSITY, EQUITY, AND INCLUSION (DEI)

ISUZU MOTORS South Africa made strong progress in advancing DEI objectives, achieving results that exceeded industry averages across several key indicators:

- Income disparity ratio: 8.74 (vs industry average of 45.8)
- Gender pay gap ratio: 1.07 (vs industry average of 0.65)
- Representation of persons with disabilities: 1.47% (vs industry average of 1.07%)

In the past year, ISUZU made meaningful progress in addressing historical inequities, guided by the principles of employment equity as set out in South Africa's B-BBEE Codes of Good Practice. The company's ongoing commitment to transformation was evidenced in key metrics related to Historically Disadvantaged South Africans (HDSAs):

- Management representation of HDSAs increased from 38% to 43.78%, a relative improvement of 13.2%
- Overall employee representation of HDSAs increased from 84% to 85%, an improvement of 1.18%

## TRANSFORMATION

ISUZU MOTORS South Africa continued to adopt a balanced and deliberate approach to transformation, ensuring that inclusion, equity, and empowerment remained at the heart of its people strategy. The company's efforts in this area supported broader national imperatives while reinforcing ISUZU's position as a progressive and responsible employer.





## ETHICS AND HUMAN RIGHTS

In the previous reporting period, ISUZU MOTORS South Africa reaffirmed its commitment to upholding human rights and adhering to the principles outlined in its Ethics Policy. These commitments remained fully applicable in FY2025.

In November 2024, ISUZU MOTORS LIMITED (Japan) required that all group operations incorporate human rights evaluations for both employees and suppliers. ISUZU MOTORS South Africa responded by reinforcing the implementation of its Ethics Policy, which emphasises respect for human rights, including freedom of association and collective bargaining, the elimination of child and forced labour, and the prevention of discrimination in any form.

The organisation upheld the labour rights principles of the International Labour Organisation through fair employment practices. Respect, dignity, and fairness were central to employee relations, and there continued to be zero tolerance for bullying, harassment, and gender-based violence.

The Ethics Policy outlined expected conduct for all employees, subsidiaries, and third-party associates in South Africa. To ensure alignment and accountability, annual certifications were conducted for all employees. These assessments were completed electronically, enabling the organisation to monitor effectiveness and reach.

Led by the Legal Department in collaboration with Human Capital, the ethics training achieved strong engagement:

- Salaried employees accessed the training material via the Ethics SharePoint platform.
- Weekly paid employees received the content through team briefings and on-site information hubs, achieving a 98% completion rate.

Human rights training was also fully integrated into the ethics induction program for new hires.

In FY2025, ISUZU MOTORS South Africa recorded zero human rights-related grievances, maintaining the positive trend observed in the previous year.



### DIGITAL RESPONSIBILITY AND CYBERSECURITY

As part of its ethical and compliance commitment, ISUZU MOTORS South Africa placed strong emphasis on responsible data and digital conduct. The organisation's Data Policy required full compliance with the Protection of Personal Information Act (POPIA) and the safeguarding of intellectual property rights.

Guided by the Group Chief Information Officer, ISUZU MOTORS South Africa remained aligned with global best practices in cybersecurity, including ongoing collaboration with Auto-ISAC. These measures supported a culture of ethical behaviour and accountability in the digital environment.

Given the critical role of Information Technology in product development, manufacturing, and distribution, ISUZU MOTORS South Africa invested in robust cybersecurity defences – both proactive and reactive. Employees were recognised as the first line of defence, with training designed to promote informed decision-making that supports cyber resilience.

### CYBERSECURITY CERTIFICATION PROCESS

To reinforce digital literacy and security awareness, all employees were required to complete cybersecurity certification twice annually, achieving a minimum score of 75%. The training was repeatable until successfully completed.

#### Certification cycles:

- cycle one: March – May
- cycle two: October – December

This structured approach ensured continuous learning and empowered employees to act responsibly in safeguarding the organisation's digital assets.







## DRIVING PRODUCT SAFETY AND QUALITY

### QUALITY COMMITMENT AND SAFETY PHILOSOPHY

As highlighted in the previous report, safety remained the foundation of ISUZU's manufacturing philosophy. Throughout FY2025, ISUZU MOTORS South Africa continued to embed this principle across its operations, ensuring that safety was prioritised in every aspect of the business – from production processes to final products.

Although ISUZU vehicles are engineered and developed in Japan, ISUZU MOTORS South Africa played a critical role in representing African customer needs and environmental conditions within the global product development process. Extensive vehicle testing and validation were conducted locally to ensure that the product range met the rigorous demands of Africa's terrain and climate.

Customer feedback remained a vital input into the continuous improvement loop. ISUZU MOTORS South Africa maintained robust systems for monitoring, investigating, and addressing product-related concerns and complaints, with the aim of enhancing both product quality and customer satisfaction.

Built on durable chassis platforms and reinforced with high-strength exterior panels, ISUZU's product lineup continued to deliver a high standard of safety, reliability, and longevity. A wide range of model-specific safety features were integrated to protect drivers, passengers, and road users alike.

### QUALITY PERFORMANCE

**7**

Field actions

**26 695**

units

**0.003**incident rate  
based on total  
units produced

**SAFETY FEATURES BY VEHICLE CATEGORY****Light Commercial Vehicles (LCVs):  
ISUZU D-MAX and MU-X**

Selected ISUZU D-MAX and MU-X models were equipped with an advanced suite of active and passive safety features. These included:

- Rain-sensing windshield wipers
- Eight airbags, including far-side airbags
- Advanced Driver Assistance System (ADAS), comprising:
  - Forward Collision Warning (FCW)
  - Autonomous Emergency Braking (AEB)
  - Adaptive Cruise Control (ACC)
  - Lane Departure Warning System (LDWS)
  - Lane Departure Prevention (LDP)
  - Lane Keep Assist System (LKAS)
  - Blind Spot Monitor (BSM)
  - Rear Cross Traffic Alert
  - Multi-Collision Brake (MCB)

These technologies worked in unison to elevate vehicle safety, reduce driver fatigue, and prevent accidents.

**Commercial Vehicles (CVs): ISUZU Trucks**

ISUZU's trucks incorporated various features that prioritised driver comfort, operational efficiency, and road safety. Notable specifications included:

- Air suspension seats and automated manual transmissions to reduce driver fatigue,
- Cab tilt warning systems to enhance operational safety,

- Expanded visibility through large windscreens, door glass, and rear-view mirrors,
- Factory-fitted telematics for real-time monitoring of driver behaviour, engine performance, vehicle tracking.

**PRODUCT INTEGRITY AND INTERNAL  
QUALITY SYSTEMS**

In FY2025, ISUZU MOTORS South Africa sustained its commitment to quality assurance through rigorous internal systems. These systems were designed to monitor, maintain, and enhance product quality at every stage of the value chain, from parts procurement and assembly to after-sales service and customer feedback.

The integration of advanced safety technologies and the organisation's adherence to continuous improvement practices demonstrated ISUZU's ongoing dedication to responsible manufacturing. These efforts supported the broader sustainability objective of building safer roads and delivering long-lasting, high-performance vehicles.





## PEOPLE SAFETY

### QUALITY PERFORMANCE



**49**

First Aid



**19**

Medical  
Treatment



**32**

Lost  
time



**691**

Wellness



**0**

Fatalities



## PEOPLE SAFETY AND WELLNESS

ISUZU MOTORS South Africa remains committed to providing a safe, healthy, and supportive working environment for all employees. The organisation adheres strictly to South African occupational health and safety legislation, including the Occupational Health and Safety Act (OHSA 85 of 1993) and the Compensation for Occupational Injuries and Diseases Act (COIDA 130). All health and safety incidents are reported timeously in line with both legal requirements and internal governance protocols.

## PROACTIVE SAFETY CULTURE

The company has embedded a safety-first culture across all its operations, integrating both leading and lagging indicators to drive continuous improvement. Key components of ISUZU's proactive safety system include:

- Regular safety tours and internal audits,
- Monthly management safety reviews,
- Near-miss and hazard reporting,
- Comprehensive employee safety training and refresher programmes, and
- Daily safety toolbox talks within high-risk operational zones.

All new employees undergo compulsory occupational health and safety training during induction, and periodic refresher training is provided, particularly at shift start-ups. In ISUZU's manufacturing operations, where employees work with complex machinery, robotics, and hazardous materials, job-specific safety training is critical and consistently delivered.

An on-site clinic supports occupational health needs and enables rapid response to injuries and health-related incidents within the plant environment.

## SAFETY LEADERSHIP AND EMPLOYEE ENGAGEMENT

Safety is reinforced at all levels of the organisation through structured initiatives led by safety action teams. During the reporting period, ISUZU MOTORS South Africa continued to implement the "1% Safety Campaign" – an initiative that encourages each employee to improve one safety practice every day. This campaign underscores the belief that small, incremental improvements can drive significant positive change in safety outcomes across the organisation.

## EMPLOYEE WELLNESS

ISUZU MOTORS South Africa recognises the intrinsic link between employee wellbeing and sustainable business performance. A comprehensive wellness programme supports both the physical and mental health of employees.

The on-site clinic plays a vital role in early detection of health conditions, including hypertension and diabetes. In the reporting year, 691 wellness screenings were conducted, promoting preventative care and health awareness.

In addition, employees have access to a confidential and free Employee Assistance Programme (EAP). This service, managed by a professional social worker, provides support for a range of personal and work-related challenges, including emotional distress, financial pressure, family concerns, and substance misuse.

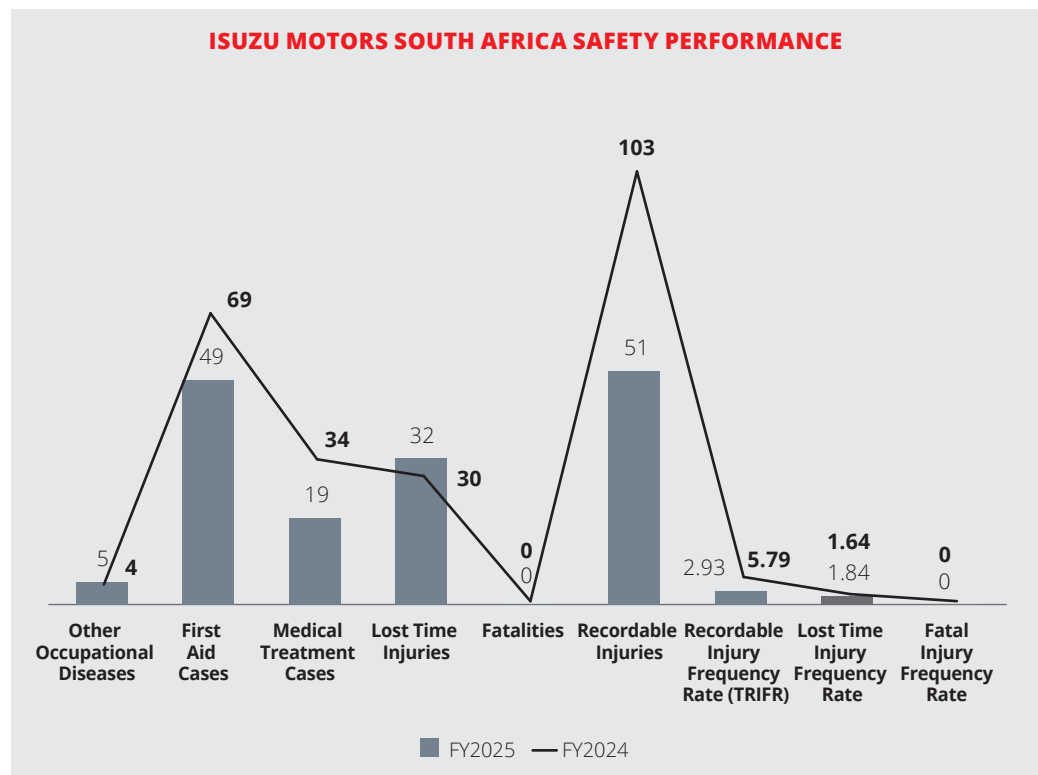
To promote financial wellness, the company has partnered with several financial institutions that are permitted to offer consultation services on site, giving employees access to practical financial planning and guidance.





## PEOPLE SAFETY

### FY24 VS FY25 ISUZU MOTORS SOUTH AFRICA TOTAL PERFORMANCE



## OCCUPATIONAL SAFETY PERFORMANCE

ISUZU MOTORS South Africa monitors a range of performance indicators to assess the effectiveness of its safety systems.

While many indicators show progress, others point to areas requiring renewed focus and investment.

Indicator	FY2024 vs FY2025 Performance
Occupational Diseases	Improved by 20%
First Aid Cases	Improved by 29%
Medical Treatment Cases	Improved by 44%
Lost Time Injuries (LTI)	Deteriorated by 6.7%
Recordable Injuries	Improved by 50.4%
Recordable Injury Frequency Rate (TRIFR)	Improved by 49.4%
Lost Time Frequency Rate (LTIFR)	Deteriorated by 8.9%
Fatalities	Maintained at Zero

## PERFORMANCE INSIGHTS

The marked improvement in recordable injuries, first aid and medical treatment reflects the effectiveness of ISUZU's safety protocols in critical areas. However, there is a rise in lost time injuries.

While the business is proud to have recorded zero fatalities, leadership recognises that current lost time trend demands urgent intervention to ensure this positive outcome is sustained.

Plans are underway to enhance existing safety frameworks, strengthen accountability across departments, and introduce targeted initiatives that address the root causes of high-severity incidents.



# SOCIETAL LEADERSHIP - EDUCATION AND COMMUNITY

## SOCIETAL LEADERSHIP IMPACT TO COMMUNITY

In alignment with the company's DRIVE 2030 strategy, ISUZU MOTORS South Africa developed a clear and purposeful approach to societal leadership, anchored on three key pillars: Community, Education, and Conservation.

Through a structured and principles-based Corporate Social Investment (CSI) framework, ISUZU MOTORS South Africa has **improved its social investment by more than 300% over the past year**. While the true impact of community support is often difficult to quantify, the company remains committed to sustainable interventions. ISUZU MOTORS South Africa prioritises partnerships with organisations that demonstrate clear plans for the long-term viability and self-sufficiency of each initiative.

The following section outlines key partnerships, the rationale behind them, and the tangible outcomes achieved to date:



### COMMUNITY

**560 000 litres of clean water** supplied to communities in need enabled by three ISUZU water-tanker trucks.

**300 000 people fed** through carp fishing and feeding project.

Gqeberha flooding disaster relief of **R100 000**.

**400 buckets of food** packed by employees.

**School furniture** donation at EZ Kabana High school.



### CONSERVATION

Completed refurbishment of **seabird home pen** at SANCCOB, Gqeberha.

**200 trees** planted at two primary schools.



### EDUCATION

Foundation phase **library boxes delivered** to improve literacy (impact to be measured in FY26).

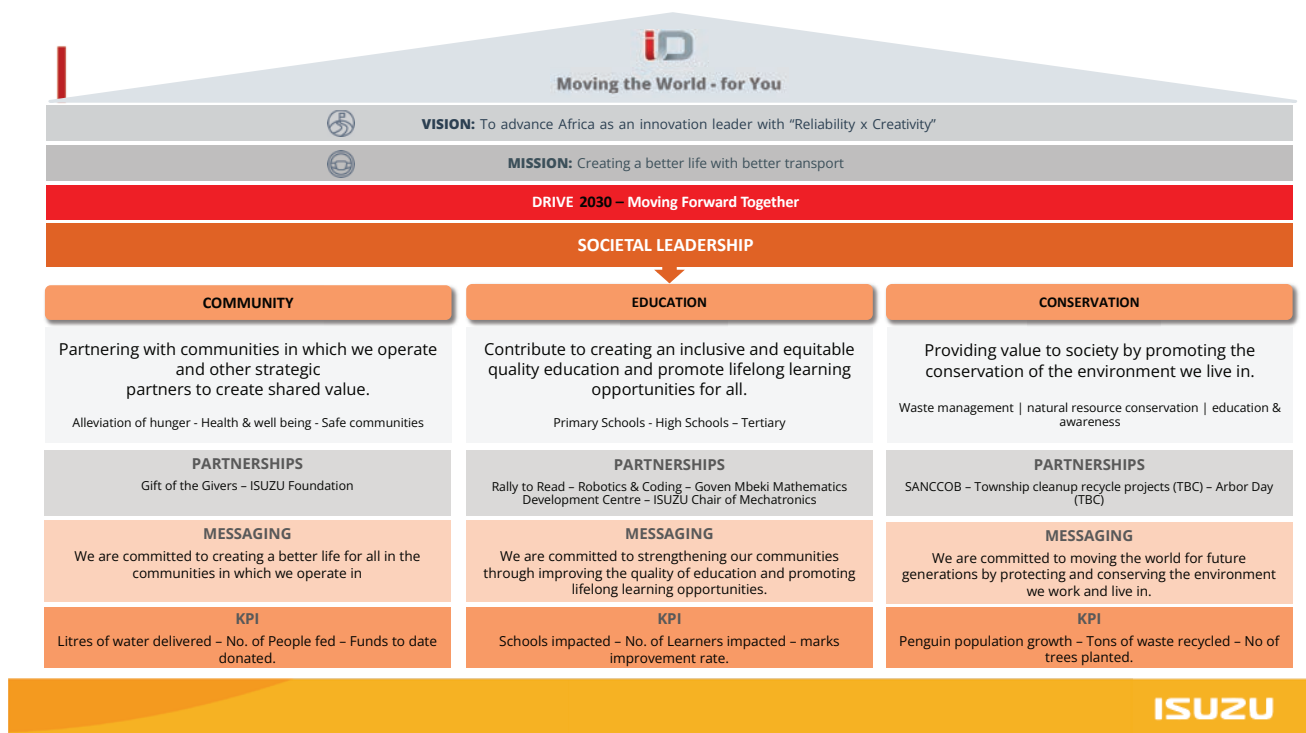
Three high schools received educational tools and achieved an improved pass rate of **16% in Physics** and 24% in Maths versus the previous year.

Grade 4-7 Mathematics teacher funded, targeted pass rate of 10%. **8.1% achieved**.

Continued as **Chair of Mechatronics**.

**Ocean conservation books donated** to four primary school, more than 2 500 learners impacted.

## SOCIETAL LEADERSHIP STRATEGY



### PARTNERSHIPS AND RATIONALE

ISUZU MOTORS South Africa continues to deepen its role as a responsible corporate citizen, not only through financial investment but also by leveraging its operational capabilities, resources, and partnerships for the greater good.

The company's approach to societal leadership, rooted in sustainability, accountability, and long-term impact, demonstrates its unwavering dedication to creating value for communities, fostering educational opportunity, and protecting the environment for future generations.

### SANCCOB: CONSERVATION PARTNERSHIP

In 2024, ISUZU MOTORS South Africa entered a partnership with the Southern African Foundation for the Conservation of Coastal Birds (SANCCOB). This initiative reflects the company's commitment to environmental stewardship and aligns with the Conservation pillar of its societal leadership framework.

The collaboration supports the protection and rehabilitation of endangered coastal bird species, including the African Penguin, and contributes to the preservation of marine biodiversity. Through this partnership, ISUZU affirms its responsibility to protect natural ecosystems, particularly those surrounding its operational footprint.

### NUMBER OF PROJECTS COMPLETED



**5**  
projects



**5**  
projects



**2**  
projects



# SUSTAINABILITY SOCIETAL LEADERSHIP

## RALLY TO READ PROJECT

ISUZU MOTORS South Africa launched its partnership with Rally to Read in 2024 to advance literacy and educational outcomes in underserved communities. This initiative supports the Education pillar of the company's societal leadership strategy.



During the first phase, the collaboration focused on Foundation Phase learners (Grades R–3), providing library boxes filled with books, classroom resources, digital learning tools, and comprehensive teacher training. In 2025, the program progressed to address the needs of Intermediate and Senior Phase learners (Grades 4–7), with a continued emphasis on educator development, learner support, and the integration of digital solutions in the classroom.

To date, 24 library boxes have been donated, directly benefiting more than 2 000 learners across three primary schools in Gqeberha: Khulile Primary (Motherwell), Kayser Ngxwana Primary (KwaZakhele), and St Albans Primary School.

### Academic outcomes have shown encouraging trends:

- At Kayser Ngxwana and Khulile, English language performance improved from 52% (2023) to 57% (2024), while isiXhosa results rose significantly from 62% to 83%.
- At St Albans Primary, results indicated a decline, with Afrikaans decreasing from 88% to 80%, and English dropping from 96% to 93%, underscoring the need for enhanced support.

Since its inception, the program has equipped teachers with effective literacy strategies and provided targeted assistance to learners requiring additional academic support.





## GIFT OF THE GIVERS

The long-standing partnership between ISUZU MOTORS South Africa and humanitarian organisation Gift of the Givers, initiated in 2019, aligns closely with the company's CSI strategy and its commitment to uplifting vulnerable communities.

### WATER RELIEF PROGRAM

Recognising the critical importance of reliable transportation in humanitarian efforts, ISUZU MOTORS South Africa donated three water tanker trucks to support Gift of the Givers in delivering safe drinking water to schools, clinics, hospitals, and communities across the drought-affected Eastern Cape. Through this initiative, the organisation consistently donated over 50 000 litres of water per month to areas facing water scarcity and infrastructure-related challenges.

### DISASTER RESPONSE SUPPORT

In response to the increasing frequency and severity of natural disasters, ISUZU MOTORS South Africa donated an additional three ISUZU D-MAX bakkies, enhancing the organisation's ability to respond swiftly to emergencies in both the Eastern and Western Cape. These vehicles were also used to deliver supplies to soup kitchens and Early Childhood Development (ECD) centres, providing critical support where it is most needed.

### INVASIVE CARP HARVESTING AND FOOD SECURITY

One of the flagship projects within this partnership is the Carp Project, which addresses both ecological restoration and food security. In collaboration with various stakeholders, Gift of the Givers harvested invasive carp from key freshwater sources to repurpose as a food resource for local communities. In 2024 alone, this initiative provided meals to over 350 000 individuals, while contributing to the long-term sustainability of aquatic ecosystems in the Eastern Cape and Garden Route regions.







# GOVERNANCE STRUCTURES





## **GOVERNANCE STRUCTURES**

78





# GOVERNANCE STRUCTURES

The ISUZU MOTORS South Africa Board plays a critical oversight role in respect of ISUZU MOTORS South Africa's sustainability efforts.

During the reporting year, five board committees were constituted to conduct oversight on behalf of the board. These include the following:

1. Social, Ethics and Transformation Committee
2. Sustainability Committee
3. Audit and Risk Committee
4. Strategic Projects Committee
5. Employee Compensation and Investment Committee

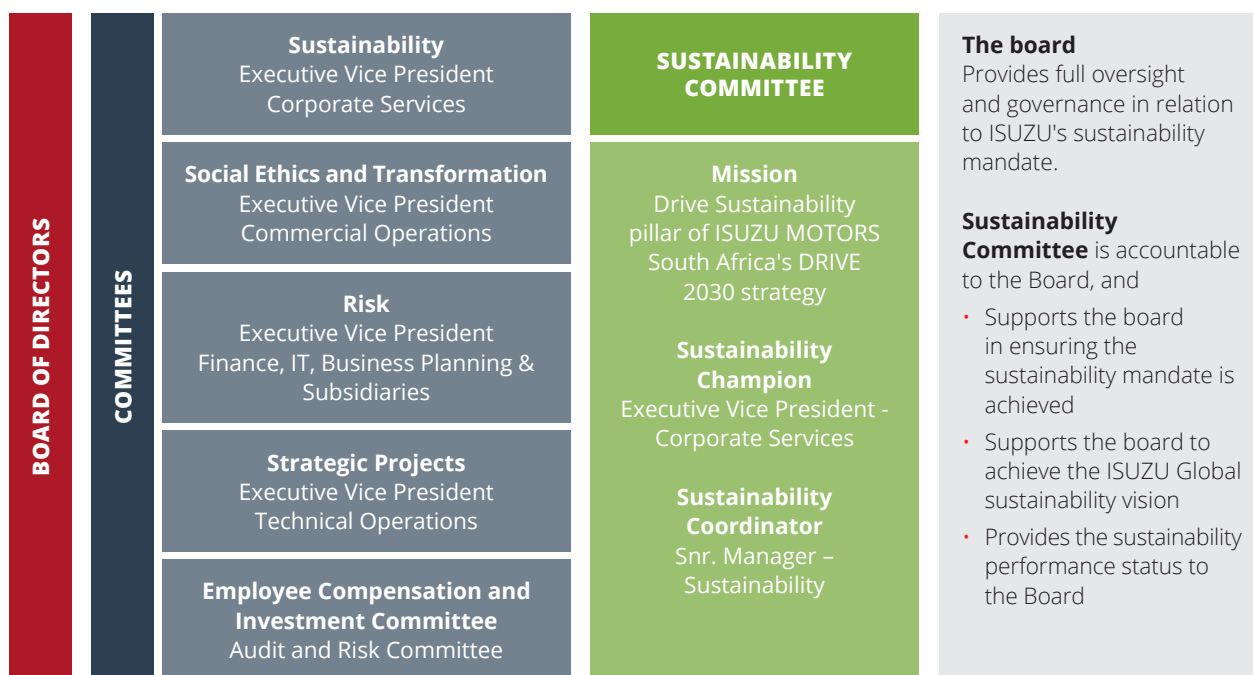
The President of ISUZU MOTORS South Africa set out these structures to allow for effective flow of information and governance. Each of the committees meets quarterly and is headed by an Executive Vice President who is accountable to the board.

The Sustainability Committee engaged in extensive discussions on the implementation of climate change measures, ensuring that the sustainability agenda is driven from an economic, social and green perspective, at all levels of the organisation.

In the past period under review, ISUZU MOTORS LIMITED released a survey to give effect to the progress on human rights, ensuring due diligence to enhance and strengthen existing initiatives.

Additionally, the ISUZU GROUP Sustainability Liaison Conference was held during this period to facilitate collaboration and information sharing amongst domestic and overseas subsidiaries in the promotion of global efforts.

## GOVERNANCE STRUCTURE



## WORKING GROUP STRUCTURE





# SUSTAINABILITY/ ESG DATA BOOK





**CONSOLIDATED ESG DATA TABLE** 82





# CONSOLIDATED ESG DATA TABLE

**TABLE 1: ISUZU MOTORS SOUTH AFRICA CONSOLIDATED ESG DATA (ISUZU MOTORS SOUTH AFRICA AND KANU)**

	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>GOVERNANCE</b>							
Number of Board Members	8	8	8	4	4	2-9	
Number of Board Members who are deemed non-executive	1	1	1	1	1	2-9	
Percentage of Board Members who are deemed Non-Executive	12.5%	12.5%	12.5%	25.0%	25.0%	2-9	
Number of Board Members who are deemed Executive	7	7	7	3	3	2-9	
Number of Board Members who are deemed 'Independent'	1	1	1	1	1	2-9	G1.3
Percentage of Board Members who are deemed 'Independent'	12.5%	12.5%	12.5%	25.0%	25.0%	2-9	G1.3
Number of Board Members who are deemed 'HDSA'	4	4	0	0	0	2-9	G1.1
Percentage of Board Members who are deemed 'HDSA'	50.0%	50%	0.0%	0.0%	0.0%		G1.1
Number of Board Members who are Women	1	4	4	2	1	2-9	G1.1
Percentage of Board Members who are Women	12.5%	12.5%	50.0%	50.0%	25.0%	2-9	G1.1
Average Length of Executive Director Service (in years)	3.0	2.6	1.6	1.8	1.7	2-9	G1.3
Average Length of Non-Executive Director Service (in years)	1.8	0.8	1.4	0.8	0.8	2-9	G1.3
Average Length of Director (full Board) Service (in years)	3.0	2.4	1.6	2.9	1.7	2-9	G1.3
Average Age of Directors (in years)	54.8	55.6	55.6	59.2	58.2	405-1	G1.3
Overall Board and Committee Meeting attendance	100.0%	100.0%	100.0%	100.0%	100.0%		
Name of Financial Auditor	Ernst & Young	Ernst & Young	Ernst & Young	Ernst & Young	Deloitte		
Length of Current Auditor's service	4years	3years	2years	1year	3years		
Is the Board Chairman deemed "Independent Non-Executive"?	No	No	No	No	No	2-11	
What fees (Rands) were paid to executive/board remuneration consultants during the reporting period?	0	0	0	0	0		
Number of Whistle-Blower incidents Reported	0	4	0	0	1	2-26	G3.1c
Number of Whistle-Blower incidents leading to disciplinary hearing	0	0	0	0	0	2-26	G3.1c
Number of employees receiving disciplinary action	0	176	13	13	3		G3.1c
Number of allegations of discrimination and/or human rights violations within the workplace	0	1					S1.1b

	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>GOVERNANCE (continued)</b>							
B-BBEE level	1	1	1	1	1		
Expiry date of most recent B-BBEE certificate	01/08/2025	1/08/2024	01/08/2023	01/08/2022	01/08/2021		
Percentage of Board Members who have received on the organisation's anti-corruption policies and procedures	98%	75	50	50	25		
Percentage of Employees who have received on the organisation's anti-corruption policies and procedures	99%	98%	98%	95%	98%		
Percentage of Business Partners who have received on the organisation's anti-corruption policies and procedures	99%	98%	98%	95%	98%		
<b>LABOUR</b>							
Number of Employees - Permanent	1 213	1 255	1 164	1 085	1 073	2-7a	S1.5a
Number of Employees - Fixed Term (>90 Days)	140	240	0	21	17	2-7b	S1.5a
Number of Employees - Temporary (<90 Days)	0	0	0			2-7b	S1.5a
Total Number of Employees	1 353	1 495	1 164	1 106	1 090	2-7b	S1.5a
Total Number of Contractor Employees	565	169					
Total Number of Employees and Contractors	1 918	1 664	1 164	1 106	1 090		2-7a & 2-8a
Percentage of management (Top and Senior) deemed 'HDSA'	44%	38%	43.0%	37.0%	31.0%	405-1	
Percentage of management (Top and Senior) who are women	21%	25%	32.0%	27.0%	22.0%	405-1	
Percentage of employees who are deemed 'HDSA'	85%	84%	84.0%	82.0%	80.0%	405-1	S1.5a
Percentage of employees who are women	41%	39%	24.0%	22.0%	20.0%	405-1	S1.5a
Percentage of employees who are 'permanent'	89%	97%	100%	100%	100%	2-7b	S1.5a
Number of employees who are deemed 'disabled'	17	44	50	51	37	405-1	
Disabled Persons Rate	2.2%	3.51%	4.30%	4.70%	3.45%		
Percentage of employees who belong to a Trade Union	60%	79%	93.0%	92.0%	92.0%	2-30	S1.4b
Number of persons employed during the year (i.e., "New Hires")	222	289	123	88	79		
Number of Employee Terminations - Resignations	64	20	15	11	19		
Number of Employee Terminations - End of Contract	196	175	8	36	80		

	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>LABOUR (continued)</b>							
Number of Employee Terminations - Retirements	13	14	3	12	6		
Number of Employee Terminations - Retrenchments	0	0	0	0	0		
Number of Employee Terminations - Dismissals for Poor Conduct	43	20	3	7	6		
Number of Employee Terminations - Deaths	3	3	1	5	4		
Number of Employee Terminations - Medical Boardings	5	4	5	0	1		
Number of Employee Terminations - Other	0	8	1	0	0		
Total Number of Employee Terminations	324	244	36	71	116		
Employee Turnover (i.e., New Hires - Total Terminations)	-142	45	87	17	-37	401-1	S2.3b
Total Number of Person Hours Worked (PHW)	3 482 016	3 558 803	2 335 450	2 219 078	2 186 976	403-9a	
Total Number of PHW (i.e., 1 824 HW multiplied by total workforce at year end)	3 482 016	2 726 880	2 123 136	2 017 344	1 988 160		
Total number of Person Days lost due to Absenteeism	12 840	2 393	6 534	4 175	5 008	403-9b	
Percentage of Total Person Days lost due to Absenteeism	2.95%	0.54%	2.24%	1.51%	1.83%		
Total number of Person Days lost due to Industrial Action (i.e., strike action)	0	0	0	0	0		S1.4c
Percentage of Total Person Days lost due to Industrial Action	0%	0.00%	0.00%	0.00%	0.00%		S1.4c
Percentage of employees under the age of 30	27%	37%	16.8%	4.0%	7.5%	405-1	S1.1a
Percentage of employees aged between 30 and 50	60%	121%	53.4%	65.2%	65.5%	405-1	
Percentage of employees over the age of 50	53%	42%	29.8%	30.8%	26.9%	405-1	
Total number of employees trained for skills, including internal and external training interventions - Male	558	796	655	769	281	404-1	S2.2
Total number of employees trained for skills, including internal and external training interventions - Female	305	506	92	167	92	404-1	S2.2
Total number of employees trained for skills, including internal and external training interventions	863	1 302	747	936	373	404-1	S2.2
Average number of training interventions per employee (i.e., Number of Training Interventions ÷ Number of Employees)	0.7	0.9	0.6	0.8	0.3		
Total number of employees with disabilities trained for skills, including internal and external training interventions	86	44	33	50	37	404-1	
Total Rand Value of Employee Training Spend	20 538 756	12 824 568	17 083 784	8 588 161	8 465 286	404-1	S2.2
Average Rand Value of Employee Training Spend per Employee	41 645	75 885	0	0	0	404-1	S2.2

	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>HEALTH AND SAFETY</b>							
Number of New Cases of Noise Induced Hearing Loss (NIHL)	0	0				403-9a	S3.1b
Number of New Cases of Chronic Obstructive Airways Diseases (COADs)	0	0				403-9a	S3.1b
Number of New Cases of Blood Lead Poisoning	0	0				403-9a	S3.1b
Number of New Cases of Other Occupational Diseases	0	4	5		15	403-9a	S3.1b
Number of First Aid Cases (FACs, i.e., injuries on duty leading to minor treatments, such as a plaster or a pain tablet)	49	69				403-9a	S3.1b
Number of Medical Treatment Cases (MTCs, i.e., injuries on duty leading to medical treatment, but no lost days)	19	34				403-9a	S3.1b
Number of Lost Time Injuries (LTIs, i.e., injuries on duty leading to at least one lost day)	32	30				403-9a	S3.1b
Number of Fatalities (i.e., injuries on duty leading to death...excluding the deaths of workers not occurring 'at work')	0	0				403-9a	S3.1a
Total Number of Recordable Injuries, including MTCs, LTIs and Fatalities	51	103				403-9a	S3.1b
Total Recordable Injury Frequency Rate (TRIFR)	2.93	5.79				403-9a	
Lost Time Injury Frequency Rate (LTIFR, i.e., Number of LTIs per 200 000 person hours worked)	1.84	1.69				403-9a	
Fatal Injury Frequency Rate (FIFR, i.e., number of Fatalities per 200 000 person hours worked)	0	0	0	0		403-9a	
Total Recordable Injury Frequency Rate (FIFR, i.e., number of Fatalities per 200 000 person hours worked) - Among Top 50 Suppliers	0	0				403-9a	
Lost Time Injury Frequency Rate (FIFR, i.e., number of Fatalities per 200 000 person hours worked) - Among Top 50 Suppliers	0	0				403-9a	
Fatal Injury Frequency Rate (FIFR, i.e., number of Fatalities per 200 000 person hours worked) - Among Top 50 Suppliers	0	0				403-9a	



	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>CSI/SED EXPENDITURE</b>							
Rand Value of Corporate Social Investment (CSI) / Socioeconomic Development (SED) expenditures	R5 534 882.75	1 651 286					S2.4a
CSI/SED Spend as a percentage of Total Revenue Generated	0%	0.00%	0.00%	0.00%	0.00%		
CSI Spend as a percentage of Net Profit after Tax (NPAT)	0%	0.00%	0.00%	0.00%	0.00%		
Rand Value of CSI/SED Spend on Arts, Sports & Culture	0	0				203-1	S2.4a
Rand Value of CSI/SED Spend on Basic Needs & Social Development, including Nutrition and/or Feeding Programmes	R650 000.00	R1 651 286.00				203-1	S2.4a
Rand Value of CSI/SED Spend on Education	R2 413 882.75	0				203-1	S2.4a
Rand Value of CSI/SED Spend in Environmental Management Projects	R591 000.00	0				203-1	S2.4a
Rand Value of CSI/SED Spend on Health, including HIV/AIDS	R530 000.00	0				203-1	S2.4a
Rand Value of CSI/SED Spend on Infrastructure Development	R1 200 000.00	0				203-1	S2.4a
Rand Value of CSI/SED Spend on Skills Development, including Adult Basic Education & Training (ABET)						203-1	S2.4a
Rand Value of CSI/SED Spend on Small Business Development Projects						203-1	S2.4a
Rand Value of CSI/SED Spend on Other						203-1	S2.4a
Rand Value of Enterprise Development Spend (i.e. support for small business)	R15 703 452.66	R570 000.00	R4 510 077.00	R3 575 000.00	R50 000.00		
Percentage of ED Spend that is invested within the Value Chain (i.e., suppliers, customers, contractors, etc.)							S2.4a
<b>ENERGY</b>							
Total Direct Energy Consumption (Gigajoules, GJ) – Non-renewables	64 617	65 499				302-1a	
Total Direct Energy Consumption (Gigajoules, GJ) – Renewables	0	0	–			302-1b	E1.2
Total Direct Energy Consumption (Gigajoules, GJ) – All fuels	93 386	115 826	0			302-1	
Percentage of Direct Energy Consumption from renewable fuels	0	0.00%	0.00%	0.00%	0.00%		
Direct Energy Efficiency: Total Direct Energy Consumed per Person Hour Worked (kJ/PHW)	218	32.55	0.00	0.00	0.00		
Total Volume of Electricity Purchased (MWh) - excluding self-generated from solar, wind or other sources	18 865	18 194	0			302-1	
Total Volume of Electricity Self-Generated (MWh) - i.e., from solar, wind or other sources	0	0	0			302-1	
Percentage of Electricity Consumed that was Self-Generated	0	0.00%	0.00%	0.00%	0.00%		

	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>ENERGY (continued)</b>							
Electricity Efficiency: Average Electricity Consumed per Person Hour Worked (kWh/PHW)	44	5.11	0.00	0.00	0.00		
Total Indirect Energy Consumption (i.e., Electricity) in Gigajoules	67 913	65 499	0	0	0		
Total Energy Efficiency: Total Direct Energy & Indirect Energy Consumed per Person Hour Worked (kJ/PHW)	67 914	65 499	0.00	0.00	0.00		
Energy Spend as a percentage of total operational spend	4.4%	4%					
<b>CARBON FOOTPRINT</b>							
Total Carbon Emissions (Tonnes CO <sub>2</sub> e) - Scope 1	6 312	6 845	8 985			305-1	E1.1a
Carbon Emissions (Tonnes CO <sub>2</sub> e) - Scope 2	16 711	17 921	22 988			305-2	E1.1a
Total Carbon Emissions (Tonnes of Carbon Dioxide equivalents, CO <sub>2</sub> e)	23 023	24 766	31 973	0	0	305-1 & 305-2 & 305-3	E1.1a
Carbon Intensity: Average Volume of Carbon Emissions per Person Hour Worked (Tonnes CO <sub>2</sub> e /PHW)	0	0.01	0.01	0.00	0.00		
Baseline year for carbon reduction targets	2013	2018	2018			305-5	
<b>WATER</b>							
Total Volume of Water Consumed (Kilolitres, or KI) - New Purchases (Municipal Supply)	64 287	47 094	8 732			303-5a	E2.1a
Total Volume of Water Consumed (Kilolitres, or KI) - Abstractions (Rivers, Streams, Groundwater)	9 752	6 614	0			303-5a	E2.1a
Total Volume of Water Consumed (Kilolitres, or KI) - ALL Purchases and Abstractions	74 039	53 708	8 732	0	0	303-5a	E2.1a
Water Efficiency: Average Volume of Water (Litres) Consumed per Person Hour Worked (l/PHW)	173	15	4	0.00	0.00		
Water Efficiency Target (Litres Consumed per PHW)	0						
Baseline year for water reduction targets	2013	2013	2013	2013	2013		
Average Discharge Water Quality - Alkalinity/Acidity - pH	9	7					
Average Discharge Water Quality - Chemical Oxygen Demand (COD) - mg/L	60	65					
Average Discharge Water Quality - Biochemical Oxygen Demand (BOD) - mg/L	0	0					
Average Discharge Water Quality - Suspended Solids (SS) - mg/L	34	29					
Average Discharge Water Quality - Oil Content - mg/L	7	133					

	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>WATER (continued)</b>							
Number of Discharge Water Quality Non-Conformances (recorded measures above regulated limit) - Alkalinity/Acidity - pH	0	0					
Number of Discharge Water Quality Non-Conformances (recorded measures above regulated limit) - Chemical Oxygen Demand (COD) - mg/L	0	0					
Number of Discharge Water Quality Non-Conformances (recorded measures above regulated limit) - Biochemical Oxygen Demand (BOD) - mg/L	0	0					
Number of Discharge Water Quality Non-Conformances (recorded measures above regulated limit) - Suspended Solids (SS) - mg/L	0	0					
Number of Discharge Water Quality Non-Conformances (recorded measures above regulated limit) - Oil Content - mg/L	0	0					
<b>WASTE</b>							
Total Volume of Non-Hazardous Waste Disposed (Tonnes) - to Landfill	36	1				306-5	E4.1a
Total Volume of Non-Hazardous Waste sent for Recycling (Tonnes)	7 371	9 103	8 732			306-4	E4.1a
Total Volume of Non-Hazardous Waste Disposed (Tonnes) - to Landfill and Recycled	7 867	9 104	8 732	0	0		E4.1a
Percentage of Non-Hazardous Waste disposed of that is sent for recycling - Reported	0	0	0			306-4	E4.1a
Percentage of Non-Hazardous Waste disposed of that is sent for recycling	99.50%	100.0%	100.0%	0.0%	0.0%		
Total Volume of Hazardous Waste Disposed (Tonnes) - to Registered Disposal Sites	0	0	0			306-5	E4.1b
Total volume of hazardous waste recycled	460	441	20 720			306-4	E4.1b
Waste intensity: Total volume of disposed waste (not recycled) per PHW (kg/PHW)	0	0.00	0.00	0.00	0.00		E4.1c
<b>BIODIVERSITY AND LAND USE</b>							
Total area of land owned, leased or managed	215 662	215 662	215 662	215 662	215 662	306-4	E4.1b
Total area of land owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA)						306-4	E4.1b

	2025	2024	2023/22	2021	2020	GRI standards	JSE
<b>ENVIRONMENTAL CONSERVATION AND MANAGEMENT</b>							
Total Rand Value of Environmental Management Costs	15 152 637	6 268 964	0			306-4	E4.1b
Total Rand Value of Expenditures to prevent pollution	0	0	0				
Total Number of Environmental Incidents - Level 1	0	6	1				
Total Number of Environmental Complaints	0	0					
Total Rand Value of Fines and/or Penalties for environmental incidents and/or non-compliances	0	0					
Total Rand Value of costs to rehabilitate land after an environmental incident (spill, contamination, etc.)	0	0					
<b>PRODUCTION</b>							
Total number of vehicles manufactured	26 695	29 239	25 021	28 021	24 001	203-1	S2.4a
Total number of product recalls	7	0	8	7	3		
Total number of vehicles affected by product recalls		0	24 076	2551	4050		





# NARRATIVE DISCLOSURES





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## FRAMEWORK EXCLUSIONS

ISUZU MOTORS South Africa currently tracks approximately 205 key performance indicators (KPIs), of which around 170 are scorable.

Although ISUZU MOTORS South Africa is not listed on the Johannesburg Stock Exchange (JSE), some of these KPIs align with the JSE reporting index for comparative and benchmarking purposes.

As a manufacturer – and more specifically, an original equipment manufacturer (OEM) – ISUZU MOTORS South Africa recognises the importance of comparability in sustainability reporting.

This approach enables the company to assess its performance and disclosures against those of its peers, both in terms of the types of reports produced and the consistency in how information is presented, including standardised definitions and metrics.

The primary basis for this report is the Global Reporting Initiative (GRI) Standards, with ISUZU MOTORS South Africa reporting “with reference to” the GRI framework.

In accordance with GRI guidelines, organisations that choose to omit certain disclosures must clearly state the rationale for doing so. Table 2 outlines the specific GRI disclosures excluded from this report, along with the reasons for their exclusion.

**TABLE 2: GRI STANDARD EXCLUSIONS**

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>RATIONALE FOR EXCLUSION</b>
GRI 304: Biodiversity 2016	<ul style="list-style-type: none"> <li>• 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas</li> <li>• 304-2 Significant impacts of activities, products and services on biodiversity</li> <li>• 304-3 Habitats protected or restored</li> <li>• 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations</li> </ul>	All ISUZU Facilities are located in industrial zones where there are no sensitive or protected areas in close proximity.
GRI 201: Economic Performance 2016	<ul style="list-style-type: none"> <li>• 201-1 Direct economic value generated and distributed</li> <li>• 201-2 Financial implications and other risks and opportunities due to climate change</li> <li>• 201-3 Defined benefit plan obligations and other retirement plans</li> <li>• 201-4 Financial assistance received from government</li> </ul>	All financial reporting is consolidated into the Isuzu Group integrated report.
GRI 202: Market Presence 2016	<ul style="list-style-type: none"> <li>• 202-1 Ratios of standard entry level wage by gender compared to local minimum wage</li> <li>• 202-2 Proportion of senior management hired from the local community</li> </ul>	Data presented but not compared to local minimum wage.
GRI 203: Indirect Economic Impacts 2016	<ul style="list-style-type: none"> <li>• 203-1 Infrastructure investments and services supported</li> <li>• 203-2 Significant indirect economic impacts</li> </ul>	Partially in place, some elements in B-BBEE supported.
GRI 207: Tax 2019	<ul style="list-style-type: none"> <li>• 207-1 Approach to tax</li> <li>• 207-2 Tax governance, control, and risk management</li> <li>• 207-3 Stakeholder engagement and management of concerns related to tax</li> <li>• 207-4 Country-by-country reporting</li> </ul>	Tracked internally, but not included as a material issue.
GRI 417: Marketing and Labeling 2016	<ul style="list-style-type: none"> <li>• 417-1 Requirements for product and service information and labeling</li> <li>• 417-2 Incidents of non-compliance concerning product and service information and labeling</li> <li>• 417-3 Incidents of non-compliance concerning marketing communications</li> </ul>	No known concerns, but there is also no clear tracker in place to cover this requirement.
GRI 418: Customer Privacy 2016	<ul style="list-style-type: none"> <li>• 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data</li> </ul>	ISUZU awareness line in place, but effectiveness of deployment is not tested





# ISUZU MOTORS SOUTH AFRICA PERFORMANCE

This section of the report provides stakeholders with a summary of ISUZU MOTORS South Africa's performance over the past financial year, based on the KPIs disclosed in this report. It reflects the company's governance commitments, market resilience, and environmental stewardship in alignment with its sustainability goals.

## GOVERNANCE

### LEADERSHIP & GOVERNANCE

The year 2024 marked a significant period for ISUZU MOTORS South Africa as it aligned its local business plan to ISUZU GROUP's ISUZU ID corporate philosophy and mid-term global strategy, ISUZU Transformation: Growth to 2030 (IX). Locally, this alignment was embedded through the operationalisation of the DRIVE 2030 strategy.



#### Performance

- The Board of Directors maintained gender parity, with 12.5% female representation.
- All Board and Sub-Committee meetings were convened and executed as scheduled.
- Zero incidents of discrimination or human rights violations were recorded.
- The company retained its Level 1 B-BBEE status.

### MARKETS AND BUSINESS

ISUZU MOTORS South Africa's business model demonstrated resilience despite headwinds in the broader economic environment and a softening automotive market.



#### Performance by segment

##### Light Commercial Vehicles (LCV):

- Achieved a 3% increase in sales volumes year-on-year.

##### Commercial Vehicles (CV):

- Retained #1 market position in Medium Commercial Vehicle (MCV) and Heavy Commercial Vehicle (HCV) segments.
- Realised a 1.4% growth in overall CV volumes.

## ENVIRONMENT

ISUZU MOTORS South Africa continues to prioritise sustainability through strategic leadership focus and investment in environmental performance.

### CLIMATE CHANGE MITIGATION

Despite a reduction in production volumes compared to the previous year – an operational challenge that typically impacts efficiency – the company achieved strong environmental outcomes.



#### Performance

- 7.03% reduction in CO<sub>2</sub> emissions year-on-year.
- 19.4% reduction in total energy consumption. (measured in gigajoules).

### WATER RESOURCE MANAGEMENT

A deviation in municipal water meter readings was noted due to equipment faults. Adjustments were made to reflect actual consumption.



#### Performance by segment

- 36.5% increase in reported water consumption due to revised meter data.

### WASTE MANAGEMENT

ISUZU MOTORS South Africa remains committed to achieving zero waste to landfill, with a strong focus on separation at source. The Kanu facility is on track to meet this target by 31 December 2025.



#### Performance

- Zero waste to landfill achieved at ISUZU MOTORS South Africa operations.
- 86% waste recycling rate at Kanu, with discrepancies resolved during a recent gap analysis.
- Updated waste management contracts will be implemented in FY26.

### ENVIRONMENTAL RESOURCE ALLOCATION

Budgets for sustainability and environmental initiatives were increased significantly to support the organisation's risk mitigation and compliance objectives.

#### Performance

- 142% increase in allocated budgets, including expanded sustainability funding.
- Budget reviews considered increased market demands for waste treatment and recycling technologies.
- All environmental certifications and systems were maintained without any major non-compliance issues.
- Zero major environmental risks reported within the financial year.





# ISUZU MOTORS SOUTH AFRICA PERFORMANCE

## SOCIAL

The global economy is under immense pressure as changes continue to engulf businesses, challenging their survival. The added complexity is within the South African history with payment disparities and unfavourable working conditions. ISUZU MOTORS South Africa is aware of this challenge and is facing it head-on.

### LABOUR

Irrespective of the tough market conditions, ISUZU MOTORS South Africa was able to maintain the employment status over a period of four years, as tracked in the report.



#### Performance

- Historically disadvantaged South Africans saw a 1.18% improvement when considering the total employee population.
- An improvement in the management roles of 13.2% was achieved for historically disadvantaged South Africans.
- 19 % of employee population is youth.
- Diversity, Equity and Inclusion ratings are good compared to the industry average with the following results achieved versus the previous year. These results are not only noteworthy at ISUZU MOTORS South Africa, but are very good compared to the industry norm.
  - Income disparity ratio 8.74 vs 45.8
  - Gender pay gap ratio 1.07 vs 0.65
  - Disabled person rate 1.47 vs 1.07

### HEALTH AND SAFETY

ISUZU MOTORS South Africa has a well-established and mature safety system. Kanu does not have a mature safety system and therefore is on an alignment journey with ISUZU MOTORS South Africa.



#### Performance

- Improvement in Recordable Injury Frequency Rate by 49.4%.
- Deterioration of Lost Time Injury Frequency rate by 8.8%.

## CORPORATE SOCIAL INVESTMENT

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Community upliftment and business incubation forms part of ISUZU MOTORS South Africa corporate responsibility.



### Performance

- Increased focus on localisation and enterprise development resulted in an increase of enterprise supplier development and corporate social investment.

## PRODUCT QUALITY

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The brand is known for its durability and continues in this trend.



### Performance

- Brand remain stable over last few reporting years. 0.003% incident rate based on total units produced.







# ISUZU MOTORS SOUTH AFRICA CARBON FOOTPRINT ASSESSMENT STATEMENT

Yellow Tree Environmental (Pty) Ltd.  
Unit D14 Prime Park  
Mocke Road, Diep River, 7800  
Director: Sean Charteris  
Reg No.: 2014/071710/07  
[www.yellowtree.co.za](http://www.yellowtree.co.za)

06 March 2025

Ref: YTC21891ISU

Attention: Athandiwe Lothoyi and Ncedisa Mzuzu; Isuzu Motors South Africa

## GREENHOUSE GAS (GHG) METHODOLOGY CONFIRMATION

Dear Athandiwe and Ncedisa,

Yellow Tree was commissioned by Isuzu Motors South Africa (Isuzu) to conduct a Scope 1 and 2 carbon footprint assessment of their operations for the 2024 calendar year (01 January 2024 to 31 December 2024).

Isuzu Motors South Africa, established in January 2018, is the first wholly owned subsidiary of Isuzu Motors Limited outside Japan. Headquartered in Gqeberha, Isuzu manufactures commercial vehicles and imports sport utility vehicles (SUVs) for distribution in South Africa.

Yellow Tree confirms that the assessment of direct Scope 1 and indirect Scope 2 emissions was conducted using internationally and nationally recognised methodologies to ensure accuracy and compliance. Organisational boundaries were evaluated based on the *Corporate Accounting and Reporting Standard*, and the operational control approach was applied.

Greenhouse gas (GHG) emission sources were identified following the *IPCC Guidelines for National Greenhouse Gas Inventories* and the *Corporate Accounting and Reporting Standard*. The assessment determined that:

- **Scope 1** emissions arose from stationary combustion, mobile combustion (on-road and off-road) and wastewater treatment activities.
- **Scope 2** emissions resulted from purchased electricity.

A combination of default Tier 1 and South African country-specific Tier 2 emissions factors, as outlined in the South African Department of Forestry, Fisheries, and the Environment's (DFFE's) *Technical Guidelines for Monitoring, Reporting, and Verification of Greenhouse Gas Emissions by Industry, 2022*, was used to calculate the emissions for stationary combustion. Net calorific values provided in the *Technical Guidelines* were also used. The same general methodology was used to determine emissions from mobile combustion, which was further disaggregated into on-road mobile combustion installation (e.g., cars, trucks) and off-road mobile combustion installations (e.g., tractors, forklifts).

For electricity-related Scope 2 emissions, a country-specific emissions factor of 0.931 tonnes of CO<sub>2e</sub>/MWh was used to quantify the CO<sub>2e</sub> that was emitted per MWh of electricity consumed by Isuzu.

Activity data for fuel and electricity consumption was collected through a "Carbon Footprint Data Request" sent to Isuzu. Yellow Tree then reviewed and analysed the provided data.

Table 1 presents the calculated emissions for Scope 1 and 2.

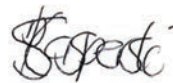
Table 1: Scope 1 and 2 Emissions Summary

Scope	Category	Tonnes CO <sub>2</sub> e
Scope 1	Stationary Combustion, Mobile Combustion (On-Road and Off-Road), Wastewater Treatment	5 797
Scope 2	Electricity	17 287
Total		23 084

This letter confirms that Isuzu's GHG emissions inventory was determined in accordance with internationally and nationally recognised methodologies, ensuring compliance with best practices in emissions reporting.

Should you require any further details, please feel free to contact me.

Yours sincerely,



Sasha Kasperski  
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# QUALITY ASSURANCE



## Independent Third-Party Assurance Statement

### *To the Board and stakeholders of Isuzu Motors South Africa (hereafter, IMSAf):*

**Integrated Reporting & Assurance Services (IRAS)** was commissioned by IMSAf to provide independent third-party assurance (ITPA) over the contents of IMSAf's 2025 Sustainability Report covering the period 01 April 2024 to 31 March 2025 (Financial Year, or FY2025). For the purposes of this statement, "the Report" refers to the Sustainability Report in both the printed and downloadable/online version, as well as all relevant supplemental information made available via the web at [www.isuzu.co.za/sustainability](http://www.isuzu.co.za/sustainability).

### Assurance Standard Applied

To the best of our ability, this assurance engagement has been aligned with an IRAS specific combination of AccountAbility's AA1000AS v3 assurance standard, structured to meet the AA1000AS Type 2 (Moderate) requirements and guidance taken from experience gained over a more than 25-year period.

### Independence, responsibilities and limitations

IRAS was not responsible for the preparation of any part of the Report and has not undertaken any commissions for IMSAf in the reporting period that would compromise our independence. The preparation of this Report is solely the responsibility of IMSAf, where any input from IRAS, would be limited to providing ongoing guidance of where early drafts of the report may appear to fall short of reasonable reporting expectations.

IRAS's responsibility in performing its assurance activities is to the Board and management of IMSAf alone and in accordance with the terms of reference agreed with them.

IRAS's responsibility in performing its assurance activities included a site visit to the company's operations in Port Elizabeth, inclusive of testing key sustainability performance data at source. In addressing any limitations with respect to the testing of data, IRAS engaged with key personnel to test the reliability of data and processes used to collect, collate and report performance data prior to the data being published in the 2025 Sustainability Report.

### Competence

Our assurance team was led by Michael H. Rea, an AccountAbility Lead Certified Sustainability Assurance Practitioner (LCSAP) with 26 years' experience in environmental, governance and social (ESG) performance measurement, including sustainability reporting and assurance. Michael was supported by his junior associates within the IRAS team. Michael has completed over 122 assurance engagements for 50 different companies and has completed 184 assurance site visits in 22 countries to test data at source.

### Assurance objectives

The objectives of the assurance process were to...

- Assess the extent to which IMSAf's sustainability reporting adheres to AccountAbility's AA1000APS Assurance Principles Standard principles of Inclusivity, Materiality, Responsiveness and Impact, as well as the additional reporting principles of Neutrality/Balance and Comparability.
- Assess the extent to which Group collection, collation and reporting of key sustainability data from IMSAf's operations meet reasonable expectations for accuracy, consistency, completeness and reliability, as tested at both the desktop and on-site/source levels.
- Assess IMSAf's ability to provide transparent disclosure of quantitative comparable sustainability performance data in a manner that fairly represents the impact the company's policies, procedures, systems and controls are having on previously defined targets and/or peer performance.
- Assess the extent to which the Report adheres to reasonable local and international expectations for reporting.

### Scope of work performed

The process used to arrive at our assurance opinion is based on IRAS's in-house developed sustainability data criteria, as well as guidance from AccountAbility's AA1000AS v3 and other best practices in assurance including the following:

- Meetings with key IMSAf personnel responsible for the preparation of the Report to assess adherence to the principles of **Inclusivity, Materiality, Responsiveness, Impact, Neutrality/Balance and Comparability**.



- Reviews of sustainability performance measurement and reporting procedures – inclusive of reviews of the Group's sustainability data consolidation process – at IMSAf's offices, via management interviews with the reporting team, as well as through desktop research and analysis.
- A review of data collection, collation and reporting procedures at the point of data generation (i.e., on-site), with specific reference to not only the list of Selected Sustainability Indicators (below), but of ALL of the sustainability data points contained in the Report (at no less than the level of reasonability).
- Reviews of drafts of the Report for any significant errors and/or anomalies, inclusive of any lapses in the reporting of material issues identified during our internal and external materiality assessments.
- Reviews of drafts of the Report to test for adherence to reasonable reporting expectations.
- A series of interviews with the individuals responsible for collating and writing the Sustainability Report to ensure that ALL sustainability performance assertions could be duly substantiated.

Although IRAS reviewed the reasonability of all sustainability data indicators contained within IMSAf's Report, specific attention and further review was paid to the following key sustainability indicators:

<b>Labour</b>	<b>Employees &amp; Contractors</b>
	Total number of Employees by Category (i.e., Permanent, Fixed-Term and Temporary)
	Total number of Contractor Employees
	Employee Absenteeism
	Employee Turnover
<b>Health &amp; Safety</b>	<b>Injury Frequency Rates</b>
	Lost Time Injury Frequency Rate (LTIFR) per 200 000 PHW
	Fatal Injury Frequency Rate (FIFR) per 200 000 PHW
	Total Recordable Injury Frequency Rate (TRIFR) per 200 000 PHW, also known as "Recordable Case Rate (RCR)"
<b>Environment</b>	<b>Scope 1 GHG Emissions</b>
	Direct Energy Consumed, inclusive of any/all petrol, diesel, coal, LNG, LPG, etc. (All fuels to be confirmed during assurance site visit)
	<b>Scope 2 GHG Emissions</b>
	Indirect Energy Consumed (i.e., electricity consumption), exclusive of any/all electricity self-generated from renewable sources
	<b>Water Consumption</b>
	Total volume of water consumed from all sources, excluding any/all disbursements to local communities and/or other third parties
	<b>Waste</b>
	Total volume of non-hazardous waste recycled.
	Total volume of non-hazardous waste disposed of at landfill.
	Total volume of hazardous waste disposed of, from all sources.

#### Findings and recommendations

Based on our analysis of IMSAf's reporting, we believe the company's sustainability data collection, collation and reporting processes meet reasonable expectations for accuracy, consistency, completeness and reliability in the context of the business and IMSAf's reporting expectations.

#### Reporting and assurance principles

- As per a review of management assertions, including management interviews, IMSAf has processes in place to sufficiently identify and engage with its most material stakeholders, thus meeting the requirements of **Inclusivity**. However, we believe that opportunity for improvement exists with respect to ensuring that additional formalisation of the policies and procedures is established for stakeholder engagement.





- The content of the Report does not differ in any significant way from our analysis of the material issues identified for and discussed with IMSAf. Although we found no concern with respect to the quality of systems and controls for managing risks, we believe IMSAf would benefit from updating its materiality determination process to test the possibility that more current material issues are being duly considered. Aside from this finding, we believe that IMSAf meets reasonable expectations for **Materiality** determination, management, and reporting.
- As per a review of management assertions, inclusive of management discussions, IMSAf reasonably addresses stakeholder concerns through ongoing engagement, inclusive of, but not limited to, the content within the Report, thereby meeting reasonable **Responsiveness** expectations.
- As per a review of management assertions, it is reasonable to assert that IMSAf addresses its most material impacts on stakeholders and the natural environment in which it operates through risk management policies and procedures at both the Group and Operation Unit levels. We believe IMSAf's activities, inclusive of, but not limited to, the content discussed within the Report, meet reasonable **Impact** expectations.
- As per a review of assertions, inclusive of management interviews and reviews of the Report, IMSAf's reporting of the Company's successes and challenges during the reporting period is fair and balanced, thereby meeting reasonable **Neutrality** expectations. No issues were identified as not disclosed within the Report.
- As per a review of management assertions, inclusive of management interviews and reviews of quantitative/numerical performance information, and alignment of the Report to relevant guidance materials, IMSAf provides a reasonable level of sustainability performance data transparency in a manner that allows for comprehensive benchmarking against peer companies, thereby meeting reasonable **Comparability** expectations.

#### **Sustainability data performance**

- IMSAf's systems for data collection, collation and reporting, at the Group and Operations levels, appear to be sufficient to allow for the internal and external reporting of the Company's performance. However, the planned deployment of a Group-wide data management system is expected to allow for enhanced monitoring and management of performance with improved control mechanisms in place to ensure data is accurate, reliable and timeously reported.
- All data tested at the Group/desktop level was found to be accurate, reliable and consistent in terms of both local and international reporting norms, with no concerns identified during the review of the key sustainability indicators included within the sustainability data table included in the Report.
- Based on the depth of sustainability data reporting within the Report we believe that IMSAf provides reasonable public disclosure of the Company's most material sustainability performance data.

#### **Conclusions**

Based on the information reviewed, IRAS is confident that the Report provides a reasonably comprehensive and balanced account of IMSAf's sustainability performance for the period under review.

The data presented is based on a systematic process, and we are satisfied that the reported performance data fairly represents the current performance of IMSAf, while meeting assurance and reporting principles of **Inclusivity, Materiality, Responsiveness, Impact, Neutrality** and **Comparability**. Moreover, and although the quality or quantity of data can be improved, the Report demonstrates leadership with respect to sustainability data transparency. For and on behalf of **Integrated Reporting & Assurance Services (IRAS)**,

Michael H Rea  
Managing Partner and Certified Lead Sustainability Assurance Practitioner (LCSAP)  
Johannesburg, South Africa  
31 July 2025



# ACRONYMS

<b>AIDC</b>	Automotive Industry Development Centre
<b>APDP</b>	Automotive Production and Development Programme
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>COIDA</b>	Compensation for Occupational Injuries and Diseases Act
<b>CSR</b>	Corporate Social Responsibility
<b>CNG</b>	Compressed Natural Gas
<b>ISUZU</b>	ISUZU Motors South Africa
<b>JICA</b>	Japan International Cooperation Agency
<b>EV</b>	Electric vehicle
<b>GHGs</b>	Greenhouse Gases
<b>HFO</b>	Heavy Fuel Oil
<b>HDPs</b>	Historically disadvantaged persons
<b>NAAMSA</b>	The National Association of Automobile Manufacturers of South Africa
<b>NRCS</b>	National Regulator for Compulsory Specifications
<b>OHSA</b>	Occupational Health and Safety Act of 1993
<b>OEM</b>	Original Equipment Manufacturer
<b>POPI Act</b>	POPI Act Protection of Personal Information Act
<b>T&amp;C</b>	Terms & Conditions
<b>VOC</b>	Volatile Organic Compounds

The image features the Isuzu logo in a bold, red, sans-serif font in the top left corner. The background is a solid red field, intersected by a diagonal band of light grey and a darker grey line. The Isuzu logo itself is composed of seven slanted parallel bars.

# ISUZU

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