SUZUKI

Sustainability Report 2023

Suzuki Motor Corporation

Suzuki Sustainability Report 2023

Contents

Editorial Policy

About this report

Suzuki Sustainability Report 2023 introduces various ESG (Environmental, Social and Governance) initiatives conducted by the Suzuki Group. For this fiscal year, we have further enhanced its contents, aiming to deepen understanding of the Group's initiatives among our stakeholders.

Suzuki website

This report can be viewed in its HTML version at Suzuki's corporate website.
https://www.globalsuzuki.com/corporate/csr_environment/intro/
An ESG index is also available at this page, which enables easy access to ESG information for each category.

Period covered

The period covered by this report is FY2022 (from April 1, 2022 through March 31, 2023). However, this report also contains descriptions of some activities which took place before or after that time period.

Date of publication

November 2023
(Date of previous publication: February 2023, Scheduled date of next publication: Fall 2024)

Referred guidelines

Environmental Reporting Guidelines 2018 by the Ministry of the Environment
GRI Standards (Global Reporting Initiative), etc.

Information covered

This report covers information about not only Suzuki Motor Corporation, but also domestic and overseas Suzuki Group companies. (Unless "Group companies," "dealers," or "overseas" are indicated in each description, the information is related to Suzuki Motor Corporation alone.)
"Domestic plants" in this report refers to five plants in Japan: Kosai Plant, Iwata Plant, Sagara Plant, Hamamatsu Plant, and Osuka Plant.

Disclaimer

- Please note that the website addresses indicated in this report may be changed without notice.
- Forecasts and plans covered in this report are judged by the Company, based on currently available information and assumptions. Please note that the actual results may greatly vary due to changes in various factors.

Publisher

Corporate Strategy Department, Suzuki Motor Corporation
300 Takatsuka-cho, Minami-ku, Hamamatsu, Shizuoka, 432-8611 Japan
TEL: 053-440-2649

Message from the President

Embodying the founding principle of “focusing on the customer,” we will aim to be an infrastructure company closely connected with people’s lives

Based on the foundation of “focusing on the customer”

For the first time in 61 years, we have revised our Mission Statement. Previously, the first point in our Mission Statement used the word “consumer,” but we have revised the wording in response to a suggestion from within the Company that “customer” would be more appropriate.

In formulating our Growth Strategy for FY2030 announced in January 2023, we revisited our Mission Statement, the founding principle of the Company. The Company’s founder Michio Suzuki made a loom by hand in order to make his mother’s work easier. Word of the loom’s reputation spread throughout the neighborhood, and many people asked to have it. Suzuki continued making improvements to the loom by incorporating direct feedback from his customers and paying close attention to them. This was truly the origin of creating valuable products “focusing on the customer.” If we develop products just for self-satisfaction, the products will not be useful to customers. We believe that a valuable product is one that makes customers say things like, “This is just what I was looking for.” We hope that this revision to the Mission Statement will provide an opportunity for each and every employee to reflect on what makes a valuable product by keeping the customer in mind.

As an organization grows larger, it tends to become more distant from its customers. Sales and customer service representatives receive direct feedback from customers, but in order for that feedback to be reflected in products, it must be properly delivered to the actual design and development departments. Osamu Suzuki, our advisor, always spoke of “Entrepreneurial Spirit.” In a small organization, people can connect with each other, see each other’s faces, and practice “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)” through quick decision-making. In large organizations, however, there is distance between management and frontline employees, which tends to cause poor communication leading to misunderstandings. Preserving the kind of flexibility that small- and medium-sized companies have, which allows for close proximity between people and the accurate and quick communication that speeds up decision-making, I will go to each of our departments and communicate with employees who work there in accordance with “visiting the actual place, seeing the actual thing, and understanding the actual situation.”

Supporting rich and fulfilling lives

Our goal is to be a company dedicated to enriching people’s lives. We have contributed to the economic development of the countries and regions in which we operate by expanding our industrial base through production, sales, procurement, and development. We recognize that staying closely attuned to people’s lives and providing a means of mobility for local communities is our ongoing mission. We also need to pursue product development with a clear view of what our customers really want, without clinging to past successes. In our efforts toward electrification to achieve carbon neutrality, we will not simply provide electric vehicles (EVs) to replace gasoline-powered vehicles but rather develop environmentally friendly mobility utilizing the structure and characteristics of compact cars, which are our area of expertise. In addition to solving environmental problems, we also aim to be a company that continues to pursue what is useful for each individual’s life, such as by thoroughly investigating how EVs are used today and encouraging people to use them as a source of energy supporting a part of their daily lives.

Toshihiro Suzuki
Representative Director and President

A growth strategy to provide clear direction

We formulated our Growth Strategy for FY2030 in order to map out our ideal future and show the direction the Company as a whole will take to approach challenges. Until then, we had not been able to present our direction to our employees in such a way, so I feel that this was a major

turning point for me. The sales target of ¥7 trillion is double that of the ¥3.5 trillion for the fiscal year ended March 31, 2022, and while this is not an easy endeavor, we can accomplish it through perseverance. To achieve this target, it is important that our employees share the same target and incorporate it into their own individual work, accurately grasp how the times are changing and what our customers are looking for, and communicate with each other to collaborate within the Company. Even in the last six months, I have felt the small individual efforts of employees contributing to a larger movement towards change. We will continue to make steps toward the realization of our growth strategy by constantly moving forward to "create a dynamic Team Suzuki that can assess the condition in these turbulent times, take action, and initiate activities."

Aiming to develop and contribute to Indian society

We are also taking on the challenge of biogas business to realize a carbon neutral society and develop rural areas in India. This involves the production and supply of biogas derived from cow dung, which is dairy waste that can be seen mainly in India's rural area, and the solids and liquids generated in the biogas refining process are used as organic fertilizer. This biogas produced from cow dung can be used to fuel CNG vehicles. We also expect that the use of cow dung as a raw material will provide a new source of income for farmers and contribute to the development of local agriculture. Beyond these efforts, we are also considering supplying biogas throughout India and constructing a power plant.

We concluded a three-party agreement between the National Dairy Development Board (NDDB) and one of the largest dairy manufacturers in Asia to establish four biogas production plants in the state of Gujarat and are making steady progress on this project. We will continue to develop our business not only in pursuit of profit but also in consideration of how much we can contribute to India's development.

Aiming to enhance human capital and strengthen governance

A company consists of individuals, so it is essential to enhance our human capital. We must never forget this starting point when we pursue manufacturing: to meet the expectations of our customers and make them fans of Suzuki. Each and every employee of the Group is highly capable, and I believe that our organizational strength will be maximized if employees think about what skills and abilities they should have and approach their work with a sense of purpose, and if the Company provides education to further enhance each employee's capability. In addition, Indian personnel excel in the field of software development, and we will further strengthen these global human resources and deepen our internal and external relationships.

To strengthen governance and compliance, we are promoting Remember 5.18 activities after deep reflection on past issues such as misconduct regarding fuel efficiency and final inspections. Specifically, having grasped the purpose and background of the relevant laws and internal regulations and thoroughly visualized how they connect to each individual's work, we foster an environment that encourages employees to report problems themselves under the slogan "Don't turn away, don't hide, don't lie." Throughout this process, I am once again reminded that our business might not have come this far if we had experienced only successes along the way. A company is a living organism constantly faced with various problems. Cultivating the ability to think

about what is right and what should be done is turning what was previously a weakness into a strength. Of course, misconduct must never be tolerated, but I believe our efforts to revise operations through trial and error in the Remember 5.18 activities are commendable, and we will continue to work on these activities in the future.

Aiming to be a lifestyle infrastructure company closely connected with people

I believe our strength is that we have developed our business of manufacturing with an unwavering commitment to "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" in a timely manner enabled by "Entrepreneurial Spirit." and in accordance with "Three Actuals" — visiting the actual place, seeing the actual thing and understanding the actual situation. These three aspects of the Philosophy of Conduct are Suzuki's strengths, and we must firmly uphold and continue to refine them as principles to never lose sight of.

We are currently "a mobility company that supports people's daily lives," but in the future we aim to become "an infrastructure company closely connected with people's lives." We are determined to continue our activities to help develop local communities and grow together with them.

We hope that our stakeholders will watch our activities closely, become fans of Suzuki, and hold high expectations for Suzuki's future.

The President Explains Our Growth Strategy for FY2030

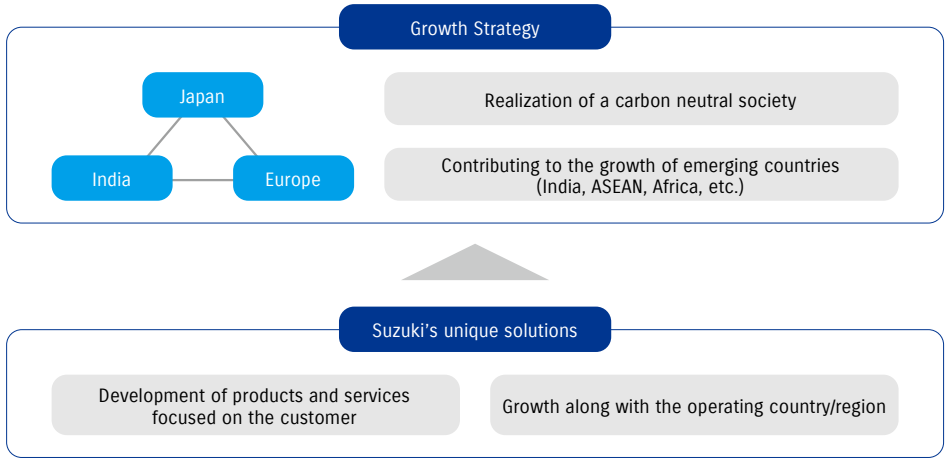
On January 26, 2023, Suzuki held a briefing on its Growth Strategy for FY2030.

With the motto to deliver “value-packed products” by focusing on the customer, Suzuki will carry out its unique Growth Strategy for FY2030 by operating under the principle of manufacturing “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” “Entrepreneurial Spirit” which emphasizes flexibility, agility, and the challenging spirit, and the “Three Actuals” principle, which omits impracticality and focuses on the actual place, thing, and situation.

The President will explain the basic concept and thoughts behind our distinctive initiatives.

Outline of the Growth Strategy

Aiming at FY2030, Suzuki strives to realize a carbon neutral society and will contribute to the economic growth of emerging countries such as India, ASEAN, and Africa, with our main business regions, Japan, India, and Europe, as the core. We will focus on creating solutions that are unique to Suzuki, which are to develop products and services focused on the customer, and grow along with the operating countries and regions.



President’s comment

A stepping stone to expansion in Africa, where growth can be expected

We aim to expand business in Africa, leveraging the knowledge of business models and product development cultivated in India. The population and nominal GDP of African countries are forecast to increase and we expect significant market growth in the future. In FY2022, we have already secured the No. 1 share in six countries. For the time being, we will use India as our production base and, working together with Toyota, supply India and Africa with products suited to them. We plan to focus on Africa to make it our next pillar after the Indian market, including consideration of building a plant there.

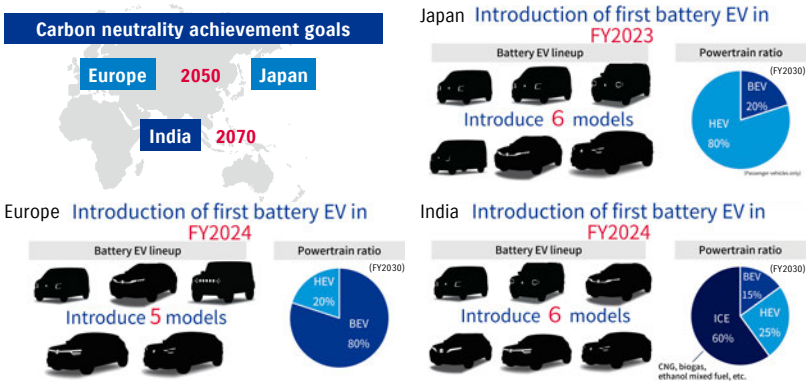
Major initiatives for FY2030

<Carbon neutrality>

Products (Automobiles)

Based on the target date set by each government, Suzuki aims to achieve carbon neutrality in Japan and Europe by 2050 and in India by 2070.

We will continue to strive to achieve our carbon neutral goals for each region, based on our mindset to expand our customers’ choices and deliver products and services that meet the needs of each region. We will develop the right EVs for the right place to meet customers’ needs and usage styles.



President’s comment

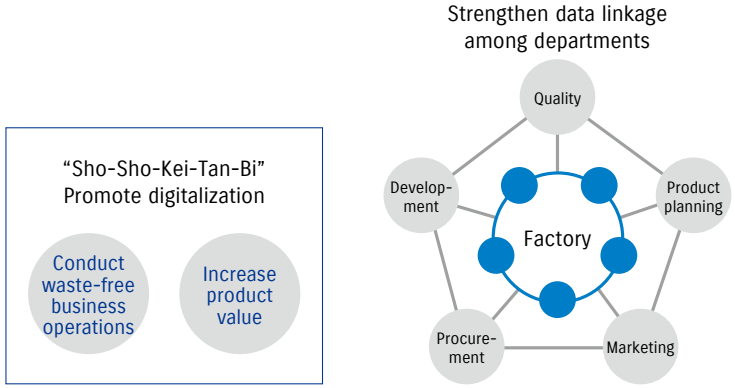
Suzuki’s unique EV expansion

Looking globally at the automobile market of the future, I have doubts over whether EVs are the only answer. For example, it is said that global vehicle ownership is approx. 1.5 billion vehicles, and we need to make sure of whether it’s possible to supply all the materials needed for batteries for all of those vehicles, or if it’s even possible to supply enough batteries to meet customers’ needs. And then, in addition to the challenge of whether enough charging stations can be established to meet customers’ needs, we also need to question the impact that the increase in battery weight will place on road infrastructure and multi-story parking lots. When we say “right place, right time,” it means that EV, hydrogen and carbon neutral fuels all have a place and method that suits them, so developing mobility that can be used according to particular places and situations will lead to the development of the future.

I, personally, believe that mini vehicles are optimal for EVs. As the average number of passengers per vehicle in Japan is 1.7 and the driving distances are short, I believe that a superior mini vehicle EV can be made real by further re-thinking how it will be used. We want to produce cars and mobility based on what customers tell us about the types of cars they want, and we are proud that Suzuki, whose strength is that it has continued to make small cars, is capable of doing this.

Suzuki Smart Factory Creation

By combining Suzuki's principle of manufacturing "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" with digitalization, we will optimize, minimize, and simplify the flow of data, things, and energy. Through these initiatives, we will thoroughly remove inefficiencies and promote carbon neutrality.



President's comment

Basic philosophy of the Suzuki Smart Factory

From an investment aspect, we will focus on innovation in the production structure. I believe that for a manufacturing company, a plant that does not produce defective products will generate the most profits. We are working to create the Suzuki Smart Factory that will run continuously, gathering production data without relying on human labor, using advanced sensors and discover problems before defects are generated or equipment is shutdown. We are also using energy effectively and promoting highly energy efficient manufacturing.

<R&D structure and cooperation with outside partners>

The Suzuki Global Ventures, a corporate venture capital fund established in 2022, is accelerating the co-creation activities with start-up companies by exceeding the framework of each company and their conventional businesses. We will make investments in areas that serve to solve customer and social issues, and contribute to development of ecosystems that grow with start-up companies.

President's comment

Collaborations with startups

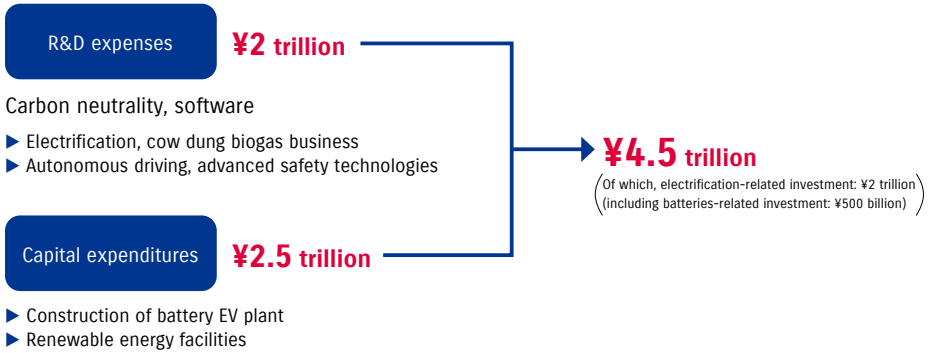
It goes without saying that we will strengthen collaboration with existing business partners, but we also want to move forward on working together with startup companies that are currently running hot. I want to build good partnerships by meeting directly with them, conversing and understanding the ideology of their business, then we need to display shared goals, enhance each other's capabilities and align vectors while making them into Suzuki fans.

<R&D expenses, capital expenditures>

We will invest ¥2 trillion in R&D expenses and ¥2.5 trillion in capital expenditures, a total of ¥4.5 trillion by FY2030. Of the ¥4.5 trillion, ¥2 trillion will be electrification-related investments, of which ¥500 billion will be battery-related investments.

¥2 trillion is planned to be invested for R&D expenses in areas including carbon neutrality such as electrification and biogas, as well as autonomous driving.

¥2.5 trillion is planned to be invested for capital expenditures in facilities including construction of BEV battery plant and renewable energy facilities.



President's comment

Expansion in India to support Suzuki's growth

We started production in India in 1983 as a partner in India's national car development initiative. To entrench the automobile production industry in India we did not simply supply parts from Japan, but based on the belief of nurturing an industry while valuing the community, invested in plants, built a network of local suppliers and set up a sales network. As a result, the growth of the Indian automobile industry and growth of Maruti Suzuki India aligned firmly and we could achieve steady growth.

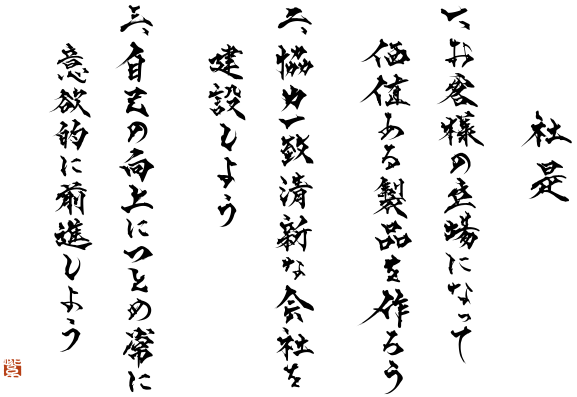
However, as the market grew, competition intensified, and now our share of the Indian passenger car market is hovering at 41%. Looking ahead, as a strategy to regain a 50% market share, we will invest in new technology development for mobility production and to expand and augment the production structure. The Indian automobile market is forecast to grow even larger from now on, so Suzuki will need to set up a production scale of 4 million vehicles by 2030. Investment will need to go not only into objects such as plant construction and equipment installation, but it is also important to invest in human resource development such as for the people who will carry out operations, and Suzuki and Maruti Suzuki India are working as one on this.

A change in the production structure announced in July 2023 aims to further enhance competitiveness through more efficient production operations by having Maruti Suzuki India oversee all automobile production in India.

> See here for details on the Growth Strategy for FY2030.

Corporate Philosophy

Mission Statement



In March 1962, Suzuki established the Mission Statement, which indicates the corporate policy of the Suzuki Group.

1. **Develop products of superior value by focusing on the customer**
2. **Establish a refreshing and innovative company through teamwork**
3. **Strive for individual excellence through continuous improvement**

The Mission Statement sets three goals for all employees of the Suzuki Group to understand and strive for: a goal toward carrying out a company's social missions (making products), a goal for the corporate organization that they belong to (building the Company), and a goal for themselves (developing human resources), respectively.

With the motto "products of superior value," which is mentioned in the first paragraph of the Mission Statement, all employees of the Suzuki Group are making daily efforts as value creators.

(From "50 Years of Suzuki")

Goal to strive for in making products

The highest goals of a company and its reason for existence are the continuous production of even better products and the development of products of superior value. We must always remember to "focus on the customer" during the process. This focus is the basis for research, and it must also be the basis for development, technology, manufacturing, and sales. This approach is founded on an awareness of factors such as quality, cost, and continuous improvement. Based on this foundation, we should consider how to incorporate these factors into our products (operations).

Goal to strive for in building the Company

The two major pillars of management are the emergence of scientific management and the democratization of management. This demonstrates the significance of human relationships in management. A company (worksite) is an organic body that has been organized into a whole from its parts. However magnificent an organization's formalisms and systems, it cannot deliver optimal overall performance unless it is managed vigorously as a functional, unified body at all times.

It follows that all employees must put their maximum effort into their jobs, thoroughly comprehend cross-organizational relationships, and engage in teamwork. They must pour their energy into developing a continually evolving, refreshing* and attractive company (worksite).

Employees should also always maintain a Company-wide perspective so that operations do not become complacent and stagnant and are not hampered by self-righteous sectionalism. Employees should constantly strive to improve worksite morale.

* Refreshing: A state of being energetic and lively, or having such an appearance.

Goal to strive for in developing human resources

People have boundless potential. However, the development of their potential is entirely based on individual effort and responsibility. Continuous effort and self-improvement through training are the only ways to maximize your individual ability as a person and employee.

The Company's development can only be improved when the abilities of all employees are improved, and progress is made enthusiastically.

However, it is also the duty of each supervisor to foster employees' self-awareness as members of the organization and stimulate their motivation. It is important to keep in mind that exceptional human resources are produced through hard work and guidance.

Philosophy of Conduct

“Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)”

The phrase “Sho-Sho-Kei-Tan-Bi” is an abbreviated phrase that means “smaller, fewer, lighter, shorter, beauty” in Japanese. Suzuki’s basic policy of conducting efficient, high-quality manufacturing that eliminates waste was first expressed at its production sites using this phrase.

Thereafter, “Sho-Sho-Kei-Tan-Bi” became widely known as a motto for the entire Suzuki Group, reaching far beyond production to all manner of departments and situations, as well as its overseas operations.

The concepts highlighted by this motto are fully implemented in the manufacturing of Suzuki’s products. Over the years, the motto has become well established within Suzuki as words that simply express Suzuki’s Philosophy of Conduct.

- “Smaller” leads to enhanced efficiency by making things compact,
- “Fewer” optimally distributes resources to what is most necessary by omitting waste
- “Lighter” slims down for enhanced efficiency,
- “Shorter” speeds up decision-making, action and reporting, communication, and consultation processes.
- The meaning behind “beauty” is that all activities are for the best interest of our customers, and that our customers can only be satisfied for the first time once we meet all criteria of performance, quality, cost, reliability, safety and security, and compliance.

“Genba, Genbutsu, Genjitsu (Actual place, actual thing, actual situation)”

We will go directly to the actual place, see and touch the actual thing, and make realistic decisions grounded in facts.

We will thoroughly eliminate theoretical discussions, and instead observe the actual things at the actual places, recognize the actual situation and appropriately capture the essence of things. Having done so, we will work to solve problems in a realistic manner.

“YARAMAIKA (Entrepreneurial Spirit)”

The ability to always maintain quick decision-making, close inter-personal relationships, and the flexibility required to address change is often cited as an example of “Entrepreneurial Spirit.”

Even as the size of the Company grows, every employee will work hard to ensure that Suzuki does not succumb to big company syndrome. To fulfill our social missions, we will continue to boldly tackle challenges.

Mission
Continue to be an indispensable presence by staying closely attuned to people’s lives and providing a means of mobility for local communities

Suzuki Group Code of Conduct

In April 2016, Suzuki reviewed the conventional Suzuki Activity Charter, Standards of Behavior, etc. and established the Suzuki Group Code of Conduct, which is a new code of conduct for officers and employees of the Suzuki Group to healthily implement their operation.

The code of conduct is important in promoting the sustainability-related activities of the Suzuki Group, and to spread and adopt the code throughout each company of the Suzuki Group, we are distributing portable booklets, posting the code on our internal website, conducting employee training, etc.

■ **Suzuki Group Code of Conduct (excerpt)**

For our customers	(1) Realization of products and services of superior value	The Suzuki Group will provide customers with products and services exceeding their expectation, as in line with the spirit to “Develop products of superior value by focusing on the customer,” which is listed as the first item in our Mission Statement.
	(2) Activities on quality	The Suzuki Group will develop and produce high quality products that customers can use with peace of mind and will provide after-sales services, while giving first priority to customers’ safety and security. If by any chance a quality-related problem occurs, the Suzuki Group will devote its sincere efforts to address customers’ feedback, grasp the problem at an early stage and take measures based on a thorough investigation into the causes, so that the customer can continue using Suzuki products with peace of mind.
For a better working environment	(3) Respect for human rights	The Suzuki Group will be aware of international norms pertaining to human rights and respect fundamental human rights with reference to laws and regulations in each country or region.
	(4) Occupational safety and traffic safety	The Suzuki Group will review the workplace environment to create a safe workplace. The Suzuki Group will thoroughly carry out education on safety to prevent occurrence of occupational injury.
	(5) Promoting Kaizen activities and observing basic business rules	The Suzuki Group encourages employees to come up with inventive ideas to improve the workplace. Suggestions from employees on Kaizen will be evaluated and effective measures will be adopted and spread widely among Suzuki Group companies to lay the groundwork for the growth of the entire Group. The Suzuki Group will create basic rules on our work for the employees to follow.
For shareholders and all other stakeholders	(6) Compliance	While acknowledging the existence of differences in laws and regulations related to competition such as antitrust law, those related to fair trading, and societal norms in each country or region, the Suzuki Group will grasp the differences and provide training to employees to ensure that they observe laws and regulations and societal norms in their respective countries and regions.
	(7) Environmental activities	In order to hand over a beautiful earth and affluent society to the next generations in accordance with the Suzuki Global Environment Charter, we must all realize that the actions of each and every one of us have a large effect on our earth’s future. Based on this realization, the Suzuki Group will make every effort to preserve the global environment.
	(8) Refusing relations with antisocial forces	The Suzuki Group will thoroughly refuse any relationships with antisocial forces and organizations which are threatening the order and safety of civil society.

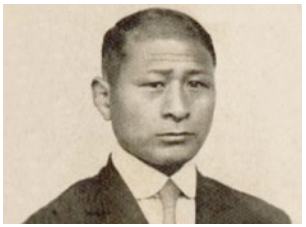
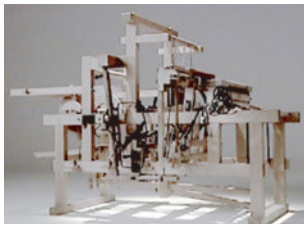
Sustainability Policy

Basic policy regarding sustainability

Suzuki has up to now contributed to the social and economic development of many countries through the development and popularization of various types of products, including the environmentally friendly, compact automobiles that are our specialty.

Origin

In 1908, founder Michio Suzuki made a loom by hand in order to make his mother's work easier, which led to the founding of Suzuki Loom Works. A desire to solve the problems of its customers is where Suzuki started. It began as a loom business and expanded into multiple businesses.



Michio Suzuki, founder, and the first loom, gifted to his mother

Mobility business

In 1952, the history of Suzuki motorcycles began with the launch of the Power Free motorized bicycle, which delighted customers by enabling them to travel longer distances with ease.

Three years later, Suzuki entered the automobile sector with the launch of Suzulight, the first mass-produced mini vehicle in Japan, and ultimately expanded into its current business with the later addition of outboard motors and motorized wheelchairs.


Power Free

Global development

Suzuki, which has characteristically handled both motorcycles and automobiles for a long time, leveraged the convenience and economical performance offered by motorcycles to quickly seize opportunities for motorization around the world. We have increased our contact points with customers this way, traveling a path of popularization and expansion from motorcycles to automobiles while growing together with the economies of countries and regions.

A particularly significant turning point in our global development came in 1979 with the birth of the Alto. The Alto, which went on sale at a price so low that it defied common sense, became a massive hit, and we could build the Japanese mini vehicle market.

This led to a great leap forward in Suzuki's overseas expansion with the formation of a business alliance with General Motors. Moreover, we were able to establish a joint venture company because we were chosen as a partner for India's national car development initiative. Subsequently, Suzuki's reputation in India spread to Hungary, resulting in the expansion of plants into Europe.


Alto

For people's prosperous life

In order to grow together with the countries and regions in which we operate, we have been contributing to economic development by expanding markets through local production overseas and by providing products and services that meet local needs.

In India, we started operating our first local automobile production plant in 1983 and currently have expanded annual production capacity to 2.25 million vehicles. Our history of factory expansion is also the history of our relationship with business partners, and we move forward on the same path while growing together, building a strong procurement network with a high local procurement ratio exceeding 90%. Furthermore, we have worked to expand our sales and service networks, and the network, which extends to rural areas, is our greatest strength. In recent years, we have been accelerating local R&D and actively recruiting talented engineers.

In this way, we are contributing to India's economic growth while creating many local jobs through production, procurement, sales and development in the automobile industry that affects many areas. In January 2023, we passed 25 million cumulative domestic sales in India.


Suzuki Motor Gujarat Private Limited

Supporting communities by staying close to people's lives

Products we make based on "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," the root of Suzuki's manufacturing, are compact while being user-friendly, high performance and offered at affordable prices. By providing many people with freedom of movement, we support lifestyles in communities throughout the world.

In Japan, mini vehicles that are easy to use and economical have become an indispensable part of life as a means to get around, particularly in rural areas where public transport is not easily accessible. Moreover, mini-truck markets are held annually in regional cities, gathering mini-trucks in shopping areas and using the flatbeds of their vehicles to sell products such as foods, local specialties or sundries. These markets attract many customers at little expense, contributing to revitalizing local economies.

Meanwhile, in emerging countries, the affordable, highly functional compact cars in which Suzuki excels match the needs of customers making their first car purchase, enabling many customers to enjoy a comfortable and prosperous lifestyle through an automobile.


A scene from the 7th National Mini-Truck Market in Nagano Prefecture

Solutions unique to Suzuki

A feature of the world's first Micro-Plastic Collecting Device for outboard motors, in which mass-production started in July 2022, is that it has an extremely simple structure that also keeps down component costs, rather than being a complicated and expensive device. The device could probably have been thought up by anyone and came about from a chat about cleaning up waterside areas. But it was an idea for a device that nobody else had made, and we approached it proactively by taking on the challenge of just giving it a try, then through repeated trial and error, managed to commercialize it in a very short time. We wanted as many people as possible to use it, so kept the outboard motor performance untouched and thought about how simply and how affordable we could make it. We want to solve social issues together with our customers while having them enjoy products made with Suzuki's unique ingenuity and thoughtfulness backed by "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)."

A DF115B outboard motor equipped with a Micro-Plastic Collecting Device

Continuing to be an irreplaceable presence

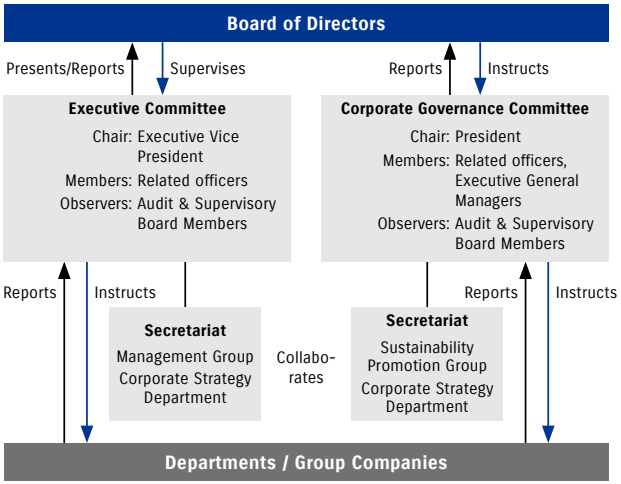
Among the issues confronting the automobile industry, we place particular importance on electrification toward achieving carbon neutrality. In compact cars, an area in which Suzuki excels, we have gained great support from many people because of their affordability, but making them into EV would raise the price, thus reducing the benefits of these compact cars. To continue to be an irreplaceable presence in people's lives, we need to leverage the philosophy behind "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," achieve a balance between cost and driving range and equipment, respond to customer needs and usage styles, and have a policy of developing the right EVs for the right place to launch onto the market.

Moreover, as an initiative unique to Suzuki, we will tackle the challenge of producing and supplying carbon neutral biogas derived from cow dung, a waste product from dairy farming common in rural India. This biogas fuel can be used in Suzuki's CNG vehicles, which account for a share of approx. 70% of India's CNG vehicle market, and if we are able to make this materialize, it will enable us to continue providing automobiles at affordable prices. This technology can be developed not just for India, but for emerging countries in Africa and ASEAN, as well as for farming areas in Japan.

We will continue to develop our mobility business, centered on automobiles and including motorcycles, outboard motors and motorized wheelchairs, and through providing products and services that support customers' lives aim to be a company that continues to be needed by people and society by both solving social issues and achieving corporate growth.

Structure for promoting sustainability

■ Structure for promoting sustainability



At the Executive Committee and Corporate Governance Committee meetings attended by Representative Directors and related officers, issues, policies and measures concerning sustainability (environmental, social, governance) are discussed. Issues of particular importance are brought up and reported to the Board of Directors. Along with the management, the Company as a whole aims to promote viable sustainable activities.

The dedicated department established within the Corporate Planning Office to promote sustainability takes the lead in cooperation among each internal department and Group companies in promoting cross-organizational initiatives to solve social issues.

Main agenda items for the Board of Directors (FY2022)
- Establishment of Suzuki Group Human Rights Policy
- Addressing human rights in the supply chain
- Efforts related to personnel strategy and human capital
- Intellectual property governance, other matters

Defining materiality (key issues)

Following the formulation of the mid-term management plan announced in February 2021, we performed a review of the materiality (key issues) specified in 2015 by giving consideration to changes in the environment surrounding our business.

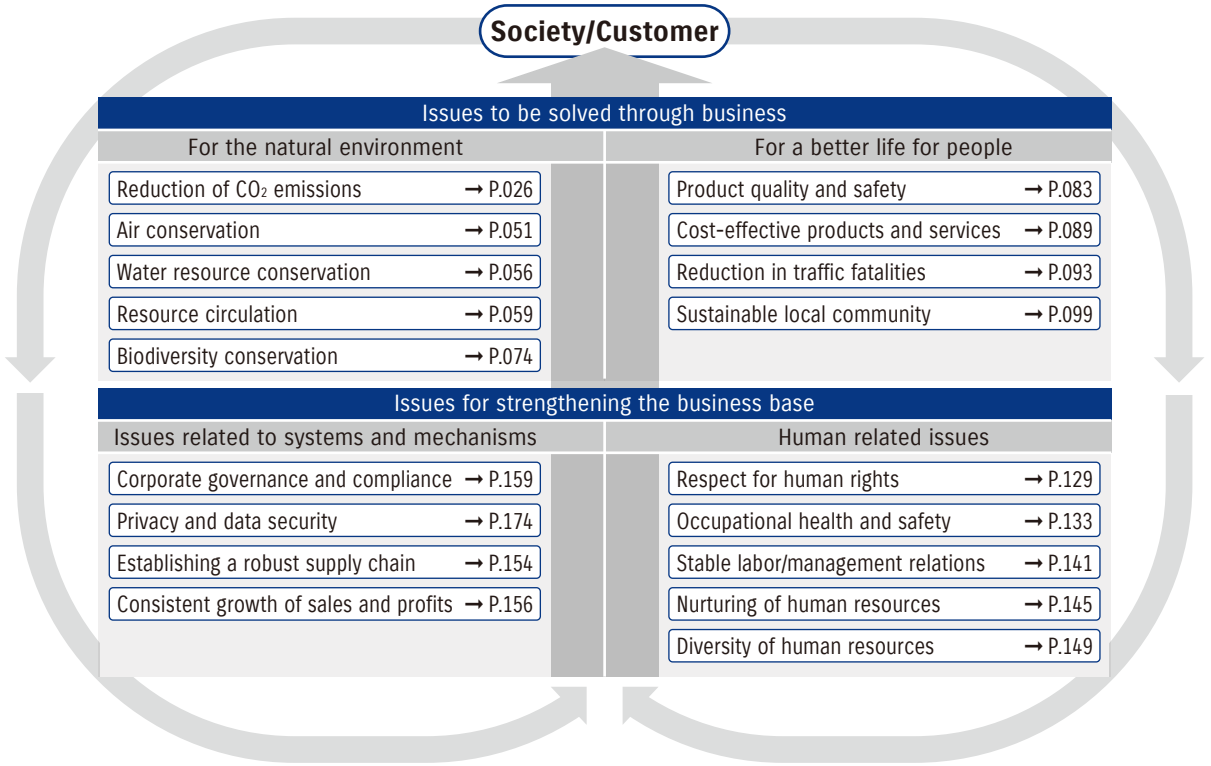
■ Steps in defining materiality

Step 1	Identify issues by using as reference various indices specified in the ESG guidelines, such as the GRI Standards and SASB Materiality Map.
Step 2	Check their alignment with the issues specified in the mid-term management plan at the Corporate Planning Office and other sustainability-related departments.
Step 3	Check their adequacy and completeness by examining their significance from the perspective of stakeholders through engagement with ESG investors, environmental NGOs, and ESG rating agencies.
Step 4	Specify materiality by discussing the adequacy and completeness of the identified issues at the Executive Committee, verify the significance of these issues depending on the nature of each, and confirm the appropriate method of disclosure.
Step 5	Discuss and approve the materiality at the Board of Directors.

Materiality matrix

While "focusing on the customer" as stated in our Mission Statement and remaining mindful of how to contribute to society and customers by solving issues, we have divided the identified materiality (key issues) broadly into two groups: Issues to be solved through business and Issues for strengthening the business base.

We will promote our future initiatives by using the newly identified and verified materiality as the basis of Suzuki's sustainability policy. We will also review each topic periodically in accordance with changes in the surrounding business environment.



Efforts for SDGs

The Suzuki Group supports the SDGs* and will actively fulfill its responsibility to address issues where it can help to achieve goals through its business activities.

Suzuki has contributed to developing and popularizing environmentally friendly compact cars and creating jobs in emerging countries. Through business activities that take advantage of Suzuki's strengths, Suzuki will help to solve social issues in tandem with generating profits. Suzuki aims to contribute to a sustainable society and achieve profit growth in a well-balanced manner.

* SDGs (Sustainable Development Goals): adopted by the United Nations in 2015.

Through our business

For the natural environment

- Reduction in the amount of CO_2 emitted → P.026
- Air conservation → P.051
- Water resources → P.056
- Resource circulation → P.059
- Biodiversity → P.074
- Suzuki Clean Ocean Project → P.078

For a better life for people

- Promotion through products → P.099
- Product quality → P.083
- Efforts for safety technologies → P.093
- Initiatives to solve community issues → P.101
- Alliance with Toyota Motor Corporation, CJPT collaboration → P.089
- Co-creation with various business partners → P.114

Through strengthening the business base

Issues related to systems and mechanisms

- Corporate governance → P.159
- Compliance → P.169

Human related issues

- Respect for human rights → P.129
- Occupational health and safety → P.133
- Health management → P.135
- Nurturing of human resources → P.145
- Diversity of human resources → P.149

Through our community contribution activities

- Forest conservation activities → P.076
- Traffic safety activities → P.095
- Educational support activities → P.102
- Disaster relief activities → P.120

■ Policy for stakeholders

Target stakeholders	Policy	Ways of dialogue and communication
Customers	**For customer satisfaction** While keeping in step with the times and taking the opinions of the public into full consideration, use our technologies and sincerity to create useful products of real value that satisfy the customer. Do our best to provide quick, reliable, and stress-free sales and after-sales services in order to enhance customer satisfaction.	・Marketing activity (sales and after-sales services) ・Customer Relations Office ・Customer events ・Safety driving lectures, etc.
Business partners	**For prosperous coexistence** Cooperate with business partners on an equal footing, maintain trusting relationships, and strive to create truly valuable products. We will also practice legal compliance, respect for human rights, and environmental protection.	・Presentation of procurement policy ・Procurement activity ・Co-development ・Trading of opinions between the management or persons in charge, etc.
Employees	**For comfortable and worthwhile workplaces** Create a workplace based on the following points that allows for employee self-improvement and advancement. 1. Create a safe and healthy workplace for employees. 2. Create a system that fairly evaluates and supports those who want to take the initiative in advancing their careers. 3. Create a good and stable employer-employee relationship.	・Safety and Health Committee ・Consultation desk ・Goal Challenge System ・Self-actualization system ・In-house education and training program ・Worksite discussions (The President visits all divisions.) ・Labor-management discussions, etc.
Shareholders and investors	**For improvement of corporate value** Disclose information promptly, appropriately, and fairly while seeking communication with shareholders and investors, and strive to reinforce the management base and improve our corporate value.	・Annual General Meeting of Shareholders ・Presentation meetings with institutional investors ・IR events for individual investors ・Publication of various reports, etc.
Local community	**For a community-friendly company** Contribute to the development of local communities through positive communications with local communities and social action programs, and act as a responsible member of society.	・Local contribution activities in each domestic and overseas office ・Educational support activity ・Suzuki Plaza, etc.
Environment	**For global environmental conservation** Acknowledge that activities in environmental conservation are the most important part of business management. Promote environmental conservation in accordance with our Suzuki Global Environment Charter through our business activities and products in order to achieve a society with sustainable development.	・Establishment, promotion, and reporting of Suzuki Environmental Plan 2025 ・Holding of and participation in various environment events ・Environment education and lectures, etc.

■ Stakeholder engagement and examples of communication initiatives

Target stakeholders	Examples of initiatives
Customers	Customer opinions, suggestions and other feedback received by the Customer Relations Office are communicated to the relevant departments in order to develop better products and improve manufacturing, quality, sales and after-sales services. We have established a system enabling such information to be promptly fed back to the relevant departments in charge depending on the criticality of the information. Also, we fully examine the collected information, and in some cases, we identify and summarize potential customer needs and inform the relevant divisions.
Business partners	We make efforts to promote mutual understanding by holding a Procurement Policy Presentation once a year for our business partners. The goal of this presentation is to share Suzuki's policy and product/production plans, as well as to convey our procurement policy.
Employees	Beginning with the annual Shunto labor-management wage negotiations in 2022, we have changed the format of these negotiations to a style of discussion in which labor and management directly debate their respective opinions in order to find common ground for the development of the Company. Every month, information exchange meetings are held between the labor union leaders and the President and Executive Vice Presidents, and the minutes of those meetings are distributed to all employees. We also hold worksite discussions in which the President personally visits all divisions, plants and sites of Suzuki Motor Corporation and exchanges views with employees on legal compliance and new operational measures.
Shareholders and investors	Financial briefings for analysts are held every quarter of the year. In addition, investors' conferences and other presentation meetings and domestic/international IR meetings are held. We also invite analysts to events such as new model announcements, plant tours, and technology presentations whenever possible. The COVID-19 pandemic has made it difficult to hold face-to-face meetings. In response, we have worked to maintain communication with investors by utilizing online tools. We also periodically hold presentation meetings for individual investors. Since the Annual General Meeting of Shareholders held in 2008, we have been inviting shareholders to the Suzuki Plaza for tours, after the meeting. (We canceled the event for 2020–2022 due to COVID-19.)
Local community	At domestic automobile assembly plants, we accept students from local schools as part of their field trips for social studies. We also hold social events with the local community to exchange information, and an Autumn Festival to promote friendship among employees, their families and local residents. Through these events, we strive to promote a deeper mutual understanding with the local community.

Environmental

Environmental brand

SUZUKI GREEN

Suzuki has introduced the environmental brand SUZUKI GREEN, with the aim of realizing the Suzuki Global Environment Charter, which sets forth Suzuki's philosophy and basic policy toward the environment. SUZUKI GREEN clearly defines Suzuki's environmental policy, next-generation eco-friendly technologies and efforts such as environmental activities, and it is promoted widely both internally and externally. SUZUKI GREEN has three categories: SUZUKI GREEN Policy, which represents Suzuki's environmental policy; SUZUKI GREEN Technology, which represents its next-generation eco-friendly technologies; and SUZUKI GREEN Activity, which represents its environmental activities.

SUZUKI GREEN Policy

SUZUKI GREEN Policy represents Suzuki's environmental doctrine and policy

SUZUKI GREEN Technology

SUZUKI GREEN Technology represents next-generation eco-friendly technologies developed and utilized by Suzuki

SUZUKI GREEN Activity

SUZUKI GREEN Activity represents Suzuki's effort and activity on realizing the environmental policy

Environmental Initiatives

Suzuki Global Environment Charter

Suzuki Global Environment Charter (Established in 2002 and revised in 2006)

[Environmental Concept]

In order to hand over our beautiful earth and affluent society to the next generations, we must all realize that the actions of each and every one of us have a great effect on our earth's future, so we must make every effort to preserve our environment.

[Basic Environmental Policies]

- Strictly observe environmental laws and also follow our own standards.
- Actively reduce the environmental impact resulting from our business activities and products.
- Maintain and continually improve upon our environmental management system.
- Actively promote environmental communication.

Suzuki Group environmental organization

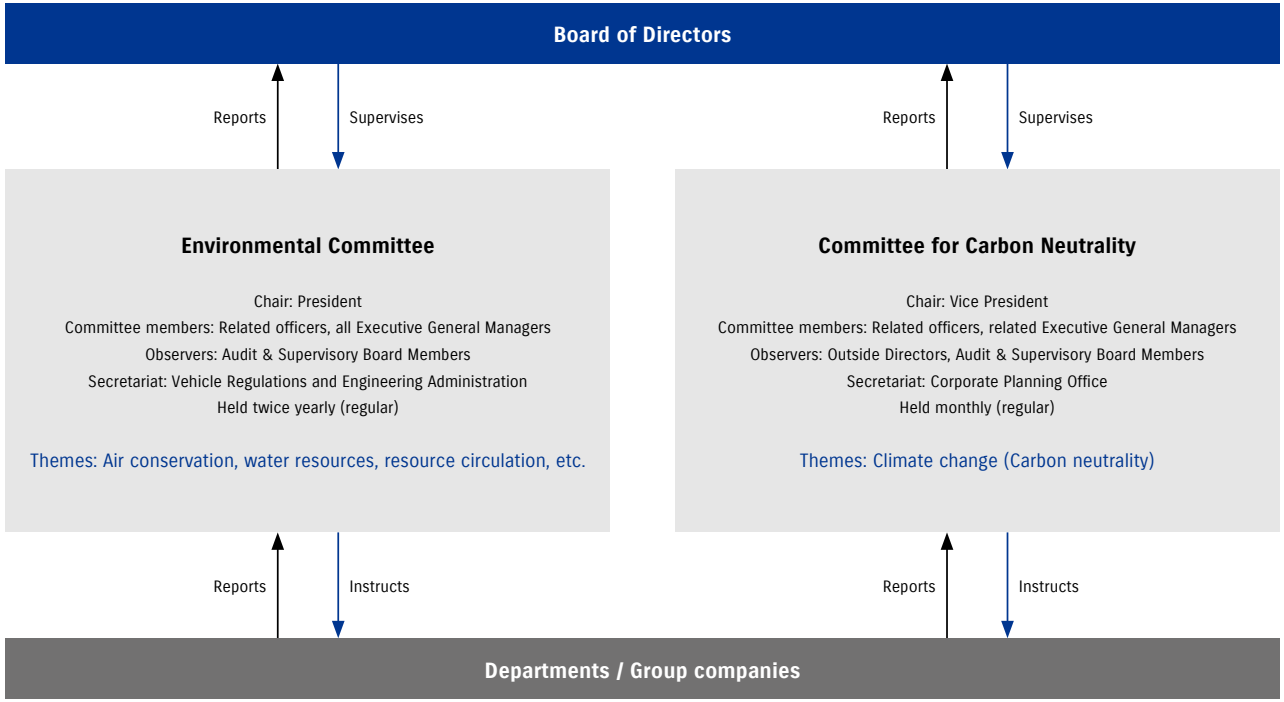
Suzuki has established the Committee for Carbon Neutrality and the Environmental Committee directly under the Board of Directors for the purpose of environmental management for the entire Group.

The Board of Directors instructs and supervises the Committee for Carbon Neutrality and the Environmental Committee, and makes final decisions based on the reports from both committees.

The Committee for Carbon Neutrality focuses on the theme of climate change (carbon neutrality) and holds intensive discussions on decarbonization once a month to ensure reporting that conforms to reality.

The Environmental Committee meets twice a year to discuss environmental issues other than carbon neutrality, such as air conservation, water resources, and resource circulation.

The themes of the two committees are clearly separated to enhance the effectiveness of meetings and further accelerate decision-making related to decarbonization.



Suzuki Environmental Vision 2050
–Smaller, Fewer, Lighter, Shorter, Beauty–

"Smaller, Fewer, Lighter, Shorter, Beauty": these are the words which Suzuki has held since the early 1990s to express the basis of its manufacturing. We believe that this concept also applies to the initiatives toward tackling global environmental issues including climate change, water shortages, and resource depletion.

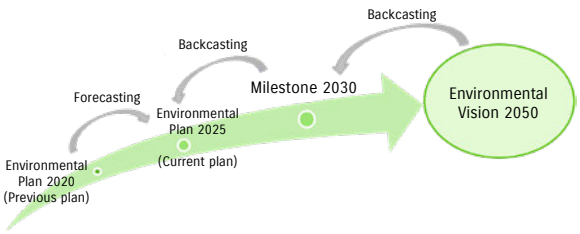
On the occasion of the Company's 100th anniversary in 2020, we have set the Suzuki Environmental Vision 2050 as a compass toward 2050, in order to "contribute to society and become a company loved and trusted throughout the world" for the next 100 years.

Based on the "Smaller, Fewer, Lighter, Shorter, Beauty" concept, Suzuki will aim to realize our ideal future. That is, to make the environmental impact from our business activities smaller and fewer, make the environmental load lighter, shorten the time it takes to tackle various environmental issues, and keep the earth bountiful and beautiful.

Overall image of Suzuki's environmental strategy

Suzuki has formulated a Suzuki Environmental Plan every five years to promote environmental initiatives and ensure continuous improvement through the plan-do-check-action (PDCA) cycle.

Toward achieving the Suzuki Environmental Vision 2050 and Milestone 2030, we will continue to promote our initiatives by setting short-term targets through backcasting.



■ Suzuki's environmental targets

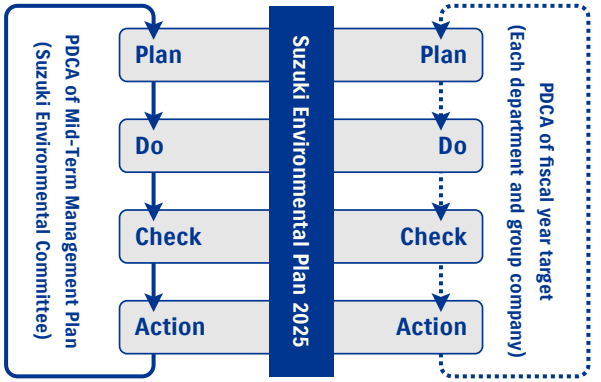
Theme		Short-term target	Medium-term target	Long-term target
Climate change	Carbon Neutral (Suzuki's Growth Strategy for FY2030) Products	First launch of battery EVs (Automobiles) First launch in Japan in FY2023, then first launches in Europe and India in FY2024 (Motorcycles) First launch for small and mid-sized motorcycles in FY2024 (Outboard motors) First launch in FY2024	Introduce multiple battery EVs (Automobiles) Expand to six models in Japan, five models in Europe and six models in India by FY2030 (Motorcycles) Expand to eight models by FY2030 (Outboard motors) Expand to five models by FY2030	Achieve carbon neutrality ・Achieve by 2050 in Japan, Europe ・Achieve by 2070 in India
	Carbon Neutral (Suzuki's Growth Strategy for FY2030) Manufacturing	Reduce CO_2 emitted from painting plants by 30% compared to FY2016 by FY2025	Carbon neutrality of plants ・Achieve at Hamamatsu Plant by FY2027 ・Achieve in domestic plants by FY2035	
		Suzuki Environmental Plan 2025	Milestone 2030	Suzuki Environmental Vision 2050
	Product CO_2	CO_2 emitted from products (Automobiles) Reduce by 30% compared to FY2010 (Motorcycles) Reduce by 15% compared to FY2010 (Outboard motors) Reduce by 15% compared to FY2010	・Reduce CO_2 emitted from new automobiles by 40% on a Well-to-Wheel basis compared to FY2010 by 2030	・Reduce CO_2 emitted from new automobiles by 90% on a Well-to-Wheel basis compared to FY2010 by 2050
	CO_2 emitted from business activities	Reduce CO_2 from business activities (Production activities) Reduce by 25% compared to FY2016 (Logistics activities, etc.) Reduce CO_2 emission per sales unit by 9% compared to FY2016, etc.	・Reduce CO_2 from business activities per sales unit by 45% compared to FY2016 by 2030	・Reduce CO_2 from business activities per sales unit by 80% compared to FY2016 by 2050
Air conservation		・Controlling air pollution (Automobiles, Motorcycles, Outboard motors) Contribute to the improvement of air quality through the introduction and diffusion of clean products suited to each country and region's situation ・Reducing VOCs (Production activities) Reduce VOC emissions per painted area by 50% or more compared to FY2000, etc.	・By 2030: – Reduce use of fossil fuels in business activities and expand use of renewable energies – Contribute to improving air pollution in each country/region by promoting development of clean products – Reduce volatile organic compounds (VOCs) from production and products	・Minimize air-polluting substances emitted from business activities and products by 2050
Water resource conservation		Water resource conservation (Production activities) ・(Water consumption) Reduce water consumption per unit of global automobile production by 10% compared to FY2016 ・(Water quality) Continue to manage wastewater using voluntary standards that are more stringent than regulatory requirements	・Implement reduction of water withdrawal and purification of discharged water at all production sites through specifying water risks surrounding Suzuki by 2030	・Realize sustainable use of water resources through minimizing load on water environment by 2050
Resource circulation		・Promotion of environmentally conscious design ・Promotion of automobile recycling ・Promotion of 3Rs (reduce, reuse, and recycle) for batteries ・Waste reduction ・Reduction of plastic packaging materials ・Reduce plastic used in outboard motor-related materials by 12 tons compared to FY2020, etc.	・By 2030: – Globally expand automobile recycling system – Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electrified vehicles – Mitigate waste generation volume at global production sites – Reduce plastic packaging materials	・Promote reducing, recycling, and proper treatment of wastes from production activities and products through globally expanding recycling technologies and systems developed in Japan by 2050

Environmental plan

Suzuki Environmental Plan 2025

In order to hand over our beautiful earth and affluent society to the next generations, Suzuki established the Suzuki Environmental Plan 2015 in FY2012 and the Suzuki Environmental Plan 2020 in FY2016 and has been striving to accomplish them based on the Suzuki Global Environment Charter. We have established the new Suzuki Environmental Plan 2025 from FY2021 and are working towards the realization of the Suzuki Environmental Vision 2050 and Milestone 2030.

Suzuki takes the environmental impact of its business and other activities very seriously. We consider it a top priority to develop eco-friendly products and promote business activities that reduce environmental impact. For the next 100 years, we will continue to contribute to society and strive to accomplish the Suzuki Environmental Plan 2025 as Team Suzuki, which includes both domestic and overseas affiliates, in order to continue as a sustainable company.



Category	Subcategory	Concrete implementation/target	Major achievements in FY2022
Climate change	Reducing CO_2 emissions from products	[Automobiles] Reduce by 30% compared to FY2010	Reduced by 25.8% compared to FY2010
		[Motorcycles] Reduce by 15% compared to FY2010	Reduced by 13.0% compared to FY2010
		[Outboard motors] Reduce by 15% compared to FY2010	Reduced by 15.0% compared to FY2010
	Reducing CO_2 emissions from business activities	[Production activities] Reduce by 25% compared to FY2016	[Overall] Reduced by 6.85% compared to FY2016 (0.313 t-CO_2 per unit) [Overseas] Increased by 4.26% compared to FY2016 (0.294 t-CO_2 per unit) [Japan] Reduced by 22.81% compared to FY2016 (0.362 t-CO_2 per unit) ・Overseas, production capacity increased in India from FY2016 onward, but plant operating rate declined due to a parts supply shortage, leading to increased CO_2 emissions per unit.
		[Development, sales, and other activities] Proactively promote energy-saving activities toward achieving carbon neutrality, including introduction of energy-saving equipment and solar panels	・Currently promoting higher efficiency in refrigerant encapsulation experimental facility. ・Currently promoting the introduction of LEDs to achieve 100% LED usage by FY2025 at each engineering division. ・Under the common environmental goal to “Aggressively promote energy-saving activities toward suppressing global warming by introducing electricity savings and energy-saving facilities,” 4 non-manufacturing subsidiaries and 56 sales distributors* in Japan are constantly working to save energy and water and reduce waste in business activities. ・Each of the 54 domestic automobile sales distributors has introduced an Environmental Management System and is promoting Company-wide improvement efforts to reduce environmental impact, recycle resources, and comply with environmental laws and regulations. * 4 non-manufacturing subsidiaries: Suzuki Transportation & Packing Co., Ltd., Suzuki PDC, Suzuki Business Co., Ltd., and Suzuki Engineering Co., Ltd. 56 sales distributors: 54 domestic automobile sales distributors including Suzuki Motor Sales Tokyo Inc., as well as Suzuki Motorcycle Sales Inc. and Suzuki Marine Co., Ltd.
		[Logistics and other activities] ・Improve transportation efficiency by reviewing transportation routes and packing style ・Introduce eco-drive support equipment and improve fuel efficiency of transportation vehicles ・Promote the use of transportation by rail ・Reduce CO_2 emissions from Suzuki’s entire transportation activities in Japan Reduce CO_2 emissions per sale by 9% compared to FY2016	・Reduced energy consumption through the modal shift of a portion of truck transportation to rail transportation ・Reduced energy consumption through the establishment of new transportation hubs and the modal shift of a portion of transportation to hubs to ship transportation ・Reduced CO_2 emissions per sale by 28% compared to FY2016

Category	Subcategory	Concrete implementation/target	Major achievements in FY2022
Air conservation	Increasing the use of renewable energy	[Production activities / Non-production activities] Promote the introduction of renewable energy, including solar power	[Production] ・Plans are underway to introduce solar power generation at domestic plants and other facilities. The Kosai Plant has begun partial solar power generation. [Non-production] ・Currently considering installation of solar power generation systems at 10 domestic subsidiary distributors.
	Controlling air pollution	[Automobiles / Motorcycles / Outboard motors] Contribute to the improvement of air quality through the introduction and diffusion of clean products suited to each country and region's situation	[Automobiles] ・All models for the Indian market are compatible with BS-VI stage II regulations. ・For the European market, development is advancing for the new emission regulations, Euro 6e and Euro 6e-bis, in new models and models undergoing minor changes, and preparations are underway for mass production. At the same time, advanced development is progressing while keeping an eye on trends for the new Euro 7 regulations. ・In Japan, two direct-injection gasoline engine models are now compliant with the particulate matter (PM) regulations. In addition, a total of nine models now comply with 2DBL regulations, which impose stricter standards on evaporative emissions.
			[Motorcycles] ・Efforts are made to reduce emissions, and our products comply with Euro 5 regulations introduced in Europe and the 2020 exhaust gas regulations in Japan. ・The new V-STROM 800DE and the new GSX-8S, launched in March 2023, have newly designed parallel-twin engines that meet domestic emission regulations for 2020.
			[Outboard motors] ・All four-stroke outboard motors have satisfied the U.S. EPA*1 regulations, U.S. CARB*2 regulations, and EU RCD*3 regulations, as well as the voluntary emission regulations of the Japan Marine Industry Association. ・Obtained three-star rating under the U.S. CARB regulations *1: Environmental Protection Agency *2: California Air Resources Board *3: Recreational Craft Directive
	Reducing VOCs	[Automobiles] Reducing VOCs in car interiors	Achieved lower vehicle interior VOC concentration than the target value voluntarily set by Japan Automobile Manufacturers Association, Inc. in the new Spacia BASE and Solio Hybrid
		[Production activities] Reduce VOCs in the painting process at plants in Japan Reduce VOC emissions per painted area by 50% or more compared to FY2000	Reduced by 38.5% compared to FY2000
Water resources	Water resource conservation	[Production activities] <Water consumption> ・Reduce water consumption while giving consideration to the water environment of each country and region Reduce water consumption per unit of global automobile production by 10% compared to FY2016 ・Identify water risks of our domestic production sites and implement countermeasures <Water quality> ・Continue to manage wastewater using voluntary standards that are more stringent than regulatory requirements ・Conduct biodiversity assessment on rivers near our domestic production sites that discharge wastewater into these rivers	・Changed water consumption per unit of global automobile production by ±0% compared to FY2016 ・Conducted water risk assessments at our domestic production sites ・Continued to manage wastewater using voluntary standards that are more stringent than regulatory requirements

Category	Subcategory	Concrete implementation/target	Major achievements in FY2022
Resource circulation	Promotion of environmentally conscious design	[Automobiles / Motorcycles / Outboard motors] Continue to undertake development and design that give consideration to recycling – Improve ease of dismantling – Designs using recycled materials – Designs aimed at reducing materials – Adopt more thermoplastic resin components – Adopt more materials with easy recyclability	[Automobiles] ・Used easily recyclable thermoplastic resin for the front and rear bumper, radiator grille, and instrument panel of the new Spacia BASE and Solio models ・Started considering new items to expand the use of parts made of recycled materials [Motorcycles] ・Used easily recyclable thermoplastic resin for the frame cover, rear fender, chain case, air cleaner, and part of the turn signal lamp of the V-STROM 800DE ・Used easily recyclable thermoplastic resin for resin covers and cowling fans equipped in motorcycle engines [Outboard motors] Made disassembly and recycling of DF140B/BG, DF115B/BG, and DF100C, which have a Micro-Plastic Collecting Device as standard equipment, easier by fixing the engine cover using either screws or bolts and nuts
	Promotion of automobile recycling	[Automobile recycling system] ・Work to create a scheme for proper disposal of end-of-life vehicles (ELVs) suited to each country's circumstances ・Operate a model facility in India for proper disposal of ELVs	・Currently promoting disposal of ELVs (collection and recycling) in accordance with the laws, regulations, and conditions of each country ・In India, Maruti Suzuki India established Maruti Suzuki Toyotsu India Private Limited, a joint venture with the Toyota Tsusho Group for the dismantling and recycling of ELVs, ahead of its legislation in India.
	Promotion of 3Rs (reduce, reuse, and recycle) for batteries	[Used lithium-ion batteries] ・Build a safe and efficient scheme to collect and recycle batteries in anticipation of widespread use of electrified vehicles globally ・Conduct field testing on the reuse of small batteries for automobiles and promote their safe and efficient reuse	・Currently promoting the establishment of a collection network for used lithium-ion batteries in accordance with the laws, regulations, and conditions of each country ・Developed technology for reuse of small lithium-ion batteries collected from ELVs for use in solar streetlights and installed a total of eight solar streetlights on the premises of its head office and in customer parking lots
	Waste reduction	[Production activities] ・Promote recycling of waste ・Promote reduction of waste generation volume	Continued proper disposal of industrial wastes
	Reduction of plastic packaging materials	[Logistics, sales, and other activities] <Packaging materials> Promote reduction of the use of plastic packaging materials, especially for outboard motors, to prevent discharge of plastics into the ocean Reduce use of plastic in outboard motor-related materials by 12 tons compared to FY2020 <Marine> Promote the three pillars of the Suzuki Clean Ocean Project (waterside cleanup activities, activities to eliminate the use of plastic packaging materials, and activities to collect marine microplastics) globally in the field of outboard motors	<Packaging materials> Reduced by 23 tons compared to FY2020 Of that amount, 3.8 tons were reduced by introducing biodegradable materials as a substitute for plastic <Marine> Implemented the three pillars of the Suzuki Clean Ocean Project: the Clean-Up the World Campaign, reduction of plastic packaging materials, and activities to collect marine microplastics

Introduction of environmental management system

Suzuki is promoting the introduction of ISO 14001 as part of environmental conservation efforts. The ISO 14001 is an international standard for environmental management systems. By obtaining ISO 14001 certification, Suzuki intends to comply with environmental laws and regulations and reduce environmental impact.

Suzuki has already completed acquiring ISO 14001 certifications at sites accounting for 94%* of all Suzuki Motor Corporation and Suzuki Group plants of domestic and overseas manufacturing subsidiaries combined (sites that account for over 99% of its CO_2 emissions from global production).

* Of the 33 plants of 20 companies, 31 plants of 18 companies have acquired certification.

Suzuki has been introducing ISO 14001 in divisions other than manufacturing, and in January 2023, it acquired ISO 14001 certification for the office and development area at the head office. In addition, it will gradually introduce ISO 14001 at offices and development facilities in Japan.

Efforts of manufacturing divisions

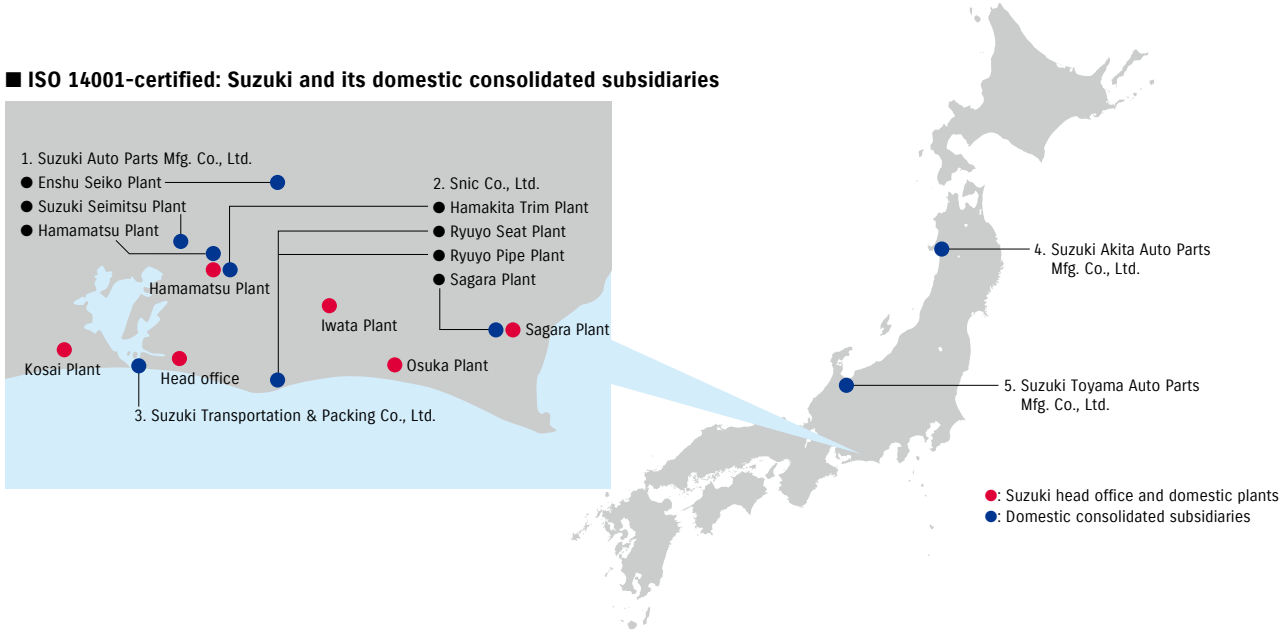
Status of efforts at plants in Japan and domestic and overseas manufacturing subsidiaries

In April 1998, Magyar Suzuki became the first in the Suzuki Group to acquire ISO 14001 certification.

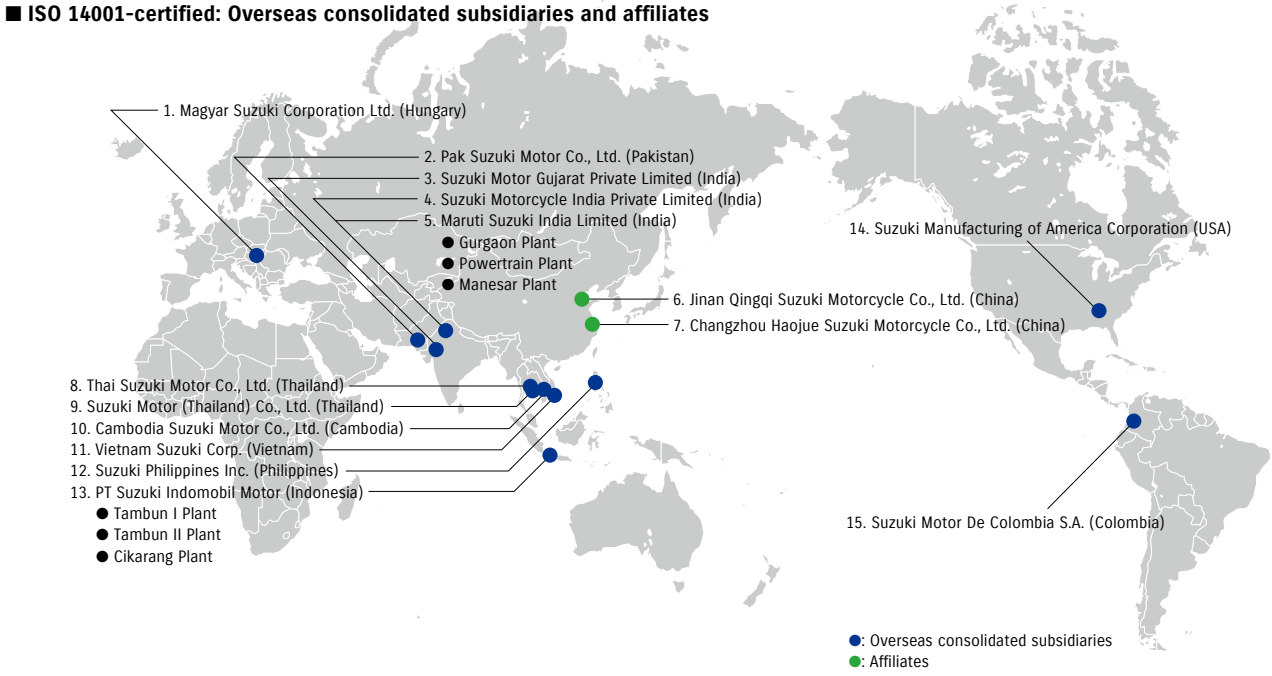
By March 2003, all domestic plants of Suzuki had acquired ISO 14001 certification.

Among domestic manufacturing subsidiaries, all nine plants of four companies have acquired ISO 14001 certification. Overseas, 17 plants of 13 manufacturing subsidiaries have acquired ISO 14001 certification, as well as 2 plants of 2 affiliates.

■ **ISO 14001-certified: Suzuki and its domestic consolidated subsidiaries**

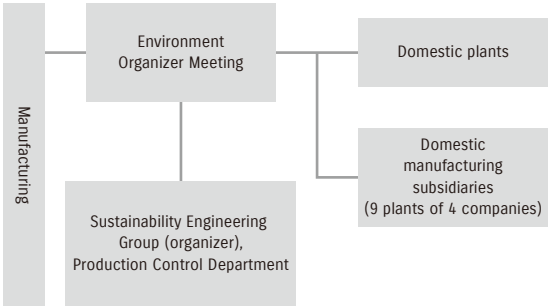


■ **ISO 14001-certified: Overseas consolidated subsidiaries and affiliates**



Manufacturing: Environment Organizer Meeting

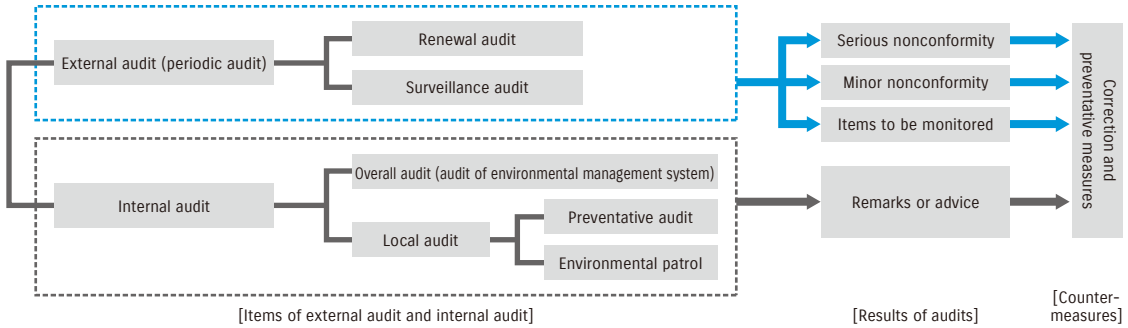
Suzuki holds the Environment Organizer Meeting in order to improve the environmental management of domestic plants and manufacturing subsidiaries. At this meeting, engineering managers and members of domestic plants and manufacturing subsidiaries (nine plants of four companies) get together to discuss matters related to domestic plants and manufacturing subsidiaries. Decisions made and matters discussed at the meetings are rolled out to domestic plants and manufacturing subsidiaries, contributing to environmental management activities.



Environmental audit

At Suzuki's domestic plants and manufacturing subsidiaries, an external audit in addition to internal audit is conducted once every year by an external auditing agent to double-check our environmental management system.

■ Environmental management auditing system



Efforts of non-manufacturing divisions

Status of introduction at offices and development facilities

In order to promote environmental conservation efforts as the Suzuki Group, in January 2023, we acquired ISO 14001 certification for our head office, including offices and development areas.

Efforts of domestic sales distributors

In order to roll out environmentally friendly initiatives to Group companies, we introduced the Suzuki Environmental Management System from April 2017 to affiliate automobiles sales distributors in Japan. This environmental management system unique to Suzuki is part of our initiative in reducing environmental load (energy consumption and waste volume) and complying with environmental laws and regulations through the PDCA cycle. Sales distributors at which the system was introduced are actively promoting it under the leadership of appointed environmental managers and secretariats.

Environmental education/awareness

Employee education

As part of our employee education program, we integrate basic environmental education on Suzuki's Environmental Concept and policies, environmental issues, and promotion of eco-driving into new employee education. We also provide environmental education according to respective operations and positions. Each of our domestic plants works to prevent environmental accidents by providing various types of education on their own, mainly for employees in charge of environmentally important processes, as well as introductory education for new employees and education for management-level employees and all employees.

Education to obtain qualifications

We also encourage employees to obtain qualifications. Employees with leading environmental qualifications include 131 Pollution Control Managers, 38 Qualified Persons for Energy Management, and 402 internal environment system auditors.

Training for those in charge of procurement

In order to raise environmental awareness and perform procurement operations appropriately, we conduct training for new employees in the procurement department and employees transferred from other departments. We promote procurement activities that comply with environmental laws and regulations and make sustainable development possible.

Emergency training

At domestic plants and domestic and overseas manufacturing subsidiaries, we anticipate locations and operations that are at risk of causing environmental accidents* and hold emergency drills conducted by employees and other related suppliers.

* Environmental accidents refer to accidents that affect the environment such as leakage of chemical substances.

Situation concerning environmental laws and regulations

In FY2022, there were 11 cases of significant spills* and 6 cases of complaints concerning the environment, all of which were properly taken care of. There was no administrative guidance or payment of penalty due to these significant spills.

* Significant spills: Spills that are recorded as spills from an organization, such as wastewater, emission gas, odors, chemical substances (including oil), and wastes that exceed law and regulation limits, as well as soil and groundwater contamination.

Communication with business partners

Communication and briefing sessions with business partners

In managing substances of concern for automobiles consisting of many parts, it is important to communicate information on chemical substances in products and regulated substances throughout the supply chain.

Suzuki regularly holds online briefings for its business partners on how to enter information on chemical substances into IMDS (International Material Data System), a tool for communicating such information, and on global trends for substance regulations.

The accurate entry of data into IMDS is necessary to check for the presence of regulated substances. In addition, when flame retardants and plasticizers contained in parts are regulated, it is important to communicate information on regulations before they take effect because it takes time to conduct development tests to substitute alternative substances.

Please refer to page 71 of Chemical Substances for details on IMDS.

Request for cooperation in continuously reducing risk

To continuously undertake transactions with business partners and deepen mutual understanding with them in implementing green procurement, Suzuki requires both new and existing business partners to submit the SOC Control System Self-Check Sheet (a survey form on the status of establishing a management system for substances of concern).

We also ask new business partners to make improvements if we find any issues based on their responses on the check sheet for selecting partners. We ask existing business partners to implement a yearly self-check and submit the results when requested by Suzuki. For business partners we deem to be not meeting the standards based on their responses, as well as those who could be in violation of the Suzuki Green Procurement Policy, Suzuki performs audits on the status of establishing management systems for substances of concern. If any items are cited, Suzuki requests that they take corrective or preventative measures to reduce the risk.

Note: Audits of business partners are systematically implemented regardless of whether there are any problems.

Measures against violation of laws and regulations

If a violation of laws and regulations occurs in the business activities of our business partners that is expected to affect Suzuki or society, we request an immediate report to Suzuki, an investigation into the cause, and a report on the investigation results. In addition, we also request they submit measures to prevent recurrence.

Community information exchange meeting

We carry out an information exchange meeting with local residents to ask their views and opinions to reduce environmental impact. Although meetings have been postponed for the past few years to prevent the spread of COVID-19, some have been resumed from FY2022, depending on the situation.

Information disclosure

In order to spread awareness and understanding of our environmental initiatives among our stakeholders, we disclose our environmental technologies online, in booklets and other media, and through participation in environment-related exhibitions and events.

A snapshot taken at an event

Participation in outside associations, etc.

Cooperation with various economic and industry associations

Suzuki is a member of associations such as the Japan Business Federation and the Japan Automobile Manufacturers Association and cooperates with each organization to tackle problems and achieve a sustainable society.

Suzuki dispatches committee members to various committees, subcommittees, and working groups at the Japan Automobile Manufacturers Association for comprehensive activities. In particular, the Japan Automobile Manufacturers Association commits to reducing CO_2 emissions by improving fuel efficiency, developing next-generation vehicles, improving traffic flow, and promoting eco-driving. Suzuki, recognizing climate change as a critical issue, shares the same view with the Association and is working closely with them.

Support for the TCFD*

As a supporter of the TCFD*, Suzuki has endorsed and signed the TCFD recommendations and is promoting information disclosure that is easy for stakeholders to understand. In order to further strengthen our resilience to climate change, we are working to enhance the sophistication of our scenario analysis and information to be disclosed.

* TCFD: Task Force on Climate-related Financial Disclosures
Web: https://www.fsb-tcfd.org/supporters/

Participation in the GX League*

In April 2023, Suzuki joined the GX League promoted by the Ministry of Economy, Trade and Industry.

The GX League is a forum for companies aiming to achieve sustainable growth in the present and future society by taking on the challenge of GX (Green Transformation) with a view to achieving carbon neutrality and social transformation by 2050, to collaborate with other companies making similar efforts and with government and academia.

Through participation in this league, we will accelerate our efforts to realize a carbon-neutral society through collaboration with industry, government, and academia.

* For more information on the GX League, please visit https://gx-league.go.jp/en/

Environmental impact and efforts in business operations

INPUT

Business operations

OUTPUT

Domestic offices of Suzuki Motor Corporation

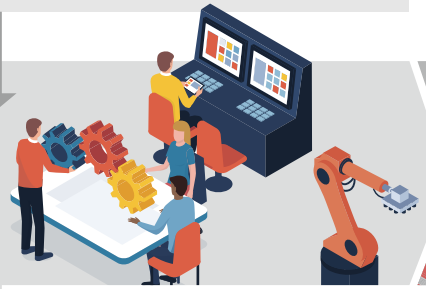
	Unit	FY2022
Electricity	1 million kWh	485.9
Fossil fuel	10,000 GJ	165.6

Domestic plants of Suzuki Motor Corporation*1

Supply of fuel, etc.	Unit	FY2022
Purchased power	1 million kWh	400
Wind power (Kosai Plant)		1.4
Small-scale water power		0.068
Solar power (Iwata, Kosai)		0.305
LPG	1,000 t	13.6
City gas	1 million m³	20.6
Kerosene	1,000 kL	0
Fuel oil A		0.002
Light oil	kL	8.7
Gasoline		132

Supply of water	Unit	FY2022
Industrial waterworks	1 million m³	3
Waterworks	1,000 m³	93
Well water	1 million m³	0.93
Supply of raw materials	**Unit**	**FY2022**
Iron	1,000 t	542.6
Aluminum		45.2
Resin		35.0
Supply of chemical substances	**Unit**	**FY2022**
PRTR substance	t	3,092

Supply of fuel, etc.	Unit	FY2022
Fuel (diesel, etc.)	10,000 GJ	54.7



Design, development, procurement, production

Transportation

Sales

Collection and recycling of ELVs

Domestic offices of Suzuki Motor Corporation

	Unit	FY2022
CO_2 emissions*2	1,000 t	308.1

Domestic plants of Suzuki Motor Corporation*1

Release to atmospheric air	Unit	FY2022
CO_2 emissions*3	1,000 t	241
SOx emissions	t	0.05
NOx emissions	t	69
PRTR substance	t	1,191
VOC emissions	t	3,560
Ozone-depleting substance*4 (CFC-11 conversion)*5	t	0

Release to rivers, etc.	Unit	FY2022
Displacement to rivers, lakes and reservoirs	10,000 m³	482.8
Displacement to sewerage	10,000 m³	5.8
PRTR substance (including displacement to sewerage)	t	1.5
Treated as waste materials	**Unit**	**FY2022**
Recycling amount	1,000 t	102
(PRTR substance in the above)	t	12.8
Landfill waste amount	t	0

	Unit	FY2022
CO_2 emissions	1,000 t	37.7

Sales and registration

Number of sold/registered vehicles in Japan

<Sales of automobiles>	Unit	FY2022
Automobile sales	1,000 units	627
Hybrid vehicle sales		324
Ratio of hybrid vehicle sales	%	51.7

Reference: Global sales

<Global sales of automobiles>	Unit	FY2022
Automobile sales	1,000 units	3,000
Hybrid vehicle sales*6		800
Ratio of hybrid vehicle sales	%	26.7

*6 Hybrid vehicles include Mild Hybrid, S-ENE CHARGE, and SHVS.

Recycle

Collection of ELVs (automobiles)

<ASR>	Unit	FY2022
Total weight of collection	1,000 t	52.3
Collected vehicles	1,000 units	372.2
Weight of recycled materials	1,000 t	49.5
Recycling rate*7	%	96.7
<Airbags>	**Unit**	**FY2022**
Total weight of collection	t	202.3
Collected vehicles	1,000 units	342.7
Weight of recycled materials	t	193.0
Recycling rate*7	%	95.4
<CFCs>	**Unit**	**FY2022**
Weight of collection	t	68.6
Collected vehicles	1,000 units	358.7
	Unit	**FY2022**
Recycling rate*7	%	99.4

*7 Recycling rate is calculated on a weight basis.

Collection of ELVs (motorcycles)

	Unit	FY2022
Recycling rate*7	%	97.8

*7 Recycling rate is calculated on a weight basis.

*1 [Scope of aggregation] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept. (PRTR substance includes output at the head office, Ryuyo Proving Grounds, Marine Technical Center, Shimokawa Proving Grounds, Sagara Proving Grounds, but excludes output at Tooling Dept. Ozone-depleting substance includes output at domestic offices of Suzuki Motor Corporation.)
*2 Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider.)
*3 CO_2 emissions are for five plants: Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant and Hamamatsu Plant.
*4 As for ozone-depleting substance, the refrigerant R-22 (chlorodifluoromethane) was extracted from the total results based on the Act on Rational Use and Appropriate Management of Fluorocarbons (Fluorocarbon Emissions Control Act).
*5 The ozone depleting potential is based on the Act on the Protection of the Ozone Layer Through the Control of Specified Substances and Other Measures (Ozone Layer Protection Act).

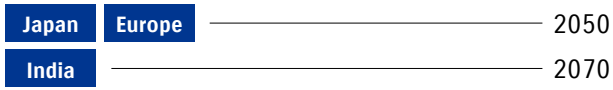
Climate Change

		Suzuki Environmental Vision 2050	Milestone 2030
Climate change	CO_2 emitted from products	Reduce CO_2 emitted from new automobiles by 90% on a Well-to-Wheel basis compared to FY2010 by 2050.	Reduce CO_2 emitted from new automobiles by 40% on a Well-to-Wheel basis compared to FY2010 by 2030.
	CO_2 emitted from business activities	Reduce CO_2 from business activities by 80% in terms of carbon intensity per sales unit compared to FY2016 by 2050.	Reduce CO_2 from business activities by 45% in terms of carbon intensity per sales unit compared to FY2016 by 2030.

Basic policy

Recently, extreme weather events said to be caused by global warming have been occurring frequently. To mitigate these climate change effects, the Paris Agreement was adopted to attain net zero greenhouse gas emissions in the second half of this century, with the aim of limiting the rise in global average temperature to less than 2°C relative to pre-industrial levels. Based on the principles of “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” Suzuki has long manufactured products with low CO_2 emissions using manufacturing methods that emit low CO_2 emissions. We acknowledge that we must now strive to reduce CO_2 emissions further in order to meet the so-called 1.5°C target. With this in mind, Suzuki will establish emissions reduction targets aligned with climate science and push ahead with related efforts.

Carbon neutrality achievement targets



Suzuki aims to achieve carbon neutrality by 2050 in Japan and Europe and by 2070 in India, based on the target dates set by the governments of each country.

We will continue our efforts to achieve carbon neutrality targets for each region, based on the concept of expanding customer choices and delivering products and services that meet local needs.

Disclosure based on the TCFD's recommendations

Governance

Organizational structure related to climate change risks and opportunities

Suzuki has established the Committee for Carbon Neutrality and Environmental Committee under the Board of Directors for the purpose of the Group's overall environmental management.

The Board of Directors instructs and supervises the Committee for Carbon Neutrality and Environmental Committee, receives reports from both committees and is the ultimate decision-making body.

The Committee for Carbon Neutrality focuses on the theme of climate change (carbon neutrality) and holds intensive monthly deliberations on decarbonization so the committee can operate more flexibly.

The Environmental Committee meets twice yearly and discuses environment-related themes other than carbon neutrality, such as air conservation, water resources and resource circulation.

Clearly defining the themes of the two committees enhance their effectiveness and further accelerates decision-making toward decarbonization.

* A subcommittee of the Environmental Committee had previously deliberated on climate change, but in April 2023 this was reorganized as the Committee for Carbon Neutrality and developed as one of the executive and business operations committees.

Strategy

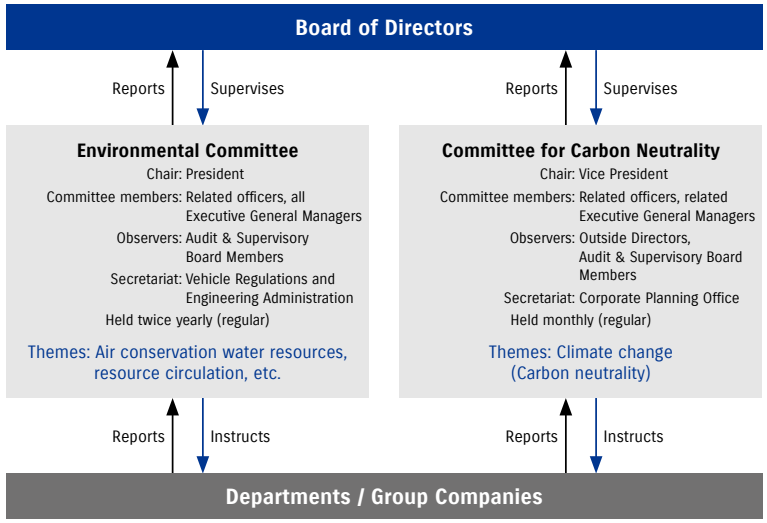
Alignment with the TCFD's recommendations

In April 2020, Suzuki became a signatory to the Task Force on Climate-related Financial Disclosures (TCFD)* in support of its intent. Along with promoting information disclosure in a manner easily comprehensible to stakeholders, we will work to improve the level of sophistication of our scenario analysis and enhance the content of information to be disclosed in order to further increase our resilience against climate change.

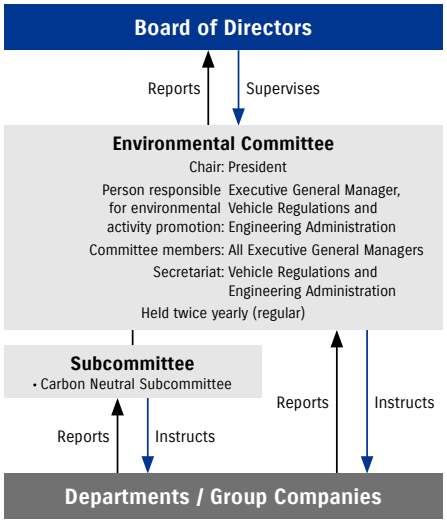
* Established in 2015 by the Financial Stability Board (FSB), an international organization to ensure the stability of the financial market.

■ **Organizational structure related to climate change risks and opportunities**

Structure from April 2023 onward



Structure from September 2022 to March 2023



Climate-related risks and opportunities, scenario analysis

Suzuki has been identifying business risks and opportunities to promote business activities in a sustainable manner. Since the impact of climate change, in particular, is intrinsically uncertain, we believe that it is crucial to assess the degree of its impact on risks and opportunities from a broader future perspective and respond appropriately.

Based on this recognition, we have evaluated differences in the impact of climate change on risks and opportunities by using two scenarios. One is the "4°C scenario" in which climate change causes marked physical effects, and the other is the "1.5°C/2°C scenario" in which mitigation measures are being implemented at an accelerated pace toward the realization of the Paris Agreement. In assuming these scenarios, we have referred to externally developed scenarios that are based on the scientific knowledge of the IEA*1, IPCC*2, and other organizations.

*1 IEA: International Energy Agency
*2 IPCC: Intergovernmental Panel on Climate Change

Climate-related risks and opportunities for Suzuki

As more stringent laws and regulations, including emission gas, CO_2, and fuel efficiency regulations, are being adopted as mitigation measures against climate change, the resulting increase in development expenses needed to comply with these regulations may greatly impact Suzuki's business performance. On the other hand, small cars, which are a strength of Suzuki, require less materials and energy to produce and emit less CO_2 while in use. We believe that we can create opportunities by leveraging such a unique strength of Suzuki and by handling risks appropriately.

Moreover, from the current fiscal year we have started financial impact analysis based on the scenario analysis related to climate change that we have disclosed. The purpose of this is to reduce and avoid natural disaster risks and enable us to continue our business through assessments of the impact of natural disaster risks such as typhoons, floods, and high tides caused by global warming. We carried out our initial impact assessment on Company sites in Japan and India in addition to domestic primary suppliers.

We will continue to hold careful discussions to reduce or avoid risks caused by climate change, capture opportunities for the future, and increase our competitive edge, and we will incorporate the outcomes of these discussions into our business strategies.

■ Suzuki's climate-related risks and differences in impact by scenario

Key risks (examples of anticipated impact) *Underlined items represent particularly significant risks			Differences in impact	
			4°C scenario	1.5°C/2°C scenario
Transition risks	Policies, regulations, and technologies	**(1) More stringent CO_2 and fuel efficiency standards for automobiles** (Payment of fines, loss of sales opportunities, etc.)	No change →	Increase ↗
		(2) Implementation or reinforcement of carbon tax and other systems (Increase in operating costs, etc.)	No change →	Increase ↗
	Reputation	(3) Changes in consumer preference and investor behavior (Decline in corporate value, etc.)	No change →	Increase ↗
Physical risks	Chronic	(4) Rise in the average temperature (Increase in energy costs, etc.)	Increase ↗	No change →
		(5) Changes in water resource risk (Disruptions in the supply chain, increase in production costs, etc.)	Increase ↗	No change →
	Acute	**(6) More frequent and intensifying natural disasters** (Business sites sustaining disaster damage, suspension of business activities, etc.)	Increase ↗	No change →

■ Details of particularly significant risks, creation of opportunities, and status of Suzuki's response

	Risks	Opportunities	Status of Suzuki's response
(1) More stringent CO_2 and fuel efficiency standards for automobiles	● Loss of market share due to being slow in adopting carbon neutral technologies (electrification and other) and increasing costs ● Increase in investment in development of carbon neutral technologies ● Increase in investment in production facilities for carbon neutral technologies (batteries, etc.) ● Payment of fines and loss of sales opportunities due to regulatory non-conformance	● Maintaining and reinforcing competitiveness and enhancing corporate value through small cars that emit less CO_2 throughout their life cycle ● Capturing sales opportunities by developing electrified vehicles and carbon-neutral fuel compatible vehicles at affordable prices ● Contributing to sustainable economic development by leading electrification and carbon-neutral fuel compatibility in India and emerging countries	● Intensively developing electrification technologies, increasing the number of models equipped with a hybrid system, and promoting development of mini and compact EVs ● Promoting electrification in India (releasing electrified vehicles, investing in a battery plant, etc.) ● Deepening alliance with Toyota Motor Corporation ● Launching a biogas demonstration project in India
(2) Implementation or reinforcement of carbon tax and other systems	● Increase in investment in production facilities that implement carbon neutral technologies ● Increase in operating costs due to carbon tax, emissions trading, Carbon Border Adjustment Mechanism, etc.	● Offering energy-saving technologies that leverage the benefits of "Sho-Sho-Kei-Tan-Bi" to Group companies and business partners ● Contributing to sustainable economic development by leading the use of renewable energy in India and emerging countries	● Promoting ongoing CO_2 reduction measures ● Producing carbon neutral energy ● Procuring renewable energy-derived electricity in India ● Head office and all plants, etc. in Shizuoka Prefecture use Shizuoka Green Denki, CO_2-free electricity derived from renewable energies. (All Suzuki sites in Shizuoka Prefecture use electricity free of CO_2 and have zero CO_2 emissions from electricity use)
(6) More frequent and severe natural disasters	● Business activities halted at business sites due to disaster ● Parts procurement disrupted due to business partner's disaster	● Increased demand for electrified vehicles due to their use as a lifeline at a time of disaster	● Start financial impact analysis based on the scenario analysis related to climate change First, conduct an impact assessment on Company sites in Japan and India, and for domestic primary suppliers (Assessed the impact on a global basis of natural disaster risks due to rising temperatures such as typhoons, floods and high tides to mitigate or avoid risks and continue business)

Risk management

Risk management system

The Corporate Governance Committee deliberates on issues that arise or are recognized in each department and identifies and ascertains potential risks, not limiting itself to just climate-related issues. For environment-related risks, either the Committee for Carbon Neutrality or Environmental Committee conducts intensive examination depending on the theme, and instructs or manages departments.

Themes handled by respective meeting bodies

- Corporate Governance Committee
  Ascertains risks arising or recognized in each department, deliberates and issues instructions to the department to resolve the issue.
- Committee for Carbon Neutrality
  Of environment-related risks, deliberates the risks and opportunities related to climate change (carbon neutrality) and resolves and promotes them.
- Environmental Committee
  Deliberates on environment-related risks and opportunities apart from climate change, such as water resources and biodiversity, and resolves and promotes them.

Envisaged risks related to climate change

For climate change-related risks, we assess risks and their impact under the two scenarios of the “1.5°C/2°C scenario” and the “4°C scenario.” Regarding the types of risks, we observe risks and their impact from the viewpoints of two types, “transitional risks” from policies, regulations, etc., and “physical risks,” from natural disasters, etc.

Type of risk		Examples of impacts envisaged
Transitional risks	Policies, regulations, and technologies	Payment of fines and loss of sales opportunities, etc., due to regulatory non-conformance due to more stringent CO_2 and fuel efficiency standards for automobiles
		Increase in operating costs, etc., due to implementation or reinforcement of carbon tax and other systems
	Reputation	Decline in corporate value, etc. due to changes in consumer preference and investor behavior
Physical risks	Chronic	Increase in energy costs, etc. due to rise in the average temperature
		Disruptions in the supply chain, increase in production costs, etc. due to changes in water resource risk
	Acute	Business sites sustaining disaster damage, suspension of business activities, etc. due to more frequent and intensifying natural disasters

Indicators and targets

Basic policy

Recently, irregular weather phenomena caused by global warming have been occurring more frequently. The Paris Agreement, which aims to limit the increase in global average temperature to less than 2°C above pre-industrial levels and to achieve virtually zero greenhouse gas emissions in the second half of this century, as adopted to suppress the impact of this climate change.

Suzuki has for a long time continued to make products with lower CO_2 emissions during manufacture and during use in line with the philosophy of “Sho-Sho-Kei-Tan-Bi,” and to achieve the so-called 1.5°C target has set reduction targets aligned with climate science and promotes efforts with the awareness of the issue requiring a need to further reduce CO_2 emissions.

Moreover, emerging countries also need to think about economic growth and not just climate change measures. Suzuki will aim for growth together with emerging countries and promote climate change measures while working to enrich the lives of people in emerging countries.

Suzuki has set multiple climate-related targets and indicators, and promotes these and manages their progress.

Indicators have been set for such matters as CO_2 emissions, climate change and related energy, air conservation and water resource conservation. Indicators have been set in three broad areas related to targets and we aim to achieve each of these goals.

Three major indicators have been set according to their timeframe, and we aim to achieve each target.

- Long-term: Suzuki Environmental Vision 2050
- Medium-term: Milestone 2030
  Growth Strategy for FY2030
- Short-term: Suzuki Environmental Plan 2025

Please refer to page 17 for details on indicators and targets.

Efforts regarding product use

Disclosure of GHG emissions in the entire value chain

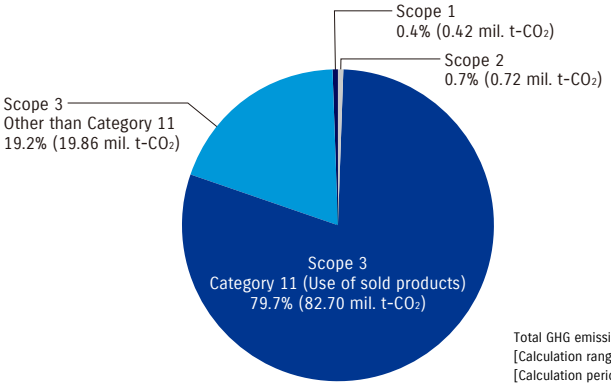
Suzuki believes that for reducing greenhouse gas (GHG) emissions released through overall business activities, including procurement of materials/parts, manufacturing of vehicles and sale of final products, it is important to know and disclose the emissions from those activities. Therefore, we have been making efforts to quantify the emissions of GHG resulting not only from major business activities, but also from the entire value chain*1 since FY2013.

CO_2 emissions generated through the entire value chain during FY2022 stood at 103.70 million t-CO_2, of which the emissions falling under Scope 3 (indirect emissions from other activities)*1 were 102.56 million t-CO_2 that include 82.70 million t-CO_2 classified into Category 11 (Use of products sold by Suzuki)*2 accounting for 79.7% of the total emissions through the overall value chain.

Recognizing that it is very important to reduce the CO_2 emissions released through the use of our products for reducing the total GHG emissions in the entire value chain, we will make continuous efforts to emphasize improvement of fuel efficiency during product development and improvement.

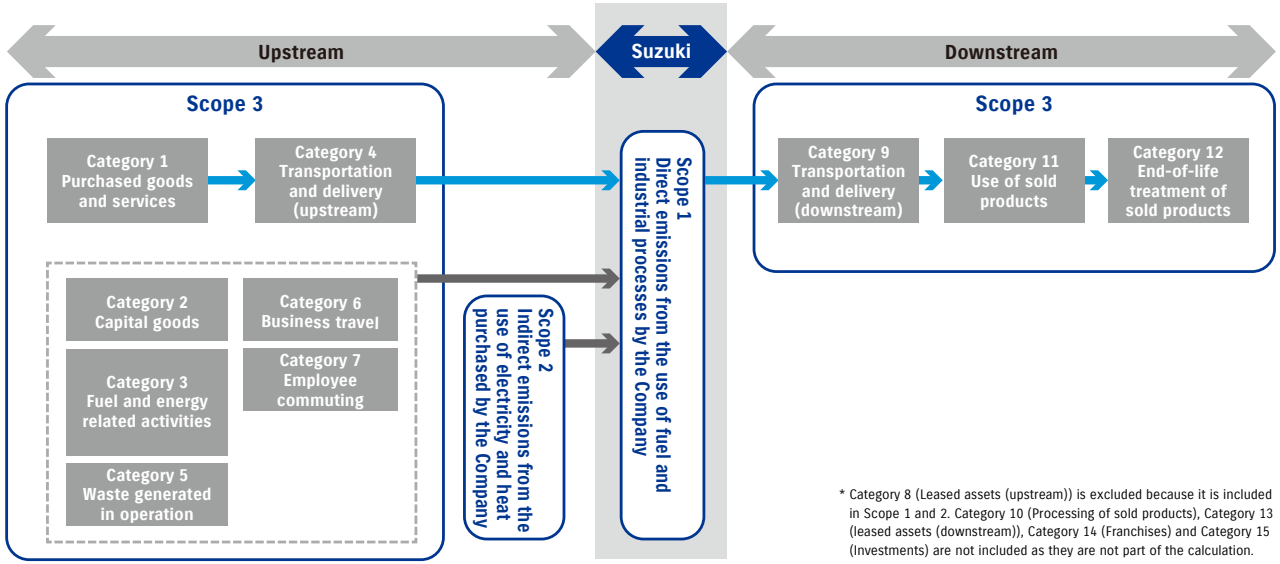
*1 Value chain: A method of systematizing how a series of business activities go into the creation of its ultimate value. Calculations are composed of Scope 1, Scope 2, and Scope 3 in accordance with the calculation standard, GHG Protocol*3. The business activities in a value chain include parts and materials procurement, manufacturing, delivery, sales and customer services, as well as administrative work and engineering development work that support these activities. We have been participating in Green Value Chain Platform*4 operated by the Ministry of the Environment and the Ministry of Economy, Trade and Industry since FY2014 and introducing our efforts in quantifying GHG emissions.
*2 Category 11: This indicates the life cycle GHG emissions from Suzuki's products sold in the fiscal year.
*3 GHG Protocol: This is a method to develop calculation and reporting standards for greenhouse gases (GHG) led by the World Resources Institute (WRI), a global environmental think tank based in the U.S., and the World Business Council on Sustainable Development (WBCSD), a conglomeration of companies aiming for sustainable development.
*4 Green Value Chain Platform: This is an information platform related to value chain emissions operated by the Ministry of the Environment and the Ministry of Economy, Trade and Industry to provide various kinds of information such as domestic and overseas trends and calculation methods, etc. regarding global warming.
Website: http://www.env.go.jp/earth/ondanka/supply_chain/gvc/en

■ Breakdown of FY2022 GHG emissions



Total GHG emissions released from the value chain: 103.70 mil. t-CO_2
[Calculation range] Suzuki Motor Corporation and 66 domestic and 32 overseas manufacturing and non-manufacturing subsidiaries
[Calculation period] From April 2022 to March 2023

■ Classification of Scopes 1 and 2 and categories of Scope 3 quantified by Suzuki



* Category 8 (Leased assets (upstream)) is excluded because it is included in Scope 1 and 2. Category 10 (Processing of sold products), Category 13 (leased assets (downstream)), Category 14 (Franchises) and Category 15 (Investments) are not included as they are not part of the calculation.

GHG emissions in the entire value chain

Third party guaranteed items are marked with ✓

Scope 1, 2, and 3

(10,000 t-CO_2)

	FY2020	FY2021	FY2022
Entire value chain (total of Scope 1, 2, and 3)	9,018	9,207	10,370
Direct emissions from corporate activities (Scope 1*1)	38	40	42
Domestic	15	15	15 ✓
Overseas	23	25	27
Indirect emissions from energies (Scope 2*1)	68	71	72
Domestic	29	26	28 ✓
Overseas	38	45	45
Emissions from corporate activities (total of Scope 1 and 2)	105	111	114
Emissions from use of products by users (Scope 3: Category 11)*2	7,573	7,532	8,270 ✓
Other emissions (other than Scope 3: Category 11)	1,339	1,564	1,986
Other indirect emissions (total of Scope 3)	8,913	9,096	10,256

*1 <Scope 1 and 2>
● Calculation range
–Domestic: Suzuki Motor Corporation and 66 domestic manufacturing and non-manufacturing subsidiaries
–Overseas: 32 overseas manufacturing and non-manufacturing subsidiaries
● Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, nitrogen trifluoride)
● Emission coefficients
–Electricity: The most recently adjusted emission coefficient by electricity provider for Japan, and IEA Emissions Factors 2022 for overseas
–Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System were used in Japan, and IPCC Guidelines 2006 were used overseas.
Unit calorific values for city gas are those released by suppliers.

*2 <Scope 3 Category 11>
● Calculation range: Suzuki Group
● Products subject to calculation: Automobiles, motorcycles, outboard motors, motorized wheelchairs, and other Suzuki products
● Outline of calculation method
–Calculated by multiplying the estimated lifetime running distance of products sold in the fiscal year under review by the emissions intensity for each model.
–Annual running distance and years of use are based on published information, primarily the IEA SMP Model.
–Emissions intensity for each model are based on the certified values prescribed by the regulations of each country and converted to WTW (Well-to-Wheel).

* Data for FY2021 and earlier have been revised retrospectively in accordance with the revision to the calculation method.

Power consumption amount of Suzuki Group

(GWh)

	FY2020	FY2021	FY2022
Global total	3,058	3,265	3,455
Domestic	1,381	1,327	1,360
Overseas	1,677	1,938	2,095

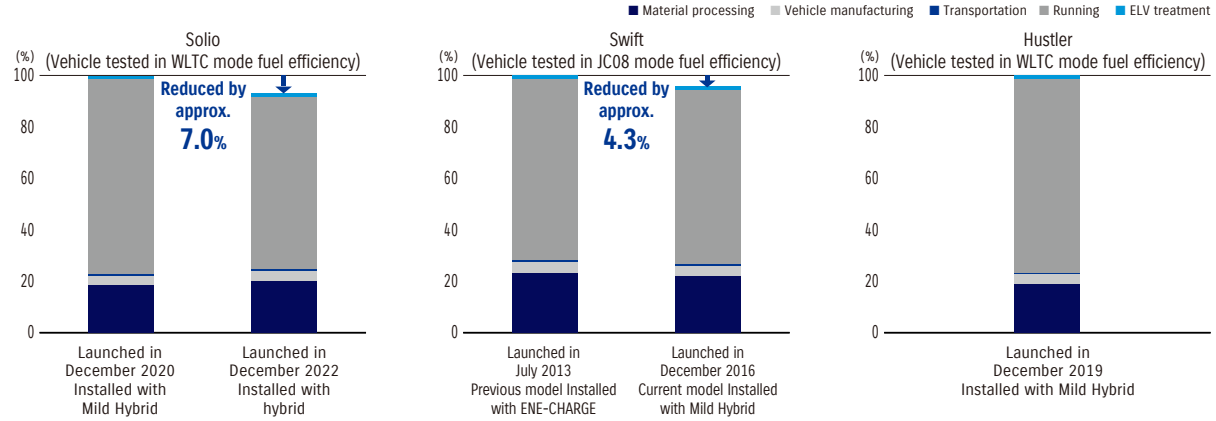
Calculation range: Suzuki Motor Corporation and 66 domestic and 32 overseas manufacturing and non-manufacturing subsidiaries
(includes consumption of renewable energies generated within sites)

Calculation of CO_2 emissions of products using Life Cycle Assessment (LCA)

In order to understand the environmental impact of our products, Suzuki adopts the Life Cycle Assessment (LCA)*1 that assesses products with specific figures not only during their running stage but throughout their whole life cycle from raw material production to disposal. The Company is promoting reduction of environmental load by utilizing their results*2 for product development*3 and business activities.

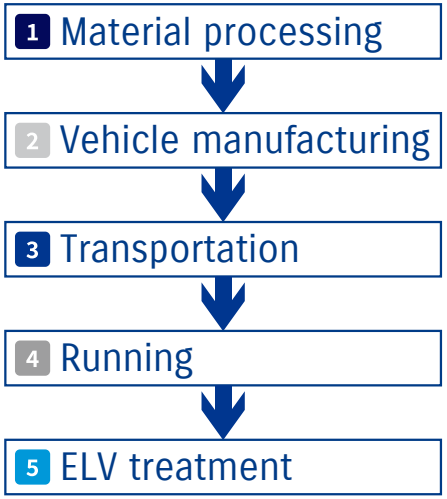
*1 Life Cycle Assessment is a method to calculate and evaluate the overall potential environmental impact of a product at each stage of its life cycle, from raw material production to disposal.
*2 Evaluation results are shown as an index in order to check the relative environmental improvement effect.
*3 Most CO_2 emissions from automobiles occur during the running stage. Suzuki is promoting R&D to reduce CO_2 emissions during the running stage. One example of this is the Swift, whose hybrid technology reduces CO_2 emissions by approximately 4.3% compared to previous models.

■ Ratio of CO_2 emissions of Suzuki vehicles by lifecycle stages

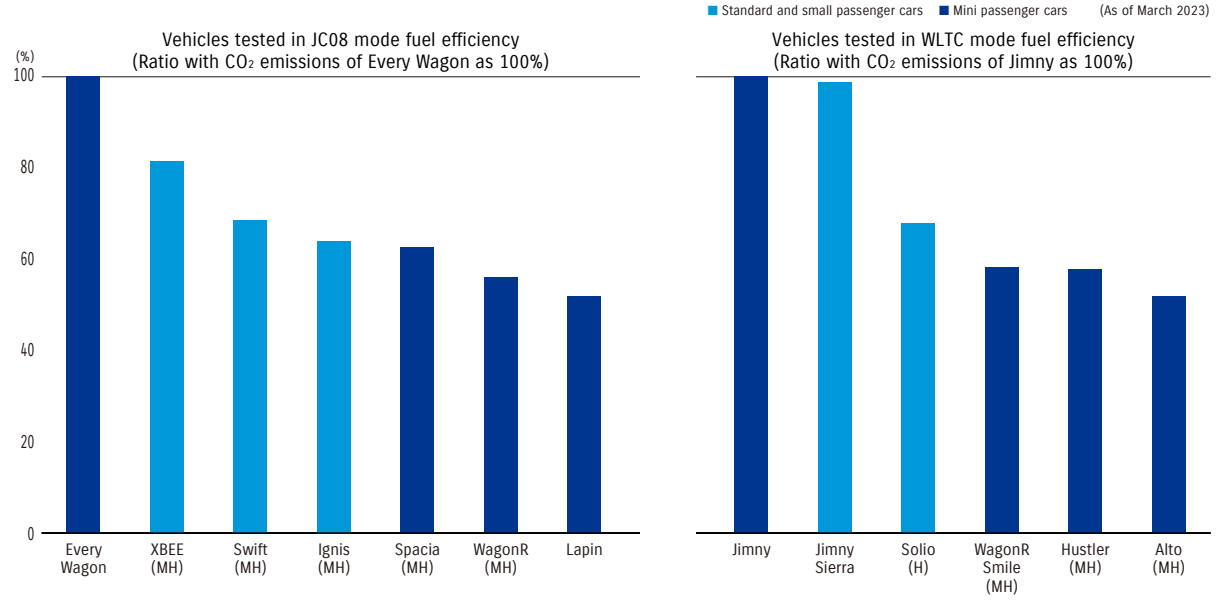


* Since fuel efficiency testing mode was changed from JC08 to WLTC in October 2018, Hustler only shows the results of new models.
* Result of a vehicle's lifetime running distance of 110,000 km (13 years) driven in each mode.
* Running stage takes production of replacement parts into consideration, including tires, engine oil, and batteries.

■ Suzuki LCA Stages



■ Ratio of CO_2 emissions by each model



* Result of a vehicle's lifetime running distance of 110,000 km (13 years) driven in JC08 mode and WLTC mode.
* "H" represents Hybrid vehicles and "MH" represents Mild Hybrid vehicles.

Efforts for design and development

Efforts for next-generation vehicles
Development of electric vehicles

Suzuki is developing electric vehicles tailored to the conditions of each country around the world and the way that customers use them toward the realization of carbon neutrality and all-electric. At the Auto Expo 2023 show held in India in January 2023, we unveiled the eVX, our first global strategic electric vehicle concept model, planned for commercialization by 2025. Moreover, in an exhibition event for the G7 Hiroshima Summit held in May 2023, we unveiled the prototype of a commercial minivan electric vehicle equipped with a BEV system that was jointly developed with collaborating companies.

Auto Expo 2023 in India

A commercial minivan electric vehicle unveiled at the G7 Hiroshima Summit held from May 18 to 21, 2023

Efforts for motorcycles

Suzuki developed e-BURGMAN, a demonstration vehicle that can be equipped with a replaceable battery (Honda Mobile Power Pack) operated by Gachaco. We conducted a demonstration experiment using this electric scooter from April to June 2023 in Tokyo.

We plan to conduct a demonstration experiment in Osaka going forward, and using data collected in these experiments, such as how they are used and user needs, will develop electric motorcycles in the future.


e-BURGMAN, a demonstration vehicle electric scooter

Efforts for outboard motors

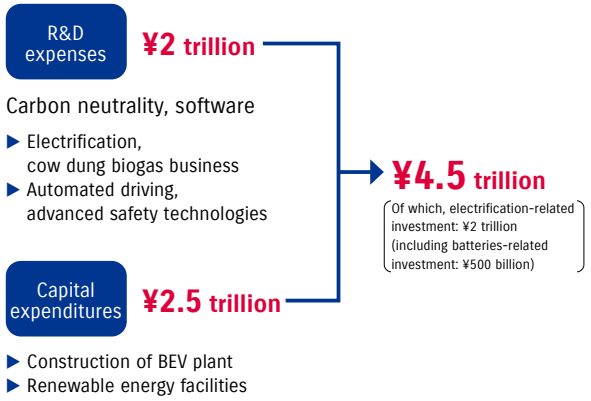
For small outboard motors that are often used in lakes and rivers, we will introduce battery EVs in FY2024. We plan to launch five models by FY2030, and plan for a battery EV ratio of 5%. For large outboard motors used in the ocean, we are considering adopting carbon neutral fuels.

R&D expenses, capital expenditures

For the development of carbon neutral and advanced safety technologies we plan to invest ¥2 trillion in R&D and ¥2.5 trillion in capital expenditures, a total of ¥4.5 trillion by FY2030. Of the ¥4.5 trillion, ¥2 trillion will be electrification-related investments, of which ¥500 billion will be battery-related investments.

For R&D investment, ¥2 trillion is planned for domains including carbon neutrality such as electrification and biogas, as well as autonomous driving. In addition, we plan to invest ¥2.5 trillion for capital expenditures in facilities including construction of a BEV plant and renewable energy facilities.

■ Investment of resources from FY2023 to FY2030



TOPICS

Suzuki signed agreement for co-development of 2-speed EV transmission with Canada's Inmotive

Suzuki signed a joint development agreement with Inmotive Inc. (Headquarters: Ontario, Canada; CEO: Paul Bottero; hereinafter "Inmotive") for the development of a 2-speed EV transmission for a future Suzuki electric vehicle.

Inmotive was founded in 2010 in Toronto, Canada. It developed the IngearTM 2-speed transmission, a lightweight, compact, and efficient technology to enhance the performance of EV powertrain units. Inmotive aims to accelerate the global evolution to affordable zero-emission mobility and play an important role in mitigating climate change.

With this joint development agreement for the 2-speed EV transmission, Suzuki believes that it has the possibility of extending electric vehicle range through efficient use of motor torque while also lowering costs due to using a smaller electric powertrain unit and improving driving performance in various driving scenes.

Suzuki will continue to build relationships with companies that possess unique technologies, to accelerate the development of next generation mobility and provide a variety of transport solutions that will benefit people and society.

■ Overview of Inmotive

Company name	Inmotive Inc.
Headquarters	Toronto, Ontario, Canada
Representative (CEO)	Paul Bottero
Established	2010
Business overview	Development of 2-speed EV transmission
Website	https://www.inmotive.com/

TOPICS

Suzuki concludes agreement for co-development of autonomous electric vehicle platform with Applied EV

Suzuki signed a memorandum of understanding with Applied Electric Vehicles Ltd (Headquarters: Victoria, Australia, CEO: Julian Broadbent; hereinafter "Applied EV") for the development of an autonomous EV platform.

Applied EV is an Australian technology company with strengths in software and electronics for autonomous ready vehicles. Suzuki entered into an agreement in September 2021 and invested in Applied EV in 2022, and has since been evaluating the possibility of collaboration.

In the co-development project, Applied EV's autonomous vehicle platform, Blanc Robot™, will be integrated to the ladder frame of Suzuki's 4WD Jimny, electrified by Applied EV and controlled by their central control system, Digital Backbone™. The two companies intend to bring the Blanc Robot™ to production and develop business models to expand the adoption of autonomous electric vehicles and enhance brand awareness.

■ Overview of Applied Electric Vehicles

Headquarters	Melbourne, Victoria, Australia
Business overview	Software development and supply in the mobility field
Representative (CEO)	Julian Broadbent
Established	2015
Website	https://www.appliedev.com

Generation 5 Applied EV's Blanc Robot™

TOPICS

Suzuki conducted a demonstration experiment in Tokyo using the e-BURGMAN electric scooter

Suzuki conducted electric scooter demonstration tests in Tokyo from April 2023 using (swappable) batteries standardized by the Swappable Batteries Motorcycle Consortium and the swappable battery sharing service provided by Gachaco (CEO Kazunari Watanabe).

The objective of the demonstration test was to evaluate and ascertain requests for improvements to type-2 motor scooter electric scooters with swappable batteries, and was conducted mainly in the Jonan area of Tokyo (Meguro, Shinagawa, Ota, and Minato wards), where Gachaco swappable battery stations have been installed.

Suzuki will gather data needed for those using motorcycles as transport in their daily lives or work, such as commutes to work or school, or for shopping, and will lead to electric motorcycle development in the future.

e-BURGMAN, a demonstration vehicle electric scooter

■ Overview of the demonstration test

Test period	April to June 2023	
Test area	Jonan area of Tokyo (where Gachaco swappable battery stations have been installed)	
Based used	Suzuki World Setagaya Minami (dealer directly operated by Suzuki Motorcycle Sales Inc.)	
Vehicle used	e-BURGMAN, a demonstration vehicle electric scooter (type-2 motor scooter)	
Vehicle specifications	Length × width × height	1825 mm × 765 mm × 1140 mm
	Seat height	780 mm
	Weight	147 kg
	Rated power output	0.98 kW
	Maximum output	4.0 kW
	Maximum torque	18 Nm
	Motor type	AC synchronous motor
	Battery type	Lithium-ion battery
	Cruising distance	44 km (at constant speed of 60 km/h) * Suzuki in-house test speed
Number of vehicles used	8	
User	Authorized people from Suzuki Motorcycle Sales Inc. and customers using motorcycles provided by Suzuki Motorcycle Sales Inc.	

TOPICS

Approval granted to establish HySE research body for development of hydrogen small mobility engines —Start research activities for development and popularization of hydrogen small mobility engines toward achievement of a decarbonized society—

Suzuki, Kawasaki Motors, Ltd. (hereinafter "Kawasaki Motors"), Honda Motor Co., Ltd. (hereinafter "Honda"), and Yamaha Motor Co., Ltd. (hereinafter "Yamaha Motor") jointly announced on May 11, 2023, that they received approval from the Ministry of Economy, Trade and Industry to form a technological research association called HySE (Hydrogen Small mobility & Engine technology) for developing hydrogen-powered engines for small mobility.*

To realize a decarbonized society, a multi-pathway strategy to address various issues in the mobility sector is necessary, rather than focusing on a single energy source. Against this backdrop, research and development targeted at commercialization of mobility with engines powered by hydrogen—deemed a next-generation energy source—is gaining momentum. However, the use of hydrogen poses technical challenges, including fast flame speed and a large region of ignition, which often result in unstable combustion, and the limited fuel tank capacity in case of use in small mobility vehicles. In addressing these issues, the members of HySE are committed to conducting fundamental research, capitalizing on their wealth of expertise and technologies in developing gasoline-powered engines, and aim to work together with the joint mission of establishing a design standard for small mobility's hydrogen-powered engine, and of advancing the fundamental research endeavors in this area.

The members of HySE will continue to deepen their collaborative relations in order to provide a variety of small mobility options to users and meet their diverse needs, thereby contributing to the realization of a decarbonized society.

In addition to the full members (the four aforementioned motorcycle manufacturers), Kawasaki Heavy Industries, Ltd. (hereinafter "Kawasaki Heavy Industries") and Toyota Motor Corporation (hereinafter "Toyota") support the association as special members. Kawasaki Heavy Industries, being one of the main organizers of the "CO_2-free Hydrogen Energy Supply-chain Technology Research Association" (hereinafter "HySTRA"), will drive forward HySE's activities, based on the knowledge gained from its activities for HySTRA. Toyota, on the other hand, will assume the role of leveraging HySE's research results to the maximum benefit for the development of hydrogen-powered engines, utilizing its know-how on experiments, analyses, and the designing of large hydrogen-fueled power units for four-wheel vehicles.

Main research and development areas, and the role of each company

1. Research on hydrogen-powered engines
   Research on the model-based development of hydrogen-powered engines (Honda)
   Element study on functionality, performance, and reliability of the hydrogen-powered engines (Suzuki)
   Hands-on research using real hydrogen-powered engines on their functionality, performance, and reliability (Yamaha Motor, Kawasaki Motors)
2. Study on hydrogen refueling system
   Studying the requirements for a hydrogen refueling system and hydrogen tanks for small mobility (Yamaha Motor)
3. Study on fuel supply system
   Studying the auxiliary equipment required for a fuel supply system and tanks, and the equipment installed between the fuel tank and the injector (Kawasaki Motors)

Overview of HySE (planned)

Name	Hydrogen Small mobility & Engine technology (HySE)
Address	Yaesu Central Tower, 2-2-1 Yaesu, Chuo-ku, Tokyo
Candidate chair	Kenji Komatsu (Executive Officer, Yamaha Motor Co. Ltd.)
Candidate members	Regular Members: Suzuki, Kawasaki Motors, Honda and Yamaha Motor Special Members: Kawasaki Heavy Industries and Toyota
Date of establishment	June 2023

* Motorcycles, mini vehicles, small marine vessels, construction equipment, drones, etc.

Efforts to produce automobile batteries domestically in India

In India, addressing the environment is a crucial issue and there needs to be a spread of electrified vehicles affordable for customers. Suzuki along with Toshiba Corporation, and DENSO CORPORATION established the lithium-ion battery manufacturing company, TDS Lithium-Ion Battery Gujarat Private Limited (TDSG), to build India's first dedicated automobile lithium-ion battery cell and pack production plant at a supplier park adjacent to Suzuki Motor Gujarat's automobile plant in Gujarat. Production started in 2021 and they are being supplied to Suzuki manufacturing plants within and outside of India, including Maruti Suzuki India Limited.

In addition, the plant covers part of its necessary electricity generated through solar panels installed on its roof as one effort to address the pursuit of carbon neutrality.

Going forward, Suzuki will contribute to improving the environment and to sustainable development in India by expanding battery production in the state of Gujarat, ensuring a stable supply of lithium-ion batteries in India, and promoting the penetration of electrified vehicles (HEVs* and EVs).

* HEV is an acronym of hybrid electric vehicle.

TOPICS

Suzuki starts exploring collaboration with PowerX, Inc. —Aim to contribute to the realization of a carbon-neutral society through battery energy storage systems—

Suzuki agreed with PowerX, Inc. (Headquarters: Minato-ku, Tokyo; Director, President & CEO: Masahiro Ito; hereinafter "PowerX"), a company that manufactures and sells battery energy storage systems, to start exploring business partnership opportunities.

Japan and India are faced with common challenges including realization of carbon neutrality through utilizing non-fossil fuel and renewable energy, as well as improvement of energy self-sufficiency. Also, both countries are in need of charging solutions to promote the adoption of EVs in the coming years.

Suzuki and PowerX have agreed and signed a memorandum of understanding to explore possibility of business partnership utilizing battery energy storage systems and ultrafast EV charger in Japan and India. Through this, the two companies aim to contribute to the realization of a carbon-neutral society by expanding the use of renewable energy and promoting the adoption of EVs.

PowerX manufactures, sells and provides services using its proprietary battery products for energy storage, ultrafast EV charging, home and marine applications. Additionally, the company is building its own GW scale battery plant in Okayama Prefecture, which will be among the biggest in Japan.

Suzuki will consider specific details of the collaboration with the aim of becoming a lifestyle infrastructure company that provides solutions based on a broad perspective of not only the products themselves, but also the entire environment related to the products, including the infrastructure and systems where the solutions are applied.

■ Overview of PowerX

Company name	PowerX, Inc.
Website	https://power-x.jp/en
Establishment	March 22, 2021
Representative	Masahiro Ito (Director, President & CEO)
Address	Midtown Tower 43F, Akasaka 9-7-1, Minato-ku, Tokyo, Japan
Business overview	R&D and production of Power Transfer Vessels and energy storage systems

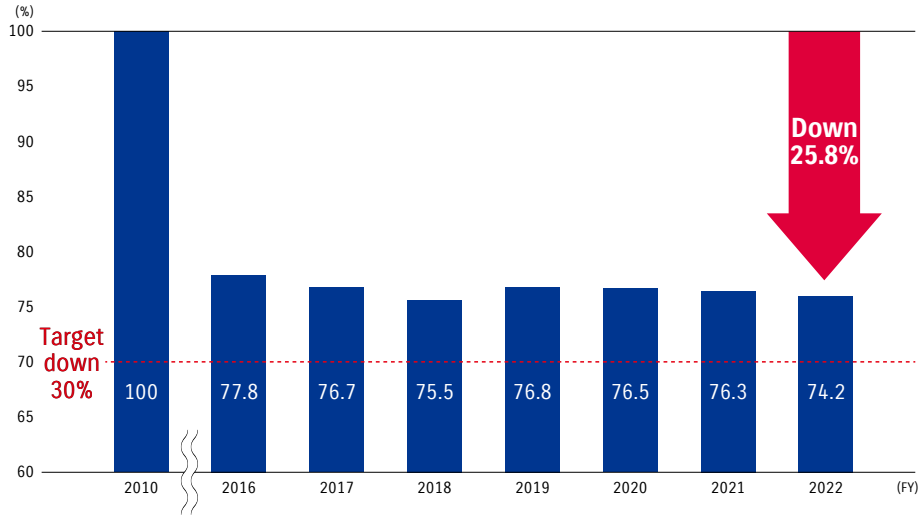
Efforts for products

Automobiles

Global average CO_2 emissions of new models*1

- Suzuki has set a new target for the reduction of CO_2 emissions, which are considered a factor in climate change, by 30% of the global average CO_2 emissions from new vehicles (compared to FY2010 results) for automobile products under the Suzuki Environmental Plan 2025. We continue our environmental conservation efforts.
- The result for FY2022 was a reduction of 25.8% compared to FY2010.
- In promoting the Suzuki Environmental Plan 2025, we aim to further develop and spread electrification technologies and contribute to the reduction of CO_2 emissions by achieving the Suzuki Environmental Vision 2050.

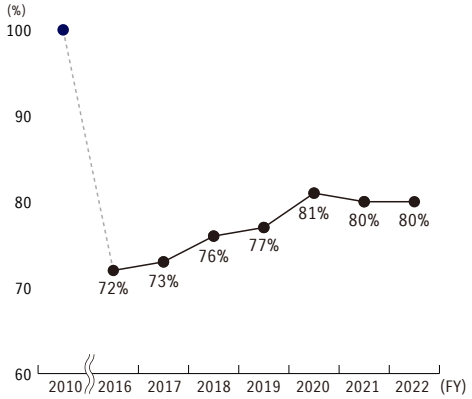
■ Trends in reduction of global average CO_2 emissions of new models



*1 Global average CO_2 emissions for new models are calculated according to internal regulations based on CO_2 emissions (fuel efficiency) measured by the methods specified in each country.
Global new models
Applies to all new cars Suzuki sells globally
CO_2 emissions
Consideration given to Well-to-Wheel

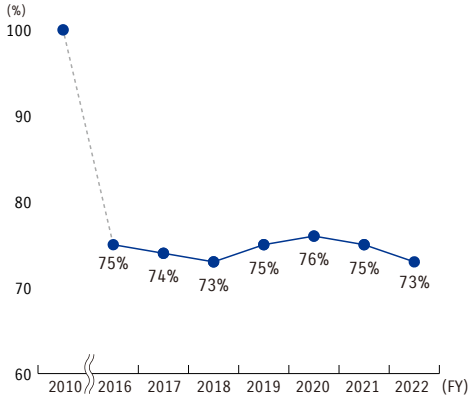
Status of average CO_2 reductions in main markets

■ Status of average CO_2 reductions in Japan*2 (passenger cars)

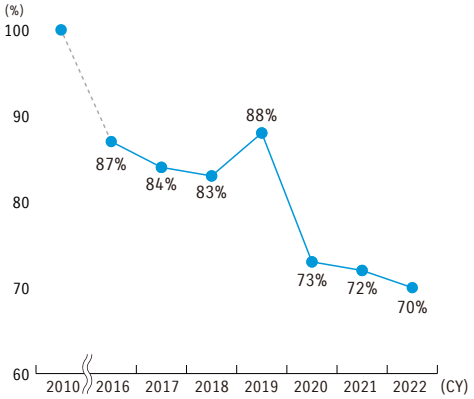


*2 Values converted from 10.15 mode or WLTC mode to JC08 mode

■ Status of average CO_2 reductions in India



■ Status of average CO_2 reductions in Europe



[Japan]
In FY2022, Suzuki worked to reduce CO_2 through hybrid specifications for the Escudo and Solio, but the reduction rate remained equal to the previous year due to the impact of production adjustments.
[India]
Compared to FY2021 we achieved a 2% reduction with contributions from the addition of CNG specifications in Ertiga and Baleno, and installation of new engines in Alto, S-Presso, EECO and Brezza.
[Europe]
Compared to FY2021 we achieved a 2% reduction due to improved fuel efficiency in the Vitara.

Major fuel efficiency improvement technology

New Solio HYBRID SZ

Powertrain technology

(1) Hybrid system

(2) ENE-CHARGE

(3) Fuel-efficient engine


K12D engine

Others

(4) Cool-storage air conditioning system (ECO-COOL)

(5) IDLING STOP

Reduction of body weight

(6) HEARTECT

(7) TECT

	Fuel efficiency improvement technology		Outline	Main new models launched in FY2022
(1)	Hybrid system	Hybrid system	Compact system that realizes motor assistance and EV driving, and both high fuel efficiency and strong driving. https://www.suzuki.co.jp/car/technology/hybrid/ (Japanese language only)	 New Solio Bandit HYBRID SV
		Mild Hybrid system	Hybrid system that realizes high fuel efficiency by generating electricity during deceleration and assisting the engine with such electricity upon acceleration. https://www.suzuki.co.jp/car/technology/mildhybrid/ (Japanese language only)	 IGNIS HYBRID MF
(2)		ENE-CHARGE	Energy generated during deceleration is used to generate electricity with an alternator (generator) to charge the lead battery and lithium-ion battery. The system achieves high fuel efficiency by supplying that power to electric components. https://www.suzuki.co.jp/car/technology/ene-charge/ (Japanese language only)	 Lapin LC X
(3)	High fuel efficiency engine	DUALJET engine	Engine that realizes both power and environmental performances by increasing thermal efficiency through adopting two injectors per cylinder and homogenizing the air-fuel mix. Main engines: K12D, R06D https://www.suzuki.co.jp/car/technology/dje/ (Japanese language only)	 Brezza ZXI+
		BOOSTERJET engine	Direct-injection turbo engine that realizes high output and torque. Main engine: K14D https://www.suzuki.co.jp/car/technology/bje/ (Japanese language only)	 New Fronx Alpha
(4)		Cool-storage air conditioning system (ECO-COOL)	System that freezes the freezable substance built in the air conditioning unit with cold air emitted while operating the air conditioner, and maintains cold wind even while sending air in idle-stop mode. https://www.suzuki.co.jp/car/technology/eco-cool/ (Japanese language only)	 WagonR Custom Z HYBRID ZT
(5)		IDLING STOP	System that stops the engine automatically when the vehicle speed decreases to a specific level or lower. https://www.suzuki.co.jp/car/technology/idling_stop/ (Japanese language only)	
(6)		HEARTECT	New platform designed by totally changing the major structure and component layout, realizing an improvement in the basic performance and weight reduction. https://www.suzuki.co.jp/car/technology/heartect/ (Japanese language only)	 Spacia BASE XF
(7)		TECT	A lightweight shock-absorbing body that achieves both high safety and lighter vehicle weight by using high-strength and lightweight materials. It contributes to high fuel efficiency by reducing the burden on engines through lighter weight. https://www.suzuki.co.jp/car/technology/tect/ (Japanese language only)	

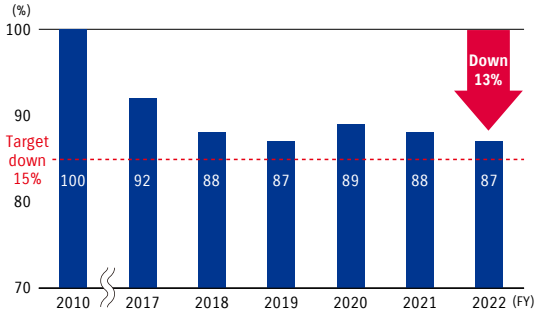
Motorcycles

Global average CO_2 emissions of new models

We are striving to improve fuel efficiency and reduce CO_2 emissions through the improvement in combustion, reduction of friction loss, and weight reduction.

In FY2022, we achieved 13% reduction (compared to FY2010).

Trends in reduction of global average CO_2 emissions of new models



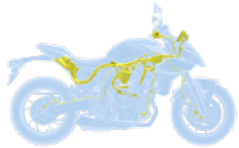
Major fuel efficiency improvement technology

Powertrain technology

(1) SEP-α engine**

(2) Dual-spark technology

(3) Injection system**



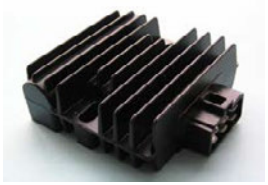
New GSX-8S*

Others

(6) Eco-driving assistance system**

(7) LED headlight**

(4) Open-type rectifier



Reduction of body weight

(5) Improvement in frame**

	Technologies and efforts for fuel efficiency improvement		Outline	Main new models launched in FY2022
(1)	Powertrain	SEP-α engine	The engine is a further evolution of the SEP engine that realized low fuel consumption without reducing power through high fuel efficiency and reducing friction loss. An idling stop system that automatically stops the engine when the vehicle comes to a halt, and a silent starter system that quietly starts the engine are incorporated, contributing to excellent environmental performance and quiet starting.	 BURGMAN STREET 125 EX*
(2)		Dual-spark technology	Mechanism equipped with two spark plugs per cylinder that contributes to smooth output characteristics, high fuel-efficiency performance, and reduction of exhaust gas emissions by high combustion efficiency.	 BURGMAN 400ABS*
(3)		Injection system	Injection system equipped with six sensors* and designed to realize optimum control under various conditions and realize both powerful performance and high fuel efficiency. * O_2 sensor, water-temperature sensor, intake air-temperature sensor, throttle position sensor, intake air-pressure sensor, and crank position sensor	 New GSX-8S*
(4)		Open-type rectifier	Realized high fuel efficiency with reduced mechanical losses by generating the minimum necessary amount of electricity with magneto.	 V-STROM 1050DE*
(5)		Improvement in frame	Optimized wall thickness and cross-sectional shape.	 New GSX-8S*
(6)		Eco-driving assistance system	Eco-drive indicator allows the rider to check fuel-efficiency indicator and fuel-efficient driving at a glance.	 BURGMAN STREET 125 EX*
(7)		LED headlight LED tail lamp	Aimed to reduce power consumption and increase service life.	 New GSX-8S*

* Domestic specifications ** Overseas specifications

Outboard motors

Main fuel efficiency improvement technology

New DF350AMD

Engine technology

(1) Lean burn control system

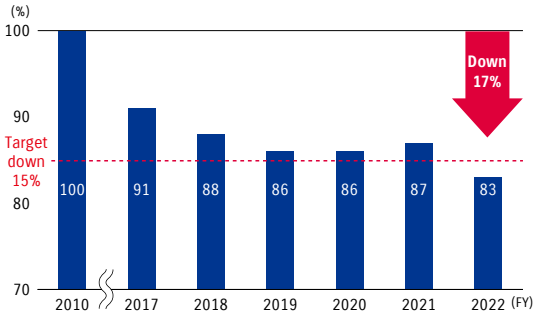
(2) Higher compression ratio

(3) Auto trim

	Technologies and efforts for fuel efficiency improvement	Outline	Main new models launched in FY2022
(1)	Lean burn control system	System to improve fuel efficiency by automatically producing lean air-fuel mixture in accordance with the engine output so that high-efficiency combustion can be achieved.	 DF140BG
(2)	Higher compression ratio	Efforts for improving the cooling of the combustion chamber, reducing the temperature of air flow into the combustion chamber, increasing the compression ratio, and improving thermal efficiency.	 DF350AMD
(3)	Auto trim	The trim angle is automatically adjusted according to engine revolutions, contributing to a faster top speed and better fuel economy.	 DF300AP

Global CO_2 emissions per unit output

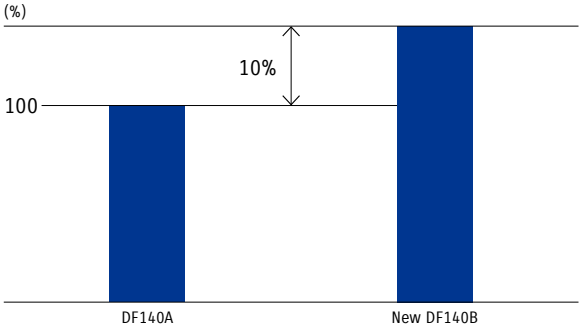
Trends in reduction of global CO_2 emissions per unit output



Improved fuel efficiency of new models

The new DF140B, which went on sale in December 2021, achieves up to 10% better fuel efficiency than the previous model through such measures as the adoption of a lean burn control system and higher engine compression ratio.

Fuel efficiency improvement ratio (when previous model is set at 100)



* The graph shows a comparison based on Suzuki's internal measurement data. There could be differences depending on conditions (weather, sea conditions, type of boat on which mounted, personnel, etc.).

Other efforts

Introduction of CNG*1 vehicles

In recent years, concerns about global warming and urban air pollution have been raised in India. Natural gas, which fuels CNG vehicles, is mainly composed of methane (CH_4) that emits less CO_2 and NOx during combustion compared to oil and coal*2, so Maruti Suzuki India promotes production and sales of CNG vehicles.

*1 CNG (Compressed Natural Gas)
*2 Reference: *FY 2014 Petroleum Industry Structure Study on the Expansion of Natural Gas Utilization in Light of Recent International Situation, etc.* (March 2015), Institute of Energy Economics, Japan. (Translation)

Converting to refrigerant with low global warming potential

Under the Act on Rational Use and Appropriate Management of Fluorocarbons (Fluorocarbon Emissions Control Act), refrigerants in passenger car air conditioners shipped to Japan are required to convert to a refrigerant with a lower global warming potential from FY2023 onward.

Suzuki has until now used HFC-134a as a passenger car air conditioning refrigerant, but as this has larger global warming potential, we developed HFO-1234yf, a refrigerant that has an extremely low global warming potential, and completed conversion of use to HFO-1234yf in all passenger cars to be shipped to Japan by the end of FY2022.

TOPICS

Concluding a three-party agreement for the biogas demonstration project in India —Establish four biogas production plants starting from 2025—

Suzuki concluded a three-party agreement between Suzuki R&D Center India Private Limited, a wholly owned subsidiary of Suzuki in India, National Dairy Development Board (NDDB), and Banas Dairy (Headquarters: State of Gujarat), one of the largest dairy manufacturers in Asia, to set up biogas production plants that would contribute toward realizing carbon neutrality in India.

A contract conclusion ceremony was held in September 2023 at the Embassy of India in Japan, with Banas Dairy's Chairman Shri Shankar Chaudhry, NDDB's Chairman and Managing Director Dr. Meenesh C Shah and Suzuki's President Toshihiro Suzuki attending. Ambassador of India to Japan, His Excellency Mr. Sibi George graced the occasion and conveyed his best wishes.

Suzuki signed an MOU with NDDB and Banas Dairy in December 2022 to start a biogas demonstration project that aimed to make fuel for automobiles by refining methane from biogas generated by fermenting cow dung, and four biogas production plants will be operated starting from 2025 in the Banaskantha district in the state of Gujarat. The total investment for the four plants is planned to be 2.3 billion Indian rupees (approximately ¥4 billion). Also, biogas filling stations will be established alongside each plant, which will distribute fuel for CNG vehicles, in which Maruti Suzuki India holds over 70% market share in India.

President Suzuki said "Suzuki is engaging in reduction of greenhouse gas in ways that suit the situations of each country and region. In India, there is expectation for biogas which is said to have high reduction effects. We will contribute toward realizing carbon neutrality through making proactive initiatives in the biogas production business."

Efforts in business activities

Efforts in manufacturing

Reduction of CO_2 emissions

The Paris Agreement, which is an international framework aimed at reducing greenhouse gas to limit global warming, has been enacted, and governments of various nations and companies worldwide are promoting actions to reduce the emission of greenhouse gases in order to realize the target of limiting the rise of the global average temperature to less than 2°C.

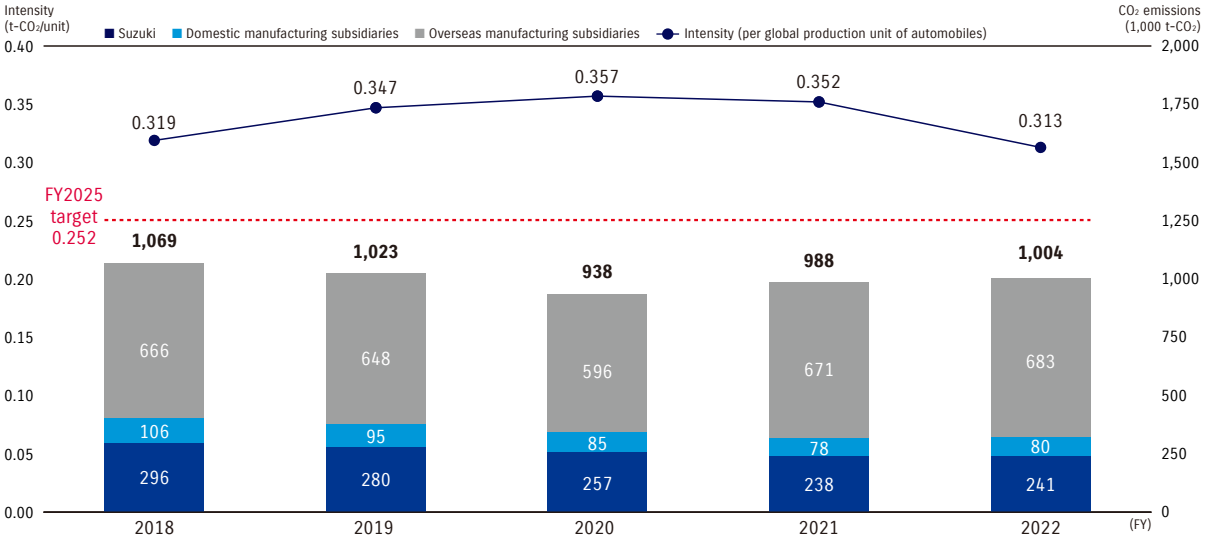
We consider that it is important to globally promote a reduction of CO_2 emissions from plants in order to reduce the effects of greenhouse gas emissions, and make efforts to reduce the amount of CO_2 emissions per production unit (automobile production units) of Suzuki's global manufacturing units by 25% (compared to FY2016) by FY2025 in accordance with the Suzuki Environmental Plan 2025.

The total amount of CO_2 emissions from manufacturing activities in FY2022 was 1,004,000 t-CO_2/year at Suzuki overall on a global scale, 321,000 t-CO_2/year in Japan, and 683,000 t-CO_2/year overseas. The amount of CO_2 emissions per manufacturing unit was 0.313 t-CO_2/unit.

As reduction initiatives, aside from activities for saving energy and eliminating waste, Suzuki is working to expand solar power generation and purchase CO_2-free electricity both in Japan and overseas.

We will continue to further promote the effective use of energy and work to reduce intensity.

■ **CO_2 emission performance at global manufacturing bases**



[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), and former Toyokawa Plant (until July 2018)), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

[CO_2 conversion factor]
Fuel (excluding city gas) conforms to 2006 IPCC guidelines and city gas conforms to the values published by Chubu Gas.
Electric power conforms to the Act on Promotion of Global Warming Countermeasures (base emission factors among the values published by power companies) in Japan and varies depending on the values of each year from 2010 to 2019 of IEA 2021 overseas.

■ **CO_2 emissions by domestic plants in FY2022**

	CO_2 emissions (1,000 t-CO_2)
Iwata Plant	28.1
Kosai Plant	91.4
Osuka Plant	35.8
Sagara Plant	78.1
Hamamatsu Plant	7.4

Energy-saving activities at plants

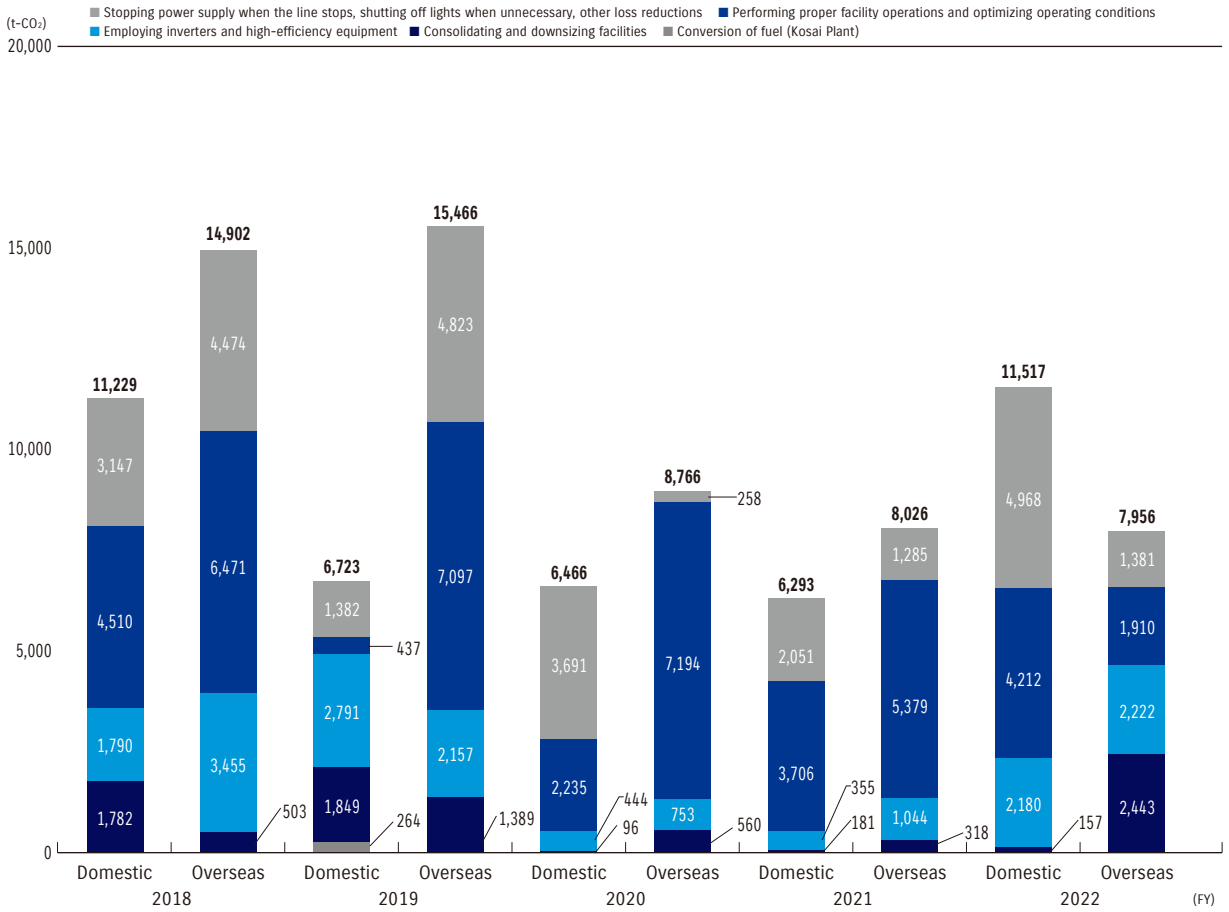
All employees participate in daily activities such as reducing air leaks, turning off lights during breaks, and switching off power when plants are not in operation. These efforts are steadily producing results each year.

Also, when upgrading the deteriorated production equipment or introducing new equipment for production of new models, we work on building more effective energy-saving plants than ever before by utilizing gravity, downsizing and reducing the weight of equipment, and adopting high-efficiency devices such as LED lights and top-runner devices (motors, transformers).

Furthermore, as one of Suzuki's efforts to reduce CO_2, we are reconfiguring our supply of energy, such as by converting fuels from LPG to city gas at the Osuka Plant and Kosai Plant. We will also extend this conversion to the Iwata Plant and Sagara Plant.

The amount of CO_2 reduction at domestic and overseas plants and reduction according to activities are shown on the right.

Amount of CO_2 reduction according to activities globally



[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), and former Toyokawa Plant (until July 2018)) and 15 overseas manufacturing subsidiaries

Promoting the use of renewable energy

Suzuki promotes the use of renewable energy as an integral part of its global warming countermeasures.

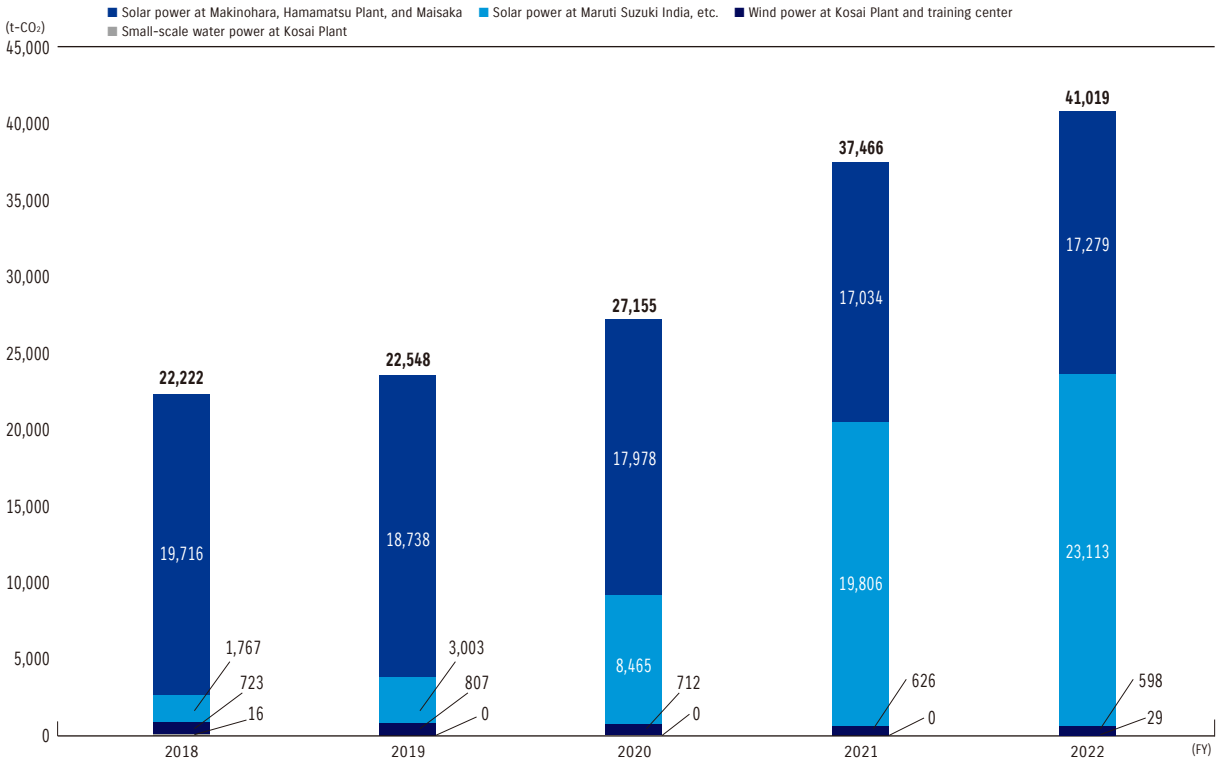
Suzuki is proceeding with the installation of solar power facilities at its domestic plants, which it has been working on from before, and has introduced these facilities on land adjacent to the Sagara Plant (Makinohara) as well as at the Hamamatsu Maisaka-Nishi Solar Power Plant, and Hamamatsu Plant. We also partially began solar power generation at the Iwata Plant in 2021 and the Kosai Plant in 2022, and intend to continue installing solar power facilities at other plants in the future.

Suzuki has also installed two wind power generation facilities at the Kosai Plant and one at its training center.

At overseas plants, Maruti Suzuki India Limited, Suzuki Motor Gujarat Private Limited, and Suzuki Motorcycle India Private Limited have introduced and are further expanding solar power generation facilities.

We will actively promote the use of renewable energy, both in Japan and overseas.

Amount of renewable energy (amount of CO_2 reduced)



Electric power generated by renewable energy

	Electric power generation (MWh)
Solar power generation (Makinohara, Hamamatsu Plant, Maisaka, Iwata Plant, Kosai Plant)	40,561
Solar power generation (Maruti Suzuki India, Suzuki Motor Gujarat, etc.)	30,941
Wind power generation (Kosai Plant, training center)	1,404
Small-scale water power generation (Kosai Plant)	68

TOPICS

Suzuki introduces CO_2-free renewable energy-derived electricity at head office and domestic plants

As part of its efforts to achieve carbon neutrality, Suzuki Motor Corporation (Suzuki) has gradually introduced Shizuoka Green Electricity*, CO_2-free renewable energy-derived electricity, for use at its head office and plants in Shizuoka Prefecture, starting in July.

As a result, all Suzuki sites in Shizuoka Prefecture will use CO_2-free electricity, resulting in zero CO_2 emissions from electricity use.

In addition, Suzuki Group companies (see table to the right) have also introduced CO_2-free electricity.

Based on the target date set by the government, Suzuki aims to achieve carbon neutrality by 2050.

After the introduction of CO_2-free electricity, we will continue to vigorously reduce electricity, gas, and other energy used in our business activities, as well as promote the conversion to renewable energy to become carbon neutral.

We will continue to work towards carbon neutrality throughout the entire Group, including other domestic and overseas bases, in order to realize a sustainable society and sustained growth in our corporate value.

* Electricity generated from virtually 100% renewable energy sources by utilizing environmental value derived from hydroelectric power generation, solar power generation, and other sources.
This is a service of Chubu Electric Power Miraiz Co., Inc. that utilizes environmental and local value derived from renewable energy sources such as hydroelectric power plants located in Shizuoka Prefecture to supply electricity with zero CO_2 emissions produced in Shizuoka Prefecture.

■ Main facilities introducing CO_2-free electricity

Suzuki	Head office, Kosai Plant, Iwata Plant, Sagara Plant, Osuka Plant, Hamamatsu Plant (motorcycle plant, Motorcycle Technical Center), parts plant, Tooling Dept., Marine Technical Center, Ryuyo Proving Grounds, Sagara Proving Grounds
Suzuki Group companies	Hamamatsu Plant of Suzuki Auto Parts Mfg. Co., Ltd., Kosai Plant, Ryuyo Pipe Plant, Iwata Pipe Division and Sagara Plant of Snic Co., Ltd., Kosai Plant and Sagara Plant of Suzuki PDC

Efforts in office activities, etc.

Efforts at data centers

At Suzuki's data center, energy-saving facilities are being introduced to reduce the amount of power consumption which increases every year.

● Conversion to energy-saving equipment and improvement of cooling efficiency

Since 2017, we have been systematically and sequentially shifting the air conditioners in server rooms to high-efficiency models such as the inverter type, and completed the replacement of all air conditioning equipment in 2022. As a result, we reduced our annual power consumption in 2022 by 960,000 kWh compared to 2017 (over 40% reduction in power consumption of air conditioning equipment).

In 2023, we installed a new containment system that physically isolates server waste heat from air conditioned cold air. We replaced the existing uninterruptible power supply with ones that have lower power loss. It is expected to reduce annual power consumption by 220,000 kWh in total.

Efforts at offices

We determined the guidelines for energy saving action in FY2008, and promote energy saving at offices and the reduction of CO_2 emissions through a group effort involving all employees.

● Guidelines for energy saving action

We have established a guideline for energy saving action as a part of In-house Cost Cutting Activities, which covers a wide range of activities, for the purpose of promoting energy saving (CO_2 reduction) by individual employees.

[Guidelines for In-house Cost Cutting Activities (Excerpt)]

(1) Follow the predetermined temperature settings of air conditioners (cooling at 28°C and warming at 20°C)

(2) Turn off unnecessary lights

(3) Save electricity of electrical appliances

(4) Implement eco-driving

(5) Computerize documentary forms and minimize printouts of electronic data

● Introduction of energy-saving facilities

We have been promoting the introduction of LED lighting since FY2012 to promote energy saving at offices. So far, we have changed up to approximately 80% of the lights in offices to LED.

Other efforts

● Reduction of traveling by utilizing IT

We are making efforts in reducing energy consumption from traveling by proactively utilizing a TV conference system, web conference system, and remote work environment.

Suzuki expanded the scope and scale of its remote work environment for partner companies, and enabled employees at partner companies to engage in their tasks without having to come to work at Suzuki, which helped reduce energy consumption from PCs and air conditioners, etc.

Reduction of the number of people traveling: Monthly average number of users: 4,779 people Average number of people per work day: 208 people.

* The above figures are based on results from March 2023

● Promotion of eco-driving

We started eco-driving education in FY2007 as part of our environmental education programs, and since FY2009, we have held seminars focusing on eco-driving at the head office and each plant/office on an as-needed basis. By March 2023, a total of 15,122 people have participated in the seminar.

Efforts at non-manufacturing subsidiaries and sales distributors

Our 4 non-manufacturing subsidiaries and 56 sales distributors* in Japan work to save energy in business activities under a common energy-saving goal to “Aggressively promote energy-saving activities toward suppressing global warming by introducing electricity savings and energy-saving facilities.” Also, each of our 54 domestic automobile sales distributors have introduced the Environmental Management System. These companies carry out efforts aimed at saving energy and water, reducing waste through a PDCA cycle, and adhering to environmental laws and regulations.

Goal: Aggressively promote energy-saving activities toward suppressing global warming by introducing electricity savings and energy-saving facilities

* 4 non-manufacturing subsidiaries: Suzuki Transportation & Packing Co., Ltd., Suzuki PDC, Suzuki Business Co., Ltd., and Suzuki Engineering Co., Ltd.
56 sales distributors: 54 affiliate automobile sales distributors in Japan including Suzuki Motor Sales Tokyo Inc., as well as Suzuki Motorcycle Sales Inc. and Suzuki Marine Co., Ltd.

Japan **Domestic sales distributors**

Promoting energy savings

We maintain an active awareness of energy savings on a daily basis, such as by efficiently using the air conditioners, lighting and information equipment within stores, and by promoting eco-driving through travel between store locations or to business partners using company-owned cars and commercial vehicles.

Promoting Cool Biz
Suzuki Motor Sales Okinawa Inc.

Visualization of electricity usage
Suzuki Motor Sales Okinawa Inc.

Efforts using IT

We use IT such as the internet as a tool in business discussions with customers and communication among employees. We make effective use of customers’ and employees’ time and reduce the burden of travel, while working to reduce energy consumption and CO_2.

Establishing an online sales location
Suzuki Motor Sales Tokai Inc.

Holding online meetings
Suzuki Motor Sales Kagoshima Inc.

Environmentally friendly store designs

We promote the installation of energy-saving devices such as LED lighting equipment and high-efficiency air conditioners at stores. We work to create environmentally friendly stores by, for instance, greening the roofs and installing solar panels on some stores.

Installing solar power generation equipment
Suzuki Motor Sales Shimane Inc.

Rooftop greening
Suzuki Motor Sales Shiga Inc.

Efforts in the supply chain, etc.

Efforts in procurement

Efforts in the supply chain toward carbon neutrality

To achieve carbon neutrality (net zero CO_2 emissions) by 2050, it is essential to reduce CO_2 emissions in the supply chain, which accounts for approximately 90% of the CO_2 emissions from manufacturing.

Suzuki has been working toward carbon neutrality in its supply chain since 2021. In 2022, we established a dedicated department and began to calculate the CO_2 emissions of each business partner by fiscal year and by component in order to gain a detailed understanding of their CO_2 emissions.

In addition, to achieve carbon neutrality by 2050, we have asked our business partners to create CO_2 emission reduction targets and roadmaps for 2030, and have begun reduction activities such as confirming the feasibility of reduction items. We cooperate with our business partners by visiting their manufacturing sites to confirm on-site examples of improvement initiatives, share Suzuki's goals and examples of improvement, identify issues, and listen to their problems.

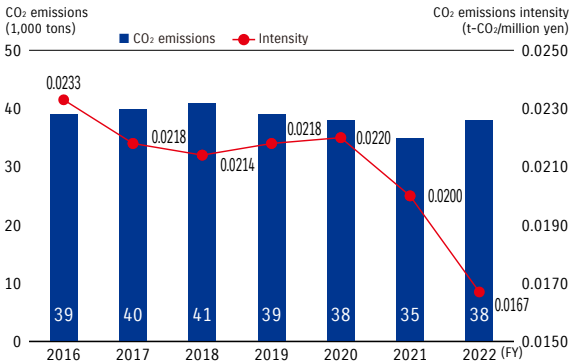
Efforts in domestic transportation

We are trying to reduce transportation distance, improve transportation efficiency, promote modal shift, increase fuel efficiency of transportation vehicles, etc. in order to reduce CO_2 emissions in domestic transportation.

CO_2 emissions in FY2022 were reduced by 4% compared to FY2016 and increased by 9% compared to the previous year, to 37,694 t-CO_2.

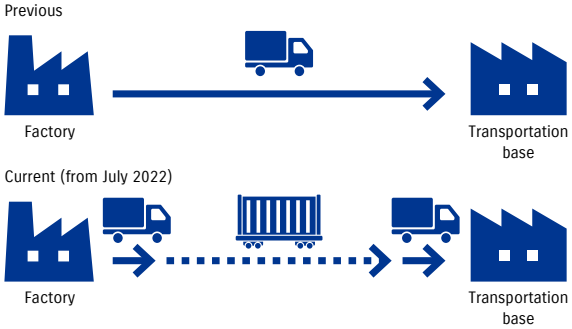
CO_2 emissions per sale improved by 28% compared to FY2016.

■ **Trends in CO_2 emissions from domestic transportation**



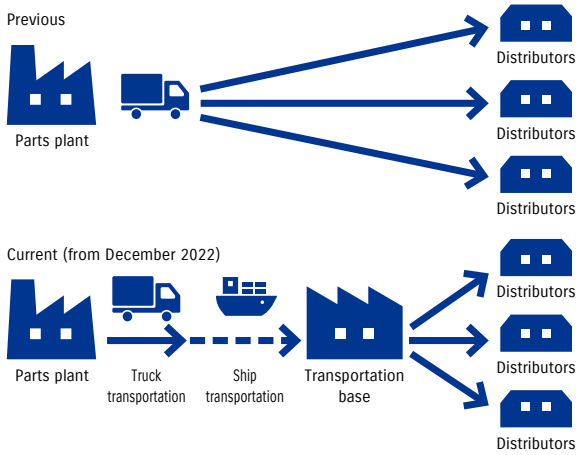
● **Modal shift of a portion of truck transportation to rail transportation**

We have reduced CO_2 emissions through the modal shift of some of our regular freight transportation services from trucks to rail, which is more energy-efficient, for transportation from factories to distant transportation bases.



● **Modal shift of a portion of truck transportation to ship transportation**

In December 2022, we newly established and began operation of the Suzuki Parts Center Tomakomai. By reviewing the conventional transportation of parts and accessories to Hokkaido and establishing a new transportation base to consolidate transportation, we have achieved a modal shift to marine transportation for approximately 80% of the transportation distance from the parts plant (Kosai City, Shizuoka Prefecture) to Tomakomai, reducing CO_2 emissions by approximately 73%.



TOPICS

Suzuki promotes modal shift to reduce CO_2 emissions

Suzuki has introduced new 31 ft containers for rail transportation in order to reduce CO_2 emissions in the transportation of parts and accessories. The containers will be owned by Suzuki and used for transportation to Suzuki Parts Center Fukuoka.

Previously, parts and accessories were being transported to Suzuki Parts Center Fukuoka by large trucks and 12 ft containers for rail transportation.

However, large truck transportation had its challenges, such as higher CO_2 emissions than rail transportation, and 12 ft containers for rail transportation had a lower loading capacity than large trucks.

The introduction of 31 ft containers for rail transportation will stabilize rail transportation, secure loading capacity, and reduce CO_2 emissions by approximately 80% compared to large truck transportation.

In addition, Suzuki newly established and began operation of the Suzuki Parts Center Tomakomai in December 2022.

By reviewing the conventional transportation of parts and accessories to Hokkaido and by using marine transportation for approximately 80% of the distance from the parts plant (Kosai City, Shizuoka Prefecture) to Tomakomai, CO_2 emissions have been reduced by approximately 73%.

Suzuki Parts Centers are wide-area parts centers managed and operated by Suzuki that supply genuine parts and accessories for Suzuki automobiles.

Currently, six such centers are located throughout Japan, from which parts and accessories are quickly supplied to distributors and dealers in each prefecture. By enhancing the delivery speed of parts and accessories, we are striving to improve customer satisfaction as well as improve the efficiency of service operations at distributors and dealers.

With the aim of achieving carbon neutrality by 2050, Suzuki will promote a modal shift to reduce CO_2 emissions.

<Reference> Other initiatives in parts transportation

Improvement of KD packaging materials

By replacing conventional steel materials with cardboard for automobile seat transportation fixtures for export overseas, we have reduced CO_2 emissions during manufacturing by approximately 91%.

This initiative won the Minister of Economy, Trade and Industry Award, the highest award in the 2022 Japan Packaging Contest. It also won the WorldStar Award in the WorldStar Competition 2022 sponsored by the World Packaging Organisation (WPO).

31 ft container for rail transportation

Air Conservation

	Suzuki Environmental Vision 2050	Milestone 2030
Air conservation	Minimize air-polluting substances emitted from business activities and products by 2050	By 2030: – Reduce use of fossil fuels in business activities and expand use of renewable energies – Contribute to improving air pollution in each country/region by promoting development of clean products – Reduce volatile organic compounds (VOCs) from production and products

Basic concept

Suzuki has been promoting air conservation initiatives, including the introduction of low-emission vehicles suited to each country's situation. As our main markets are in emerging countries such as India and Southeast Asian countries, we would like to make a larger contribution. For example, by promoting activities to generate and procure electricity derived from renewable energy sources on our own, we will not only reduce global CO_2 emissions but also contribute to the conservation of the atmospheric environment in the regions in which we operate. In addition, we will introduce powertrains that are suited to the energy and infrastructure situations of each sales country and region from the perspective of product life cycles, as well as strive to reduce volatile organic compounds (VOCs) from production and other processes.

Efforts in product use

Calculation of air-polluting substance emissions of products using Life Cycle Assessment (LCA)*

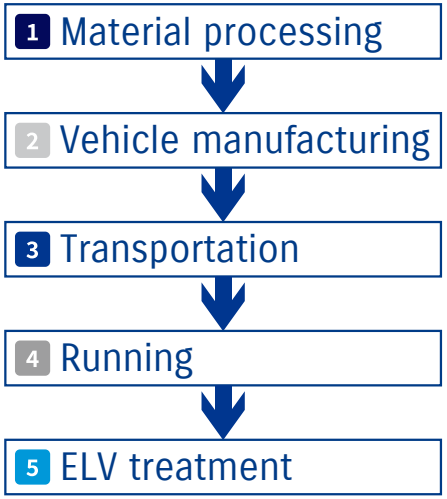
Suzuki conducts LCA not only on CO_2 but on other air-polluting substances as well.

For example, Suzuki was successful in reducing NOx and SOx emissions in the driving stage of its new Solio (hybrid) model, but in the course of replacing steel with aluminum to reduce material weight, SOx and NOx emissions increased in other LCA stages.

Suzuki will continue its initiatives to reduce substances as well as CO_2.

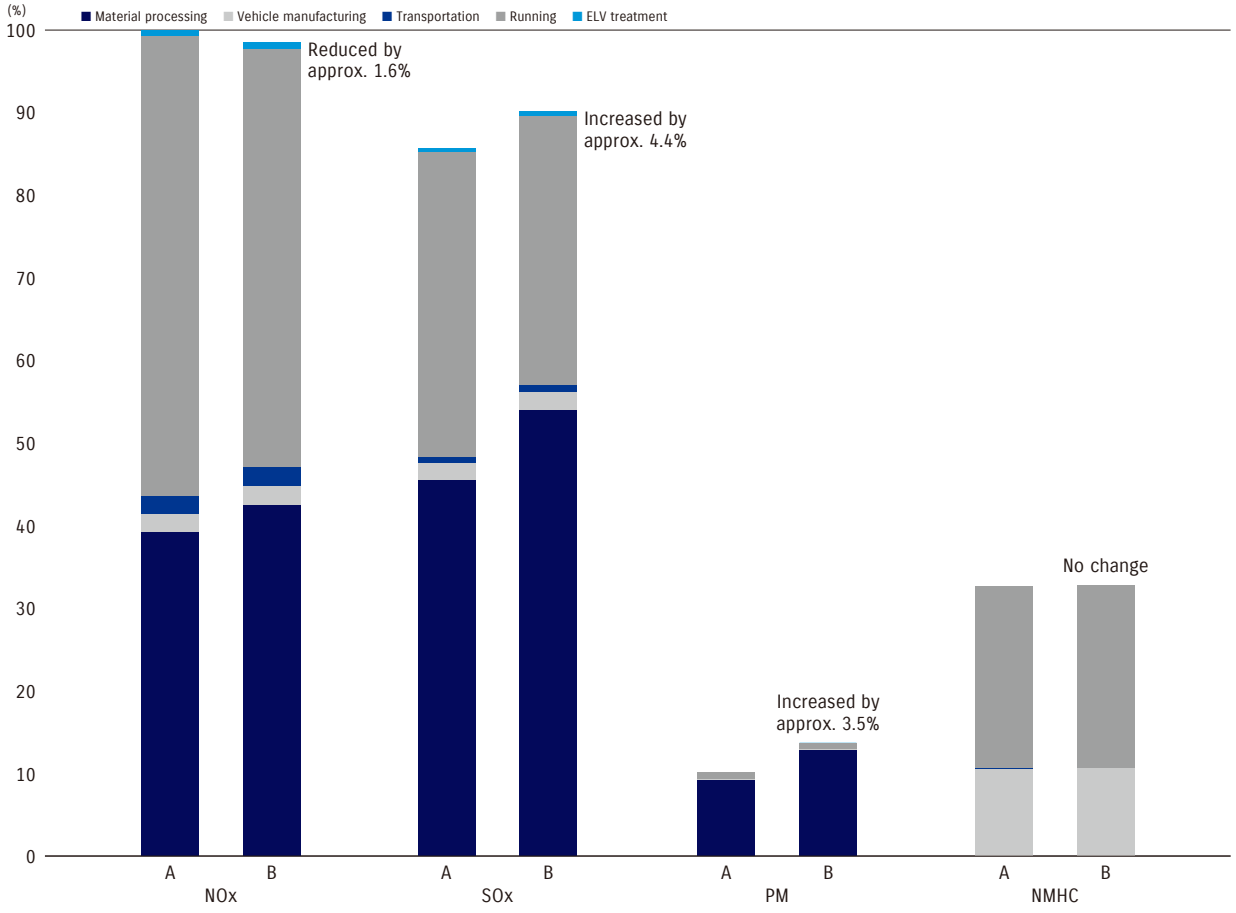
* Life Cycle Assessment: A method of evaluating a product as a whole by calculating its potential environmental impact at each stage of its life cycle, from raw material processing to disposal. Evaluation results are displayed as an index to confirm the relative environmental improvement effect.

■ Suzuki LCA Stages



■ Ratios of air-polluting substance emissions

Example: Solio (installed with Mild Hybrid) (ratio of NOx emissions with the previous model as 100%)



A: Installed with Mild Hybrid (Launched in December 2020)
B: Installed with Hybrid (Launched in December 2022)
NOx: Nitrogen Oxide
SOx: Sulfur Oxide
PM: Particulate Matter
NMHC: Non Methane Hydrocarbons

Efforts in design and development

Efforts in emission gas reduction

(Automobiles) Reducing hazardous elements within emission gas

In order to satisfy emission regulations that are getting more stringent all over the world, Suzuki has been improving engine combustion technologies as well as promoting improvement in the emission purification performance. From the view of preserving resources, we are making efforts to reduce the precious metals and rare earth elements used for catalysts.

We are making efforts to clean emission gas throughout the world by adopting purification technologies that meet the needs of each market, such as a zone-coated catalyst that concentrates precious metals effective for the purification performance in cold engine starts at the front section of the catalyst, a catalyst that suppresses heat deterioration, and a gasoline particulate filter (GPF) that removes PM (particulate matter) from direct-injection turbo engines.

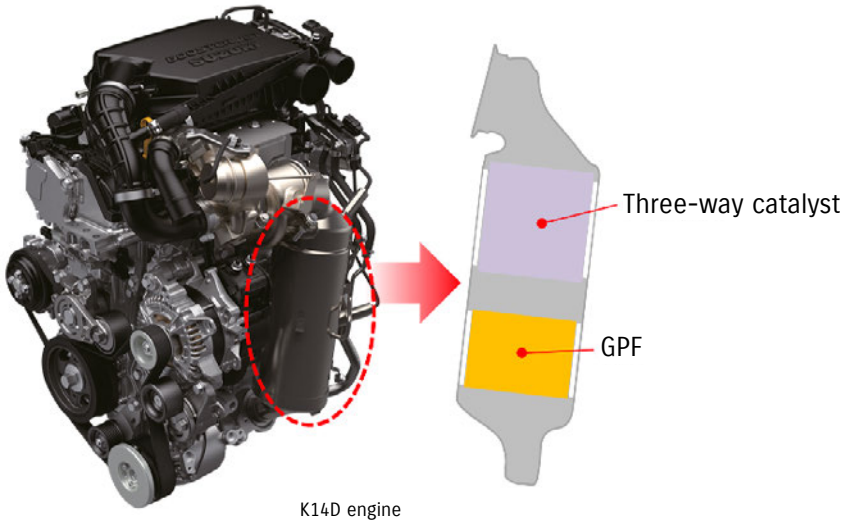
(Motorcycles) Reducing emission gas

We are striving to reduce emission gas by complying with the Euro5 standards and the 2020 domestic emission gas regulations.

The new V-STROM 800DE launched in March 2023 meets the domestic emission regulations for 2020 by adopting a compact combustion chamber with a comparatively long stroke, where a short stroke is usually used due to narrow space, and optimizing cam profile, ignition timing and catalyst.

(Outboard motors) Reducing emission gas

Suzuki's four-stroke outboard motors satisfy the 2008 emission gas regulation values set by the California Air Resources Board (CARB), the secondary regulation values set by the U.S. Environmental Protection Agency (EPA), and the 2011 marine engine emission voluntary regulation values (secondary regulation) set by the Japan Marine Industry Association.



K14D engine
Cleans emission gas by collecting PM (particulate matter) contained in exhaust gas

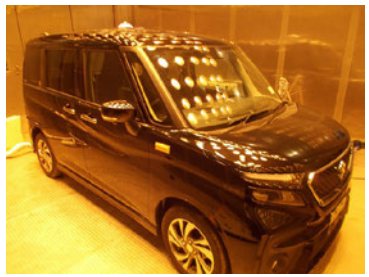
New V-STROM 800DE

Efforts in reducing chemical substances

Reducing VOCs (Volatile Organic Compounds)*1 in the cabin

In order to provide safe and secure products to customers, we are making efforts in reducing cabin VOCs by using materials, bonding agents, etc. that emit less VOCs for automobile interior parts. For all new domestic automobile models sold since January 2006, we have successfully achieved lower cabin VOC levels than the target set by the automobile industry*2. In FY2022, we achieved the target for models including the Solio Hybrid and Spacia BASE. We are also taking the lead in responding to new regulations that are being considered in Europe for the future.

In addition, we are making efforts in reducing odors from interior parts and reducing cabin odor to promote a more comfortable cabin environment.



Measuring VOC inside a Solio Hybrid

*1 VOCs are deemed to be a cause of sick building syndrome (bringing about a headache and/or sore throat) and has been gaining attention for its impact on health.
*2 Japan Automobile Manufacturers Association (JAMA) has been making voluntary efforts in new passenger car models sold from April 2007 and new commercial vehicle models sold from April 2008 to satisfy the guideline values for vehicle cabin VOCs on substances defined by Japan's Ministry of Health, Labour and Welfare in 2002.

Efforts in reducing noise

(Motorcycles) Reducing noise

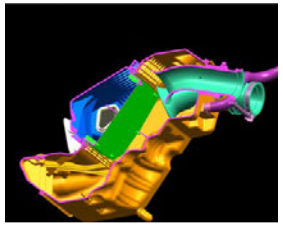
Suzuki motorcycles meet noise regulations, such as the FY2016 regulation in Japan, UN R41-04 in Europe, and 40 CFR Part 205 in the United States.

Product example

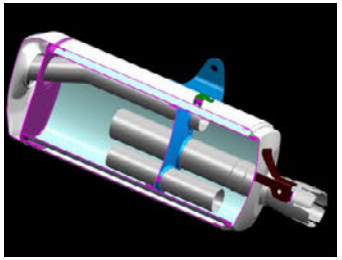
The following describes our noise regulation efforts, taking the new V-STROM 800DE as an example.

To comply with the latest domestic noise regulations, the new V-STROM 800DE adopts many structures with high noise reduction performance while also being designed to minimize weight increase.

❶ The air cleaner has sufficient capacity and reduces intake noise and by rib placement and rigid shape, reduced radiated noise from wall surfaces.



❷ The muffler is composed of a main silencer and a sub silencer; it has sufficient capacity and a structure which can achieve favorable noise eliminating performance. By mounting glass wool on the inner wall, we improved damping performance and reduced radiated noise from wall surfaces.



Efforts in business activities

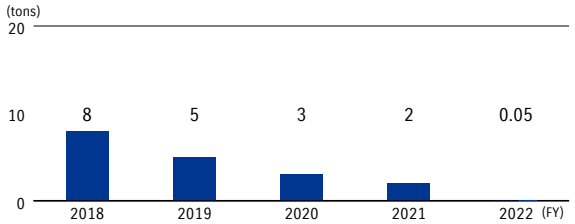
Efforts in production

Efforts in reducing emission gas

Control of SOx and NOx emissions

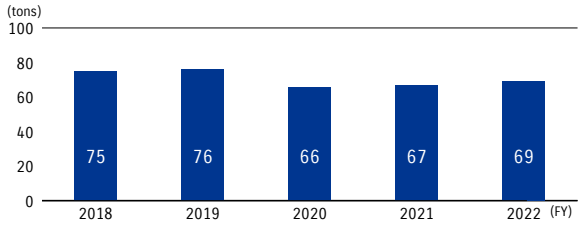
In order to prevent air pollution, we are making efforts to maintain and control SOx (sulfur oxides) and NOx (nitrogen oxides) emissions from boilers, etc. by setting voluntary standards that are stricter than the regulation values.

■ SOx emissions*



* SOx emissions are calculated based on fuel consumption from January to December.
[Scope of aggregation]
Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and the Tooling Dept.

■ NOx emissions



[Scope of aggregation]
Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and the Tooling Dept.

Efforts in reducing chemical substances

VOC reduction in the painting process

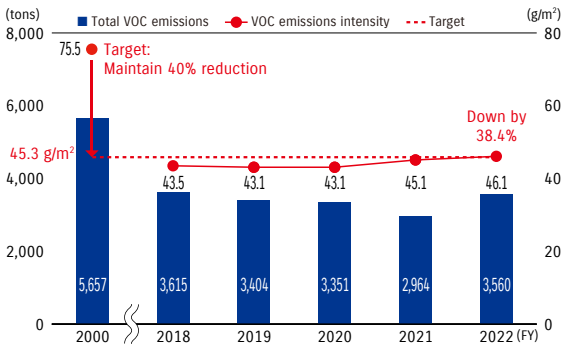
We are working to reduce emissions of VOC solvents used in the painting process.

The Suzuki Environmental Plan 2025 targets reducing VOC emissions per painted area by 50% or more compared to FY2000 in the painting process at plants in Japan.

In FY2022, total emissions from painting car bodies, bumpers and motorcycles were 3,560 tons/year. VOC emissions intensity was 46.1 g/m^2, a 38.4% reduction compared to FY2000, but falling short of the targeted 40% decrease. The reason for not reaching the target was an increase in the number of car models with high paint usage, which was caused by a change in the sales composition.

We plan to achieve the targets of the Suzuki Environmental Plan 2025 by further improving painting methods and reducing VOC emissions as well as by expanding use of water-based paints when the painting process is renewed.

■ VOC emissions in the painting process



[Scope of aggregation]
Domestic plants with each painting process of automobile body, motorcycle, and bumpers (Iwata Plant, Kosai Plant, former Toyokawa Plant (until FY2018), Hamamatsu Plant, and Sagara Plant)

Efforts in reducing odor and noise

Although we strictly follow the relevant regulations and laws, odors and noises may still make local residents uncomfortable. Compliance with the laws and regulations, which is the basis of sustainability, is the minimum responsibility. Aiming for plants that are trusted by the local community, we will continuously promote necessary measures for the prevention of noise and odor and the elimination of their potential sources.

Water Resources

	Suzuki Environmental Vision 2050	Milestone 2030
Water resource conservation	Realize use of sustainable water resources through minimizing load on water environment by 2050	Implement reduction of water withdrawal and purification of discharged water at all production sites through specifying water risks surrounding Suzuki by 2030

Basic concept

Water resources are the source of all life and the foundation of human economic activities. However, only 0.01% of the earth's water is freshwater that humans can use. Furthermore, due to recent climate change and population growth, the supply and demand of water resources is expected to be strained in the future. Especially in India and Southeast Asia, Suzuki's main markets, rapid industrialization has led to excessive water withdrawal and water pollution. In light of these regional characteristics, Suzuki will assess the water risks of each of its sites and suppliers and promote water resource management according to the risk situation. In addition, to achieve sustainable use of limited water resources, we will promote the thorough reduction of water withdrawal and purification of discharged water at production sites that use large amounts of water.

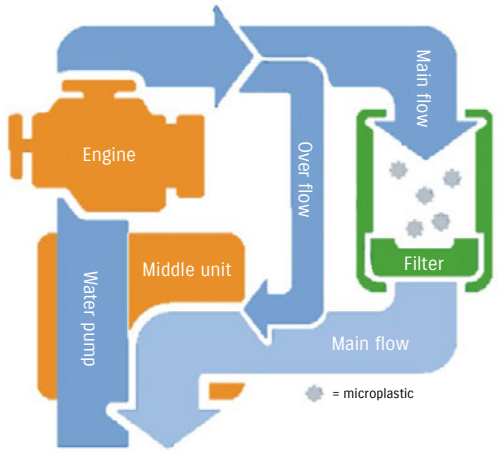
Efforts in product use

Efforts in design and development

Efforts in the development of a device that collects marine plastic waste: Developed the world's first Micro-Plastic Collecting Device for outboard motors

Marine plastic waste has become a significant environmental issue in recent years, and a huge amount of such waste that has not been gathered correctly flows into the ocean. This waste is then broken down into microplastics in the natural environment, and its impact on the ecological system is becoming a concern. To tackle this issue, we focused on the structure of the outboard motor, which pumps up a large volume of seawater to cool the engine and then returns it to the ocean. We developed a filter-type collecting device which can be attached to the hose for return water. Through this device, microplastic waste near the water's surface can be collected just by running the boat. The device does not affect the engine's performance since it only utilizes the returning water that has already been used to cool the engine.

Outboard motor installed with the Micro-Plastic Collecting Device



Structure of the Micro-Plastic Collecting Device

Efforts in business activities

Efforts in production

Efficient use of water resources

Reduction of water consumption

Under the Suzuki Environmental Plan 2025, Suzuki is working to reduce water consumption by setting a target of a 10% reduction in water consumption intensity by FY2025 compared to FY2016, using the global automobile production volume as the denominator for water consumption intensity.

The Suzuki Group is making efforts to reduce the amount of water used through water-saving and reusing wastewater in domestic and overseas plants. Specifically, we are adopting airtight cooling towers, utilizing air-cooled systems for compact air conditioners, and using cooling water. Maruti Suzuki India and Suzuki Motor Gujarat, which have a particularly severe water shortage problem, achieved zero drainage discharge to the outside by reusing wastewater, using it for gardening on their premises and introducing water-saving air-cooling systems for their facilities.

The amount of water used in FY2022 in Japan increased by 7% compared to the previous fiscal year, resulting in 4.09 million m^3. At overseas manufacturing subsidiaries, it increased by 15%, resulting in 5.02 million m^3.

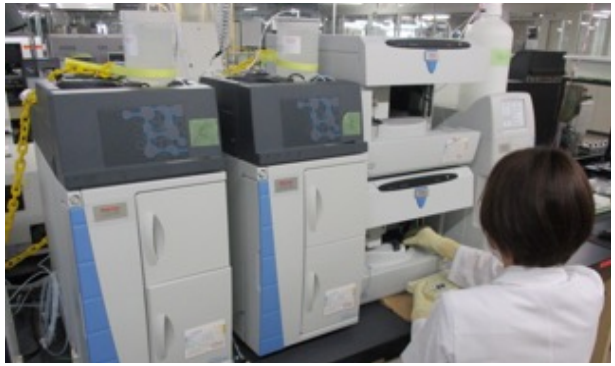
The intensity decreased by 3% compared to the previous fiscal year from 2.92 m^3/unit to 2.83 m^3/unit. The reason intensity worsened compared to the base year of FY2016 was due to an increase in water used as a result of efforts to produce higher quality automobiles in the painting process. Going forward, we will aim for production achieving both quality and effective water use.

In order to achieve our targets for FY2025, we will promote facility upgrades and water-saving. We plan to introduce production equipment that uses less water at upcoming new plants and existing plants that will go through updates.

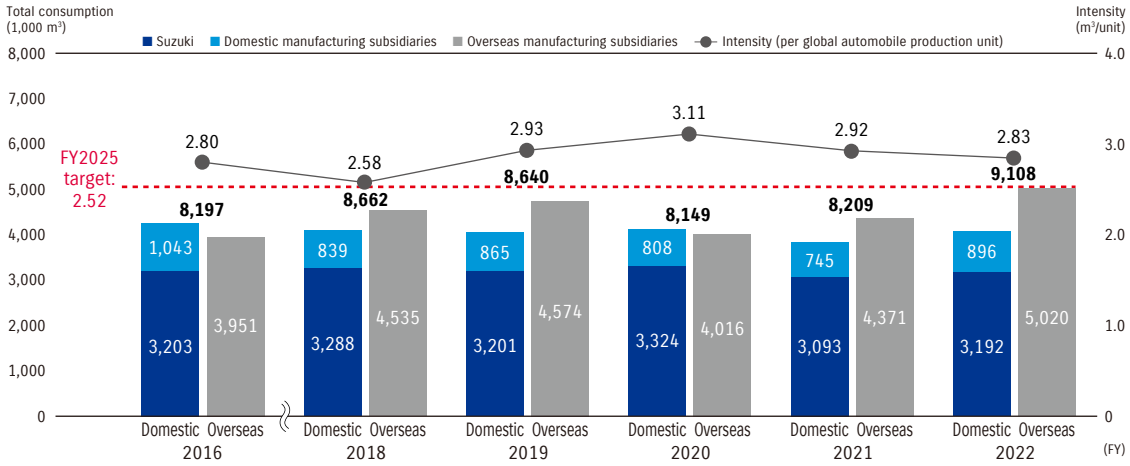
Efforts to prevent sewage spills

For the purpose of water quality management and maintenance, our environmental analysis department periodically conducts environmental measurements of plant effluent, groundwater, water used in factory processes, and industrial water to check the possibility of sewage spills from any plant. If any abnormality should be found in the water quality, a system is in place to inform the relevant department and take immediate and proper measures.

We were registered as an “Environmental Measurement and Certification Business (Concentration)” under the Measurement Act in 1994. Since then, we have continued to conduct measurement and certification of wastewater and industrial waste from the business sites of Suzuki Group companies, thereby promoting Group-wide activities for the prevention of contaminant outflow.


Environmental analysis

■ **Trends in global water consumption**



[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and the Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Purification of plant effluent

Industrial wastewater and sewage generated from plants are purified at our wastewater treatment facility before being released to rivers or public sewerage. In discharging wastewater, we strive to reduce substances of concern by setting voluntary standards stricter than the wastewater standards specified in laws and regulations.

Under the Suzuki Environmental Plan 2025, we are working to reduce water consumption and regularly monitor the intensity of wastewater per global automobile production unit.

We will continue striving to reduce water consumption while maintaining the quality of discharged water.

Efforts to prevent soil and groundwater contamination

・Efforts for prevention of the proliferation of soil contamination

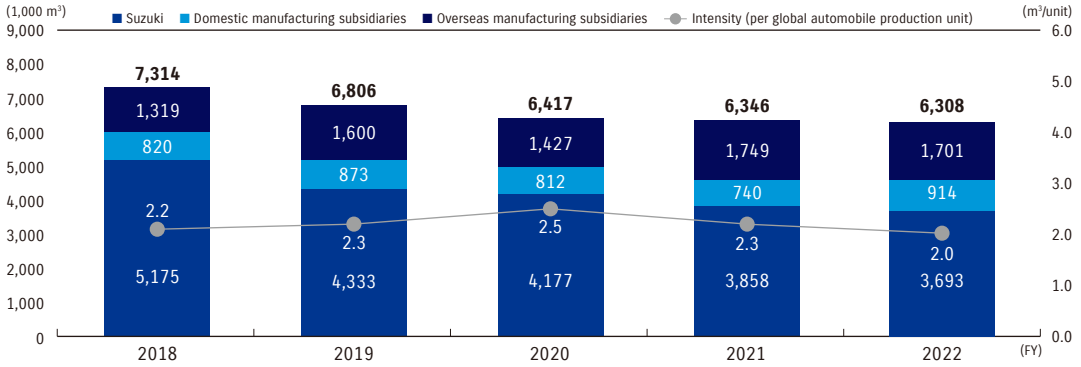
In FY2022, all 16 business locations of domestic plants and domestic manufacturing subsidiaries conducted an investigation of the history of the land in order to record information about the risks of soil contamination due to chemical substances, etc., used in the past. Based on this investigation, we conduct soil surveys when making changes to the character of land that is at risk of soil contamination and are making efforts in purifying and removing contamination appropriately when soil contamination is found.

In FY2022, we conducted soil surveys eight times at our domestic plants, and soil contamination was found in one out of the eight cases. We removed the soil contamination by excavation.

・Efforts for cleanup of groundwater

Since the organic chlorine compounds (trichloroethylene and cis-1, 2-dichloroethylene) were discovered in the ground water at the head office and the former Takatsuka Plant in January 1999, we have continued the groundwater cleanup efforts and have conducted measurements along the plant's site boundaries. In addition, we started bioremediation in March 2015 for groundwater cleanup using microorganisms to complete the purification as early as possible. Through the effects of bioremediation, we aim to complete the cleanup of groundwater contamination.

Trends in global wastewater volume



[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and the Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Efforts in office activities, etc.

Thorough water-saving at offices and employee dormitories

In order to aggressively reduce water consumption, we are making efforts in raising awareness of water-saving such as by announcing specific measures and posting water-saving awareness posters in restrooms and kitchens. We are also making efforts in reducing water consumption, such as by installing automated faucets for hand washing and introducing water-saving equipment.

Efforts in the supply chain, etc.

Efforts in procurement

Understanding the information on water risks of our business partners (Japan)

Suzuki conducts annual research on information regarding water risks of our domestic business partners with large purchasing amounts to obtain information on water risk. Through the research, we keep track of their water consumption trends and status of water risk evaluation. In the FY2022 survey, those evaluating physical risks including flooding and drought within the company were 85%, and those evaluating regulation and reputation risks regarding water usage were 78%. We will continue making efforts in the research while expanding it to overseas business partners as well.

Resource Circulation

	Suzuki Environmental Vision 2050	Milestone 2030
Resource circulation	Promote reducing, recycling, and proper treatment of wastes from production activities and products through globally applying recycling technologies and systems developed in Japan by 2050	By 2030: – Globally apply automobile recycling system – Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electric vehicles – Mitigate waste generation volume at global production sites – Reduce plastic packaging materials

Basic concept

The consumption of natural resources is increasing globally due to worldwide population growth and economic growth of emerging countries. If this continues, resource depletion caused by large-scale mining and environmental pollution due to increased waste from mass consumption may become more serious. In particular, there is great concern regarding the future depletion of useful resources such as rare metals used in secondary (rechargeable) batteries for propulsion of electric vehicles, and there is a need to recycle these resources. Furthermore, for regions that do not have adequate systems for the disposal of end-of-life vehicles, there are concerns that this could easily lead to illegal dumping and improper disposal of vehicles and parts, which would cause various problems such as environmental pollution and health hazards due to the leakage of dangerous substances. In light of this situation, Suzuki will focus not only on its own products, but also on creating a system to safely collect and process recyclable resources from end-of-life vehicles without impacting the environment.

Efforts in product use

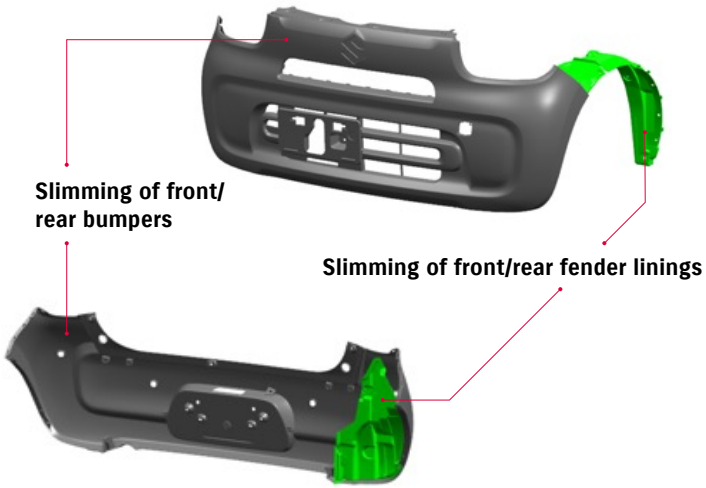
Efforts in design and development

Efforts in reducing

Continuation of designs aimed at reducing materials

Among the 3Rs, the first priority should be reducing (emission reduction). Under the policy of “Sho-Sho-Kei Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” Suzuki is promoting reduction of emissions by thoroughly reducing materials used and reducing weight.

For example, for exterior parts, we made front and rear bumpers and front and rear fender linings thinner.



Adopting plant-derived resin (bio polycarbonate)

Suzuki is adopting bio polycarbonate resin (bio PC), which is primarily made of plant-derived isosorbide, for automobile parts. In doing so, we are contributing to efficient use through the adoption of petroleum-free raw materials. Bio PC produces great color, and by coloring the resin material, it creates an appearance equivalent to that of painted resin, thereby enabling the reduction of CO_2 and VOCs by eliminating the painting process.

Bio PC was first adopted for the interior color panels of the first-generation Hustler in 2014, and since then, it has been adopted for interior parts of the Lapin, Spacia, WagonR, Jimny, Swift, XBEE, and the second-generation Hustler. It was also adopted for the S-CROSS front grille (exterior part) sold in Europe. Since its adoption in the first-generation Hustler, a second-generation material with improved impact resistance and third-generation material with both impact resistance and enhanced appearance have been developed, and the number of models in which the material is used has expanded. In 2022, the total for all models was 120 tons/year.

Suzuki will continue to expand the adoption of bio PC by using these materials and technologies for forming and molding pre-colored resin materials.

Jimny

S-CROSS

Efforts in recycling

Adoption of recyclable resin materials

Automobile manufacturing that takes recycling into account (recyclable design) is an important initiative in vehicle design.

Suzuki always tries to create eco-friendly vehicles, such as by employing easy-to-recycle materials for exterior and interior resin parts.

Design with consideration for recycling

We consider recyclability from the design and development stage for new vehicles, and we are working to create vehicles that are simple to dismantle and disassemble.

■ **Major components using recyclable resin materials (Example: Exterior of the new Solio)**

■ **Major components using recyclable resin materials (Example: Interior of the new Solio)**

Weather strip
Structure that allows for easy removal without using tools

Door glass run
Structure that allows for easy removal without using tools

Rear bumper
Structure that allows for removal without removing other parts such as rear combination lights

Instrument panel center garnish
Structure that allows for easy removal with clip joints

Development and design with consideration for weight reduction

In the new GSX-8S, the frame is 13% lighter and swingarm 30% lighter than the previous model GSX-S750 in the same category, due to the use of optimal pipeline and pipe sizes.

Moreover, we also reviewed the shape and thickness of the wheels, resulting in a 2% reduction in weight combined for the front and rear wheels compared to the previous model GSX-S750.

Adoption of recyclable resin materials

Suzuki is making efforts to incorporate recycling in the design and development of motorcycles. We use easily recyclable PP resin materials in the exterior parts of the new V-STROM 800DE shown below.

New V-STROM 800DE

Efforts for end-of-life vehicles

Efforts in end-of-life vehicle collection and recycling

Efforts in reusing

Rebuilt parts (reused parts) for repair*

In order to use natural resources effectively and reduce the financial burden on customers, Suzuki deals with rebuilt parts for automatic transmission, including CVT.

* Rebuilt parts are parts that are removed and collected at the time of repair; the parts are refurbished by replacing any damaged or worn sections, and then undergo final inspections.

Development of reuse technology for used lithium-ion batteries

From the launch of the WagonR in September 2012 onward we have promoted the reuse of lithium-ion batteries in vehicles equipped with the Mild Hybrid system, and developed a technology for secondary use (reuse) of used lithium-ion batteries collected from end-of-life vehicles to power solar street lights.

Until now, we have disposed of small used lithium-ion batteries that have some life remaining, but through this technological development, now it is possible to reuse the batteries from 10 end-of-life vehicles to power a solar streetlight. This technology paves the way for reuse of small used lithium-ion batteries, which will be generated in increasing quantities in the future.

We will first establish reuse technology and systems for lithium-ion batteries used in Mild Hybrid vehicles, subsequently connecting them to reuse initiatives for lithium-ion batteries used in HEV and BEV.

Efforts in recycling

Efforts to comply with recycling laws in Japan

· Efforts to comply with the Automobile Recycling Law

In accordance with the Automobile Recycling Law*1 enacted in January 2005, we collect and recycle shredder scraps (ASR*2), airbags, and CFCs from end-of-life vehicles.

Implementation in FY2022 (from April 2022 to March 2023) is as follows.

· Collection and recycling of ASR

Our ASR recycling rate was 96.7% in FY2022, and since FY2008, we have continuously achieved the legal standard enacted in FY2015 (70% or higher). We have achieved a vehicle recycling rate of 99.4%*3.

We are promoting the collection and recycling of ASRs through ART*4 formed by 12 automobile manufacturers, etc. (as of May 31, 2023), including Nissan Motor Co., Ltd., Mazda Motor Corporation, and Mitsubishi Motors Corporation, working together with recycling companies nationwide for the purposes of complying with regulatory requirements, properly disposing of waste, increasing recycling rates, and reducing disposal costs.

· Collection and recycling of airbags and CFCs

In FY2022, our airbag recycling rate was 95.4%, and since FY2004, we have continuously achieved or fulfilled the legal standard (85% or higher). The amount of CFCs that we collected and disposed of was 68.6 tons. For the collection and recycling of airbags and collection and disposal of CFCs, Suzuki and all manufacturers organized the Japan Auto Recycling Partnership for working together with recycling companies throughout the nation. In order to make continuous efforts to further promote end-of-life vehicle recycling, we will design easy-to-recycle products, conserve and effectively use resources, reduce waste, reduce the cost of recycling, and establish a stable recycling system.

*1 Automobile Recycling Law: Formal name "Act on Recycling, etc. of End-of-Life Vehicles"
*2 ASR: Automobile Shredder Residue
*3 Calculated as the percentage recycled up to the dismantling and shredding processes (approximately 83%, quoted from the May 2003 joint council report), plus the remaining ASR ratio of 17% multiplied by the ASR recycling rate of 96.7%
*4 Abbreviation for Automobile shredder residue Recycling promotion Team
Please refer to the following website concerning our automobile recycling initiatives (Japanese language only)
http://www.suzuki.co.jp/about/csr/recycle/index.html

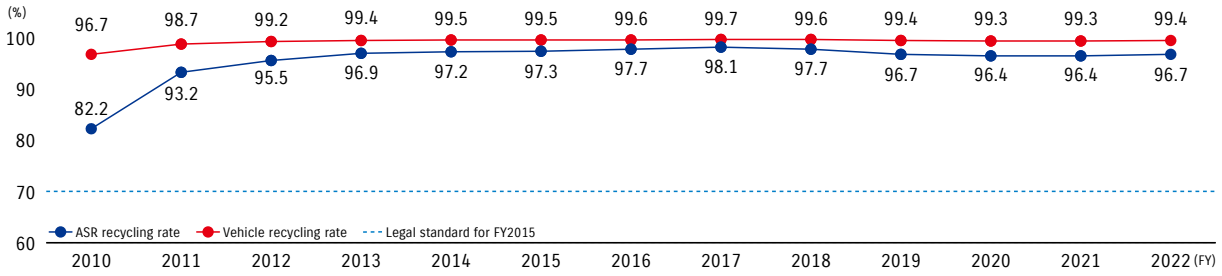
Efforts for recycling overseas

In India, Maruti Suzuki India established Maruti Suzuki Toyotsu India Private Limited, a joint venture with the Toyota Tsusho Group for proper dismantling and recycling of ELVs, ahead of legislation being passed, and started operation of a model facility for proper disposal of ELVs in October 2021. It aims to reduce illegal dumping of vehicles and parts and also tackle environmental issues including global warming and soil and water contamination.

In the European Union, according to the End-of-Life Vehicles Directive (ELV Directive: 2000/53/EC), and the Batteries Directive (2006/66/EC), we are promoting the collection and recycling of ELVs and batteries, etc. in accordance with the laws, regulations, and conditions of each country.

In addition, we provide information on the dismantling of new automobile models to disposal companies in a timely manner through the International Dismantling Information System (IDIS), which is jointly organized by automobile manufacturers. Moreover, in accordance with the EU's Reusability, Recyclability, and Recoverability Directive (RRR Directive: 2005/64/EC), it is required that new vehicles shall be recyclable to a minimum of 95% as a condition for receiving the type approval of motor vehicles. To satisfy the requirements of the directive, we were audited by an authorized auditing agency on our systems and structures for collecting material data and verifying substances of concern. As a result, we acquired a Certificate of Compliance (COCom) in August 2008 and RRR Directive approval for all of our vehicles sold in Europe. Then, due to the revision of the European RRR Directive (2009/1/EC), we were audited again by an authorized auditing agency and obtained a new COCom in October 2011, which has been renewed every other year since then, and our new models have received type approval based on the revised Directive.

■ Trends in the ASR recycling rate and vehicle recycling rate



Voluntary recycling efforts

· Efforts for recycling of bumpers

In an effort to use resources more effectively, we have been collecting and recycling used bumpers that have been removed from automobiles by distributors at the time of repair or replacement. Initially, used bumpers were collected from distributors in their original form. Since 2000, however, they have been collected after being shredded by bumper shredding machines, which have been installed at distributors nationwide (with some exceptions). Additional bumper shredding machines were introduced or added in FY2012. As a result, the volume of the bumpers at the time of transportation was reduced to one-sixth of the previous volume, allowing for a reduction of logistics-related CO_2 emissions due to efficient transportation. At present, collected bumpers are recycled and reused to produce automotive parts such as fuel filler hose covers, side deck insulator covers, battery holders, engine undercovers, and foot rests. In FY2022, approximately 79,000 used bumpers were collected.

Recycling of batteries

· Collection and recycling of used lithium-ion batteries in Japan

Lithium-ion batteries are employed by models using the low fuel consumption technologies ENE-CHARGE, S-ENE CHARGE, Mild Hybrid, and Hybrid. Since launching the WagonR equipped with ENE-CHARGE in 2012, Suzuki has been working to recycle used lithium-ion batteries by establishing a system to collect and properly dispose of used lithium-ion batteries when disposing of those vehicles equipped with lithium-ion batteries. In October 2018, in conjunction with the start of a free collection system for lithium-ion batteries with the Japan Auto Recycling Partnership as the point of contact, Suzuki joined the collection system and has been collecting and properly disposing of used lithium-ion batteries. By FY2022, a total of 19,197 batteries were collected. For more details of collection and recycling of used lithium-ion batteries, access the following website. (Japanese language only)
http://www.suzuki.co.jp/about/csr/recycle/battery/index.html

· Collection and recycling of used lithium-ion batteries overseas

In Europe we launched the Ignis, Swift, Vitara and S-CROSS equipped with the SHVS Mild Hybrid system that uses lithium-ion batteries, and the Vitara and S-CROSS equipped with a strong hybrid system.

We have built a system for collecting and recycling used lithium-ion batteries according to the EU's Batteries Directive (2006/66/EC), and the laws, regulations, and conditions of each country.

In India, we have launched SHVS-equipped models such as Ciaz, Ertiga, and XL6, and Maruti Suzuki India has established a collection and recycling system for used lithium-ion batteries.

Examples of parts using recycled materials derived from replaced bumpers


Fuel filler hose cover of the Carry

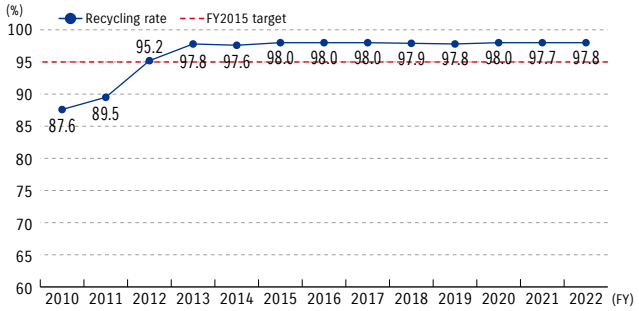

Side deck insulator cover of the Carry

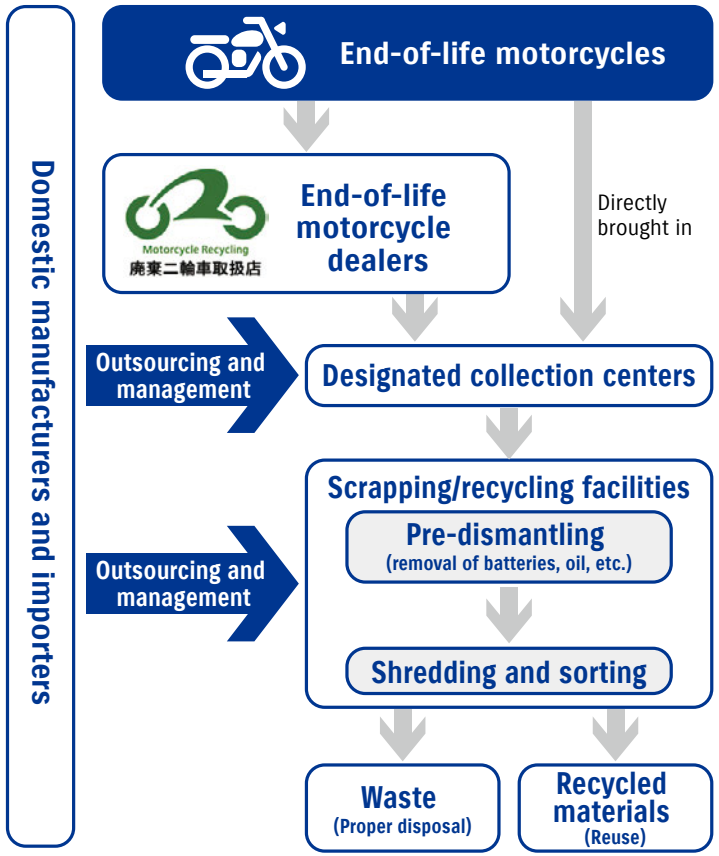
Regarding voluntary motorcycle recycling efforts

Our voluntary motorcycle recycling efforts were launched in October 2004, with the participation of four domestic motorcycle manufacturers and three importers (as of July 2023). These efforts have established a recycling system that is in line with the actual distribution of motorcycles in Japan and involves the disposal, scrapping, and recycling of used motorcycles. In October 2011, we began the collection of motorcycles at the time of disposal free of charge. End-of-life motorcycles are taken back at end-of-life motorcycle dealers and designated collection centers throughout the nation for the convenience of our customers. These motorcycles are then collected at 13 scrapping/recycling facilities nationwide, where they are dismantled, shredded, and sorted. Those that can be used as recycled materials are reused, while other waste materials are properly disposed of. Suzuki's recycling rate in FY2022 was 97.8% on a weight basis, achieving the recycling rate target of 95%.

For more details, access the following websites.
For more details on Suzuki's voluntary motorcycle recycling efforts, access the following website. (Japanese language only)
http://www1.suzuki.co.jp/motor/recycle/index.html
For details of the Japan Automobile Recycling Promotion Center, access the following website.
(For motorcycle recycling)
https://www.jarc.or.jp/en/motorcycle/

■ Trends in the recycling rate of Suzuki motorcycle products (from FY2010 to FY2022)





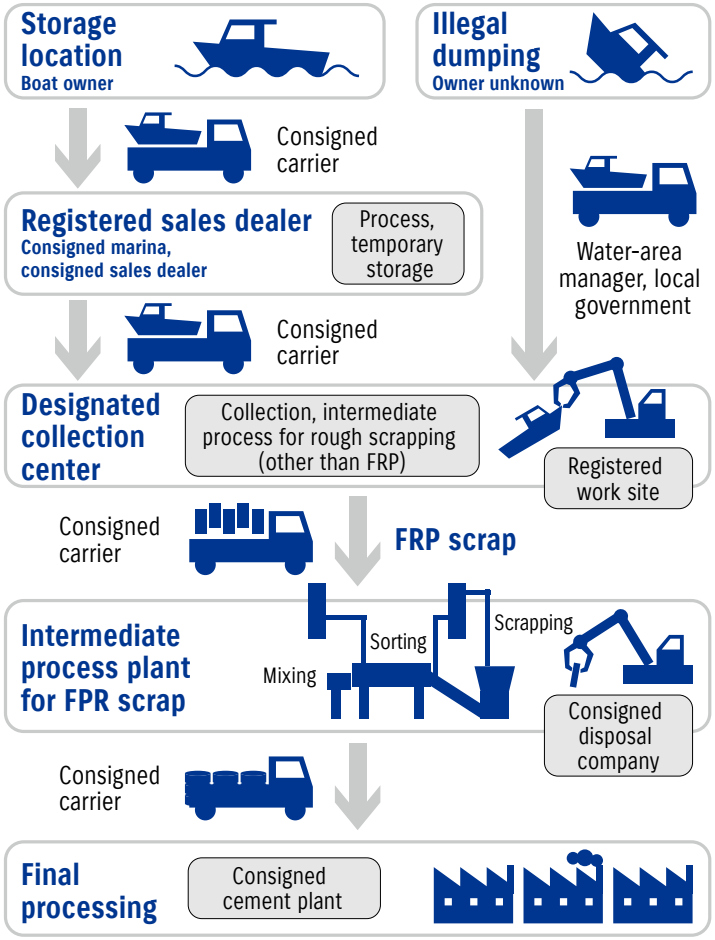
Voluntary efforts for recycling FRP* boats

Suzuki actively participates in a program called the “FRP Boat Recycling System” voluntarily promoted by the Japan Marine Industry Association together with seven other major manufacturing companies.

The “FRP Boat Recycling System” has been developing nationwide since 2007 in order to prevent inappropriate scrapping of boats due to their product characteristics (such as large size, long life, and used nationwide yet small in volume) and to facilitate such scrapping for users. In the “FRP Boat Recycling System,” scrapped FRP boats collected at a designated collection center are roughly disassembled. Then, FRP scraps are transported to an intermediate processing plant, further scrapped, sorted, and finally baked to make cement, thereby carrying out recycling (material thermal recycling). This system is certified by verification tests conducted by the Ministry of Land, Infrastructure, Transport and Tourism, and realizes a recycling system at low cost by collecting, disassembling, and scrapping FRP boats over a wide area.

* FRP (Fiber-reinforced plastic)

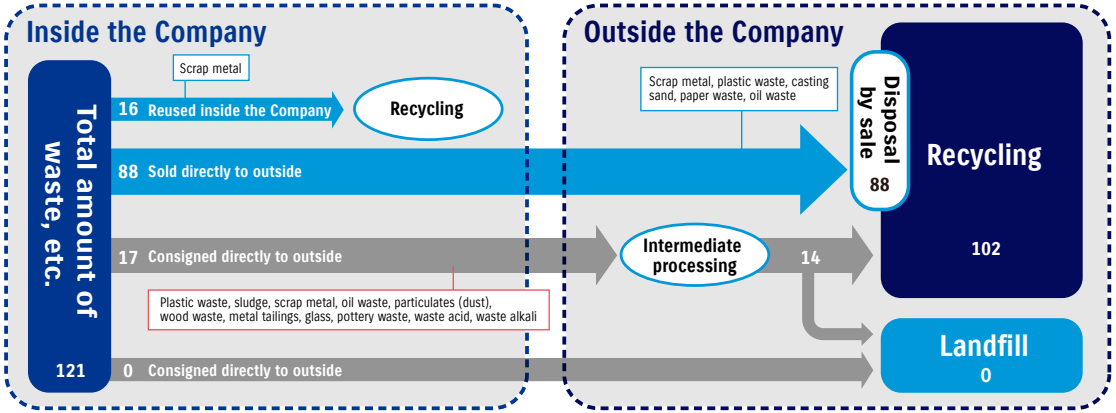
For details, please see the following websites
(Japanese language only).
Suzuki Voluntary Efforts for FRP Boat Recycling System
http://www1.suzuki.co.jp/marine/marinelife/recycle/index.html
Japan Marine Industry Association
(Guide for FRP Boat Recycling System)
http://www.marine-jbia.or.jp/recycle/index.html



Efforts in business activities

Efforts in production

■ **Flow of waste, etc.*** (1,000 tons/year)



* Waste, etc.: Combination of waste and recyclable materials

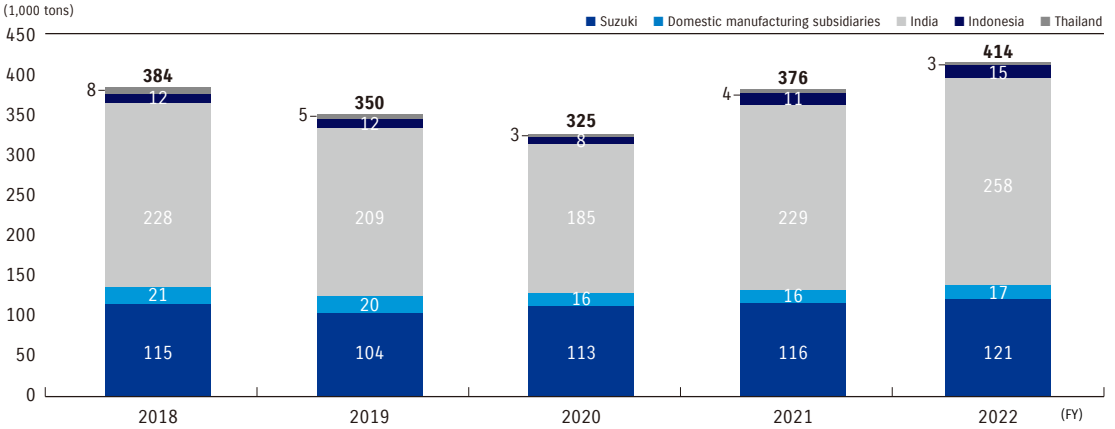
Note: The scope of aggregation is domestic plants.

Reduction of waste materials

Total waste discharge amount

The total amount of waste discharge at Suzuki and domestic manufacturing subsidiaries was 138,000 tons (up 5% from the previous year), and the global total of generated waste including Japan was 414,000 tons. Also, there are no exports/imports of hazardous wastes as specified in the Basel Convention.

■ **Trends in total global waste discharge amount**



[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and Tooling Plant), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (in India, Indonesia, and Thailand)

Reduction of landfill amount

In FY2022, while Suzuki and domestic manufacturing subsidiaries achieved a zero-level* landfill amount of 0.1 tons, the global landfill amount was 361 tons (up 10% from the previous year).

Looking ahead, we will maintain zero-level landfill waste amounts in Japan and promote a conversion to recycling at our overseas plants.

Efforts in office activities, etc.

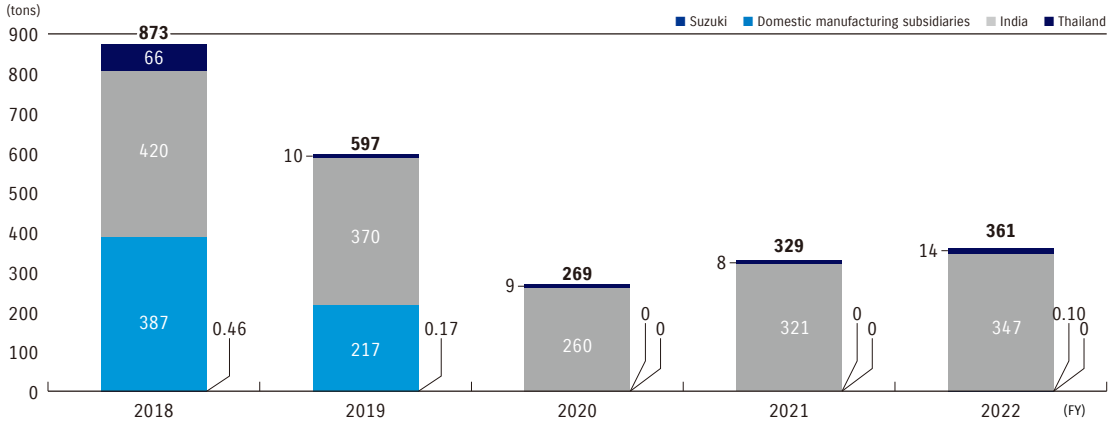
At Suzuki's head office, generated paper waste was previously burned for thermal recycling (reused as heat energy). Since July 2005, however, material recycling has been conducted, instead of thermal recycling, through separate collection of office documents, newspapers and magazines, cardboard boxes, etc. In FY2022, 160 tons of paper waste were recycled.

Response to the Plastic Resource Circulation Act

Suzuki has been recycling 100% of industrial waste from plastic products since 2001, and will continue 100% recycling in the future.

Going forward, in conjunction with efforts to reduce waste generation, we will promote material recycling through thorough rigorous separation of waste and aim for a recycling style where waste can be used again as raw materials for Suzuki products.

■ Trends in global landfill amount



* Definition of the zero-level
- Plants and Tooling Dept. in Japan: The total amount of landfill waste is less than 0.5% of the amount in FY1990 (24,675 tons).
- Domestic manufacturing subsidiaries: The total amount of landfill is less than 0.5% of the amount in FY2002 (1,370 tons).

[Scope of aggregation]
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 5 overseas manufacturing subsidiaries (in India and Thailand)

Efforts in the supply chain, etc.

Efforts in transportation

Efforts to reduce waste

● Reducing plastic from outboard motor products and spare parts packaging

To reduce the amount of plastic waste generated from our business activities, in 2020 we commenced activities to reduce the amount of plastic packaging of outboard motors and spare parts. These activities were undertaken while first considering (1) whether we can stop using plastic, followed by (2) whether we can reduce the amount of plastic use, and (3) whether we can change to a material with minimal environmental load. Starting from September 2021, we changed a portion of the product packaging material from plastic material to rayon, paper and biodegradable materials. We have also changed the packaging for spare parts of 661 products from plastic materials to paper and biodegradable materials since we started these activities in October 2020. From the beginning of the activities until March 2023, the total amount of plastic reduction has reached approximately 34 tons.

● Use of returnable containers

<Reduction in weight of packaging materials such as corrugated cardboard used for shipment of spare parts>

We are pursuing the use of returnable containers in our domestic shipping of spare parts.

In FY2022, returnable containers were used in approximately 34.1% of all shipping, which reduced approximately 133 tons of corrugated cardboard.

Paper used as a plastic substitute material for packaging of outboard motor spare parts
Plastic material (left) and paper material (right)

(1) Exterior carton fixing

(2) Lower unit presser
(3) Body cover
(4) E/G cover
(5) Harness bag
(6) Harness bag fixing
(7) Bundled box fixing
Bundled box:
(8) Tool box
(9) Transom plate
(10) Bundled parts bag

Adopted plastic substitute materials for (1) to (10) for outboard motor packaging and product packaging

Reuse and recycling efforts

● Reuse of waste materials

We reuse waste material produced in plants to make cushioning materials in order to prevent damage to spare parts during transportation.

We reused approximately 1.3 tons of corrugated cardboard waste in FY2022.

Reuse of corrugated cardboard

Recycling dairy waste

Suzuki, through its wholly owned subsidiary, Suzuki R&D Center India Private Limited, signed a three-party MOU with the Indian government agency National Dairy Development Board and Banas Dairy, Asia's largest dairy manufacturer, to establish a biogas production plant to contribute to India achieving carbon neutrality.

Rural areas in India have a large number of cows, and cow dung, a dairy waste product, contains methane, which compared over a 100-year period, has a greenhouse effect 28 times that of CO_2, when it is released into the atmosphere. We will use this methane and prevent its release into the atmosphere and instead use cow dung containing the methane in an automobile fuel (biogas fuel) production and supply business.

This biogas fuel is a carbon neutral fuel for use in CNG vehicles, in which Suzuki vehicles hold an approx. 70% share of the Indian CNG vehicle market. In addition, residue from the biogas can also be used as organic fertilizer, which contributes to the promotion of organic fertilizers.

By expanding this initiative throughout India, we believe we can contribute not only to suppressing the release of methane into the atmosphere and achieving carbon neutrality but also to revitalizing farming communities, creating new jobs, recycling waste, improving energy self-sufficiency and forming a recycling-oriented society. In the future, we have a view toward rolling out this program in other regions, such as dairy farming regions in African or ASEAN countries.

Chemical Substances

Efforts in product use

Design and development efforts

Promotion of green procurement

We have established the Suzuki Green Procurement Guideline that indicates our policy to purchase eco-friendly parts and materials from suppliers who are making ambitious efforts in environment conservation and agree to our guideline by submitting the Suzuki Green Procurement Promotion Agreement to us.

We partially revised this guideline in October 2013 to clarify the matter related to establishment of a substance of concern management system at partner companies, and prepared/added the self-check sheet for the control system. (We have been requesting new and existing suppliers to submit check sheets thereafter. More than 93% of suppliers of production parts have attained outside certifications including ISO 14001.) Also, we work alongside our suppliers to conform to not only existing regulations, such as the European ELV Directive and European Regulation concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), but also various future environmental laws and regulations.

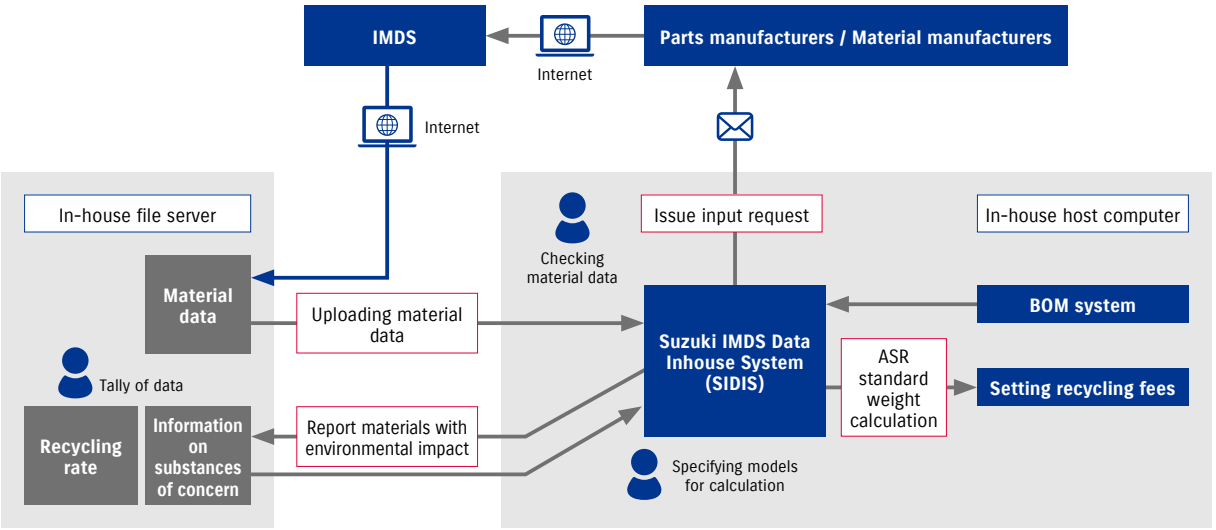
Also, we request business partners to work on reducing environmental load such as (1) CO_2 emissions, (2) VOC emissions, (3) the amount of waste generated, and (4) water usage, as well as (5) to promote energy saving in their business activities.

* Suzuki Green Procurement Guideline:
https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/suzukiGreenGuideline.pdf

Management of substances of concern

In recent years, new regulations on substances of concern have been successively increasing on a global basis. Suzuki provides products to customers worldwide and therefore must respond quickly to rapid changes. With this in mind, in 2003 Suzuki began utilizing the International Material Data System (IMDS) for the automobile industry. In addition, Suzuki has built an in-house substance of concern management system (SIDIS, or Suzuki IMDS Data Inhouse System), through which it efficiently gathers information about materials and chemicals used in each part. We use this information to calculate the recyclability rate, which is a requirement to receive type approval of motor vehicles in Europe, and manage various regulated substances as part of green procurement. In FY2022, Suzuki provided customers with 34 new models that included automobiles, motorcycles, and outboard motors upon confirming that these products complied with regulations for substances of concern. We are also preparing for new regulations being considered for the future, while studying their details. With expectations of a further tightening of regulations, we will strictly comply with these regulations and strive to provide customers with products having low environmental impact.

■ **In-house substance of concern management system**



Promotion of establishment of the substance of concern management system in overseas bases

[Green Procurement Guideline operational audit]
As a pillar for managing substances of concern, we formulated the Suzuki Green Procurement Guideline and started its operation sequentially at major overseas production bases from 2011 onward, and conduct an audit aimed at confirming its operation.

[Audit for implementation of Asbestos Control Rules]
The use of asbestos is thoroughly prohibited in Suzuki's technical standards. We newly established the Asbestos Control Rules to enforce prohibition of use particularly for parts delivered to overseas plants. The rules require complete prohibition of the use of asbestos by our business partners, and implementing periodic education to relevant parties within the Company. The implementation of these requirements is audited by Suzuki.

<FY2022 results>
Web-based audits (two sites)
・Changzhou Haojue Suzuki Motorcycle Co., Ltd.
・Jiangmen Dachangjiang Group Co., Ltd.
Business trip (on-site) audits (three sites)
・Maruti Suzuki India Limited
・Suzuki Motorcycle India Private Limited
・Suzuki Motor Gujarat Private Limited

In FY2022, we conducted web-based audits due to the voluntary restraint on overseas travel, continuing on from the previous year, in response to the COVID-19 pandemic. After the restrictions on travel were lifted, we switched to on-site audits with an emphasis on on-the-job training for staff at overseas offices on how to provide guidance to suppliers.

Promotion of establishment of the substance of concern management system at business partners

Information about substances of concern in the automobile industry is collected as IMDS data in cooperation with business partners. However, as there have been IMDS data defects in the past, we conduct online briefing sessions about developments in the regulation of substances of concern, including requests for business partners to input accurate IMDS data, as well as audits and guidance concerning strict adherence to Green Procurement Guidelines, and promote the establishment of a substance of concern management system throughout the entire supply chain.

<FY2022 results>
Companies that received an audit and guidance: 15

Conformance to regulations concerning chemical substances

We have promoted the shift in products to materials that do not contain four phthalate-type plasticizer substances (DEHP, DBP, BBP, and DIBP) specified as a limited substance (prohibition) in REACH (EU) in cooperation with our business partners, and completed the switch to materials not containing these substances for motorcycle and outboard motors as of July 2020. We are currently promoting a shift to materials that do not contain these substances for our automobiles.

We have also begun the registration of SCIP data* as a result of the Waste Framework Directive (EU). Suzuki is utilizing IMDS data to gradually register data concerning its products that are sold within the EU.

Going forward, we will regulate procedures to comply with regulations to ensure the switchover of regulated substances, and promote strengthening post-mass production management, including sampling analysis and confirmation of parts that do not contain these substances.

* SCIP (Substances of Concern In articles as such or in complex objects (Products))
A framework intended to make information about chemical substances included in recycled materials more accessible in an aim to transition to a circular economy. This helps to improve the safe use of recycled materials by, for example, removing the hazardous substances contained in the recycled material rather than using the material in its current state.

Efforts in business activities

Efforts in production

Efforts to reduce chemical substances

Purchasing new substances

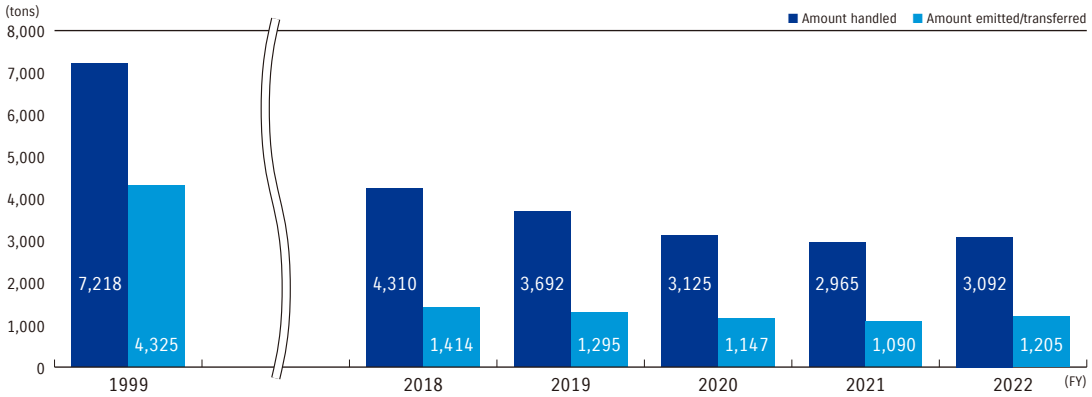
Before our domestic offices adopt new materials such as paint, oil, and detergents, the environmental management department examines the toxicity of chemical substances contained in the materials and the planned amount of use, as well as how to use and store them, and determines whether or not they are allowed to be used. The data collected through the research are managed as Pollutant Release and Transfer Register (PRTR) data, which will be used to reduce the volume of those materials. Also, for raw materials, our SDS* is kept up-to-date to provide the latest chemical data.

* SDS (Safety Data Sheet): A sheet listing the names, physical chemistry behavior, hazards, and caution for handling, etc. of chemical substances.

PRTR (Pollutant Release and Transfer Register) target substances

To reduce environmental load, we are working to reduce PRTR target substances. The amount of release and transfer was 1,205 tons in FY2022.

■ Amount of PRTR target substances that are handled, emitted, and transferred



[Scope of aggregation]
Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant (including the Sagara Proving Grounds), Hamamatsu Plant, former Takatsuka Plant (until July 2018), former Toyokawa Plant (until July 2018), Motorcycle Technical Center (Ryuyo Proving Grounds), Marine Technical Center, and Shimokawa Proving Grounds (from FY2020)

Plan for early disposal of PCB (Polychlorinated Biphenyl)

The Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes requires appropriate disposal of PCB waste contained in old capacitors, etc. by March 31, 2027. Suzuki has set an in-house target to complete the disposal of these materials by March 31, 2025 and is working to achieve this goal. At Suzuki's domestic plants, PCB waste equivalent to 2,018 total units of vehicles has been disposed of as of March 31, 2023.

Biodiversity

Efforts for biodiversity

Suzuki introduced the environmental brand SUZUKI GREEN to realize the philosophy of the Suzuki Global Environment Charter and announced the Suzuki Biodiversity Protection Guidelines as the environmental policy within the brand.

The Suzuki Biodiversity Protection Guidelines will be the guiding principle for us to recognize the possibility of business activities, etc. having unavoidable influences on biodiversity, which has provided our life with enormous natural blessings (ecosystem service) since the birth of humanity, as well as for us to try to reduce such influences, and make efforts to ensure sustainable usage.

Suzuki has conducted many actions to reduce influences on biodiversity in its business and social contribution activities and endorses the Keidanren Initiative for Biodiversity Conservation.

Through the release of the Guidelines, we aim to raise awareness about biodiversity throughout the entire Suzuki Group, and to develop a sustainable society that can coexist with nature, while keeping good relations with our business partners and the local communities.

Suzuki Biodiversity Guidelines
https://www.globalsuzuki.com/corporate/environmental/green_policy

[Basic concept]

Under the slogan of “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” the Suzuki Group thoroughly conducts wasteless, efficient business operations and promotes production of small cars by pursuing environmental technologies in order to reduce influences on biodiversity and contribute to sustainable usage of resources in the future.

Based on such activity philosophy, the Suzuki Group will strive to cooperate with various stakeholders as a member of society and to develop a society harmonized with our beautiful natural environment.

[Emphasized efforts for biodiversity]

・Reduction of environmental loads generated through business operations and products

(1) Promote energy saving, resource saving, and 3Rs at business steps from product development to recycling.

(2) Promote improvement in fuel efficiency and R&D of next-generation vehicles in order to reduce greenhouse gas.

(3) Work on reducing the use of substances of concern through the supply chain.

・Expansion of environmental communication

(1) Promote environmental beautification and environment conservation activities in cooperation with local communities.

(2) Work on instilling appropriate understanding and behavior in relation to biodiversity among all employees.

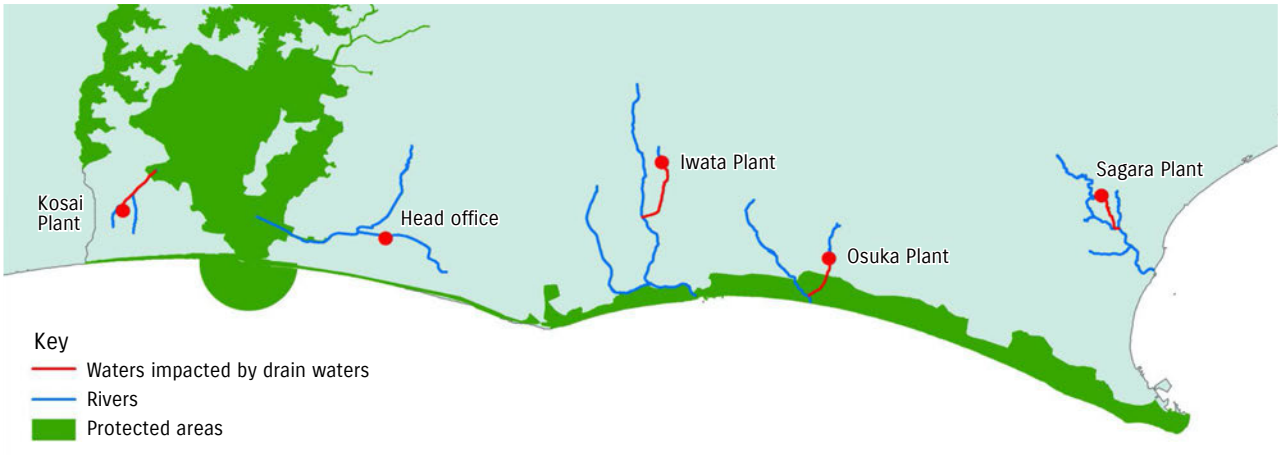
(3) Work on announcing environmental information and self-conservation activities widely to society.

[Specific actions]

	Reduction of environmental loads generated through business operations and products		Expansion of environmental communication
(1)	Internal publication of energy conservation results for individual offices Effective utilization of resources through recyclable design Continuation of zero-level of landfill waste and enhancement of water saving consciousness Improvement of transportation efficiency and reduction of packing materials Increase in the recycling rate of end-of-life products Promotion of solar power generation	(1)	Participation in local community cleanup activities Cleanup activities around plants and offices Suzuki’s Forest volunteer planting project Shimokawa Proving Grounds: Continuation of FSC certification program Participation in Corporate Forest Preservation Program Research and publication of Suzuki’s forest environmental contribution
(2)	Global improvement of average fuel efficiency Development of next-generation vehicles suitable to small cars Development of a lightweight and low-cost air-cooled fuel cell Compliance with Fluorocarbon Emissions Control Act Compliance with various countries’ emission regulations	(2)	Improvement of in-house environmental awareness through internal website Education about global warming and SUZUKI GREEN Policy in introductory workshops and on-the-job training for new employees Continuation of in-house seminar on eco-driving Participation in and cooperation with local community environmental education events organized by NPOs
(3)	Compliance with various countries’ regulations for usage of substances of concern Development of technology for VOC reduction in car cabins and painting processes Promotion of alternatives for substances of very high concern Close cooperation with suppliers based on the Suzuki Green Procurement Guideline Consideration for the environment around office locations, etc.	(3)	Publication of the Suzuki Sustainability Report Publication of various environmental information about production and products Participation in and opening booths at environment-related fairs and events Presentation of our eco-friendly production process through plant tours Friendship with local residents around plants through exchange parties or meetings Setting up an environmental section in Suzuki Plaza

Environment and ecosystem of the surrounding areas

In 2018 and 2020, we conducted research on waters as well as creatures and plants living in and around rivers of which more than 5% of their water comes from water released from our five domestic offices. As a result, we confirmed that there are 213 species of creatures and plants living in this habitat, of which 12 are endangered species.

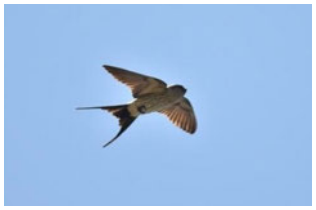


■ Destination of waters released and waters impacted

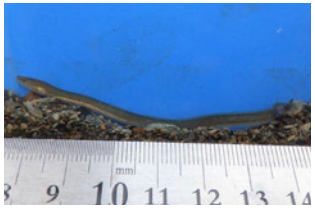
Base	Releasing river	Impacted waters*1	Endangered species, etc. confirmed*2
Head office	Horidome River	None	None (there are no impacted waters)
Kosai Plant	Kasago River	Kasago River → Confluence point with Lake Hamana	Total of 10 species Ruddy crake (Aves), Sparrowhawk (Aves), Red-rumped swallow (Aves), Rustic bunting (Aves), Japanese brown frog (Amphibia), Japanese eel (Pisces), Lefua echigonia (Pisces), Japanese rice fish (Pisces), Japanese hard clam (Shellfish), Potamogeton panormitanus (Plantae)
Iwata Plant	Akuro River	Akuro River → Confluence point with Imanoura River	Total of 3 species Sparrowhawk (Aves), Japanese eel (Pisces), Japanese rice fish (Pisces)
Osuka Plant	Nishi-Otani River	Nishi-Otani River → Confluence point with Benzaiten River	Total of 2 species Peregrine falcon (Aves), Red-rumped swallow (Aves)
Sagara Plant	Hirugaya River	Hirugaya River → Confluence point of Hagima River and Shirai River	Total of 5 species Ruddy crake (Aves), Grey-faced buzzard (Aves), Red-rumped swallow (Aves), Japanese eel (Pisces), Japanese rice fish (Pisces)
Hamamatsu Plant	Not released in rivers	None	None (not released in rivers)

*1 Waters of which more than 5% of annual average water comes from Suzuki's drain waters.
*2 Species that are listed as endangered in the red lists of International Union for Conservation of Nature and Natural Resources and the Ministry of the Environment, as well as red lists and regulations of prefectures and cities.


Ruddy crake


Red-rumped swallow


Japanese brown frog


Japanese eel


Japanese rice fish


Potamogeton panormitanus

Forest conservation activities

Suzuki's Forest (Hamamatsu)

Suzuki concluded a Volunteer Forest agreement with the Tenryu Forest Administration Department of the Forestry Agency and started forestry preservation activities in March 2006 at Suzuki's Forest located in Inasa-cho, Kita-ku, Hamamatsu. Our employees and their families conduct forestry activities every year, such as planting trees, clearing away the undergrowth, and fungus planting/harvesting operations.

This activity was conducted 32 times in total (15 planting sessions and 17 undergrowth clearing sessions) and attended by approximately 1,600 volunteers in total.

Participation in tree planting project at storm surge barrier

On November 29, 2015, members of the Suzuki Green Club began participating in a storm surge barrier tree planting project in the coastal zone of Enshu held by Shizuoka Prefecture and the cities of Hamamatsu and Iwata. A total of 8 activities were held with 287 participants, and 930 nursery trees of pines and other types of trees were planted. The Suzuki Green Club will continue forest conservation and greening activities through its activities in Suzuki's Forest and at the storm surge barrier.

Suzuki's Forest planting project

Forest of Suzuki Shimokawa Proving Grounds (Hokkaido)

Suzuki Shimokawa Proving Grounds are located in the town of Shimokawa (Kamikawa County) in northern Hokkaido, where the forest accounts for about 90% of the total land area. In 2003, Shimokawa acquired the international FSC® Forest Management Certificate (FSC®C015134; Shimokawa Forest Owners' Cooperative, Shimokawa Town, and Northern Kamikawa Forest Management Office) as the first forestry cooperative in Hokkaido, and in 2011, it was designated as an Environmental Future City* featuring effective utilization of abundant natural resources. Now it aims to become a "future city with best harmonization between people and forests."

Moreover, a forest of approximately 300 ha located in the proving grounds was also recognized as satisfying the strict forest stewardship standards of the FSC® certification program, so the area was additionally registered in the FSC® Forest Group Certificate for Shimokawa Town in 2006 (FSC®C015134). At the same time, Suzuki will continuously promote co-existence and co-prosperity with local communities, which take great care of nature, through participation in events and sales of agricultural products.

Suzuki Shimokawa Proving Grounds (Hokkaido)
The "Environmental Future City" is a governmental project to create the world's most ideal city where everybody wishes to live. Under this program, high potential regions are selected and financially supported for realizing such an ideal city.

Participation in Corporate Forest Preservation Program (Hokkaido)

As part of environmental preservation and social action programs, Suzuki has endorsed the purport of the Corporate Forest Preservation Program*, which utilizes national forests. We have been supporting forest development activities through a Profit-Sharing Afforestation agreement concluded with the Japanese government (Forestry Agency) for the period from 1996 to 2028. For an approximately 4.3-ha national forest (containing approximately 3,000 trees) in Shimokawa Town, Suzuki conducts profit-sharing afforestation by entrusting the work to the local forestry cooperative through the Hokkaido Regional Forest Office. Also, for many years, we have contributed to the preservation of national land through watershed conservation, sediment discharge prevention and CO_2 absorption and fixation. The shared profits coming from the program will be used for further afforestation activities.

* Forestry Agency's Corporate Forest Preservation Program and Profit-Sharing Afforestation (Japanese language only)
https://www.rinya.maff.go.jp/j/kokuyu_rinya/kokumin_mori/katuyo/kokumin_sanka/hojin_mori/index.html

Suzuki's environmental contributions through these forests in FY2022 are evaluated as follows.

■ Suzuki's environmental contribution through forest conservation (FY2022)

Measurement item	FSC® Forest Group Certificate for Forests of Suzuki Shimokawa Proving Grounds (FSC®C015134)	Corporate Forest Preservation Program, Regional Forest Office of Forestry Agency
(1) Contribution to water yield	155,609 m^3/year	1,494 m^3/year
(2) Contribution to prevention of sediment discharge	5,557 m^3/year	51 m^3/year
(3) Contribution to absorption/fixation of carbon dioxide	1,986 t-CO_2/year	17.7 t-CO_2/year

Calculated using the project evaluation method employed by the Forestry Agency.
The data listed above for the Forests of Suzuki Shimokawa Proving Grounds and the Corporate Forest Preservation Program are equivalent to the figures below.
(1) 78.51 million bottles of 2-L PET bottles
(2) 1,020 truckloads of 10-ton dump trucks (5.5 m^3/truck)
(3) Annual CO_2 emissions from 5,295 people based on per-person emissions (tons/year)

Pakistan Pak Suzuki Motor Co., Ltd.

Tree planting activity at a public secondary school

Pak Suzuki Motor Co., Ltd. conducted a tree planting activity at Pipli Girls' Secondary School in December 2022.

The purpose of planting the trees was to create a beautiful and healthy school environment and to raise awareness among the students. A total of 100 saplings were planted during this activity.

Suzuki Clean Ocean Project

Conducting the Suzuki Clean Ocean Project

The Suzuki Clean Ocean Project is an environmental initiative of Suzuki comprising: 1. CLEAN-UP THE WORLD CAMPAIGN (waterside cleanup activities), which has continued since 2011; 2. Activity to reduce plastic packaging for outboard motors and service parts, which was started in 2020; and 3. Activity to collect marine microplastics using Suzuki's Micro-Plastic Collecting Device for outboard motors. The Suzuki Clean Ocean Project is also a specific initiative of Suzuki to solve issues represented by the United Nations' Sustainable Development Goals (SDGs) and shows the commitment by Suzuki Marine business to pursue its brand slogan of "THE ULTIMATE OUTBOARD MOTOR" in terms of the environment as well. Under these three activities, we will team up with our partners around the world, including outboard motor users, dealers, boat builders, business partners, Suzuki Group companies, employees, and their families, to clean up the oceans worldwide.

Our activities are aligned with the purpose of the Plastics Smart program being advanced by Japan's Ministry of the Environment. For this reason, we have registered with this program since 2018, and Suzuki's activities are presented on the website of the Ministry of the Environment.

Symbol mark of the Suzuki Clean Ocean Project

http://plastics-smart.env.go.jp/ (Japanese language only)

CLEAN-UP THE WORLD CAMPAIGN (waterside cleanup activities)

Suzuki waterside cleanup activities marked the 14th year in 2023. The activities originally started in Japan in 2010 and were subsequently launched in 2011 as a global initiative of the Suzuki Group under the name of CLEAN-UP THE WORLD CAMPAIGN. Every year, the event draws many overseas marine distributors as participants. In 2022, the event was attended by a total of 2,312 participants from 53 organizations. The participants contributed to their local communities through waterside cleanup activities.

Additionally, the cumulative number of participants since the start of these activities is growing year by year and reached 13,000 in FY2022.

Pakistan **Pak Suzuki Motor Co., Ltd.**

Pursuing Suzuki Motor Corporation's "CLEAN-UP THE WORLD CAMPAIGN," "Beach Cleaning Campaign" was carried out in December 2022 at Seaview Clifton. The purpose of this campaign was to create awareness about the importance of environment protection and marine life conservation among the public.

Through this activity, Pak Suzuki is also contributing towards the government's vision of "Clean & Green Pakistan." The campaign was successful.

Around 70 employees participated in this campaign. Around 80 bags of garbage were collected and disposed of properly via Cantonment Board Clifton (CBC).

Indonesia PT Suzuki Indomobil Motor

To continue its efforts to reduce marine waste, Suzuki Indomobil Motor has participated in the CLEAN-UP THE WORLD CAMPAIGN every year since 2014. The campaign educates local residents, especially the younger generation, about the importance of keeping our oceans clean from plastic waste. It brings together local residents, students, Suzuki dealers, and the local community to collect plastic waste at the beach and provides garbage cans for schools and beaches.

On May 26, 2022, Suzuki Indomobil Motor worked with 100 junior high school students and local residents in Biru Beach, Makassar, collecting a total of 665 kg of trash, which was 70% plastic, 10% fabric, 10% metal, and 10% other (Styrofoam, glass, and PET bottles). SMP Negeri 54 Makassar (a public junior high school), which also participated in the event, announced that it will conduct a cleanup activity at the school on the 26th of every month.

Philippines Suzuki Philippines Inc.

For its first time participating in the Suzuki Clean Ocean Project in FY2022, Suzuki Philippines collaborated with the Department of Environment and Natural Resources (DENR), a Philippine government agency, to conduct a beach cleanup and sea turtle hatching activity in San Juan, La Union, on February 3, 2023. This activity was the eighth CLEAN-UP THE WORLD CAMPAIGN since Suzuki began its marine business in the Philippines in 2017. Two hundred volunteers from Suzuki Philippines, DENR, and the Boy Scouts of the Philippines participated and were able to fill 15 bags of trash. After picking up trash, they were able to observe newly hatched turtles being released into the ocean. Turtles must first crawl on the sand before entering the water to prove they are healthy and alive. Suzuki will continue to hold and participate in activities like this to protect the present and future environment and ensure clean coastlines and water.

Hungary Magyar Suzuki Corporation Ltd.

As a manufacturing company, Magyar Suzuki has a direct responsibility to protect and continuously improve the environment. Creating and continuously optimizing sustainable processes and activities is very important to the company.

On April 22, 2022, Magyar Suzuki's Marine Division cleaned up the northeastern shore of Lake Palatinus near Esztergom with children from the Zoltán Meszlényi Catholic Primary School and collected a container full of trash. The company will continue to promote the Suzuki Clean Ocean Project to protect rivers, lakes, and oceans.

In addition to this, as part of its CSR activities, the company displayed a special photo installation titled "Our common treasure: the Danube" from May to September 2022 to showcase the irreplaceable natural beauty of the Danube River Basin and emphasize the importance of protecting natural water at Erzsébet Park in Esztergom.

France Suzuki France S.A.S.

On November 15, 2022, 35 employees of Suzuki France gathered at the Saint-Quentin-en-Yvelines leisure park near the company headquarters to participate in the CLEAN-UP THE WORLD CAMPAIGN marine litter collection activity. More than 10,000 employees around the world have participated in Suzuki's initiative since it began in 2010.

French volunteers who participated in the event collected about 80 kg of trash in two hours, including plastic packaging, glass bottles, fishing line, corks, and chip trays.

Guillaume Vuillardot, Director of the Marine Division, used the event as an opportunity to introduce the global efforts of Suzuki's environmental program, which involves not only employees from all divisions of Suzuki France, but also customers, suppliers, sales distributors, and organizations.

Poland Suzuki Motor Poland sp. z.o.o.

Beach cleanup event

Suzuki Motor Poland participated in the Suzuki Clean Ocean Project and held an event to clean up beaches in eastern Poland in October. Children and teachers from local elementary schools were also invited to help, providing a good educational opportunity to spread the message of environmental issues to young people.

Australia Suzuki Australia Pty. Ltd.

The Marine Division of Suzuki Australia (the company) held a cleanup event at four locations in Australia in conjunction with the 2022 global Clean Ocean Project Day.

A total of 103 people, including children, participated in the event and collected a total of 424 kg of trash from the beaches where the activities were held.

At each site, participants received Clean Ocean Project commemorative gifts (tote bags, T-shirts, caps, etc.), and a barbecue was held afterwards to show appreciation for the participants.

The company believes in the importance of keeping the marine environment beautiful and plans to continue the cleanup activities in 2023.

(Western Australia)
The company partnered with the NGO "Dolphin Discovery Centre" for cleanup activities. After the cleanup, the company's volunteers also protected baby sea turtles and had a wonderful day of working together and interacting with participants from general public who support Suzuki's environmental contribution activities.

(New South Wales)
The company and major distributor Northern Beaches Marine co-sponsored cleanup activities and collected 5 kg of glass and about 35 recyclable bottles (including 10 L bottles filled with engine oil). Volunteers and invited locals came together for this meaningful activity to preserve the beautiful coastline.

(Queensland)
The company cooperated with major distributor Surf Coast Marine to conduct cleanup activities. The 15 volunteers who participated on the day of the event collected 92 kg of trash, including recyclable items.

(Victoria)
This event was the main event for the company, with the largest number of participants and the largest amount of trash collected. The company's staff, volunteers, the local mayor, and brand ambassadors participated in the cleanup, and a speech was given by the mayor.

Activity to collect marine microplastics using Suzuki's Micro-Plastic Collecting Device for outboard motors

In addition to conventional waterside cleanup activities, Suzuki launched an activity to collect marine microplastics drifting around the ocean. This collection activity uses a Micro-Plastic Collecting Device for outboard motors developed by Suzuki to collect microplastics floating on and near the water surface. This device has been installed as standard equipment on certain outboard motor models produced since July 2022 and is sold globally.

Cleanup activities

Suzuki Manner Improvement Activities

Suzuki was registered in the "Hamamatsu City Road/River Foster-parent System"* in September 2004, and has been conducting cleanup activities under the banner of "Suzuki Manner Improvement Activities," with the aim of improving the manners and environment/beautification awareness of employees. For those activities, in-house volunteers clean roads around the head office and the Takatsuka underpath every month. A total of over 15,700 participants have conducted the cleanup activities 219 times through March 2023, and they have collected 96 mini-truck loads of flammable and non-flammable garbage. In 2017, this activity was acknowledged by Shizuoka Prefecture, and the Company received the FY2017 Governor's Award as a stewardship organization for rivers, coasts, and roads.

* Groups that hope to be "foster-parents" decide their cleanup areas and what kinds of activities they will carry out, report them to the Mayor, and conduct cleaning of roads and related activities.

Suzuki Manner Improvement Activities

Countries where monitoring surveys were conducted in 2021

Vietnam | Vietnam Suzuki Corp.

Suzuki's Environment Beautification Day activities –environmental conservation efforts

Vietnam Suzuki conducts monthly Environmental Beautification Day activities at its Ho Chi Minh City Office and Long Binh Plant in Dong Nai Province. Employees worked together to collect and sort trash inside and outside the plant and around the office.

Through this activity, Vietnam Suzuki aims to contribute to the local community by preserving a clean, green, and comfortable environment. Under the slogan "Small Action-Big Meaning," the entire company is united in its efforts to maintain a better environment.

Vietnam Suzuki strives to maintain a clean environment, and through responsible waste disposal activities, it will raise employee awareness of environmental beautification and contribute to a clean and environmentally friendly future.

Social

Product Quality and Safety

As a manufacturer, Suzuki has been taking on the challenge of developing new technologies. No matter how good a technology is, it will not be recognized by customers as a product unless it is of good quality and an affordable price. Suzuki's business is viable only when customers buy and use its products to their satisfaction. We therefore work to create high-quality, valuable products at an affordable price from the customer's point of view.

Quality policy

Develop products of superior value by focusing on the customer

We are committed to providing quality products and services in accordance with our Mission Statement, Philosophy of Conduct, and the Suzuki Group Code of Conduct.

The first item of the Mission Statement, established in March 1962, has been Suzuki's quality policy since 2003. It states our goal toward carrying out our social mission as a company. The highest goals of Suzuki and its reason for existence are the continuous production of even better products and the development of products of superior value. To achieve this goal, we are committed to manufacturing products that are focused on the customer and rooted in awareness of quality and improvement.

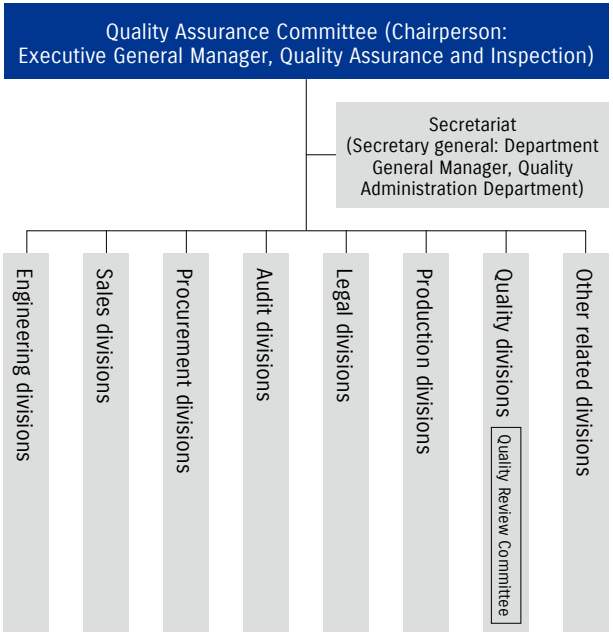
The meaning behind "beauty" in "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" of our Philosophy of Conduct is that all activities are for the best interest of our customers, and that our customers can only be satisfied for the first time once we meet all criteria of performance, quality, cost, reliability, safety and security, and compliance.

Furthermore, we have established the Suzuki Group Code of Conduct as guidelines for officers and employees of the Suzuki Group to carry out their duties. Of these guidelines, the first item is "Realization of products and services of superior value," the second is "Activities on quality." The entire Group unites to "develop and produce high quality products that customers can use with peace of mind and will provide after-sales services, while giving first priority to customers' safety and security," which also leads to the idea of "providing customers with products and services exceeding their expectation."

Structure for promoting quality and safety

The Company is working to strengthen its system for prompt investigation of causes and swift implementation of countermeasures to avoid situations where the prolonged response to quality issues causes major inconvenience to customers and an increase in the cost of countermeasures. The Company constantly keeps track of the latest status of quality issues at weekly and monthly meetings such as the Executive Committee. Market actions such as recalls are decided after deliberation by the Quality Assurance Committee, which is composed of related officers, Executive General Managers, General Managers, etc.

■ Promotion structure

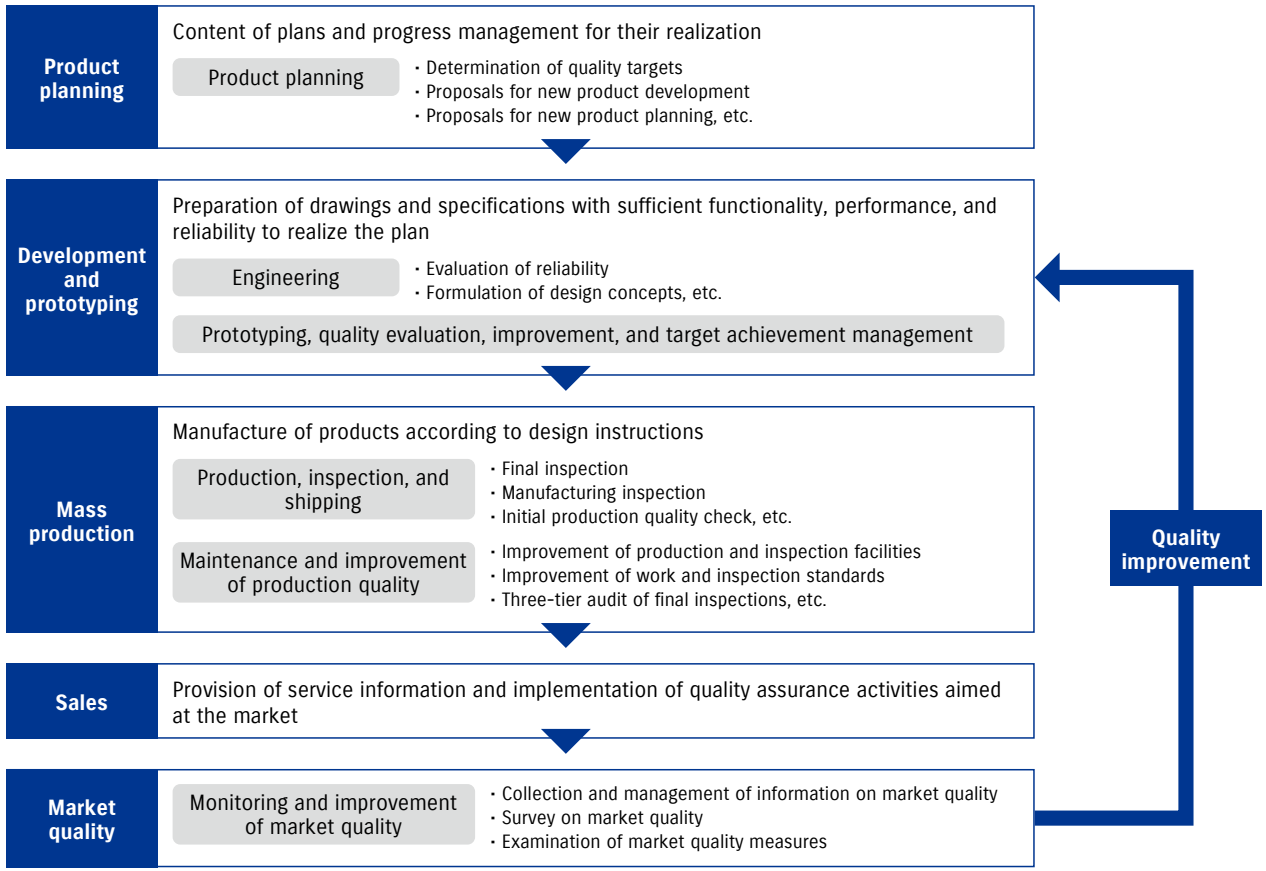


Product quality measures

Efforts at each stage

In order to guarantee product quality to our customers, we carry out consistent quality assurance activities by establishing quality assurance operations at each stage from product planning to sales and after-sales services, and by clarifying the responsibilities of each task.

■ Key product quality structure



Audits

In order to prevent product defects, we conduct regular audits at the production and final inspection stages.

When a nonconformity or defect is detected during an audit, we report the situation to the relevant divisions and take remedial measures by providing recommendations and guidance for improvement, striving to ensure confidence in the quality of our products.

■ Content of audits

		Name	Content	Frequency	Target
Internal quality audit (system audit)		Manufacturing Quality Department General Manager Audit	Audit of product manufacturing quality	Annually	Manufacturing divisions (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant)
		Quality Administration Department General Manager Audit	Audit of product final inspections and part inspections	Annually	Inspection divisions (Iwata Plant, Kosai Plant, Sagara Plant, Hamamatsu Plant)
		Division Manager Audit	Audit of auditor's own department	Annually	Plants, procurement, sales, service, product planning, design, engineering, experiment, legal certification, technical management, quality assurance, etc.
Final inspection audit	First-tier audit	Plant Inspection Department General Manager Audit (full inspection of motorcycles and automobiles)	Self-audit of final inspection operations	Monthly	Final inspection divisions (Kosai Plant, Sagara Plant, Iwata Plant, Hamamatsu Plant)
		Sampling Inspection Group Leader Audit (sampling inspection)	Self-audit of final inspection operations	Monthly	Final inspection divisions (Kosai Plant, Sagara Plant, Iwata Plant, Hamamatsu Plant)
	Second-tier audit	Quality Administration Department General Manager Audit	Audit of final inspection operations conducted by inspection divisions and self-audits	Every other month	Final inspection divisions (Kosai Plant, Sagara Plant, Iwata Plant, Hamamatsu Plant)
	Third-tier audit	Internal Audit Department Engineering and Production Group Audit	Audit of the effectiveness of internal controls in final inspection operations based on the results of first-tier and second-tier audits	As needed	Final inspection divisions (Kosai Plant, Sagara Plant, Iwata Plant, Hamamatsu Plant) Quality Assurance and Inspection (Inspection Department, Quality Administration Department) Vehicle Regulations and Engineering Administration Certification Engineering Department
Supplier quality audit		Regular Quality Audit	Audit of the quality control system and quality control implementation status of business partners	Once every 6 months to 4 years*	Suzuki's business partners

* The frequency of audits varies depending on the business partner and the nature of the parts.

Quality management system

The Suzuki Group has adopted the international standard ISO 9001 as its quality management system. Five plants in Japan and major overseas plants in India, Indonesia, Thailand, Hungary, etc., have acquired the ISO 9001 certification.

As a result, the ratio of production at plants certified under the ISO 9001 series against the entire global production of automobiles in the Suzuki Group in FY2022 (3,210,000 vehicles) reached approximately 99.9%. We will promote quality management in the entire Suzuki Group, and continue to make efforts to realize quality improvement.

■ Acquisition of ISO 9001 series certification by major production sites

	Country/Region	Plant
1	Japan	Suzuki Motor Corporation: Kosai Plant
2		Osuka Plant
3		Sagara Plant
4		Iwata Plant
5		Hamamatsu Plant
6	India	Maruti Suzuki India Limited
7		Suzuki Motor Gujarat Private Limited
8		Suzuki Motorcycle India Private Limited
9		TDS Lithium-Ion Battery Gujarat Private Limited
10	Pakistan	Pak Suzuki Motor Co., Ltd.
11	Indonesia	PT Suzuki Indomobil Motor
12	Thailand	Suzuki Motor (Thailand) Co., Ltd.
13		Thai Suzuki Motor Co., Ltd.
14	Vietnam	Vietnam Suzuki Corp.
15	Philippines	Suzuki Philippines Inc.
16	Hungary	Magyar Suzuki Corporation Ltd.
17	USA	Suzuki Manufacturing of America Corporation
18	Colombia	Suzuki Motor de Colombia S.A.
19	China	Jinan Qingqi Suzuki Motorcycle Co., Ltd.
20		Changzhou Haojue Suzuki Motorcycle Co., Ltd.
21	Taiwan	Tai Ling Motor Co., Ltd.

* ISO 9001 series includes IATF 16949

Efforts for business partners

With the aim of stabilizing and improving product quality while reducing costs, we are committed to quality control from the parts design stage in order to procure parts with consistent high quality in cooperation with our business partners.

When we begin transactions with new business partners, based on the documents submitted from them, our procurement, quality, and engineering administration divisions will visit them and conduct the necessary investigations to confirm that they are meeting the standards required by Suzuki.

For existing business partners, for the purpose of maintaining their quality control system and consistently delivering high-quality products, we determine the frequency of audits based on each business partner's quality ranking and conduct audits to oversee their quality control activities. If a defect is detected, we discuss the issue with the business partner immediately and ask them to submit an improvement plan and report on the results at a later date. If improvements are observed, we will continue our business relationship.

In addition, we hold the Procurement Policy Presentation once a year to enable our business partners to share in Suzuki's policy, product and production plans, as well as to inform them of our procurement policy based on those plans, fostering a shared direction with our business partners to improve quality.

After-sales services

Efforts in after-sales services

We are engaged in after-sales service (hereinafter, the service) activities because we believe in the importance of inspecting and maintaining our customers' vehicles to ensure their safety and security, and of providing easy-to-understand maintenance explanations and advice.

We also believe it is very important to know how our products are used and what our customers want and need in order to "manufacture products focused on the customer." We strive to obtain and analyze market information as quickly as possible and link it to product planning and development, and to take early countermeasures against any problems that may arise.

Purpose of the service
- To provide safety and security to our customers

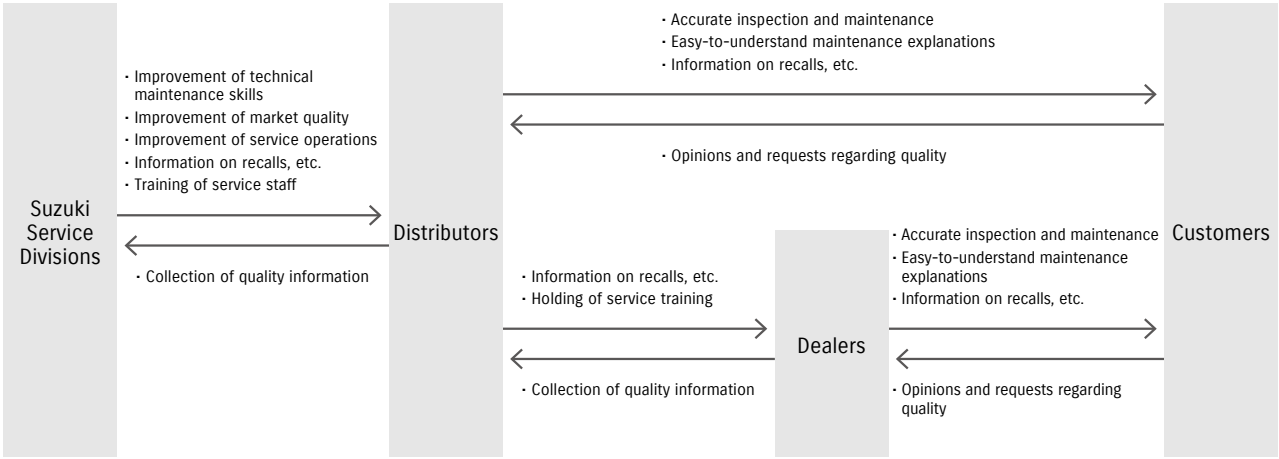
Our ideal vision for the service
- Quickly obtain customer opinions, requests, and information on quality defects to address such defects
- Complete maintenance accurately at the appointed time and at a location that is convenient for the customer
- Understand all information about the customer's vehicles, provide accurate maintenance explanations, and build a relationship of trust with the customer

Communication with distributors and dealers

In order to share and collect information from our distributors, we communicate with them on a daily basis and conduct service manager meetings to enhance mutual understanding.

We also participate in sales distributors' service meetings as appropriate to share and collect information, and visit dealers together with the sales distributors to directly hear their opinions and requests regarding quality and service in order to make prompt improvements.

■ After-sales service structure



Recalls

● Response to serious quality defects

In the event of a product quality defect that is determined to require a recall or other such actions, we promptly notify the relevant authorities.

As customer safety is our top priority, we will promptly repair the product by implementing the following measures.

- Posting information on our website
- Notifying customers of affected vehicles by direct mail, etc., and direct contact from the sales agent, if necessary

■ Track record for recalls, etc.

(Domestic automobiles)

	Recalls		Improvement measures		Service campaigns	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2020	11	2,658,256	1	290,797	6	1,633,587
FY2021	11	443,426	2	783,665	0	0
FY2022	15	343,770	0	0	3	213,140

(Domestic motorcycles)

	Recalls		Improvement measures		Service campaigns	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2020	3	16,047	1	62,888	0	0
FY2021	2	4,108	0	0	1	307
FY2022	2	5,189	0	0	1	3,239

(Domestic marine)

There were no recalls or service campaigns from FY2020 to FY2022.

Education

We provide level-specific training and qualifications for employees involved in quality assurance in order to improve their skills, as well as education by the Quality Education Room to raise awareness about the importance of quality.

Employee education

● Market quality education

We conduct quality education for our employees in order to develop human resources who are capable of the methods and approaches necessary for market quality response.

Courses	Contents
Basic course on market quality	This course is designed for employees who will be involved in market quality response work. Participants will learn what is required for market quality response work and the basics of necessary methods.
Intermediate course on market quality	This course is designed for employees who are in charge of mid-level market quality response work. Participants will improve their skills by learning the concepts and practical methods that will serve as the basis for making difficult decisions on problems and issues in market quality response work.

● Quality awareness activities (establishment of Quality Education Room)

In 2017, we opened the Quality Education Room at our head office to prevent the series of recall issues, including fuel efficiency and inspection misconducts, from causing the same problems again. Since then, each plant has also set up its own education room to ensure that all employees are fully aware of the importance of compliance.

Since opening these education rooms, their content has been updated regularly so that they can be spaces where all employees can continue learning, as well as to promote interactive communication by relaying the learners' opinions to the relevant departments to be answered, which makes quality issues more relevant and personal for the learners.

Participation in FY2022:
9,756 people (Quality Education Room, head office)

Training of service staff (sales distributors)

● Service training program

In order to provide after-sales services that satisfy our customers, we are actively training service staff at our sales distributors.

[Main training]

- Technical service training (automobile, motorcycle, and marine divisions)
- Customer service training (automobile division)
- Plant manager training (automobile division)
- Hybrid training (automobile division)

● Suzuki service skills qualification system (automobiles, motorcycles)

We have established a service skills qualification system to help our service staff acquire solid knowledge and technical maintenance skills, which will lead to customer satisfaction and trust in our stores, and at the same time, to promote their self-development. In addition to technical maintenance skills, the practical skills course for the automobile division includes customer service skills.

(Automobile division)
Suzuki service skills qualification: Grade 3 → Grade 2 → Grade 1

(Motorcycle division)
Suzuki motorcycle mechanic qualification: Grade 3 → Grade 2

● Introduction of e-learning (marine division)

We have introduced e-learning (SGT: Suzuki Global Training) to improve the knowledge and skills of distributors and dealers' service staff. The program is conducted in accordance with staff's current capability, and we are working to improve customer satisfaction and confidence in our stores.
Course: Beginner → Bronze → Silver → Gold

● Suzuki service skills competition (automobile division)

The service skills competition is held to improve the basic maintenance skills for the purpose of creating a service system that satisfies customers.

Consultation desk

Customer Relations Office

The Customer Relations Office, as a window where Suzuki and customers can directly connect, always keeps in mind to put itself in its customers' place and to provide quick, correct, and cordial actions for various customer inquiries and consultations, and constantly makes efforts to improve customer services that assure customer peace of mind and satisfaction.

Efforts to improve correspondence quality

Automobile technologies are getting more and more complex, such as with advanced driver assistance systems that have rapidly become popular in recent years, as well as hybrid systems and on-board information devices linked with networks.

At the Customer Relations Office, each member is educated as needed so that they can make appropriate explanations regarding these new technologies. In order to assure quick and appropriate actions for customers, tools such as the customer support system are maintained.

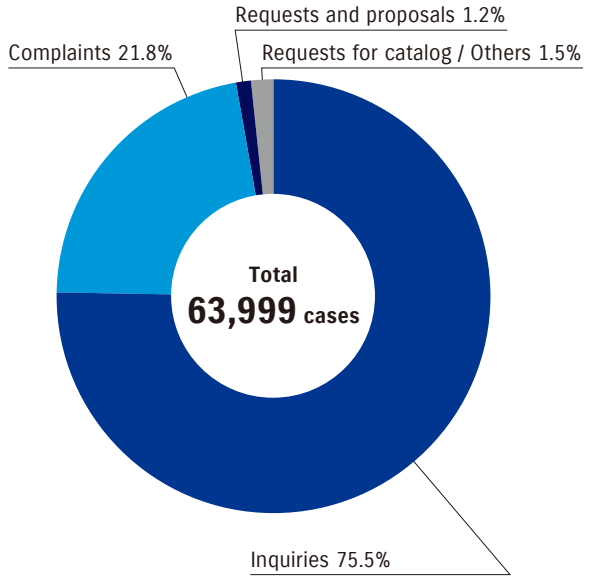
In cases where on-the-spot customer services are required for the purchase, maintenance, etc. of our products, we use nationwide Suzuki sales distributors network to provide appropriate support.

Efforts to improve products and service quality

We recognize that the voices of customers are very important information to improve products and service quality, and distribute those opinions and suggestions to related departments in order to develop better products and improve manufacturing, quality, sales, and after-sales services.

Such important information is carefully handled and collected into a data integration system for efficient information management and posted on our intranet system, with the personal data carefully protected. Also, we have established a system enabling such information to be promptly fed back to the relevant persons in charge depending on the criticality of the information.

■ Breakdown of consultations (FY2022)



Economical Products and Services

The role compact cars play

Suzuki's products created based on a manufacturing principle of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," are compact while achieving user-friendliness, high performance and having an affordable price. By providing many people with freedom of movement, we support lifestyles in regions all over the world.

In Japan, especially in regional areas where public transport access is difficult, mini vehicles are an indispensable part of daily life because of their user friendliness and outstanding economical performance.

Moreover, in emerging countries, Suzuki's specialty of providing affordable, high performance compact cars matches the needs of first time car buyer customers, enabling many of them to enjoy a comfortable, affluent lifestyle with an automobile.

Of the various issues confronting the automobile industry, we are making efforts in electrification toward achieving the carbon neutrality that is viewed as being of particular importance. The compact cars that are Suzuki's specialty are a favorite of many people because of their affordability, but making these into electric vehicles will increase their price, which reduces one of the benefits of compact cars. To continue to be an indispensable part of people's lives, we will utilize the philosophy of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," and develop and market the right EVs for the right place by balancing cost, cruising range and equipment that respond to customers' needs and usage styles.

TOPICS

Suzuki, Daihatsu and Toyota unveiled mini-commercial van electric vehicles

Suzuki Motor Corporation (Suzuki), Daihatsu Motor Co., Ltd. (Daihatsu), and Toyota Motor Corporation (Toyota) unveiled prototype mini-commercial van electric vehicles (BEVs) equipped with a jointly developed BEV system. The unveiling took place at an exhibition event that introduced the automobile industry's efforts to achieve carbon neutrality, from Thursday May 18 to Sunday 21, 2023. The exhibition event was organized by the Japan Automobile Manufacturers Association (JAMA) along with the G7 Hiroshima Summit.

The three companies jointly developed a BEV system suitable for mini-commercial vehicles by combining Suzuki and Daihatsu's expertise in creating small-size cars with Toyota's electrification technology to introduce this mini-commercial van BEV. Daihatsu will produce the vehicles, and Suzuki, Daihatsu, and Toyota will each release their own version within FY2023. Commercial Japan Partnership Technologies Corporation (CJPT) also participated in the planning to achieve the optimal specifications for efficient last-mile logistics. The cruising range per charge is expected to be approx. 200 km, and development is currently underway with the aim of creating a vehicle that can fully meet the needs of customers in the delivery industry.

The three companies, Suzuki, Daihatsu and Toyota will continue to promote efforts to practically achieve carbon neutrality through the provision of sustainable means of transportation.

Mini-commercial van electric vehicles (EVs) unveiled at the Hiroshima G7 Summit from May 18 to 21, 2023

Sales of models equipped with hybrid systems

We offer automobiles equipped with two types of hybrid systems: the Mild Hybrid and Hybrid systems.

■ Mild Hybrid system

■ Hybrid system

■ Hybrid system product range

Installed model	Alto	WagonR	Spacia	Hustler	XBEE	Swift	Solio	Ignis	Escudo
Mild Hybrid	○	○	○	○	○	○	○	○	
Hybrid							○		○

■ Sales of models equipped with hybrid systems*

(1,000 units)

	FY2020			FY2021			FY2022		
		Of which HEV*	HEV ratio		Of which HEV*	HEV ratio		Of which HEV*	HEV ratio
Japan	647	338	52.3%	561	290	51.7%	627	324	51.7%
India	1,323	118	8.9%	1,365	135	9.9%	1,645	296	18.0%
Europe	206	154	74.9%	225	194	86.2%	171	156	91.2%
Others	395	5	1.3%	556	7	1.3%	557	24	4.3%
Total	2,571	615	23.9%	2,707	626	23.1%	3,000	800	26.7%

* HEV (Hybrids) include Mild Hybrid, S-ENE CHARGE, and SHVS. Part of hybrid units in Others includes hybrid units exported from Japan and India.

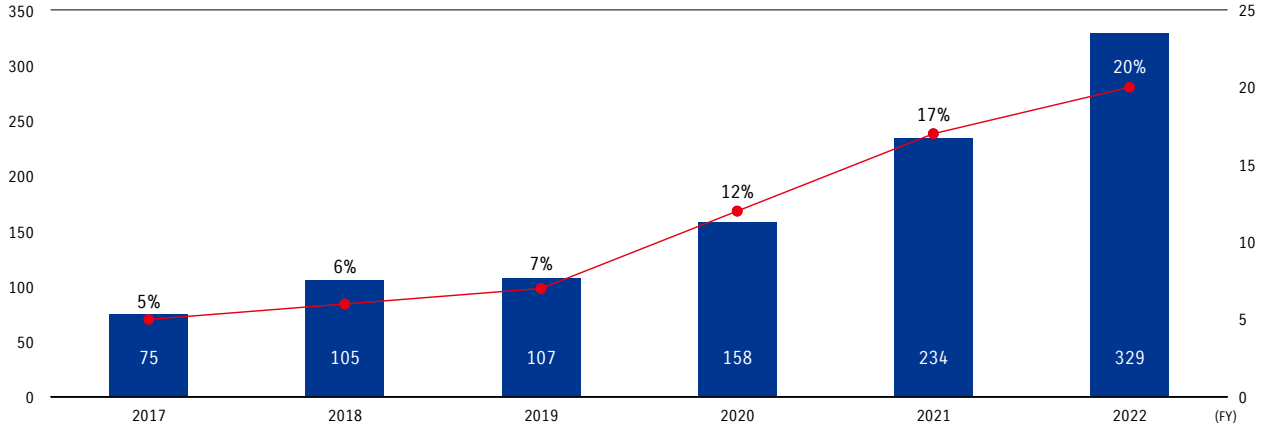
Sales of CNG vehicles

Maruti Suzuki India Limited offers automobiles with CNG specifications using natural gas as fuel for 15 passenger cars and 1 commercial vehicle. The CNG vehicles are economical automobiles with better fuel efficiency than gasoline variants.

Alto K10 (CNG vehicle)

Grand Vitara (CNG vehicle)

■ Trends in CNG vehicle sales of Maruti Suzuki India (Thousand units)
Percentage of CNG vehicles in Maruti Suzuki India's vehicle sales (%)



■ Comparison between CNG and gasoline vehicles (WagonR LXI 5MT comparison)

	Retail price	Fuel efficiency	Fuel price	In case of 10,000 km mileage	
				Fuel cost	CO_2 emissions
Gasoline vehicle	554,500 Indian rupees	24.35 km/liter	96.72 Indian rupees/liter	40,000 Indian rupees	974 kg
CNG vehicle	644,500 Indian rupees	34.05 km/kg	73.59 Indian rupees/kg	22,000 Indian rupees	805 kg
Difference	+90,000 Indian rupees	–	–	–18,000 Indian rupees	–169 kg
			Rate of variance	–46%	–17%

Notes:
Retail price: As of June 26, 2023. Fuel price: Delhi price as of June 26, 2023.
CO_2 emissions: Calculated based on Indian Ministry of Power notification no. S.O. 1072(E) dated April 23, 2015

TOPICS

Launch of SUZUKI FLEET connected services for corporate clients —Aiming for the spread of new connected services—

Suzuki and SmartDrive (Headquarters in Chiyoda-ku, Tokyo; CEO: Retsu Kitagawa, “Smart Drive”) launched SUZUKI FLEET, a cloud-based fleet management service for corporate customers.

The two companies started collaborating in June 2021 with the aim of creating and spreading new connected services by combining Suzuki's customer-oriented manufacturing and Smart Drive’s service creation in the mobility domain. By visualization of daily vehicle use through SUZUKI FLEET it will promote safe driving and support such improvements as operational efficiency and working environments.

Because of the visualization of the vehicle usage status, the system promotes safer driving by reviewing driving practices such as sudden acceleration or breaking, as well as by taking corrective measures, which also contributes to reducing CO_2 emissions.

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1) Background to launching the SUZUKI FLEET services

Corporate customers using Suzuki mini vehicles and compact cars, including small-lot delivery companies handling last-mile logistics, face many challenges such as labor shortages, improving operational efficiency and safe driving measures. That prompted Suzuki and Smart Drive to launch the SUZUKI FLEET services based on the belief that there is a need to provide solutions to corporate clients.

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2) Details of the SUZUKI FLEET services

SUZUKI FLEET enables vehicles to be connected by installing a dedicated device into the vehicle’s cigarette lighter socket to collect and analyze vehicle running data. The system also provides services to help customers in diverse industries, including small-lot delivery, to solve various problems such as promoting safe driving, enhancing work efficiency by reducing the workload at work sites and other means, improving work environments and operating vehicles more efficiently.

SUZUKI FLEET website: https://www.suzuki-scc.com/suzukifleet/ (Japanese language only)

Suzuki provides many products, including automobiles, motorcycles and outboard motors, keeping in mind, “Develop products of superior value by focusing on the customer,” the first principle of the Suzuki Group Mission Statement. We aim to continue being an indispensable presence in people’s lives and support regional mobility.

Smart Drive has provided various services related to mobility since its foundation in 2013 under a vision of “supporting the evolution of mobility.” SmartDrive FLEET, which the company launched in 2016, has already been installed in more than 800 companies, supporting fleet management and promoting safe driving for customers in a wide range of industries and business categories.

Suzuki and Smart Drive will leverage the strengths of both companies as they aim to build and spread new connected services.

Reduction in Traffic Fatalities

Efforts for safety technologies

Suzuki reinforces efforts for safety technologies and actively improves safety so that every single road user, including pedestrians, cyclists, motorcyclists and automobile drivers can co-exist in a safe mobility society with each other.

Suzuki's safety technology has been developed based on the concept to provide optimum support in daily driving and it provides peace of mind in small cars.

Providing cars which not only help drivers drive with safety and peace of mind but also that everyone can drive and control easily is our basic safety design philosophy, such as including larger front and rear windows to ensure clear and wide visibility, easily recognizable displays and switches controlled by a simple operation. SUZUKI Safety Support is a preventive safety technology that keeps near-miss accidents to a minimum or prevents them from happening in the first place. In order to protect people's lives, the structure such as body and components that absorb the energy from a collision is incorporated into our cars as Passive Safety.

The numerous safety technologies we have continued to develop and refine always support day-to-day peace of mind and provide big peace of mind in small cars. Suzuki will continue to evolve safety technologies to have everyone enjoy their cars safely and aim to realize zero traffic accidents.

Basic safety technologies (technologies to ensure that vehicles are easy to drive with peace of mind)

- Visibility features: an unobstructed, clear and expansive field of view
- Driving position and controls: a position that makes driving easy while inhibiting fatigue
- Interface: A layout that is easy to view and control

Preventive safety technology (SUZUKI Safety Support)

SUZUKI Safety Support
スズキの予防安全技術

■ Products installed with SUZUKI Safety Support

(As of January 2023)

Installed model	 Alto	 Lapin	 WagonR	 Escudo	 XBEE	 Solio
Collision-mitigation braking	Dual camera brake support	Dual camera brake support	Dual camera brake support	Dual sensor brake support	Dual camera brake support	Dual camera brake support
Back-up brake support	○	○	○		○	○
Unintended start prevention function	Front/Rear	Front/Rear	Front/Rear	Front	Front/Rear	Front/Rear
Lane departure prevention function			○	○		○
Lane departure warning function	○	○	○	○	○	○
Weaving warning function	○	○	○	○	○	○
Adaptive cruise control			○ (Follows at safe distance between vehicles in all speed ranges)	○ (Follows at safe distance between vehicles in all speed ranges)	○ (Follows at safe distance between vehicles in all speed ranges)	○ (Follows at safe distance between vehicles in all speed ranges)
Road sign recognition function	○	○		○		○
Head-up display	○		○			○
High beam assist	○	○	○		○	○
Preceding car departure announce function	○	○	○	○	○	○
Blind spot monitor				○		
Rear cross traffic alert				○		
Camera for all-direction monitor	○	○	○		○	○
Lane keeping assist function					○	

* Each system functions under certain conditions. For details, please see our official website.
* Systems vary depending on model, variant, and specification. For details, please see our official website.

Collision safety technology (technology to reduce injury in case of a collision)

Suzuki equips vehicles with collision safety features in order to reduce injury to vehicle occupants and pedestrians in the event of a collision accident.

TECT

Suzuki has adopted a body structure that efficiently absorbs and disperses the forces of impact during a collision. In addition, the Company has achieved both improved safety and lighter weight through the use of a platform that employs high-tensile and ultra-high-tensile steel sheets in a wide range of vehicle elements, as well as through structural analysis using computers.

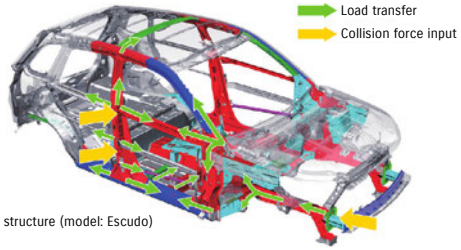


Image of body structure (model: Escudo)

6 SRS airbags

Along with SRS airbags for the driver and front passenger seats, front-seat SRS side airbags and SRS curtain airbags are standard. Six airbags thus stand ready to protect vehicle occupants in the event of a collision impact (excluding certain models, variants and specifications).

Image of car interior during airbag deployment (model: Solio)

Front and rear ELR 3-point seatbelts*1

All seats have front and rear ELR 3-point seatbelts. The front seat seatbelts have a pretensioner mechanism that almost instantly winds up slack from the seatbelt in the event of a collision, and a variable force limiter mechanism that alleviates the impact of the seatbelt on the chest during a collision.

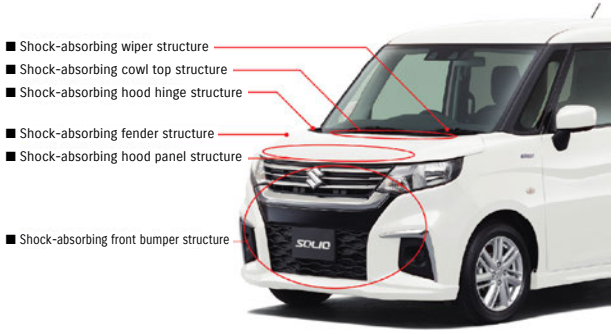
*1 Excluding certain models, variants and specifications

During operation of pretensioner — During operation of variable force limiter

Front and rear ELR 3-point seatbelts in operation

Pedestrian injury reducing body

Certain vehicle parts such as the bonnet, front wipers and surrounding area, and front bumper, have a shock-absorbing structure. In case of a collision with a pedestrian, these parts are intended to reduce injury to the pedestrian's head and legs.



■ Products installed with main collision safety features*2

Installed model	 Alto	 WagonR	 Escudo	 XBEE	 Solio
TECT	○	○	○	○	○
6 SRS airbags	○	○*3	○	○*3	○
Front and rear ELR 3-point seatbelts	○	○	○	○	○
Neck impact mitigating front seats	○	○	○	○	○
Interior with head impact reducing structure	○	○	○	○	○
ISOFIX child seat attachment anchors (for two children on the back seat)	○	○	○	○	○
Pedestrian injury reducing body	○	○	○	○	○

*2 Excluding certain models, variants and specifications
*3 WagonR FX and XBEE HYBRID MX are not equipped with front seat SRS side airbags.

Traffic safety

Employees

Traffic safety

As employees of an automobile and motorcycle manufacturer, we are proactively implementing a number of initiatives such as those described below, that are aimed at preventing traffic accidents that could occur not only on the job or during commuting, but also off the job.

- Creating commuting route close call case maps
- Training in small groups on close call cases and risk prediction
- Instruction on strict obedience of traffic rules not only on public roads, but also within plant sites
- Traffic safety education by the jurisdictional police stations
- Individual lessons using driving skill check test
- Alerting employees of traffic safety before long holidays
- Driving instruction by driving together or using driving recorders
- Safety driving lectures for new employees
- Alcohol checks on employees driving for work duties

Safe driving training program for new employees (supporter: Kakegawa Driving School)

In-house safe riding seminars

As a manufacturer and distributor of motorcycles, we regularly hold motorcycle riding safety seminars for Suzuki employees, motorcycle commuters, etc. We held this seminar 6 times in 2022 and 31 persons participated.

We will continue to conduct such seminars to train people to improve their safe riding awareness, basic motorcycle operation, and riding manners, as well as to follow the traffic rules, as employees working for motorcycle companies, who must become role models for other riders.

Local community

Efforts for automobiles

Japan	Domestic sales distributors

Suzuki's sales distributors conduct traffic safety courses, hands-on driving events and other programs in various locations in order to ensure that customers use products correctly and drive with a focus on safety.

Suzuki Motor Sales Kyoto Inc.

Suzuki Motor Sales Saga Inc.

Suzuki Motor Sales Kagoshima Inc.

Efforts for motorcycles

Efforts for safety and crime-prevention in cooperation with motorcycle industry associations

As a member of the Japan Motorcycle Promotion & Safety Association, Suzuki dispatches instructors to various motorcycle practical safe riding seminars and holds safe riding technique seminars such as Good Rider Meetings in cooperation with the Motorcycle Safe Riding Promotion Committee.

Also, we are promoting the Motorcycle Anti-Theft Registration activity for registration of motorcycles to prevent theft.

We cooperate with the trainer education and promotion of Motorcycle Safe Riding Special Trainer Training Sessions and the Centralized Training Workshop for Special Trainers organized by the Japan Traffic Safety Association (JTSA) by dispatching expert instructors. Through this cooperation, we seek to raise awareness of motorcycle safety broadly.

August 19 has been determined as Motorcycle Day, as a phonetic reading of the date in Japanese is *baiku*, the same word for motorcycle. We hold events and distribute online content to show the enjoyment of riding motorcycles and traffic safety in cooperation with motorcycle industry associations such as the Japan Automobile Manufacturers Association, Inc. (JAMA).

Poland SUZUKI MOTOR POLAND SP. Z.O.O.

Suzuki Moto School project

We carried out the Suzuki Moto School project just as we did last year. The main purpose of this project is to train and improve motorcycle riding skills and promote road safety. 345 riders participated in the training this year.

Efforts for motorized wheelchairs

Safe Driving Training Program "For Preventing Accidents"

For the safer use of motorized wheelchairs, Suzuki's personnel conduct in-person sales of these products. In addition, Suzuki is making efforts to promote better understanding of safe methods of motorized wheelchair use by showing customers how to operate an actual wheelchair in and around their homes when conducting sales. Furthermore, we conduct the "Suzuki Motorized Wheelchair Safe Driving Training Program," which is a training session for people who are currently using our motorized wheelchairs, working in conjunction with local police departments, traffic safety associations, etc. We try to improve the trainee's awareness of traffic safety and prevention of traffic accidents, etc. through seminars and practical training.

To enhance safety driving of first-time users of motorized wheelchairs, Suzuki is promoting awareness of safe driving by handing out brochures for the safe usage of those products.

■ Number of brochures handed out

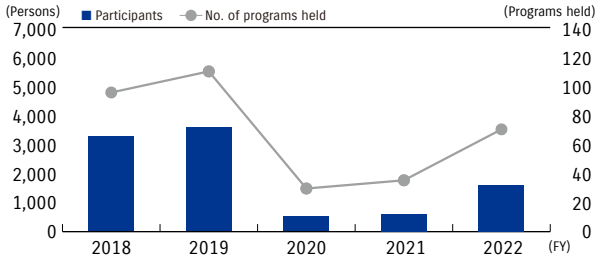
	FY2018	FY2019	FY2020
Brochures	16,000	12,100	12,000
	FY2021	**FY2022**	**5-year total**
	14,000	13,500	67,600

Details of brochures can be seen on the Electric Wheelchair Safety Promotion Association website (Japanese language only).
https://www.den-ankyo.org/

Activities at Electric Wheelchair Safety Promotion Association

The Electric Wheelchair Safety Promotion Association was established by manufacturers and sales distributors to promote safe and proper use of motorized wheelchairs for users. It aims to contribute to road traffic safety by promoting safe use of motorized wheelchairs. It also aims for the popularization of motorized wheelchairs. As a member of the association, Suzuki is promoting activities for using motorized wheelchairs with ease.

■ Trends in Safe Driving Training Programs conducted



* The number of training programs held in FY2020 decreased due to COVID-19

Motorized Wheelchair Safety Instruction Commendation System

The Motorized Wheelchair Safety Instruction Commendation System is a system where the Traffic Bureau of the National Police Agency (NPA) commends those associated with motorized wheelchairs who have proactively provided traffic safety education and promoted PR and awareness raising activities related to matters such as the safe use of motorized wheelchairs, or prevented traffic accidents involving motorized wheelchairs. Suzuki takes an active part in this commendation system as an organizer of the Electric Wheelchair Safety Promotion Association.

■ NPA Motorized Wheelchair Safety Instruction Commendation result

FY2022	Excellent	GIFU SUZUKI HANNBAI CORPORATION Inc.
	Excellent	Suzuki Motor Sales Kagoshima Inc.
	Excellent	Suzuki Motor Sales Hamamatsu Inc.

India **MARUTI SUZUKI INDIA LIMITED**

Road safety

Maruti Suzuki India undertakes various road safety initiatives to support the government in making the roads safer by providing quality driving training, supporting the enforcement of traffic rules and automating the license issuing system.

Improving road safety through IDTR

–Since inception, 4.4 million drivers have been trained.

To provide quality driving training and education, Maruti Suzuki India has set up 8 Institutes of Driving and Traffic Research (IDTR) and 23 Road Safety Knowledge Centres (RSKC) in association with 6 state governments.

The IDTRs use scientifically designed test tracks, driving simulators and a well-defined curriculum to conduct learner, refresher and evaluation courses for drivers of light motor vehicles, heavy motor vehicles, two-wheelers, three-wheelers and forklifts. IDTRs imparted road safety education and quality driving training to varied beneficiary groups: commercial drivers, drivers employed by state governments, police personnel, corporate employees, tribal youth, etc. The IDTRs and RSKCs have trained and evaluated over 376,000 individuals in FY2022 and nearly 4.4 million individuals over the past 20 years.

Other road safety initiatives

(1) Road safety manual:

Maruti Suzuki India collaborated with the Transport Department, Haryana State Government to launch a road safety manual, which aims to educate the common public about road safety and safe driving. The manual covers a wide range of topics including road rules, traffic laws, defensive driving techniques, emergency response procedures, etc. This manual will help in promoting safe behavior habits among road users.

(2) First responder training:

IDTR conducted a first responder training course for drivers through trainers certified in trauma care. The training program is targeted to deliver practical hands-on skills to improve survival opportunities, customized to handle trauma and injuries. First Aid training is required to make a significant contribution to the goal of reducing the number of fatalities resulting from traffic accidents. More than 3,000 individuals were trained through this program in FY2022.

(3) School bus driver training:

As a part of its efforts to make roads safer for school children, the Institute for Driving and Traffic Research (IDTR) conducted a training program for school bus drivers. The training program followed the course curriculum based on the CBSE guidelines for the safety of school children. The training program focused on educating the drivers and attendants about the various safety parameters, road rules and CBSE guidelines.

(4) Road safety awareness at Auto Expo:

As a part of the road safety initiatives, the Company conducted a road safety awareness campaign at the Auto Expo held in FY2022 to demonstrate technology-driven road safety CSR initiatives. During the campaign, various initiatives undertaken under road safety education and driving training, enforcement, evaluation, road safety awareness and emergency response areas were demonstrated. Also, a Light Motor Vehicle (LMV) simulator is placed at the campaign to enable them to test their driving skills.

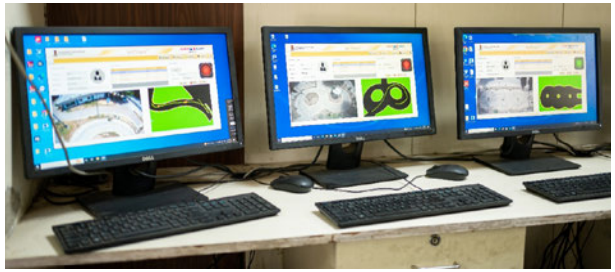
(5) Road safety awareness during Road Safety Week 2023:

Maruti Suzuki India observed the Road Safety Week from January 11 to 17, 2023, to propagate the cause of safer roads for all. During this week-long celebration, various activities were organized at multiple places such as road safety awareness sessions, demonstrations, and hands-on training sessions. The sessions were conducted targeting different stakeholders such as drivers, school children, government officials, corporate employees, and other community members. The aim was to educate and sensitize people on the importance of road safety and how to adopt safe driving practices. Individuals from various corporates, ITIs, schools and government departments participated in the road safety programs.

Strengthening driving licensing tests through Automated Driving Test Tracks (ADTT)

To ensure only skilled drivers get a driving license, Automated Driving Test Tracks were set up in various license issuing centers spanning Uttarakhand, Bihar and Haryana. These centers have specially designed tracks to conduct driving tests. They are also equipped with high-resolution cameras to capture real-time footage of tests and analytics-based assessment tools to help in the issuance of driving licenses more transparently and efficiently.

Maruti Suzuki India has also partnered with the Delhi Transport Department to fully automate the license issuing centers by setting up ADTTs. As of March 31, 2023 over 516,000 candidates have taken the tests at ADTTs.



Computer center featuring automation software

ADTT (Lado Sarai, Delhi)

India SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED

Promotion of motorcycle rider safety

Raising safety awareness of motorcycle riders:

In collaboration with Times of India Group, SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED carried out an awareness-raising activity to improve safety awareness of motorcycle riders in the eight major cities of Haryana, i.e. Gurgaon, Faridabad, Rohtak, Chandigarh, Ambala, Karnal, Panchkula and Panipat. This activity was mainly targeted at 11th and 12th grade high school students, university students, and students from other educational institutions. Some of them were planning to ride motorcycles in the near future.

Support for Gurgaon Police:

We provided Gurgaon Police with 10 customized GIXXER 250s and two laser speed cameras to support their efforts in road safety and crackdown on speed offenses. These activities amounted to 9.13 million rupees.

Pakistan PAK SUZUKI MOTOR CO., LTD.

Safe Driving Techniques (SDT) training session

We conducted the Safe Driving Techniques (SDT) training session at our company for car carriers' owners, managers, supervisors, and drivers in March 2023. A total of 35 people attended the training session. The purpose of this training session is to enhance car-carrier teams' awareness of safe driving and the level of their driving techniques and ensure their safety during transporting of products. During the session to raise their awareness regarding their safety, the instructor gave lectures to the participants about safe and defensive driving techniques, highway driving rules and tips for maintenance of vehicles. Moreover, to encourage participants' awareness, lectures on various precautions regarding traffic signs, driving techniques, and accidents were explained in detail using pictures and videos.

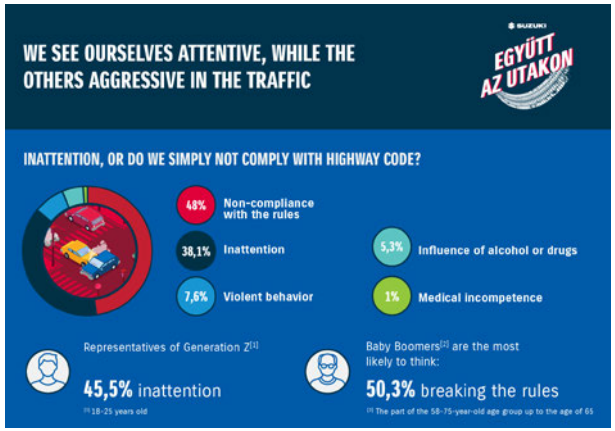
Additionally, we donated 2,200 safety-instruction booklets to National Highway & Motorway Police (NH&MP) in September 2022 to distribute them to drivers who drive on national highways. The booklet includes the information about traffic signs, tips for safe driving, how to basically check vehicles, instructions for emergency situations, penalties for violating traffic rules, etc.

Hungary MAGYAR SUZUKI CORPORATION LTD.

"Together on the Roads" campaign

Safety is our top priority because we are a car maker. Therefore, it is our responsibility to ensure the safety of everyone who uses the road such as drivers and pedestrians. For tackling this matter, we started the "Together on the Roads" campaign, one of our road safety CSR programs, which addresses a different problem related to traffic safety every year.

As a result of our hard work, our "Together on the Roads" campaign, which utilizes our communication solutions company Morpho, won the bronze prize in the problem management category at #PREXA, PR Excellence Hungary Award, this year.



Sustainable Local Community

Promotion through products

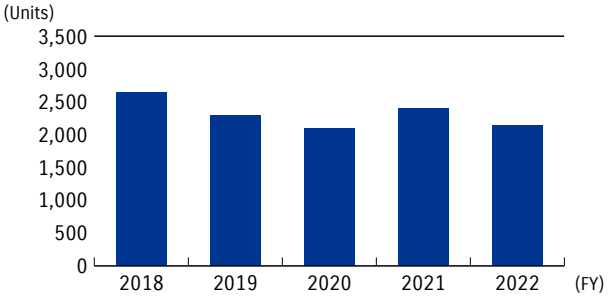
Welfare vehicles (WITH series)

スズキ福祉車両 WITH シリーズ

Sales of our WITH series welfare vehicles began in 1996. These vehicles are designed to provide seniors and people with disabilities with greater ease of entry and exit of automobiles.

At present, there are two types, a wheelchair courtesy vehicle and a lifting seat type vehicle, and four models are available. We are working to develop a lineup of welfare vehicles so that customers can select a vehicle suitable for specific needs and situations.

■ **WITH series sales**



Wheelchair courtesy vehicle

Wheelchair courtesy vehicles make it easy for persons requiring special care to get into and out of the rear of the vehicle while seated in a wheelchair. The low floor vehicle allows the helper to easily support persons who require special care while getting in or out. This vehicle can accommodate either a manual wheelchair or motorized wheelchair. Spacia, Every Wagon, and Every have a wheelchair courtesy variant.

Every Wagon wheelchair courtesy vehicle

Lifting seat type vehicle

The lifting seat type vehicle equips the passenger seat with the function to move up and down and rotate by a command switch to accommodate persons requiring special care. Since the seat can be brought into a position that makes it easy for the person requiring special care to get in and out, the stress on the helper is reduced. WagonR has a variant equipped with the lifting passenger seat.

WagonR lifting seat type vehicle

Electric senior vehicles

Suzuki has a lineup of electric senior vehicles, motorized wheelchairs with a loop-shape steering handle, mainly as a means of transport for the elderly for day-to-day events such as shopping or strolls.

The electric senior vehicle equipped with a user-controlled, loop-shape steering handle was first introduced in 1985. This motorized wheelchair is mainly designed to enable seniors and people with disabilities to easily go out. It is capable of moving at adjustable speeds ranging from 1 km/h to 6 km/h. Charging involves plugging into a household 100 V power outlet.

* Motorized wheelchairs (electric senior vehicles) are regarded as pedestrian traffic. A driver's license is not needed.

ET4D

ET4E

TOPICS

Suzuki and Datatec start verification tests of monitoring and communication system for electric senior vehicles

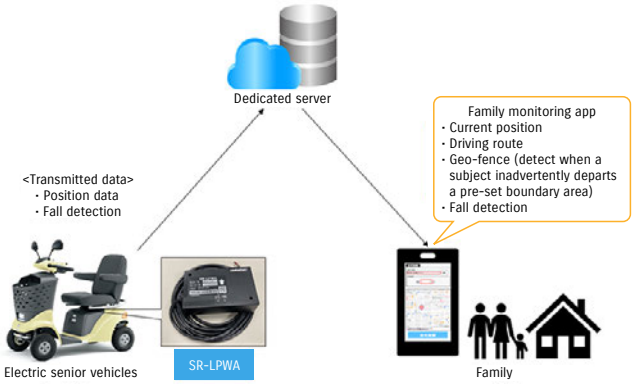
Suzuki and Datatec Co., Ltd. (Head Office: Ota-ku Tokyo; Representative Director and President: Keiichiro Morishima; "Datatec") started verification tests of a monitoring and communication system using an automotive IoT device in June 2023. The system is being developed to provide more peace of mind and safety to users of electric senior vehicles, motorized wheelchairs with a loop-shape steering handle,*1 and their families, among others.

Through these verification tests, the two companies will increase their understanding of the functions and services required of electric senior vehicles and apply the findings to future product development.

About the verification tests

In these verification tests, the automotive IoT device SR-LPWA*2 developed by Datatec will be installed on Suzuki's electric senior vehicles to acquire position data and detect any falls during use. The position data acquired during the tests will be viewable by pre-registered family members using a monitoring app*3 via a dedicated server. If a fall is detected, family members will be notified via e-mail, allowing them to monitor the electric senior vehicle's condition in real time.

■ System composition*4 of verification test



*1 Motorized wheelchairs with a loop-shape steering handle are mostly used as a means of daily transportation by seniors who find it difficult to go out by walking or riding a bicycle. The operating speed can be adjusted between 1 and 6 km per hour. A driver's license is not required because motorized wheelchairs are regarded as pedestrian traffic under the Road Traffic Act.
*2 SR = Safety Recorder; LPWA = Low Power Wide Area
*3 An app to view position data and other information acquired by SR-LPWA on a smartphone
*4 A system used in verification tests by family members of electric senior vehicle users, among others. It refers to the entire setup in which a dedicated server receives position data, fall detection data and other information acquired by SR-LPWA and connects it to the monitoring app.

TOPICS

Suzuki starts trial operation of electric senior vehicles with Nijo-jo Castle

Suzuki conducted the trial operation of electric senior vehicles as a proposed means of transportation for visitors within the grounds of the former Imperial Villa Nijo-jo Castle ("Nijo-jo Castle") from March 6 to 19, 2023.

Every year, more than 2 million people visit Nijo-jo Castle. It had long wished for people who find it difficult to walk for long periods of time to be able to fully enjoy the expansive castle grounds. Currently, Nijo-jo Castle provides a motor-assisted wheelchair lending service to such visitors. These wheelchairs, however, require the aid of a caregiver.

In this initiative, Suzuki explored the benefits of electric senior vehicles by conducting a trial operation of these vehicles as a new option in addition to Nijo-jo Castle's existing wheelchairs.

Electric senior vehicles are motorized wheelchairs with a loop-shape steering handle. They are mostly used by seniors who find it difficult to go out by walking or riding a bicycle. Visitors to Nijo-jo Castle can get around site comfortably by riding electric senior vehicles on the gravel paths of the castle grounds.

Suzuki donated the electric senior vehicles used in the trial operation. The vehicles feature a special color scheme that complements the World Heritage Site Nijo-jo Castle's rich history, culture and scenery.

Through the trial operation at Nijo-jo Castle, Suzuki will introduce its efforts to develop a diverse range of mobility and services from the customer's perspective, paving the way for further growth with a view to expanding services to various locations.

The following is an overview of the trial operation implemented at Nijo-jo Castle.

1. Implementation period	Monday, March 6 to Sunday, March 19, 2023
2. Venue	Former Imperial Villa Nijo-jo Castle (541 Nijo-jo-cho, Horikawa-nishi-iru, Nijo-jo-dori, Nakagyo-ku, Kyoto City 604-8301)
3. Reception location	General Information Center within Nijo-jo Castle (available on a first-come, first-served basis with no reservations permitted)
4. Fee	Free of charge

Initiatives to solve community issues

Participation in the Hamamatsu Automated Driving Yaramaika Project

In 2016, Suzuki joined the Hamamatsu Automated Driving Yaramaika Project by signing a Partnership Agreement with Hamamatsu City, Enshu Railway Co., Ltd., and SB Drive Corp. (currently BOLDLY Inc.). The Hamamatsu Automated Driving Yaramaika Project is an initiative to explore the ideal form of sustainable public transportation by solving regional public transportation issues, specifically securing a mode of transportation for people who are at a disadvantage because they live in areas lacking public transportation in Hamamatsu City, which has a diverse range of areas from urban to mountainous areas. In anticipation of the future commercialization of automated driving technology, the four partners are collaborating to conduct verification tests to determine which types of mobility services are best suited as a mode of transportation in areas lacking public transportation, while obtaining the cooperation of local residents.

The project has so far received many opinions and comments from local residents about mobility services and automated driving, including factors such as their acceptance of such services and the user friendliness of vehicles, through three verification tests conducted in 2017, 2019, and 2022. The project is using this feedback to develop mobility services and automated driving technologies in accordance with the principle of the actual place, actual thing, actual situation.

Mobility services using small vehicles on scheduled and set routes are expected to be helpful in securing a mode of transportation in areas lacking public transportation and to stimulate the local community through social participation by many more residents. The Hamamatsu Automated Driving Yaramaika Project will continue to conduct activities based on the “Yaramaika (give it a try) spirit,” with the goal of expanding the area that local residents can freely get around as they wish through mobility services and automated driving technology.

Support for mini-truck markets

Suzuki supports the mini-truck markets that are held across Japan.

A mini-truck market is a temporary market in which truck-type mini vehicles (mini-trucks) come together to display and sell goods such as food, local specialties, and general merchandise on their truck beds. In 2005, the first mini-truck market was held in Shizukuishi, Iwate Prefecture as a means of revitalizing the community. Mini-truck markets are currently held in over 120 regions throughout Japan.

Mini-trucks feature truck beds that are the ideal height for displaying and selling goods, plus they are movable vehicles, making it very easy to set up and take down a market. Because many farmers own mini-trucks, producers are able to transport fresh goods directly from farm to market.

The organizers of mini-truck markets are mostly local chambers of commerce and industry and other similar organizations. The venues are largely shopping streets that are struggling to attract customers. Mini-truck markets frequently create a buzz and generate interest because of the wide range of products available and distinct regional features. As a result, visitors to mini-truck markets have been increasing year after year, and an increasing number of new areas have been hosting these markets. As populations become more concentrated in cities, mini-truck markets have helped to revitalize regional communities and shopping streets.

Suzuki empathizes with mini-truck markets’ efforts to reinvigorate communities. It serves as a cheerleader for these events through activities such as providing operational support to mini-truck markets. By doing so, Suzuki will continue to support mini-truck markets throughout Japan.

President Suzuki walked around the 7th National Mini-truck Market in Nagano Shinonoi (October 2022) and encouraged each participant through conversation.

Moving forward with educational support

Educational support activities

Introduction of Suzuki's Monozukuri to local students

For the purposes of cultivation of human resources and activation of research, we set up Suzuki Donated Courses at Shizuoka University and dispatch automotive engineering experts as university lecturers.

Donated courses

Aimed to nurture researchers and contribute to academic promotion and society, Suzuki has been giving endowment lectures on efforts for various research about element technologies for automobiles at Shizuoka University (Faculty of Engineering) since FY2003.

Through a lecture titled "Next-generation mobility engineering," the Company aims to develop new technologies in broad fields that will lead to next-generation transportation methods.

The study is conducted by integrating manufacturing, experimentation, and analysis.

Through lectures and experiments such as automotive engineering and energy/electronics control experiments geared toward students, the Company promotes education so that students can obtain knowledge necessary for engineers in manufacturing.

Lecture title: "Endowed Laboratory Advanced Automotive Energy Engineering" Suzuki Donated Course

Study themes:

- Research on improving the drive motor performance of electric vehicles
- Research on the effects and operation of V2H (Vehicle-to-Home) and V2G (Vehicle-to-Grid) technologies
- Research related to the reuse of batteries

Lecturers: Suzuki dispatches two employees as a specially appointed associate professor and a specially appointed assistant professor

Term: 21 years from April 2003 to the end of March 2024

Monozukuri Workshops

Suzuki provides Monozukuri Workshops on transportation devices for universities, elementary schools, and local companies in Japan and abroad. In FY2022, Suzuki provided 18 workshops to more than 1,000 participants. There were two types of workshops: in-person workshops led by instructors and online workshops (Please see the table to the right.).

September 29, 2022
Automobile workshop for fifth-grade students of Aoigaoka Elementary School

September 30, 2022
Body Structure (Chassis and Frame), Automobile Engineering, Shizuoka Institute of Science and Technology

December 16, 2022
Motorsport, Automobile Engineering, Shizuoka Institute of Science and Technology

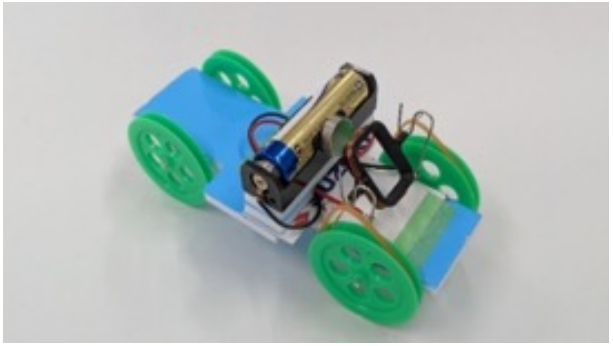
Date		University/workshop name	No. of participants
2022	May 11–12	Department of Design, Kanazawa College of Art Demonstration lecture on sketching using tablets / PCs and leading software (Photoshop)	21
	May 18–19	Department of Design, Kanazawa College of Art CMF (Color, Material, Finish) design workshop, Indian Institutes of Technology	21
	Jun. 6	Indian Institutes of Technology India's First C-V2X Pilot	20
	Jun. 28	Department of Informatics and Electronics, Faculty of Engineering, Yamagata University Manufacturing and Information Science	40
	Jul. 11	Faculty of Engineering, Shizuoka University Plastic Deformation Processing	40
	Sep. 29	Automobile Workshop for fifth-grade students of Aoigaoka Elementary School Automobile Manufacturing and the Environment	70
	Sep. 30	Shizuoka Institute of Science and Technology Automobile Engineering "Body Structure (Chassis and Frame)"	23
	Oct. 6	Shizuoka University Industrial Innovation Human Resources Development Program Special Lecture on Industrial Innovation	20
	Oct. 13	Shizuoka University Industrial Innovation Human Resources Development Program Special Lecture on Industrial Innovation	20
	Nov. 4	Shizuoka Institute of Science and Technology Automobile Kinematics, Automobile Engineering	18
	Dec. 2	Next Generation Automobile Center Hamamatsu Fundamental Lecture on Automobile Engineering "Fundamentals of Suspension, Steering and Brakes"	200
	Dec. 15	Next Generation Automobile Center Hamamatsu Fundamental Lecture on Automobile Engineering "Collision Safety"	200
	Dec. 16	Shizuoka Institute of Science and Technology Automobile Engineering "Motor Sports"	24
	Dec. 16	Mechanical Engineering Program, Faculty of Engineering, University of Miyazaki For Aspiring Mechanical Engineers —Advice from the Automobile Industry—	40
2023	Jan. 20	Shizuoka Institute of Science and Technology Product Planning and Market Research, Automobile Engineering	22
	Feb. 8	Indian Institutes of Technology Efforts for SMC Agile Development	50
	Feb. 28	Next Generation Automobile Center Hamamatsu Fundamental Lecture on Automobile Engineering "Fundamentals of Heat Management Technology"	200
	Mar. 4	Tama Art University Examining the Interface of Textile Design and Society	20
Total			1,049

Support for manufacturing workshops of the Society of Automotive Engineering of Japan, Inc.

Interactive manufacturing workshop for elementary school students

Suzuki presented “Making Working Cars with Paperclip Motors,” an interactive manufacturing workshop, to a total of 108 elementary school students in the third to sixth grades, through participation in “Kids Engineer 2022,” an event sponsored by the Society of Automotive Engineers of Japan, Inc. and the Science Campus of the Innovation Plaza of the School of Engineering, Tohoku University.

Suzuki received many favorable comments, such as “I was able to enjoy manufacturing through this program, although only familiar items like paperclips, batteries and rubber bands were used as materials.”



Interactive learning program
“Making Working Cars with Paperclip Motors” craftmaking kit

At the Science Campus of Innovation Plaza, School of Engineering, Tohoku University on September 10, 2023

Formula SAE Japan activities

The 20th Formula SAE Japan tournament was held locally for the first time in 3 years at Shizuoka Prefecture Ogasayama Sports Park ECOPA from September 6 to 10, 2022. The competition was sponsored by the Society of Automotive Engineers of Japan, Inc.

Students compete in the Formula SAE Japan based on their overall manufacturing skills as demonstrated by the vehicles they create. Through this industry-academia-public-private partnership, the event seeks to develop human resources who will contribute to automotive technology and the promotion of industry.

Suzuki actively supports the event’s operation and aids in the activities of the participating teams. At the 20th competition, Gifu University and Waseda University, two schools supported by Suzuki, placed high in the driving contest, showing a solid performance. In addition, Gifu University placed second in the Presentation Award, delivering a strong result.

Competition held at Ogasayama Sports Park ECOPA from September 6 to 10, 2023
Waseda University’s machine and members

Participation in and cooperation with the Lake Hamana Environmental Network

As part of environment education for employees and their families, Suzuki is actively participating in and cooperating with the Lake Hamana Environmental Network established in 2005.

The Lake Hamana Environmental Network receives entrustment from the Environmental Protection Bureau of Shizuoka Prefecture, and continues to actively conduct activities including an education program in relation to environmental conservation of Lake Hamana, a project that involves recycling eelgrass and sea lettuce, and transmission of local environment information. As of October 2023, 74 groups and bodies such as local civic groups, schools, nonprofit organizations, and various trade associations and public companies are registered in this network, serving as the "place for gathering" for the environmental conservation of Lake Hamana.

The Lake Hamana Environmental Network holds environmental events every year, which are open to participation by the general public. In FY2022, an interactive learning event to survey Lake Hamana's natural environment was held. As part of the event, Suzuki introduced its outboard motor with a Micro-Plastic Collecting Device, and displayed micro-plastic samples collected during test runs.

Going forward, Suzuki will continue to participate in environmental education and conservation activities so that the rich natural environment of Lake Hamana, which is a brackish water lake and a precious asset for the local area, can be appreciated by as many people as possible through classroom lectures and hands-on experiences such as observation, cleanup activities, and farm work.

■ Interactive learning event to survey Lake Hamana's natural environment (October 8, 2022)

Briefing on Suzuki's Micro-Plastic Collecting Device

Survey of micro-plastic waste along the shoreline

Biological survey of the tide flats at Ikarise

Japan Domestic sales distributors

Sales distributors create opportunities for community members to see their operations several times a year, arranging events such as tours*. Participants can learn about Suzuki's automobile sales and repair operations by listening to explanations of operations from employees and actually performing the operations.

* Events are held differently depending on the sales distributor. Please contact each sales distributor for further details on events.

Kids Engineering event at Suzuki Motor Sales Hokkaido Inc.

Worksite experience event for junior high school students at Suzuki Motor Sales Saitama Inc.

TOPICS

Suzuki signs agreements with two Indian Institutes of Management –Research in business diversification and new business development in India–

In order to further develop its Indian business, Suzuki Motor Corporation (Suzuki) has signed agreements with the Indian Institute of Management, Ahmedabad (hereinafter referred to as IIMA) and Kozhikode (hereinafter referred to as IIMK), respectively.

Since starting its operations in India in 1982, Suzuki has locally produced compact cars needed by Indian customers and progressed in line with the economic development. We believe that flexible business activities are needed in the recent years where we are globally facing urgent issues of environmental initiatives including carbon neutrality. Suzuki has signed agreements with the two Indian business schools to conduct research on such issues.

IIMA was established in 1961 and is India's premier management school with a global reputation for excellence and leadership in business management research and education. IIMA and Suzuki will collaborate to conduct research on strategic business diversification, business portfolio restructuring, and new market entry strategies.

IIMK was founded in Kerala in 1996 and has strengths in corporate culture research and striving for global excellence in the field of higher education. IIMK and Suzuki will analyze Suzuki's 40-year history in India, clarify its strengths, and study the future direction of Suzuki's business in the country, from a long-term perspective.

Since establishment of IIT Hyderabad (hereinafter referred to as IITH) in 2008, Suzuki has been conducting exchange of technical personnel with IITH. In addition to our relationship with IITH, we will also deepen exchanges with faculties and students of IIMA and IIMK.

Kinji Saito, Director and Senior Managing Officer of Suzuki, who attended the ceremony, said, "This year marks the 40th year anniversary of Suzuki's operations in India. By concluding this agreement, we hope to utilize each other's assets and contribute to the growth of everyone involved and the economic development of India."

Suzuki will continue to strive to be a company that is needed by society, supporting the mobility of people around the world.

Indian Institute of Management, Ahmedabad

Indian Institute of Management, Kozhikode

TOPICS

Suzuki's third Japan–India Institute for Manufacturing receives accreditation by the Japanese Ministry of Economy, Trade and Industry

Maruti Suzuki JIM (Gandhinagar, Gujarat), an industrial training institute which is being prepared by Suzuki Motor Corporation in Gandhinagar, Gujarat in India, has been accredited as Suzuki's third Japan–India Institute for Manufacturing (JIM) by the Japanese Ministry of Economy, Trade and Industry (METI) in April 2022.

In 2016, the governments of India and Japan agreed on the Manufacturing Skill Transfer Promotion Programme. As part of these efforts, Japanese firms in India are working together with METI to establish JIM, with the aim of human resource development in the manufacturing sector in India. Maruti Suzuki JIM (Gandhinagar, Gujarat) is the third accredited JIM for Suzuki, and is scheduled to open in September 2022, and train 84 students per class (2-year course).

Maruti Suzuki JIM is operated as India's industrial training institute by Maruti Suzuki, who is conducting operation by bringing state-of-the-art educational facilities and human resources. The institute offers various practical training courses including vehicle assembly, electrician, painting, and vehicle mechanic. Suzuki has produced a total of 827 graduates from Maruti Suzuki JIM (Ganpat Vidyanagar, Mehsana, Gujarat), which was accredited as the first JIM in 2017, and Maruti Suzuki JIM (Uncha Majra, Gurgaon), which was accredited as our second JIM in 2019. The graduates have found jobs at automobile manufacturers, auto parts manufacturers, and auto dealers.

Ceremony for accreditation held today at METI was attended by Ms. Yumi Yoshikawa, Parliamentary Vice-Minister of Economy, Trade and Industry, Mr. Yoichi Iida, Director-General, Trade and Economic Cooperation Bureau, Ms. Mineko Ota, Director, Technical Cooperation Division, Mr. Mayank Joshi, Deputy Chief of Mission at the Embassy of India Tokyo, affiliates of the programme, and the accredited companies. Mr. Masahiko Nagao, Director and Senior Managing Officer, who attended the ceremony from Suzuki said, "We will nurture human resources and contribute to "Make in India" and "Skill India," and as a Suzuki Group, aim to realize the "Self-reliant India" initiatives by the Government of India."

India **Maruti Suzuki India Limited**

Skill development projects

Maruti Suzuki India aligns with the government of India's "Skill India" mission and has taken up a set of well-established skill development programs. The programs focus on enhancing the employability of the youth and provide "Earn While You Learn" opportunities to the students. In its endeavor to promote skill development, the company adopts a holistic approach to impart high-quality vocational training to enhance the capabilities of individuals and create a skilled and industry-ready workforce.

One of the key initiatives focuses on improving the infrastructure and capacity of trainers of existing Industrial Training Institutes (ITIs). By enhancing the infrastructure, the company aims to provide a conducive learning environment for students, equipped with modern tools and equipment necessary for skill development. Additionally, it ensures that trainers at these ITIs receive specialized training to enhance their teaching skills and stay updated with the latest industry practices.

To further strengthen its engagement with students, the company has established the Japan-India Institute for Manufacturing (JIM). These institutes serve as a platform to provide comprehensive training, incorporating theoretical knowledge and practical experience. Recognizing the importance of skilled manpower in the automobile service trade, the company has also taken the initiative to establish Automotive Skill Enhancement Centers. These centers focus on improving the quality of manpower by providing specialized training in automotive servicing, maintenance, and repair. By upskilling individuals in this sector, the company contributes to the overall development of the automobile service industry.

Japan-India Institute for Manufacturing

–Since inception, over 1,400 students have been trained at the Japan-India Institute for Manufacturing.

Japan-India Institute for Manufacturing (JIM) is a flagship skill development initiative of Maruti Suzuki India. Through JIM, students have the opportunity to learn advanced manufacturing techniques and efficient shop-floor management practices based on Japanese manufacturing principles. The JIM serves as a pathway for students to enter the manufacturing industry with the requisite skills and knowledge. It is a testament to the collaborative efforts between the governments of India and Japan in fostering skill development and promoting excellence in the manufacturing sector. The company has set up three JIMs—two in Gujarat and one in Haryana.

JIMs emphasize a hands-on approach to learning, providing students with practical training on state-of-the-art machinery and equipment. This practical experience equips them with the necessary skills and confidence to excel in the manufacturing industry. The institutes offer training courses in the domains of automobile manufacturing, maintenance, and service. The courses offered are Mechanic Motor Vehicle, Mechanic Auto Body Painting, Electrician, Welder, Mechanic Diesel Engine, Mechanic Auto Body Repair, Technician Mechatronics Fitter and Painter General. Unique features of JIM include a mini-vehicle assembly line, engine assembly line, safety lab, virtual welding and painting simulators that provide world-class training to students to make them industry-ready.

The soft skill curriculum has been developed by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS), Japan under the guidance of the Ministry of Economy, Trade and Industry (METI), Japan. The courses offered at JIM are recognized by the National Council for Vocational Training (NCVT) and the institute is accredited by the METI, Japan.

These training courses offered are based on the Dual System of Training (DST), wherein students undergo paid On-Job-Training (OJT) at the industries to complement their theoretical learning offered at JIM. During the OJT, the students actively participate in real-world manufacturing processes gaining first-hand experience in a professional setting. The OJT allows students to apply their theoretical knowledge, understand industry practices, and develop crucial employability skills. Since its inception, over 1,400 students have been trained at JIMs. In FY2022, under the DST program, 434 students underwent OJT.

Also, in 2022, the third JIM at IACE (International Automobile Centre of Excellence), Gandhinagar Gujarat, received an accreditation certificate from METI Japan and affiliation from the Directorate General of Training (DGT), Ministry of Skill Development and Entrepreneurship (MSDE) for four trades: Fitter, Painter (general), Electrician and Mechanic Motor Vehicle.



Mini vehicle assembly line installed at JIM


Painting simulators installed at JIM


Training on automobile maintenance


Training on automotive body repair

Upgrading of Industrial Training Institutes (ITI)

–More than 7,000 ITI students trained at Maruti Suzuki India supported ITIs during FY2022, and around 1,500 ITI students trained at ASECs during FY2022.

Maruti Suzuki India undertakes the upgrading of the existing government ITIs in the country by setting up skill labs and providing specialized training to ITI trainers and students. Through the skill labs, industry-oriented training aids like Safety and MSBT Lab are provided to the ITIs to make the students ready for production lines. Over 7,000 students across 22 adopted ITIs were trained during the reporting period.

Additionally, the company has also set up Automobile Skill Enhancement Centres (ASECs) in 31 ITIs across India to impart specialized training on automobile service and maintenance-related trades such as Mechanic Motor Vehicle (MMV), Auto Body Repair (ABR) and Auto Body Paint (ABP).

Industrial Training Institute, Tathagat

Among the skill development initiatives of Maruti Suzuki India, support to Tathagat ITI is a unique CSR initiative. The institute specifically targets local tribal youth and improves their employability skills and contributes to the socio-economic development of the local community. ITI Tathagat is located at Darhia village, a remote and less developed area of Mirzapur district and aims to improve employability and empower the youth of underprivileged and economically less developed communities in the region. Maruti Suzuki India also provides training and employment opportunities for the students of the ITI. Also, the company supported building a hostel complex for the students and staff.

Apprenticeship Programme

–More than 3,000 youths given apprenticeship opportunity at Maruti Suzuki India plants.

Through the Apprenticeship Programme for Industrial Training Institute (ITI) students, over 3,000 aspiring youth from various ITIs across 17 states were trained at Maruti Suzuki India's plant. They have been given the opportunity to engage with Maruti Suzuki India experts and improve their employability skills by working on the shop floor.

The Apprenticeship Programme helps the trainees to understand the dynamics of the manufacturing industry, familiarize themselves with industry standards and practices, and cultivate a strong work ethic. Additionally, exposure to actual workplace scenarios enhances their problem-solving abilities, teamwork skills, and adaptability.

Pakistan Pak Suzuki Motor Co., Ltd.

Kaizen & 5S management training session for university students and employees' families

Pak Suzuki Motor Co., Ltd. has started a new initiative as a commitment to CSR activities. In March 2023, the new training sessions, which consist of Safe Driving Techniques (SDT) and Kaizen & 5S management, were carried out at NED University of Engineering & Technology.

The purpose of the Safe Driving Techniques (SDT) training session is to provide university students and employees with knowledge about safe and defensive driving techniques, traffic signs, countermeasures in emergency situations, vehicle maintenance tips, etc. The lectures of this session were conducted using pictures and videos.

The purpose of the Kaizen & 5S training session is to introduce university students and employees to working culture and methodologies in Japan and let them learn them so that the participants can benefit from the best practices that are implemented in our industry. A total of 140 people attended these training sessions.

In December 2022, the company conducted a one-day training on "Career Planning & Career Development" for employees' children, brothers and sisters. The purpose of this training is to increase knowledge on how to take care of their appearance (personal grooming), how to plan and choose their careers, etc.

Apart from lectures, participants visited our plant to observe actual automobile production processes, and 5S & Kaizen activities. A total of 48 students attended this session, and at the end of the training sessions, participation certificates and gifts were presented to them.

Indonesia PT Suzuki Indomobil Motor

Manufacturing plant tour for students

As an educational contribution, PT Suzuki Indomobil Motor has been offering a manufacturing tour to students since 2015. The company invited students to Cikarang plant and Tambun plant, where they could observe the production processes for automobiles and motorcycles. But this activity was suspended due to COVID-19 in March 2020. Until then, more than 55,000 students from more than 600 schools had participated in the Suzuki manufacturing plant tour. In February 2023, the company restarted its manufacturing plant tour for students in Cikarang plant. The company hopes to stimulate students' interest and knowledge about industrial products, technology, and manufacturing processes, and contribute to student education.

Teaching factory activity for vocational schools

Following the donation of industrial machinery such as CNC machines, lathes and compressors to some vocational schools in 2021, PT Suzuki Indomobil Motor visited the schools with its manufacturing engineers and maintenance staff to teach students how to properly use various machines and how to conduct maintenance on them. The company expects them to do maintenance on the machines by themselves and keep using them for a long time.

Additionally, in collaboration with SIM Supplier Club (SSC), the company opened a vocational training center at SMK Muhammadiyah Sumpiuh in central Java on November 11, 2022. The purpose of this vocational training center is to give students opportunities to experience working in the manufacturing industry, and acquire hard skills using industrial equipment as well as soft skills to improve products, quality of work, and work environment.

Hungary Magyar Suzuki Corporation Ltd.

Collaboration with national and regional educational institutions

Magyar Suzuki Corporation attributes its competitiveness and success in Hungary to its rich and talented workforce. The company has a responsibility to share the knowledge and know-how that it has with the younger generation; by doing this, it will be able to enhance the professionalism in the company and the industry, continue development, and lead the company to achieve success. For these reasons, one of its goals is to continuously collaborate with national and regional educational institutions and local vocational schools, which are training and sending engineers and technical experts out into Hungary.

The company sponsored several events related to innovation and education such as the "Youth Scientific and Innovation Contest" run by the Hungarian Innovation Association, which is located in Budapest, and the "Annual Conference of European Society for Engineering Education" held in Budapest.

In addition, it accepts trainees from junior high schools and universities.

Efforts at Suzuki Plaza

Suzuki Plaza

https://suzuki-rekishikan.jp/ (Japanese language only)

Since Suzuki started its business in 1909 and was established as a corporation in 1920 as a loom manufacturer, we have devoted ourselves to customer-oriented Monozukuri based on the words “products of superior value for customers.” Our enthusiasm for Monozukuri has not changed even today as we manufacture and sell products all over the world.

The Suzuki Plaza is an exhibition facility opened in April 2009 to introduce Suzuki’s history and manufacturing spirit widely to the public. Visitors can see many of our historical products including looms, motorcycles, automobiles, and outboard motors and the current automobile manufacturing process from development to production.

More than 800,000 customers have visited since it opened.

Suzuki Plaza

Introduction to Suzuki Plaza

Suzuki’s history floor

Visitors can see Suzuki’s history which started with looms in 1909 and products in old times such as Power Free, the motorized bicycle engine launched in 1952, Suzulight, the first mass-production mini vehicle in Japan launched in 1955, the first Jimny (LJ10) launched in 1970, and the first Alto which went on sale starting at ¥470,000 in 1979, through elaborate presentations.


Loom from the time of foundation


Power Free

Suzulight

Suzuki’s Monozukuri floor

Based on the current manufacturing of automobiles as the theme, the process from planning and development to production and sales of a new model is displayed in order.

You can see how Suzuki’s automobiles are manufactured at the plant in the spectacular 3D theater Factory Adventure. In addition, there is a full-size assembly line and visitors can experience the simulated manufacturing site of automobiles.

This is a facility that can be enjoyed by not only car lovers but also children who are at an age where they are beginning to show interest in cars, with various displays including robots utilized at the plant, a movie titled “World Adventure” that introduces manufacturing by Suzuki in foreign countries, and a section that introduces the local Enshu area, etc.


Design room

Assembly line


Enshu section

Field trips

The Suzuki Plaza is utilized by many local elementary schools as a place for field trips to deepen understanding of the automotive industry. Students can learn about the manufacturing process of automobiles in detail.

In FY2022, Suzuki Plaza was visited by 12,861 students from 168 elementary schools in nearby Hamamatsu City as well as from central and eastern Shizuoka Prefecture. After the tour, we linked the Suzuki Plaza and our plants online and held an online Q&A session in which the students could ask plant personnel questions in real time.

By accepting field trips from many elementary schools, we hope for children to deepen their knowledge of the automotive industry.

Field trip

Monozukuri events

As an opportunity to enhance our relationship with the local community, we have been holding events for children to get them interested in Monozukuri. These events are related to the history and manufacturing spirit of Suzuki, allowing children to enjoy learning through experiences unlike textbook-oriented study.

In FY2022, we continued to hold three Monozukuri events during the summer, winter, and spring holidays.

Suzuki Plaza will continue to hold events to nurture children's interest in Monozukuri, as they will be the leaders of the future. It will continue making efforts to become a facility appreciated by the local community.

Monozukuri event

Support through sports

Track and field training program

Aiming to train athletes who can compete in international competitions such as the Olympics and the World Athletics Championships, the Suzuki Athlete Club has been dispatching Japanese national athletes for four consecutive Olympic Games from 2004 (Athens) to 2016 (Rio de Janeiro). Ryota Suzuki was selected to represent Japan in the men's 4 x 100-meter relay race at the 2022 World Athletics Championships held in Oregon, and Marina Saito competed in the javelin throw in the 2023 World Athletics Championships held in Budapest.

The top-level athletes, including Olympians such as Akihiko Nakamura (who represented Japan in the decathlon at the Olympics in Rio de Janeiro) and Ryohei Arai (who represented Japan in the javelin throw at the Olympics in Rio de Janeiro), who are active inside and outside of Japan, cooperate in a track and field training program and lectures held in various regions. Based on their own experiences, they contribute to the popularization and development of track and field in Japan, as well as the enhancement of children's physical strength.

The Suzuki Athlete Club will continue the activities to awaken children's interests in track and field, as well as to communicate excitement and dreams that can be gained through sports.





Support and popularization of competitive aerobics

Suzuki provides widespread support for competitive aerobics through the Japan Aerobic Federation.

Aerobics originated from the therapeutic exercise prescription of aerobics proposed in the U.S. that later developed into a sport that technologically systemized aerobic dance and exercise.

In recent years, aerobics has been positioned as an expressive sport and point-scoring sport in the same way as artistic gymnastics. Aerobics spread around the world, including to Japan where the 1st All-Japan Fitness Aerobics Championship (currently the SUZUKI JAPAN CUP) was held in 1984. Currently, the sport is practiced in 80 countries around the world and there are international tournaments, such as the SUZUKI WORLD CUP and the Aerobic Gymnastics World Championships held by the International Gymnastics Federation (FIG).

Slow aerobics, adapted aerobics

Aerobics is a sport that can be easily enjoyed by all genders, and from children through to the elderly. In particular, we are working to popularize and support slow aerobics, which respond to the aging society, and adapted aerobics, for people with a disability, which are positioned as social contribution activities that address Goal 3 of the 17 SDGs (Ensure healthy lives and promote well-being for all at all ages).

Austria Suzuki Austria Automobil Handels GmbH

Support for parasports activities

Suzuki Austria supports various para-athletes such as Jasmin Plank, who achieved 5th place at the home World Championship in 2018, and Andreas Onea, bronze medalist in the 100 m breaststroke at the 2016 Rio De Janeiro Paralympics. We also hold various charity events like the Suzuki Power Team Charity Run*.

* Suzuki Power Team Charity Run: We sponsored an event for amateur athletes and their families in front of the Olympic Ice Canal in Igls near Innsbruck.

France Suzuki France S.A.S.

LA SOLITAIRE DU FIGARO:
Support for solo sailing Atlantic & transatlantic races

La Solitaire du Figaro is a mono-hull sailing race that has been going on for over 50 years. This race is considered a race to raise future world-class skippers and teams.

Route du Rhum is a world-class transatlantic yacht race, which takes place every four years. The race consists of six boat categories and over 120 boats take part in it, with over 1 million spectators gathering at the starting point to watch the race.

As an official partner, Suzuki France S.A.S. has been supporting the two races held in France, one in Solitaire (from 2005) and the other in Rhum (from 2014).

As a customer loyalty program and PR campaign, we have set up our booth before and during the races, and exhibit our vehicles, marine products, their catalogs, etc. in collaboration with our local dealers.

We have been implementing the following CSR activities and support.

The Suzuki Combativeness Award is given to the most active and combative competitor in each race. This award is given not only to the winner, but also to the person who had the most fighting spirit.

<Support details>

- We provide the Solitaire race with 7 cars and Rhum race with 15 cars respectively so that race organizers, each race team, skippers, medical and logistical staff can move freely throughout race venues.
- We also provide the Route du Rhum race with 36 outboard motors to ensure the participants' safety on the sea from start to finish.

https://www.routedurhum.com/en
https://www.lasolitaire.com/en

Support for Stephane Paulus, disabled motorcycle racer

Suzuki France has developed a strong partnership with Stephane Paulus since 2017, a French motorcycle champion. We support him by supplying parts and motorcycles and lending him a Vitara.

Paulus was injured 14 years ago and founded the Handi Free Rider association in 2014 which helps disabled people to become motorcycle riders. He also organized the first international championship, Bridgestone Handy Race, which was held during Moto GP.

As he is a Suzuki fan, Paulus is very proud to sign an official contract with us. We also appreciate his positive image communication.

He takes part in many events such as autograph sessions in Moto GP, stunt shows riding our customized GSX-S1000, and social events for children. His activities are taken up by many media.

He gives a lot of hope to people with disabilities and plays an important role to set a good example for trying to achieve your dreams.

South Africa Suzuki Auto South Africa (Pty.) Ltd.

Imvuselelo Soccer Tournament sponsorship

Imvuselelo Sports Organization (ISO), an NGO based in Tembisa, is addressing the improvement of the environment for young people in Tembisa so that they can realize their full potential and avoid getting involved in drug abuse and crimes by playing sports such as soccer. The organization encourages sports and education for a bright future for young people. In addition to running the organization, it holds tournaments three times a year during school holidays. Since there is only one soccer field, each tournament is held over a week.

To make these tournaments more attractive, we provide financial support for them and contribute to paying referees' salaries and maintaining the soccer field.

Co-creation with various business partners

TOPICS

Suzuki signs agreement with SkyDrive for the manufacture of flying cars —Utilize Suzuki Group's plant, and aim to start manufacturing by spring of 2024—

Suzuki signed a basic agreement with SkyDrive Inc. (headquartered in Toyota City, Aichi Prefecture; Tomohiro Fukuzawa, CEO and Representative Director; hereinafter "SkyDrive"), regarding cooperation for the manufacturing of flying cars.

SkyDrive will establish a 100% owned subsidiary (manufacturing subsidiary) to manufacture flying cars. Suzuki and SkyDrive will utilize a plant owned by the Suzuki Group in Shizuoka Prefecture, and aim to start the manufacturing of flying cars around spring of 2024. Suzuki will also cooperate with SkyDrive's manufacturing subsidiary in preparing for the start of manufacturing, including securing of human resources.

Specific terms of the agreement will continue to be discussed and will be agreed on separately.

Comment from the President, Toshihiro Suzuki

I'm very excited to be working together with SkyDrive. We will make ambitious strides toward the development of products of superior value, so that we can contribute to the realization of air mobility, which utilizes the sky for daily transportation.

Signing ceremony
(from the left: Suzuki Managing Officer, Executive General Manager Hidetoshi Kumashiro, SkyDrive CEO and Representative Director Tomohiro Fukuzawa)

TOPICS

Suzuki reaches agreement with LOMBY for the joint development of autonomous delivery robots

Suzuki has signed an agreement with LOMBY Inc. (headquartered in Shinagawa, Tokyo; Tomoharu Uchiyama, Representative Director; hereinafter "LOMBY") for the joint development of autonomous delivery robots.

LOMBY, established in April 2022, is a startup company engaged in the development, supply, and service operation of autonomous delivery robots. They are working to solve the last-mile logistical issue of delivery packages, which is increasing with the recent expansion in the use of online shopping and food delivery.

Since 2022, Suzuki and LOMBY have been exploring the possibility of an autonomous delivery robot using a base of Suzuki's motorized wheelchair. In this joint development, Suzuki will oversee the design and development of the base, while LOMBY will prototype and modify the autonomous delivery robot, develop a delivery system, and conduct demonstration tests. We will also study the use of common parts for delivery robots and motorized wheelchairs, to reduce manufacturing costs for mass production of autonomous delivery robots. In addition, we aim to register these vehicles as remotely-controlled micro mobility, which will be legalized on public roads under the revised Road Traffic Act of Japan that came into effect in April 2023, and hope to contribute by supplying robots to the last-mile logistics field.

■ Overview of LOMBY

Company name	LOMBY Inc.
Headquarters	T2 2F 2-2-43 Higashi Shinagawa, Shinagawa, Tokyo
Established	April 2022
Representative	Tomoharu Uchiyama
Business details	Development, supply, and service operation of autonomous delivery robots
Website	https://lomby.jp (Japanese language only)

Prototype of autonomous delivery robot using motorized wheelchair base

TOPICS

Suzuki and Daihatsu jointly exhibit at 10th NEXT GENERATION AGRICULTURE EXPO TOKYO

Suzuki and Daihatsu Motor Co., Ltd. (Daihatsu) jointly exhibited at the 10th NEXT GENERATTION AGRICULTURE EXPO TOKYO at the 13th Agriculture Week held at Makuhari Messe from Wednesday, October 11 to Friday, October 13, 2023, as they did last year.

Suzuki and Daihatsu are companies that have continued to market light commercial vehicles used mainly by farmers for approx. 60 years, communicated their intention to continue to solve farmers' problems and to join in fellowship with those supporting this intent of the companies make friends who agree with the will of both companies. The companies jointly exhibited for the first time in 2021.

This year's joint exhibition was held under the theme of "Find what delights farmers and give it shape." In addition to light commercial vehicles from both companies (Suzuki's Spacia BASE and Daihatsu's Hijet Truck), Suzuki exhibited the Mobile Mover, a multi-purpose robotic dolly, and Daihatsu's agricultural drone and easy operation devices.

Going forward, the companies will continue to cooperate in efforts to support activities to solve customers' problems, based on their shared desire to enrich regional communities by helping farmers and other customers in their daily lives.

TOPICS

Suzuki strengthens collaboration with African startup –Signs MOU with Moove and MUFG Bank regarding support for global business expansion–

Suzuki signed a Memorandum of Understanding with African startup company, Moove Africa B.V. (Moove) and MUFG Bank, Ltd. (MUFG Bank) at the 8th Tokyo International Conference on African Development (TICAD8).

In addition to strengthening cooperation within the African continent, the MOU will utilize the respective global networks of Suzuki and MUFG Bank to support Moove's business expansion beyond Africa.

Moove is a mobility fintech company founded in Nigeria. They provide auto finance under their unique business scheme to sole proprietors, and support Mobility as a Service (MaaS)-related businesses such as ride-hailing and food delivery. It also aims to have at least 60% of its future financing vehicles to be electric or hybrid.

Suzuki has been supplying vehicles to Moove through its automobile distributors in Africa since 2022. To date, we have supplied more than 4,000 Indian-made compact cars such as S-PRESSO in South Africa, Nigeria and Ghana.

Director and Senior Managing Officer, Kinji Saito, Executive General Manager of Global Automobile Marketing, said, "With the penetration of vehicle finance provided by Moove, we will contribute to the creation of new jobs, address social issues such as mobility and driver shortages, and promote the formation of a MaaS eco system in the countries where we operate."

■ Overview of Moove

Company name	Moove Africa B.V.
Headquarters	Netherlands
Established	2019
Representative (CEO)	Ladi Delano, Jide Odunsi
Website	https://www.moove.io/

■ Suzuki's sales in Africa

FY2022 114,624 vehicles

TOPICS

Corporate venture capital fund Suzuki Global Ventures established —Collaborating with start-ups to create products and services that matter to Suzuki's customers and the world—

Suzuki established Suzuki Global Ventures (hereinafter "SGV"), a Silicon Valley (US)-based corporate venture capital fund, in October 2022.

Suzuki launched SGV to provide values that customers and society demand and deserve. We will accelerate the co-creation activities between Suzuki and start-ups, and create new businesses and business models. Moreover, by making SGV the access point of the start-up ecosystem, Suzuki aims to make investments that will address issues faced by customers and society not only in Japan but globally including the United States and India. Suzuki also hopes for SGV to contribute to the development of an ecosystem of collaboration and innovation between large corporations and start-ups.

Message from the President, Toshihiro Suzuki

Suzuki also began as a small start-up focused on making looming machines in 1920. Suzuki's founding story goes back to when our founder Michio Suzuki created the innovative and user-friendly pedal-driven looming machine with the hopes of helping his mother, who had to work hard to weave cotton cloth.

Since its founding, Suzuki has been making it our mission to serve society by putting ourselves in the customers' shoes and understanding their point of view.

Our roots of always striving to solve customers' problems remain unchanged.

Through SGV, we look forward to taking the same steps toward addressing social issues by collaborating and innovating with the start-ups that share Suzuki's mission.

■ Overview of the Suzuki Global Ventures corporate venture capital fund

Fund name	Suzuki Global Ventures (SGV) (registered name: Suzuki Global Ventures, L.P.)
Establishment	October 2022
Investment amount	US$100 million
Investment fields	Sustainability (mobility / carbon neutrality / Agritech) / Healthtech / Industry 4.0 / DX / Fintech, etc.)
Investment types	Direct and VC fund investments
Fund manager	World Innovation Lab (WiL)
Website	https://suzukiglobalventures.com/

■ Overview of World Innovation Lab (WiL)

World Innovation Lab (WiL) is a venture capital firm with bases in Silicon Valley in the U.S., and Tokyo, and discovers, nurtures and invests in promising venture companies, mainly in Japan and the U.S. While forming partnerships with major companies in Japan it proactively engages in open innovation promotions such as creating spin-out ventures and nurturing in-house entrepreneurs.
https://wilab.com/

Promotions by Suzuki Foundation

Suzuki Foundation

Suzuki has been supporting the scientific and technological research of various researchers through the Suzuki Foundation since 1980.

The Suzuki Foundation was established as The Mechanical Industry Development & Assistance Foundation in 1980. The Foundation served as a commemorative business to mark the 60th anniversary of Suzuki Motor Corporation, with funding from donations made by Suzuki and related companies. On April 1, 2011, the foundation officially changed its name to Suzuki Foundation.

Philosophy

Today, in the face of increasingly serious problems such as energy issues and global warming, the compact motor vehicle industry is expected to solve more advanced and complex issues than anything faced before. These issues encompass not only efforts to achieve carbon neutrality throughout the product lifecycle, from production to use and disposal, but also efforts to raise the sophistication of advanced safety technologies to achieve zero traffic accidents. To meet these expectations, it is more crucial than ever to promote advanced technological innovation in relevant industries and secure talented engineers. The foundation will continue to aid and subsidize technological development, as well as encourage and support young people who are motivated to engage in these fields.

Furthermore, the foundation will provide financial assistance for scientific research related to the production, use and consumption of machinery and other equipment that help to make people's daily lives easier and more convenient, including compact motor vehicles, and will widely publicize the results of such efforts. Through these activities, the foundation will contribute to the overall development of Japan's machinery industry and to the improvement of its national welfare.

Foundation activities

● Financial assistance for scientific and technological research projects

The foundation offers financial assistance for fundamental and unique research projects related to environmental, information, control, material, production and other technologies that lay the groundwork for societal development. Notably, in order to support young researchers, the foundation has set up a financial assistance program for young researchers aged 35 and under, in addition to its program for general researchers. In FY2022, the foundation provided financial assistance for 69 projects totaling ¥132,570,000, comprising the programs for both general and young researchers. From FY1980 to FY2022, we awarded financial assistance totaling ¥1,814,810,000 for 1,275 projects for researchers at universities, technical schools, and research institutes nationwide.

● Financial assistance for proposed subject research projects

The foundation also funds projects that concentrate the combined intellect of researchers in finding solutions to high priority concerns that should be addressed by the automotive engineering field and other sectors, such as safety issues, global environmental conservation, and natural energy resource saving. This financial assistance was initiated in FY2003, and each year it invites a wide range of researchers to submit research proposals on subjects including challenges that must be resolved immediately and problems that will arise in the future. Financial assistance is provided for outstanding proposals. In FY2022, the foundation disbursed funds of ¥32,700,000 for 4 projects. From FY2003 to FY2022, the foundation has disbursed funds totaling ¥418,660,000 for 45 projects.

● Financial assistance for publicizing research findings and overseas training of researchers

The foundation provides funding for symposiums and conferences held in Japan and overseas and assistance to subsidize the costs of attending symposiums and conferences held overseas, for the purpose of further improving and developing fundamental and unique research findings in the science and technology fields. In FY2022, the foundation made 35 disbursements of financial assistance totaling ¥9,260,000. It has provided a total of 689 disbursements of funds totaling ¥196,030,000 through to FY2022.

● Grants for scientific research and training for foreign nationals

Based on researcher exchange agreements between Shizuoka University and the Budapest University of Technology and Economics and the Indian Institutes of Technology, and such agreements between Toyohashi University of Technology and universities in India, the Suzuki Foundation has been supporting international study programs that bring researchers to Japan since FY1999.

In FY2022, the Suzuki Foundation awarded a total of ¥8,690,000 in grants to five researchers, including one from Budapest University of Technology and Economics in Hungary to Shizuoka University and one from the Indian Institutes of Technology to Shizuoka University and Toyohashi University of Technology. From FY1999 to FY2022, the Suzuki Foundation awarded grants totaling ¥147,980,000 to a cumulative total of 28 researchers.

Yaramaika Grand Prize and Yaramaika Special Prize awards program

In 2020, in commemoration of the 40th anniversary of its founding, the Suzuki Foundation established the Yaramaika Grand Prize and the Yaramaika Special Prize, with the aim of further developing mechanical industrial technologies in Japan. This is an annual awards program to recognize motivated researchers who constantly take on new challenges with the "Yaramaika (give it a try) spirit" and make outstanding achievements.

The Yaramaika Grand Prize honors researchers who have made outstanding achievements in the development of scientific research related to the production, use, and consumption of machinery and other equipment that helps to make people's everyday lives easier and more convenient, including compact motor vehicles. In addition, the Yaramaika Special Prize recognizes researchers who have received the Suzuki Foundation's financial assistance for scientific and technological research projects and proposed subject research projects in the past and made achievements that will continue to benefit society well into the future. Winners of the Yaramaika Grand Prize will receive a prize certificate, a gold cup, and a supplementary prize of ¥10 million, while winners of the Yaramaika Special Prize will receive a certificate, a gold cup, and a supplementary prize of ¥3 million.

The third Yaramaika Grand Prize was received by Professor Emeritus Hiroshi Shimizu of Keio University, while the Yaramaika Special Prize was awarded to Professor Takanori Fukao of the University of Tokyo.

Presentation ceremony for the third Yaramaika Grand Prize and Yaramaika Special Prize
From left: Chairman Toshihiro Suzuki, Suzuki Foundation; Professor Emeritus Hiroshi Shimizu, Keio University (winner of Yaramaika Grand Prize); Professor Takanori Fukao, the University of Tokyo (winner of Yaramaika Special Prize); Advisor Osamu Suzuki, Suzuki Foundation)

The third Yaramaika Grand Prize and Yaramaika Special Prize winners, recipients of financial assistance for scientific and technological research projects and proposed subject research projects in FY2022, and officers of the Suzuki Foundation

Total assets and number and amount of disbursements

- Total assets:
  ¥11,111,930,000 (as of March 31, 2023)
- Number of disbursements:
  113 in FY2022; cumulative total of 2,037 disbursements from FY1980 to FY2022
- Amount of disbursements:
  ¥183,220,000 in FY2022; cumulative total of ¥2,577,480,000 from FY1980 to FY2022

Support for the Motoo Kimura Trust Foundation for the Promotion of Evolutionary Biology

It is our wish to find causes of disease and pursue good health so that we may all lead pleasant and plentiful lives. In admiration of the efforts of the late Dr. Motoo Kimura, who was nominated for a Nobel Prize for his research in evolutionary studies, the Motoo Kimura Trust Foundation for the Promotion of Evolutionary Biology was established in December 2004 with funds donated by Suzuki. This trust foundation rewards those who have conducted research in the field of evolutionary biology and have made major contributions to research in this field.

Suzuki Education and Culture Foundation

Since 2000, Suzuki has been conducting support activities through the Suzuki Education and Culture Foundation to contribute to the sound development of youth in Shizuoka Prefecture. This foundation was established with full funding from the Suzuki Group as a commemorative business for the 80th anniversary of Suzuki's foundation.

Foundation activities

● Offering scholarships to high school and university students

The foundation offers scholarships with no repayment obligation to high school students living in Shizuoka Prefecture or university students who are graduates of high schools in Shizuoka Prefecture who have a strong desire to learn but are unable to concentrate on their studies due to economic reasons. In FY2022, the foundation offered scholarships totaling ¥36,340,000 to 106 high school and 19 university students.

Moreover, the foundation offers scholarships with no repayment obligations to students who have excelled academically at the Shizuoka University of Art and Culture, which is in the local Hamamatsu area. In FY2022, the foundation offered a total of ¥2,100,000 to 7 third-year undergraduate students.

● Donation of goods to the PTAs of special-needs schools

The foundation donates goods including playground equipment, sports goods, and musical instruments to the PTAs of special-needs schools in Shizuoka Prefecture. The foundation wishes that by using those goods, students with disabilities attending those schools can expand their potential through sports and education activities.

In FY2022, in addition to donations comprising 29 items to 26 school PTAs of goods totaling ¥28,420,000, the foundation donated 76 electronic blackboards to 32 school PTAs with total value of ¥22,570,000 as support for promotion of ICT education.

● Management assistance for the Mundo de Alegria School for foreign nationals

The foundation supports the education of foreign children by providing financial assistance to Mundo de Alegria School, a school for South American foreign nationals, which is accredited as a miscellaneous school by Shizuoka Prefecture. (The school is located in Yuto-cho, Nishi-ku, Hamamatsu, with 268 students from kindergarten to high school, of which 258 are from Brazil and 10 are from Peru.)

The Mundo de Alegria School is a school for the children of Japanese-South American workers who came to Japan in large numbers during its "bubble economy" period from the late 1980s to the early 1990s to augment the labor force of Japan.

In FY2022, the foundation disbursed financial assistance of ¥3 million to the school. The foundation supports the school's aim to "nurture human resources who can contribute to the local Japanese society by building up education in both their native language and Japanese."

● Track record of support (as of March 31, 2023)

- Scholarships provided: 577 students (¥441,820,000)
- Financial assistance to special-needs schools: 129 disbursements (¥109,810,000)
- Financial assistance to schools for foreign nationals: 13 disbursements (¥113,500,000)
- Scholarship aid to Shizuoka University of Art and Culture: 10 scholarships (¥15,300,000)
- Financial assistance for Hamamatsu City learning support for foreign national children: 1 case (¥2,000,000)

Total amount: ¥682,430,000

Suzuki Education and Culture Foundation website (Japanese language only)
https://www.suzuki-ecfound.com

Scholarship certificate presentation ceremony


Wheelchair-accessible slide donated to the PTA of a special-needs school

Students at the Mundo de Alegria School (20th anniversary commemoration)

Support for the local community

The Suzuki Group carried out the following support for the local community in FY2022.

Pakistan	Suzuki Group	Support for flooding relief in Pakistan	Donated ¥10 million from the Suzuki Group to support flood relief efforts
Southern Turkey	Suzuki Group	Support for earthquake relief in Southeast Turkey	Donated ¥10 million from the Suzuki Group for relief activities to support disaster victims
Japan	Suzuki Motor Corporation	Donation of a “doctor car”	Donated a vehicle to the Chutoen General Medical Center (Kakegawa City, Shizuoka Prefecture) as a “doctor car,” an emergency vehicle for dispatching doctors to the medical center
		Trial implementation of an electric senior vehicle	Donated electric senior vehicle to former Imperial Villa Nijo-jo Castle (Kyoto City) for use in trial operation to offer mobility to visitors in the castle
India	Maruti Suzuki India Limited	Construction of a multi-specialty hospital	A hospital was constructed in Sitapur, Gujarat. The facility covers an area of 30,000 m^2 and was opened in 2021 Provided medical care to more than 39,000 outpatients and 3,000 inpatients in FY2022
		Establishment of a school	A school was constructed in Sitapur, Gujarat, equipped with modern facilities, and was opened in 2021
	Suzuki Motorcycle India Private Limited	Development of neighborhoods around public schools	Began repairs and renovations to a nearby public high school and infrastructure improvements in the surrounding area (total cost of 12.33 million INR)
Pakistan	Pak Suzuki Motor Co., Ltd.	Support for educational institutions	Donated furniture such as desks and chairs to four public schools in Karachi City, and a vehicle to an educational NGO in Hussainabad so that students and teachers can commute
Indonesia	PT Suzuki Indomobil Motor	Support for the Cianjur earthquake relief	Distributed relief supplies in cooperation with local dealers, SIM Supplier Club (SSC), and volunteers
Ukraine	Magyar Suzuki Corporation Ltd.	Support for Ukraine	Donated 150,000 EUR via three aid organizations

Japan Domestic sales distributors

At our sales distributors, we are conducting various support activities in alignment with the SDGs and using methods best suited to each company.

・PET bottle cap collection
An initiative in which caps from PET bottles are collected and the proceeds are used to deliver vaccines to children around the world

・Food bank initiative
An initiative in which food that could be eaten but is discarded for various reasons is donated and provided free of charge to people and organizations in need

・Furugi de vaccine (secondhand clothing for vaccines) initiative
An initiative in which secondhand clothing and other items that are no longer needed are collected and sent along with donated vaccines

PET bottle cap collection
Suzuki Motor Sales Yamaguchi Inc.

Food bank activities
Suzuki Motor Sales Syonan Inc.

Furugi de vaccine (secondhand clothing for vaccines) initiative
Suzuki Motor Sales Saga Inc.

India **Maruti Suzuki India Limited**

Community development

Community development projects are currently undertaken in 26 villages in Haryana and Gujarat. The company recognizes that the rapid industrialization in these areas has led to an influx of people and increased pressure on the already overburdened local bodies. Therefore, it has taken various initiatives to help bridge the gap in terms of resources and facilities for the people residing in these areas. Through its community development initiatives, the company aims to provide better healthcare, education, water, sanitation, and infrastructure facilities to improve the quality of life for the local communities.

Among the various community development initiatives, the latest initiatives which have been creating a significant positive impact are a state-of-the-art multi-specialty hospital and a fully equipped English medium school in Sitapur, Gujarat.

Multi-Specialty Hospital, Sitapur

–More than 60,000 patients treated and over 2000 surgeries performed at multi-specialty hospital, Sitapur since inception.

A multi-specialty hospital was set up in Sitapur, Gujarat in partnership with the Ramanbhai Foundation, a philanthropic arm of the Zydus group, Ahmedabad.

The hospital's primary objective is to improve the accessibility and affordability of a variety of healthcare services to neighboring communities. As a symbol of a quality healthcare provider, the hospital was accredited with NABH (National Accreditation Board for Hospitals & Healthcare Providers) certification and was recently conferred with gold quality certification by the Quality Council of India (QCI).

The hospital is equipped with state-of-the-art medical facilities, including modern medical equipment, and provides advanced clinical facilities such as general medicine, general surgery, orthopedics, trauma, obstetrics, gynecology, pediatrics, pulmonology, urology, nephrology, ophthalmology, ENT, dermatology, dental, radiology, pathology, physiotherapy, dialysis, etc.

The hospital improved the accessibility of healthcare services to people who previously had to travel long distances to access quality secondary and tertiary medical care. To serve the low-income population, the hospital is empaneled with Ayushman Bharat Pradhan Mantri Jan Arogya Yojana (AB PMJAY) health insurance policy of the government of India.

During FY2022, the hospital has been instrumental in addressing the healthcare needs of more than 39,000 people through outpatients care and more than 3,000 people through inpatients care covering the nearby villages. Since inception, more than 60,000 patients have been treated and over 2,000 surgeries have been conducted. To further improve the specialty services in the cardiology area, a cath lab facility was set up in March 2023. It has a team of highly skilled and experienced doctors, nurses, and other healthcare professionals who provide round-the-clock care to patients.

The hospital also demonstrated commendable efforts in providing treatment to over 170 dengue patients from July 2022 to September 2022. The outbreak of dengue posed a significant health challenge in the community, and the hospital swiftly mobilized its resources to cater to the increasing number of patients. In addition to providing quality medical treatment, the hospital has also conducted more than 30 health camps to promote preventive healthcare and healthy living.

Sitapur general hospital exterior (Sitapur, Gujarat)


Neonatal care unit


Sitapur general hospital interior (Sitapur, Gujarat)


A child born at Sitapur general hospital

Maruti Suzuki Podar Learn School in Sitapur, Gujarat

The company has set up a school in Sitapur, Gujarat in partnership with Podar Education Network to provide quality education to children of nearby villages. The school focuses on the holistic development of children by imparting best academic practices and inculcating moral values, discipline, and ethics.

Students at Podar Learn School

Extracurricular activities encouraged at Podar Learn School

Village development project

–16 tons of domestic waste collected from 8,500 households daily.

The company has been actively engaging in village development projects focused on water, sanitation, village infrastructure, and other similar crucial areas. These projects are tailored to address the specific needs of local communities and are implemented in different phases.

Over the years, the company has successfully undertaken initiatives such as setting up water ATMs at the community level and constructing household toilets, which have brought continuous benefits to the community members. These interventions have significantly improved access to clean drinking water and sanitation facilities, positively impacting the health and wellbeing of the villagers.

During FY2022, the company has extended its village development efforts by undertaking specific activities that include the construction of paver streets, maintenance of sewer lines, and other initiatives aimed at enhancing the overall quality of life in the villages. Also, as an ongoing effort, support for door-to-door household waste collection and sweeping is provided in the nearby villages. Through the waste collection activity, more than 16 tons of domestic waste are collected from around 8,500 households daily. These activities are strategically designed to address critical infrastructure needs and contribute to the development of the project villages.

The company's village development projects demonstrate its deep commitment to creating a positive impact on the lives of people residing in rural areas. Through its comprehensive approach, the company strives to uplift the socio-economic conditions of the villagers, foster community empowerment, and promote a better quality of life.

India — Suzuki Motorcycle India Private Limited

Improving education environment and ensuring safety of public school students in low-income communities

Suzuki Motorcycle India Private Limited started a support project to repair and renovate three public schools around our company and enhance regional infrastructure. These schools are attended by students from low-income families. Government Sr. Secondary School, Darbaripur in Hasanpur (Secondary & Primary Wing) was in very harsh social circumstances; the safety of students and school staff was not guaranteed, and they faced serious health problems. For the other two schools, we built libraries and supplied school furniture. The total cost of the project is 12.33 million INR.

Community health–Financial support for establishing two eye care centers

We provided financial support for the establishment of two eye care centers in Basai, Gurgaon and Tauru, Haryana, which are for low-income patients, to continuously support community health. We also provided financial support for cataract eye operations for around 100 low-income patients. The financial support cost is 7.77 million INR.

Pakistan — Pak Suzuki Motor Co., Ltd.

Donation for "Flood Relief Assistance"

From July to August 2022, Pakistan, particularly the Sindh province, was severely damaged by the devastating floods due to the record-high monsoon rains. Pak Suzuki Motor Co., Ltd. decided to donate food to "Flood Relief Assistance" in Sindh and Punjab to support flood victims. Local vendors and dealers also participated in this donation. In September 2022, a total of 7,300 food bags were distributed to various areas affected by the disaster.

Support for educational institutions

Pak Suzuki Motor Co., Ltd. donated furniture such as desks, tables, and chairs to four public schools in Karachi City, Sindh Province as part of our CSR activities, “School Improvement Program.”

Additionally, in September 2022, we donated a Suzuki Bolan van to Durbeen NGO so that students and teachers of Government Elementary College of Education in Hussainabad can commute.

In December 2022, we launched two projects: one to renovate school facilities at Gove. Boys Primary School Edlho Goth and the other to construct a science laboratory at Govt. Girls Secondary School Pipri.

Indonesia PT Suzuki Indomobil Motor

Distribution of relief supplies to Cianjur earthquake victims

In order to support victims of the earthquake that occurred in Cianjur in November 2022, PT Suzuki Indomobil Motor distributed relief supplies including food, medicines and clothes to the victims in collaboration with Cianjur dealers, SIM Supplier Club (SSC), and Suzuki Club Reaksi Cepat (SCRC—Suzuki Club First Responders) just one week after the earthquake.

Hungary Magyar Suzuki Corporation Ltd.

Support for Angyalkert Kindergarten in Esztergom

Angyalkert Kindergarten in Esztergom plays an important role for our employees working different hours. New playground equipment, swings, were set up in the yard with our support.

Donation

We donated 200 teddy bears to local educational institutions as Christmas presents to preschool children in Esztergom in cooperation with Angyalkert Kindergarten.

The Suzuki Group provided financial support, totaling 1 million EUR, to aid the victims of the war in Ukraine through UNHCR, the United Nations High Commissioner for Refugees. Magyar Suzuki Corporation Ltd. donated 150,000 EUR, which is 15% of the total amount, to the following three humanitarian organizations.

- UNICEF Hungary Office: 60,000 EUR
- Hungarian Red Cross Society: 50,000 EUR
- Hungarian SMOM, Sovereign Military Order of Malta: 40,000 EUR

The company also provided a refugee support organization, which helps refugees along the Hungarian-Ukrainian border, with six Vitara cars. These cars were distributed accordingly by the National Humanitarian Coordination Council.

Support for UNICEF national campaign against child abuse

Magyar Suzuki Corporation Ltd. is supporting the UNICEF national campaign against child abuse. In addition, we have participated in initiatives aimed at preventing and addressing bullying, including cyberbullying, for three consecutive years.

The main objective of UNICEF Hungary is to draw the attention of parents and teachers to the importance and seriousness of this problem, and to provide assistance and support to the children who have problems with bullying. To achieve this, we have further improved the HelpApp application, allowing victims and witnesses to access expert assistance with just one click. Additionally, an online knowledge repository has been prepared to help teachers and parents deal with bullying situations.

In early 2022, UNICEF and we updated the HelpApp so that Ukraine refugees can search in four languages to find the most important local information including how to obtain refugee status and application documents needed to emigrate from their country to other countries.

Austria Suzuki Austria Automobil Handels GmbH

Support for sustainability projects

The company provided the Hohe Tauern National Park with three VITARA Hybrid ALLGRIP cars. Thanks to these cars, the staff of the park can move comfortably and safely in the park to carry out their daily tasks.

* The Hohe Tauern National Park is the largest protected area in the entire Alpine region and, with an area of 1,856 km^2, a refuge for numerous animals and plants of the Alpine habitat. Endangered animals such as bearded vultures and golden eagles can be found there, as well as plant species such as gentians and edelweiss.

Italy Suzuki Italia S.p.A

Suzuki Green Friday

The company decided to allocate 0.5% of its profits generated on November 25, 2022, Black Friday, to donate trees to the Parco Regionale della Mandria (La Mandria Regional Park), which was damaged by a storm.

This activity is one of its “Suzuki Green Friday” projects. More than 200 dealers from automobile, motorcycle, and marine divisions participated in the “Suzuki Green Friday” project and planted at least one Japanese cherry tree at each of their sites. On March 7, 2023, it planted 72 trees to reforest an area of the park that had been damaged.

France Suzuki France S.A.S.

Support for Rêves de Gosse

Suzuki France S.A.S. supports the charity association “Rêves de Gosse,” which was established 27 years ago. This association is fully supported by the French President and the head of the French Air Force as well.

We also support their education projects that are held at 10 locations every year. In the events, various disabled, health impaired, and healthy children can jointly and joyfully do various recreational activities. The ultimate purpose of these education projects is to let all children experience flying for the first time together.

In collaboration with our local dealers, we provide several vehicles so that volunteers can move freely, carry, and deliver various material supplies. In addition, we put animated movies on the screen and offer souvenirs at the Suzuki booth.

The president of Suzuki France was invited by the French Minister of Childhood and Disabled People Protection in May 2023 and received words of gratitude from the French government for our charity activities.

Support for La Voix de l’Enfant

La Voix de l’Enfant Federation was established in the early 1980s. This charity federation consists of 80 charity groups, and they carry out various activities at home and abroad to protect children, ensure their healthful and safe living, and support their best interests.

Each charity group is run independently, but La Voix de l’Enfant Federation is patronized by the First Lady of France and enjoys national recognition and prestige.

The company supports the federation in the following ways:

- It provided the president of the federation and its staff with a Suzuki Swift car so that they can move freely and transport supplies for their daily work.
- In 2021, it carried out a donation campaign at its dealer, including its employees, customers, and even potential customers.

Support for Tara Ocean Foundation

The Tara Ocean Foundation’s mission is to carry out ocean explorations with a team of scientists. The foundation’s mission in the past two years has been to sail all over the world and observe coral reef biodiversity and its evolution during climate change. The company provided the foundation with two outboard motors for its explorations and two Suzuki S-Cross cars for staff who perform the maintenance of the research vessels.

Tara Europa is a new ocean exploration foundation run by the Tara Ocean Foundation, which aims to investigate how European coastal ecosystems and their biodiversity are being affected by the impact of climate change and pollution. Tara Europa’s vessel set sail on April 2, 2023 to take various samples utilizing two research boats, Cardot powered by DF50ATL and Zeppelin powered by DF70ATL.

One schooner vessel run by the Tara Ocean Foundation returned to Lorient on October 15 and 16, 2022. The team’s two-year mission was to analyze microbiomes in various areas and gather lots of data on them. During the sail, the crew not only navigated the vessel, but also assisted the research team so that the team could go on shore and take samples. What is more, with the assistance of rib boats, they successfully sailed across the continents of South America, Antarctica, and Africa in 22 months. The company has been an official supplier for the Tara Ocean Foundation since 2015.

(Photo credit: Maéva Bardy of the Tara Ocean Foundation)

Support for L'Odyssée Bleue of Stephane Mifsud

In collaboration with many scientists, athletes, and team members, L'Odyssée Bleue of Stephane Mifsud suggests various activities to observe the natural environment at the bottom of a sea and protect it. One of the important tasks is to do educational work to get people to understand how important it is to protect our environment. Recently, L'Odyssée Bleue of Stephane Mifsud held the educational campaign "Get better knowledge and protect our environment" at Guadeloupe and Martinique, which are included in the French Antilles. The company provided it with one Suzuki Vitara car and three outboard motors for use in rib boats.
https://stephanemifsud.fr/
https://www.youtube.com/watch?v=EYwRoqk0tCg

New partnership with OceanoScientific

Suzuki France S.A.S. formed a long-term partnership with a general incorporated association, OceanoScientific, on January 10, 2023 in order to support the OceanoScientific Expeditions 2023-2030.

This partnership was signed to support the scientific divers of the catamaran "Love the Ocean." The company provided its outboard motor, DF30A, for Vanguard DR400 to transport the divers to the investigation sites in the French Southern and Antarctic Lands. This foundation was established in 2011 and has been carrying out an awareness-raising campaign to help children in particular realize the importance of cleaning and protecting our ocean. Although the foundation's activities have been utilized for industry and scientific categories because of its specialty, that's not all; it also contributes to the promotion of employment in the Blue Economy.

(Photo credit: OceanoScientific)

New mission for the Centre Terre association

The Centre Terre association has completed its mission, "Ultima Patagonia," in the first two months of 2023, which was performed at one of the uninhabited islands, Madre de Dios in Chile. In these two months, 47 scientists took turns carrying out environmental investigations in terms of botany, geology, paleoclimatology, and microbiology in the Magellan region and Chilean Antarctica. The research results were published at the end of 2023, and a documentary will be broadcast on ARTE (Association Relative à la Télévision Européenne), whose programs are broadcast in French and German. Our outboard motors had been used in past missions performed in various harsh environments and proved that they had great durability in such conditions.

(Photo credit: Centre Terre)

U.K. Suzuki GB PLC

Suzuki GB PLC has been promoting CSR activities focusing on the following six principals: community support, charity, good health and well-being, education, climate action and ethical suppliers. As part of its CSR activities, a group of its employees volunteered in a shop in the center of Milton Keynes.

South Africa Suzuki Auto South Africa (Pty.) Ltd.

Filmgro Driving Academy

Having a driving license in South Africa is always an advantage when applying for work. The Filmgro Driving Academy program allows young people including students and trainees to obtain their driver's licenses free of charge by taking professional driving lessons held at Atlantic Film Studios. The students of this program can take driving lessons from professional instructors, driving the S-PRESSO, which is a very popular car that we offered to the academy. The company started this partnership with the academy at the end of 2018 and also continued it in FY2022–2023. This year, it offered a new S-PRESSO, whose minor design change was made in September 2022. As of June 2023, a total of 81 people have obtained driver's licenses through this program.

Kalahari Endangered Ecosystem Project (KEEP)

The Kalahari Endangered Ecosystem Project (KEEP) is a project to study the impact of climate change to protect endangered ecosystems in the Kalahari Desert in southern Africa. Thanks to approval and support from our customers, this is the fourth year since we started to support this project. Two Vitara GLX All Grip cars, which the company offered to Tswalu Kalahari Reserve in August 2021, contribute significantly to the investigation of the effects of environmental changes on plants and animals via their food chain.

Support for South African Guide-Dogs Association for the Blind

In order to support the fundraising activities of the South African Guide-Dogs Association for the Blind, the company provided it with two Swift GLX cars for the car raffle campaign.

Additionally, the company donated approximately 53,000 ZAR to the association to support marketing activities to make this campaign known to more people. The company has been supporting this association for over six years, contributing to the enhancement of Suzuki brand values.

"Rally to Read" campaign

The purpose of the "Rally to Read" campaign is to enhance literacy of schools in local and rural areas across South Africa and improve the quality of the standard of living in daily and school life.

In cooperation with the Department of Education, this project has been run for more than 20 years, and each sponsor provides educational materials to schools designated by the Department of Education. In order to support this initiative, we, Suzuki Auto South Africa (Pty.) Ltd., purchase teaching materials and distribute them to designated schools.

Safety Beanie Project

Glow-Kids-Go is a campaign to promote the safety of child pedestrians. To ensure their safety, Wheel Well, a charitable organization, made beanies which have reflective yarns wove into them. These beanies keep children warm as well as reflect car headlights to make drivers aware of their presence. We contributed to making and supplying these beanies to children living in low-income areas.

Awards and recognitions

India **Maruti Suzuki India Limited**

The company has been recognized and awarded for its outstanding efforts in various areas such as community development, skill development, and road safety. Below are the numerous awards and recognitions that the company has received in the past year for its CSR activities. These accolades are a testament to the company's unwavering commitment to creating a positive impact on society and its environment through its CSR initiatives.

■ **Awards and recognitions**

No	Award	Awarded by
(1)	National Level CSR award automotive sector	9th Global Safety Summit
(2)	Outstanding commitment to Road Safety by Corporates	FICCI Road Safety Award
(3)	Best Innovative CSR Project of the year for Automated Driving Test Track Project	UBS Forum
(4)	Recognition CSR Project of the Year for Covid-19 response	UBS Forum
(5)	Winner of "Technology in CSR" for Automated Driving Test Center Project	India CSR Network
(6)	Winner of "Employment Creation" for Japan India Institute for Manufacturing project	India CSR Network
(7)	Winner "Company with best CSR Impact"	CSR Box

Respect for Human Rights

Suzuki's efforts

As stated in the Suzuki Group Code of Conduct, we strive to rigorously implement respect for human rights as we believe that it is the base for all corporate activities. In December 2022, we established the Suzuki Group's new basic policy regarding human rights. Guided by this policy, we will advance human rights initiatives together with all stakeholders.

Suzuki Group's basic policy regarding human rights

(Basic policy)
Suzuki Motor Corporation (hereinafter, Suzuki) has been placing the motto "Develop products of superior value by focusing on the customer," as the first paragraph of its Mission Statement, and strives to make truly valuable products to satisfy customers (established in 1962).

In keeping with the spirit of the Mission Statement, Suzuki has formulated the Suzuki Group Code of Conduct (hereinafter, the Code of Conduct) as a set of rules for enabling all officers and employees working in the Suzuki Group (Suzuki and its consolidated subsidiaries) to dedicate themselves to their duties healthily, efficiently and energetically (formulated in 2016). The Code of Conduct clearly establishes respect for human rights as an important guiding principle and states that the Suzuki Group will remain aware of international norms concerning human rights and respect fundamental human rights in accordance with the laws and regulations of each country or region.

The Suzuki Group has no intention of taking part in any action that would lead to infringement of human rights. We believe that respect for human rights is the foundation of all of our global corporate activities, and therefore we will thoroughly implement respect for human rights.

1. Governance

(1) Compliance with laws, regulations, and international norms concerning human rights
The Suzuki Group will respect the human rights stipulated in international rules (freedom of association, approval of collective bargaining rights, prohibition of forced labor, prohibition of child labor, elimination of discrimination, etc.), such as The Universal Declaration of Human Rights (UDHR); International Covenant on Economic, Social and Cultural Rights (ICESCR); International Covenant on Civil and Political Rights (ICCPR); and The ILO Declaration on Fundamental Principles and Rights at Work (ILO Core Labor Standards). The Suzuki Group will work to implement respect for human rights, referring to guidelines such as the Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises, and Japan's Guidelines on Respect for Human Rights in Responsible Supply Chains.

Furthermore, the Suzuki Group will comply with local laws and regulations regarding human rights in every country where it conducts business. If there are discrepancies between international norms on human rights and the laws and regulations of each country or region, the Suzuki Group will strive to respect the higher standard of human rights.

(2) Scope of application
This policy applies to all officers and employees (including dispatched employees). Companies in the Suzuki Group will strive to thoroughly inform their officers and employees about this policy to ensure their compliance.

The Suzuki Group also expects all of its business partners involved in its operations, including suppliers and dealers, to understand this policy and make efforts to respect human rights. We will actively encourage such efforts and cooperate with our business partners to advance activities.

(3) Suzuki's management structure
At the Executive Committee, which is attended by Executive Directors and divisional responsible persons (Managing Officers and Executive General Managers), issues, policies and measures concerning sustainability, including human rights, are discussed. Issues of particular importance are discussed by the Board of Directors. Along with the management, the Company as a whole aims to promote viable activities.

Respect for human rights was discussed as part of the process of defining the Company's materiality (key issues). It was defined as one of the "Issues for strengthening the business base," and confirmed by the Board of Directors in October 2021.

2. Response to human rights risks (human rights due diligence)

(1) Defining human rights risks
The Suzuki Group will define potential or actual human rights risks linked to its business and establish mechanisms to prevent or mitigate such risks. Notably, the Suzuki Group will conduct these activities based on the awareness that emerging countries where it actively conducts business have relatively high human rights risks, such as the risks of forced labor and child labor.

(2) Remediation and remedy
If it is found that we have caused or are involved in any adverse human rights impacts, we will take appropriate steps to remediate such impacts.

As part of these efforts, the Suzuki Group will set up a consultation desk that can be used by the relevant affected parties.

(3) Education
We will provide appropriate human rights-related education and awareness-raising for all officers and employees working at the Suzuki Group to ensure that they understand and implement this policy.

(4) Dialogue and discussion with stakeholders
We will continuously conduct dialogue and discussion about impacts on human rights with relevant stakeholders both within and outside the Company.

In addition, we will consult with third-party organizations with expertise in human rights to ensure the effectiveness of our efforts.

(5) Disclosure of information
We will periodically disclose information regarding our human rights efforts and strive for transparency, while also fulfilling our accountability to stakeholders.

The Board of Directors approved this policy in December 2022. It will be amended as needed based on the circumstances.

December 2022
Toshihiro Suzuki
Representative Director and President

Priorities for human rights

1. Prohibiting discrimination and harassment

Suzuki will not discriminate on the basis of gender, age, nationality, race, ethnicity, language, religion, creed, social origin, sexual orientation, gender identity, health status, disability, or any other attribute or condition unrelated to duties.

We will not engage in any form of harassment, mental or physical, including power harassment, sexual harassment, and harassment related to pregnancy, childbirth, and childcare leave. We strive to create a workplace in which all employees can work with peace of mind.

2. Prohibiting forced labor

We will not tolerate forced labor or any form of modern slavery, including human trafficking, through violence, threats, debt, etc.

We recognize that migrant and foreign workers are vulnerable to exploitation and forced labor, and we will address these risks in cooperation with not only the Suzuki Group but also our business partners and other parties involved in our business, including suppliers. We will cooperate with third-party organizations to ascertain the actual situation and encourage the Suzuki Group, suppliers, dealers, etc. to ensure that migrant and foreign workers are employed under appropriate working conditions.

3. Prohibiting child labor

We will not employ persons under the minimum legal working age in our business activities or business relationships. We will not allow young workers to engage in hazardous work.

In addition, we recognize that there are concerns about child labor and other human rights violations in mineral mining, and we strive to identify human rights risks and take appropriate measures when risks are identified.

4. Engaging in dialogue and discussion with employees

We will respect employees' freedom of association and right to collective bargaining in accordance with international guidelines and the laws and regulations of each country and region, and we will engage in honest dialogue and discussion with our employees. We will not threaten or retaliate in any way against any employee representative or organization that exercises these rights.

TOPICS

President participates in human rights and business symposium

Suzuki President Toshihiro Suzuki took part in the "Human Rights Due Diligence in Japanese Companies" symposium hosted by the Global Human Resources Support Hamamatsu public corporation in Hamamatsu City on February 2, 2023.

Shinichi Takasaki, Director, International Labour Organization (ILO) Office in Japan, delivered a keynote speech, and then joined President Suzuki as they took the stage for a talk session to exchange various opinions on human rights and business. President Suzuki expressed his stance that efforts to address human rights issues "must be protected at all costs," and stated the challenge that "it is difficult for one company to make all suppliers visible." Takasaki explained, "there is a need for many people, companies, organizations and the like to be involved and discuss issues while they address human rights."

We will continue to promote human rights efforts in collaboration with suppliers and other outside experts, seeking their knowledge and cooperation.

Employee consultation desk

As a consultation service that specializes in human resources matters including harassment in the workplace, and consultations relating to safety, health, and mental health, the Human Resources and Administration Consultation Service is open. In addition to the consultation service, an Improvement Proposal Box is located at cafeterias and offices, allowing every employee to easily make a proposal on work improvements or request a consultation. We have also set up the Mental Health Consultation Room with a psychiatrist and psychotherapist and introduced an external counseling service (EAP).

TOPICS

KUROFUNE and Suzuki start collaboration to improve life satisfaction of foreign employees in Suzuki —Utilize KUROFUNE LIFE SUPPORT life assistance app for foreigners working in Japan —Promote an environment where diverse human resources can make the most of their abilities

KUROFUNE Inc. (Head Office: Nagoya, Aichi; Founder and CEO Ryo Kurakata; hereinafter "KUROFUNE") and Suzuki launched an initiative in July 2023 to improve the quality of living and work satisfaction of Suzuki's foreign employees by utilizing KUROFUNE's smartphone application for foreigners living and working in Japan, KUROFUNE LIFE SUPPORT.

KUROFUNE develops the life assistance app KUROFUNE LIFE SUPPORT, with the aim of grasping the worries and concerns of foreigners working in Japan and providing concrete and continuous support. Through this collaboration, KUROFUNE will conduct interviews to understand the needs of Suzuki's Indian employees in Japan and aim to develop new services.

Suzuki believes that it is important to create an environment in which employees can work energetically and demonstrate their motivation and abilities in a physically and mentally fulfilled state. The Company also recognizes that its competitive edge will be enhanced by having a diverse workforce. At present, foreign employees are active mainly in the technical departments in Japan, and the Company plans to increase the number of direct recruitments such as from the Indian Institute of Technology in the future. In the growth strategy announced in January 2023, Suzuki also announced a policy to strengthen its R&D structure by collaborating with overseas Group companies such as the R&D Center in India and overseas startups.

The Company wishes to understand the needs of employees in their daily lives and create an even better working environment.

Supply chain initiatives

Suzuki complies with the laws and regulations of each country and region in which it does business (for example, compliance with the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors and business operations according to the five principles for procurement in the Automotive Industry Appropriate Transaction Guidelines in Japan), respects human rights and strives for environmental conservation. Also, we have established the Suzuki CSR Guidelines for Suppliers and ask our business partners to strive for compliance with laws and regulations, respect for human rights and environmental conservation.

Additional efforts regarding respect for human rights

Suzuki decided to intensify efforts to respect human rights in 2021 and conducted the following initiatives in 2022 as one aspect of human rights due diligence.

Establishment of Suzuki Group Human Rights Policy

Following advice from outside experts, we established the Suzuki Group's basic policy regarding human rights after passage of a resolution by the Board of Directors in December 2022 (→ P.129). We posted the information on the Suzuki website to publicize the policy to those concerned.

Reaching agreement with suppliers on respect for human rights

Each company in the Suzuki Group (including overseas subsidiaries) is in the process of adding a clause on respect for human rights to the basic purchasing agreements that they have concluded with suppliers.

Survey of foreign workers

We are aware that there is a risk of human rights violations in Japan when accepting foreign technical intern trainees and in the working and living environment after accepting them. In 2022, with support from a human rights NGO, we held a seminar on the theme of foreign workers issues for our business partners in Japan and conducted a survey on such matters as the employment situation of foreign workers. As a result, we learned that about one-third of our business partners are accepting foreign technical intern trainees, and to confirm the details of their situation, started on-site surveys of suppliers together with the NGO.

Interviewing foreign technical intern trainees

Efforts for responsible minerals procurement

Suzuki traces back the supply chain and identifies smelters using a survey form provided by the Responsible Minerals Initiative (RMI), an international framework, to confirm whether certain minerals (tin, tantalum, tungsten, gold, cobalt and mica) used in Suzuki products are a source of funding for armed groups in conflict zones and other areas. The survey covers all products including automobiles, motorcycles and outboard motors. We aim to avoid using minerals suspected of human rights violations such as the use of child labor, using as a reference the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" from the Organization for Economic Cooperation and Development (OECD).

Protecting human rights through products

i-Size child seats* complying with the new UN Regulation No. 129 aimed at increasing safety are included as genuine accessories in all passenger cars sold in Japan.

Suzuki endorses the Children's Rights and Business Principles and strives to protect the right of children to safe transportation by ensuring the safety of products and services it provides.

* UN Regulation No. 129: A regulation aimed at improving child restraints based on the "UN 1958 Agreement" concerning the Adoption of Uniform Technical Prescriptions for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these Prescriptions. As of October 2023.

Occupational Health and Safety

Safety and health

Basic Safety Concept

- **Make safety the first priority. (Safety First)**
  The basis of corporate activities is “people.” The first priority must be always given to safety that protects “people.”
- **All accidents are preventable.**
  Managers must lead the workplace, having the strong belief that “all accidents are preventable.”
- **Safety is everyone’s responsibility.**
  While the Company conducts what it should do, every single person must take responsible actions to protect themselves.
  Let’s make a culture where everyone follows the rules and mutually warns each other in the workplace.

Safety and health control system

The Central Safety and Health Committee which representatives from plants, offices and labor unions attend is held twice a year to determine basic policies related to corporate work safety, labor health and traffic safety.

In addition, the Central Safety and Health Committee conducts a central safety patrol once a year to raise safety awareness within the Company through cross-functional safety activities by inter-department crosschecks. A departmental health committee is established at each office and constantly conducts activities related to safety and health based on the policy of the Central Safety and Health Committee.

Initiatives for safety and health

Suzuki sets targets and priorities to ensure that employees may work safely, securely and in excellent health, as it pursues safety and health initiatives.

■ **Initiatives in FY2022**

	Target	Priorities	Specific measures
Occupational Safety	Zero serious or lost-time accidents Total number of occupational accidents of 30 or less	Rigorous workplace safety management	・Reconfirm the risk of crane work and forklift work ・Conduct risk assessment of work that could lead to serious accidents and promote risk reduction measures ・Improve work environment and pathways and promote 5S in order to prevent falling accidents ・Promote pedestrian-vehicle separation and compliance with rules when walking
		Improve safety awareness and ensure safe behavior through repeated education and drills	・Safety education of supervisors ・Educate personnel on regulations and rules reflecting past accidents, including experienced workers ・Improve risk prediction skills and risk sensitivity by continuing risk prediction drills and providing experiential training on risks
		Prevent accidents by inexperienced workers (less than three months) and workers transferring between processes (less than one month)	・Conduct regular patrols, work checks, and interviews Strengthen follow-up of temporary employees in particular (Confirm rules and basics, and identify difficult tasks)
Occupational Health	Create a better workplace where employees can be physically and mentally healthy	Management of chemical substances	Strengthen chemical substance management associated with amendments to laws and promote risk reduction measures ・Prepare lists of chemical substances in use and maps of chemical substance storage locations ・Enhancements to labeling standards mandated by laws and regulations, as well as storage methods identifiable at a glance ・Nurture chemical substances managers
		Better working environment	Improve work environments for hazardous work (fine particles, noise, chemical substances, etc.) ・Conduct measurements in work environment ・Perform mask-fit tests of workers exposed to welding fumes Implement heat illness countermeasures ・Improvement measures suited to workplace characteristics, including outdoor and irregular work, and use of heat index ・Provide early warning before hot weather and related education and guidance (including construction contractors, etc.)

Risk assessment activities

Suzuki implements risk assessments mainly for prevention of risks as preemptive safety activities. Through these activities, we try to improve safety by identifying potential risks in operations and promoting countermeasures to prevent them. We introduced risk assessment for the close call cases in 2001 and have been working on risk assessment in regular operations since 2013. Moreover, risk assessments for chemical substances have been carried out since 2016. Risk assessment methods were reviewed in 2017, and based on the reviews, we reassess risk levels and work to advance various measures to reduce risks.

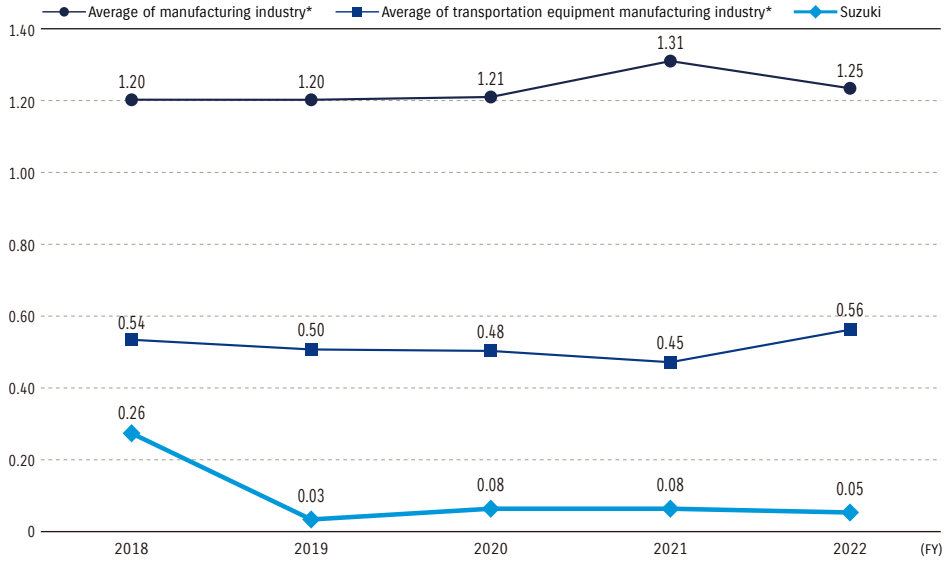
■ Incidence of occupational accidents

(Cases)

		FY2021 result	FY2020 result	FY2022	
				Target	Result
Total number of occupational accidents		62	75	30 or less	57
Serious and lost-time accidents	Lost-time	4	8	0	2
	Serious	0	0		0
	(Fatal on-site accidents)*	0	0		0

* The number of worker fatalities was zero from FY2020 to FY2022.

■ Trends in occupational accident frequency rate



* Source: Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

Health management

Health Declaration

2023 健康経営優良法人 Health and productivity

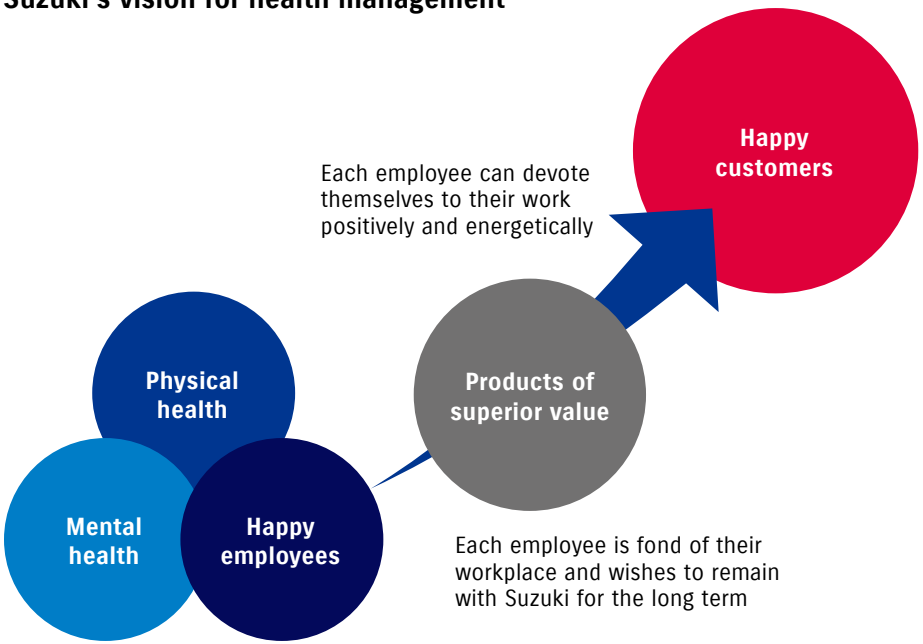
Health Declaration

Guided by the catchphrase of “Happy customers are created by happy employees!” the Company will take on health initiatives as Team Suzuki to ensure that all employees who work at the Suzuki Group can implement the Mission Statement and work positively and energetically in excellent mental and physical health, and as a result, provide products that delight customers.

Representative Director and President

鈴木俊宏

Suzuki’s vision for health management



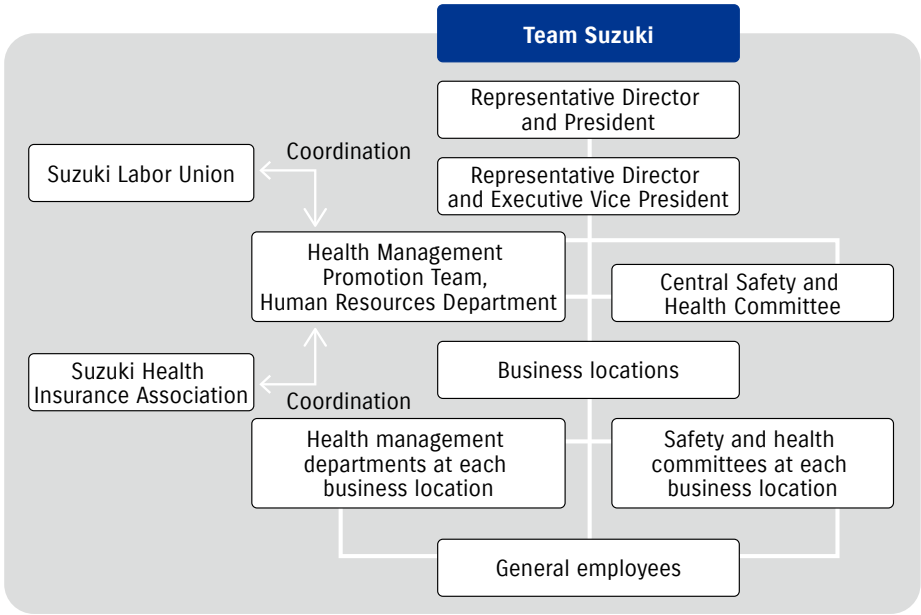
Promotion structure

Headed by the Representative Director and President, the Human Resources Department takes the lead in promoting employee health.

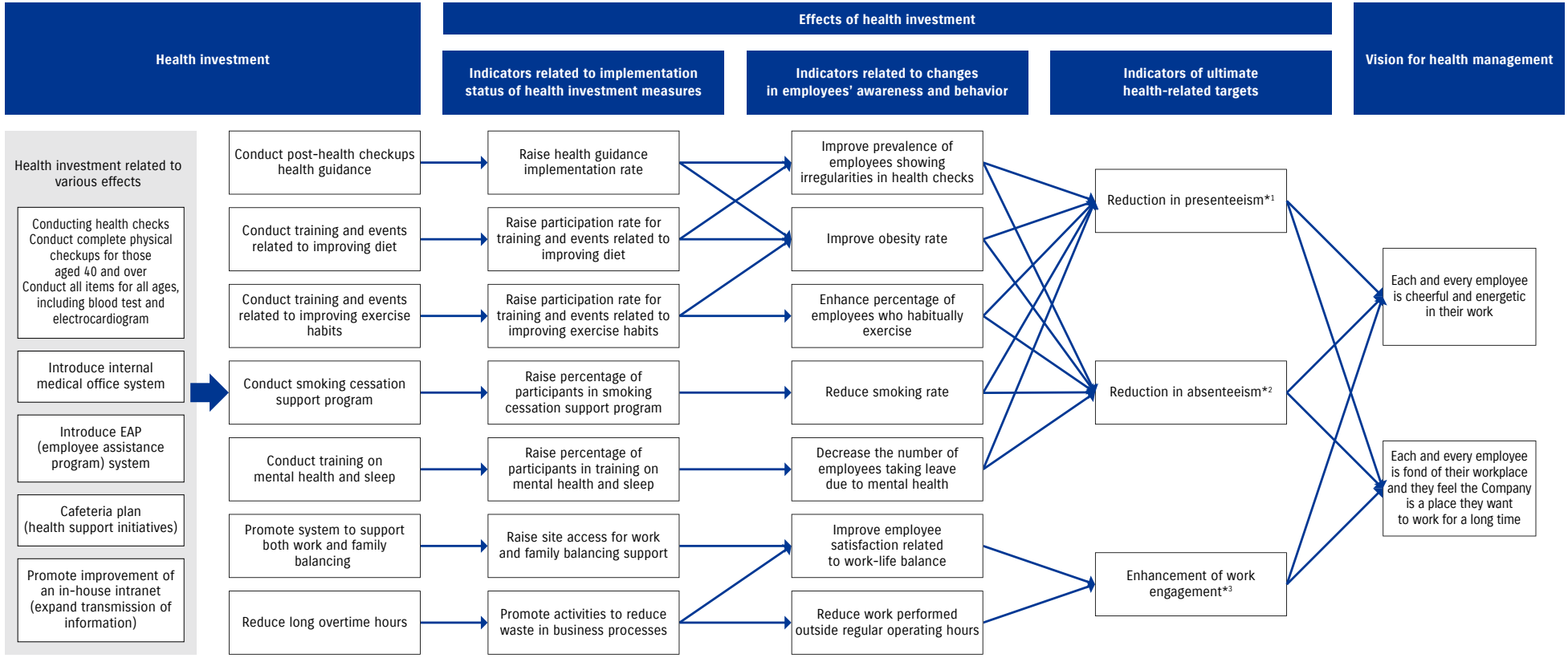
Accordingly, the department will proactively take opinions from experts, including health promoting industrial physicians, public health nurses, and nurses, and carry out activities through labor management cooperation.

In addition, the members of the Health Management Promotion Team have increased their understanding of health management by acquiring Health Management Advisor certification. They also carry out activities to promote Suzuki’s health management activities to a wide audience, both inside and outside the Company.

■ **Organizational structure for promoting health and productivity management**



■ Strategy map



*1 A condition in which operational efficiency has been reduced due to some health problems
*2 A condition in which business processes cannot be performed due to absence
*3 A condition in which vitality (feelings of energization from work), enthusiasm (pride and work satisfaction), and immersion (enthusiasm about work) are fulfilled

■ KPIs for promoting health management

Category	Measurement method	FY2022	FY2023	FY2025 target
Attendance ratio → Ratio of employees who are able to complete their duties regardless of time or place of work	Ratio of employees who are able to complete their duties without time off due to poor mental health	99.2%	*	100%
	Ratio of employees who are able to complete their duties without time off due to illnesses other than mental health conditions	99.8%	*	100%
Presenteeism → A condition in which operational efficiency has been reduced due to a health problem of some kind	Average of employee survey results (employees' demonstrated performance) using SPQ (Single-Item Presenteeism Question; University of Tokyo Working Group) → Larger scores indicate better conditions	–	71.0%	80%
Work engagement → A condition in which vitality, enthusiasm, and immersion are fulfilled	Average of employee survey results using the short version of the Utrecht Work Engagement Scale (0: Never – 6: Always) → Larger scores indicate better conditions	–	2.71	3.5

* Data for FY2023 is not disclosed as the period is still under way.

■ Health indicators

Category	FY2021	FY2022	FY2025 target
Percentage of employees who received regular health checks	100.0%	100.0%	Continued 100%
Percentage of employees who underwent a thorough examination after a regular health check	71.3%	59%	100%
Specific health check implementation rate	99.4%	99.5%*2	100%
Specific health guidance implementation rate	53.1%	57.8%*2	55%→60% (Updated target because it was achieved in FY2022)
Stress check response rate	95.2%	93.0%	95% or more
Smoking rate	24.8%	26.2%	15% or less
Exercises regularly*1 (Exercises for at least 30 minutes per session at least twice a week, for one year or more)	25.5%	20.6%	30% or more
Sufficiently rested through sleep*1	61.6%	62.5%	65% or more
Skips breakfast at least three times a week*1	17.4%	18.6%	10% or less
Drinks alcoholic beverages regularly*1 (Drinks approx. 180 ml or more per day)	11.7%	10.7%	10% or less
Obesity ratio	32.0%	30.7%	25% or less
Prevalence of employees showing irregularities in glucometabolic items	14.7%	14.2%	12% or less
Prevalence of employees showing irregularities in lipid items	29.3%	27.5%	25% or less
Prevalence of employees showing irregularities in blood pressure	8.9%	11.8%	8% or less

*1 Calculated based on health-check questionnaire forms for regular health checks.
*2 Disclosed based on figures aggregated as of the end of September 2023.

Specific initiatives for health management

Initiatives for in-house dissemination

We made efforts to deepen in-house understanding of health management, related issues and efforts for those employees who wanted to know what health management is and how it relates to them. Through these efforts we significantly raised recognition of the issue from 12% (October 2022) to 74% (September 2023).

・Message sent out by the President
The President sent a message to all employees, prompting them to work in unity Company-wide under the health management slogan of “Happy customers are created by happy employees!”

・Regular communication of information
The Health Management Promotion Team publishes “Health Management News” monthly to provide employees with information on health management activities and as an effort to solicit ideas and opinions on these activities.

・Publicly seeking a character
We had employees design a mascot character to become the symbol of our health management promotion through a public campaign conducted jointly in-house by management and labor to find a name for the character.

Health management character
Captain Kenta

Initiatives to enhance health literacy

・Informal discussion between management and employees
We regularly hold informal discussions on health management themes between members of management, including the President, and employees. Videos of the informal discussions are communicated through the Company, aiming to enhance employees’ health literacy.


The President and employees in an informal gathering


An Executive Vice President and employees in an informal gathering

・Communicating health information
The internal medical office monthly newsletter, “Hanaemi*” is produced under the concept of informing for a time when you need information, even if that time is not now. “Hanaemi” contains close to home health information of a volume that makes it readable in about one minute.

・Internal medical office character
We had employees design a mascot character to become the symbol of the internal medical office to make the office feel like a place close to employees, and the character appeared in various situations.


Internal medical office character
Hanaemi

* Hanaemi is a *yamato kotoba* (Old Japanese) word that means a bright smile that blooms like a flower, or to smile like a blooming flower. The internal medical office named the character with the hope that “smiles can overflow among all of the people who work for Suzuki.”

Regular health checks and post-check treatments

Legally mandated regular health checkups are conducted with a target of 100% of employees undertaking them. For employees under the age of 40, we conduct health checks of all items, including a blood test and electrocardiogram. For employees aged 40 and over, we carry out complete physical checkups, with the Company bearing the expense.

The results of all health checkups are evaluated by industrial physicians, and those subject to reexamination are given a reexamination survey form, with the results checked and checkup recommended by the internal medical office. Those at high risk of contracting lifestyle-related diseases can receive consultations and guidance related to their individual issues from internal industrial physicians, public health nurses, and nurses.

Special health checkups and health checkups for specific workers

From the viewpoint of preventing occupational diseases, we strive to reliably and effectively conduct health examinations for specific workers at risk of disease and special health checkups. We conduct twice-yearly surveys of target employees and cooperate with workplaces to check work status so that we can prevent omissions due to transfers or changes. Industrial physicians check the results of all health checkups, and based on their decision, post checkup follow-ups are provided by the internal medical office as needed.

Prevent of health damage caused by working long hours

Employees who work more than 80 hours of overtime in one month are required to undergo an interview with an industrial physician, and undergo follow-up procedures if the industrial physician notifies the person’s head of department if their recommendation is to reduce overtime hours and encourage the employee to take paid leave. Since March 2023, we have started interviewing employees who work over 60 hours overtime in a month, and respond with interviews with an industrial physician or other measures if needed.

Measures against lifestyle-related diseases

Based on an analysis of the results of in-house health checkups, there is a tendency for many employees to have pre-diabetes, so we are carrying out initiatives to promote vegetable intake.

In FY2023, we held events at the head office and Osuka Plant to visualize the status of vegetable intake. The events are held on multiple occasions to ensure that vegetable intake becomes an established part of employees' lives.

A vegetable intake promotional event conducted at the head office

A vegetable intake promotional event conducted at the Osuka Plant

Initiatives to increase the rate of specific health guidance* given

We call on employees subject to specific health guidance to conduct preliminary interviews on the day of their specific health checks.

The health insurance association and the medical staff of each business office cooperate to ascertain which employees are subject to specific health guidance. For employees who could not receive guidance at the medical institution that conducted the health check, we have also created a system to enable them to receive specific health guidance at an internal medical office.

* Based on the results of specific medical examinations, specialized staff (public health nurses and nurses, etc.) provide support to employees who are at a high risk of developing lifestyle-related diseases and are expected to see preventive effects by improving their lifestyle habits.

Mental health measures

As a mental health initiative, we conduct rank-based training, self-care and line care and other training at the Training Center (Suzuki Juku). In addition, each office conducts its own self-care and line training. In FY2022, there were 4,972 participants in mental health training, which accounted for 93.7% of all those eligible.

As a consultation structure, in addition to the internal medical office and the Mental Health Consultation Room (where employees can receive free counseling from outside psychiatrists and clinical psychologists), we have also introduced an EAP service that provides consultations about work-related stress as well as for private life problems in an environment established not just for employees, but also their families.

Initiatives to promote habitual exercise

Members of the Suzuki Hamamatsu Athletics Club came up with the idea for Suzuki Original Calisthenics and created simple, but highly effective exercises. As an activity to spread the Suzuki Original Calisthenics throughout the entire Company, athletes from the athletics club travel to various offices and provide instructions on gymnastics.

Moreover, in collaboration with Hamamatsu City, we have introduced into the Company a pedometer app provided by Hamamatsu City. The app enables daily visualization of efforts to stay healthy, showing a monthly tally of steps taken, calorie consumption management, rankings of step counts and more, and anybody can take part.

An event to promote habitual exercise held at Tooling Dept.

Support for women's health

We have established a health consultation service run by an obstetrician-gynecologist where women can seek health-related consultations or male employees can do so for their partners.

In addition, we also conduct training related to women's health. By applying this training to all employees, we are promoting an understanding of women's health issues among men, too.

Health management initiatives for employees assigned overseas

We conduct in-house health checks and vaccinations for employees who are assigned overseas, both before their departure and after their return. Moreover, we encourage employees assigned overseas and others to check medical information from the Ministry of Foreign Affairs and FORTH, the Quarantine Information Office, Ministry of Health, Labour and Welfare, to understand the symptoms, treatment and prevention methods for diseases (including infectious diseases such as tuberculosis, malaria and HIV) prevalent in the countries and regions to which they will be traveling. We also recommend various types of vaccinations at Company expense depending on the country or region to which the person will travel.

We have also created a system that allows employees assigned overseas to receive consultations and guidance from internal industrial physicians, public health nurses, and nurses via online conferencing. In addition, the Company subscribes to a medical assistance service that provides hospital appointments, medical interpretation and cashless services using overseas travel insurance in the event of injury or illness to employees assigned overseas and others.

Initiatives to prevent secondhand smoking

We are subsidizing half of outpatient fees up to ¥10,000 for employees who are taking up the challenge of quitting smoking through health insurance associations.

As an initiative to prevent secondhand smoking, we have prohibited all indoor smoking, set up smoking areas (outdoor), and prescribed smoking times.

For the good health of employees and their families, we offer Company-wide support for employees who want to stop smoking.

Welfare system connected to health management

Under the cafeteria plan (selective welfare system), one of the in-house welfare systems, we have prepared many items to support health and for work and family balancing*, providing help for employees' needs.

* Includes purchase of childcare and family care services and suppliers, spouse health checkups, vaccination expenses and use of fitness or sports facilities.

Japan Domestic sales distributors

Sales distributors emphasize the maintenance and promotion of employees' good health, and strive to create workplace environments that are easy to work in.

A total of 15 sales distributors have been recognized as 2023 outstanding health & productivity management organizations in the large enterprise category as part of the Certified Health & Productivity Management Outstanding Organizations Recognition Program* operated by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

* Certified Health & Productivity Management Outstanding Organizations Recognition Program: A system to award companies, including large corporations and small and medium-sized enterprises, that practice particularly outstanding health management based on initiatives that meet local health issues and health promotion efforts promoted by the Nippon Kenko Kaigi.

■ Suzuki sales distributors recognized as 2023 outstanding health & productivity management organizations in the large enterprise category

Suzuki Motor Sales Hokkaido Inc.	Suzuki Motor Sales Syonan Inc.
Suzuki Motor Sales Ibaraki Inc.	Suzuki Motor Sales Tokai Inc.
Suzuki Motor Sales Gunma Inc.	Suzuki Motor Sales Kyoto Inc.
Suzuki Motor Sales Kanto Inc.	Suzuki Motor Sales Hiroshima Inc.
Suzuki Motor Sales Saitama Inc.	Suzuki Motor Sales Fukuoka Inc.
Suzuki Motor Sales Nishisaitama Inc.	Suzuki Motor Sales Saga Inc.
Suzuki Motor Sales Chiba Inc.	Suzuki Motor Sales Kumamoto Inc.
Suzuki Motor Sales Keiyo Inc.	

Stable Labor-Management Relations

Through mutual trust, Suzuki has developed a good relationship with the Suzuki Labor Union, which represents Suzuki employees. The number of labor union members is 17,270 as of the end of FY2022, and the unionization rate of full-time employees (excluding managers and non-union members defined in the labor agreement) is 100%.

Building a new labor-management relationship (from negotiations to dialogue)

Transformation in the labor-management negotiation style from 2022 onward

Previously, the annual spring wage negotiations (the so-called shunto (“spring offensive”) wage talks) were the primary occasion for labor-management negotiations. These negotiations revolved around the core theme of pay raises and bonuses, and other issues involved a mix of individual workplace and cross-divisional issues, making the focal point of discussions difficult to understand. It was difficult to align the Company and the labor union in the same direction, and discussions were often merely a formality to communicate each side’s position.

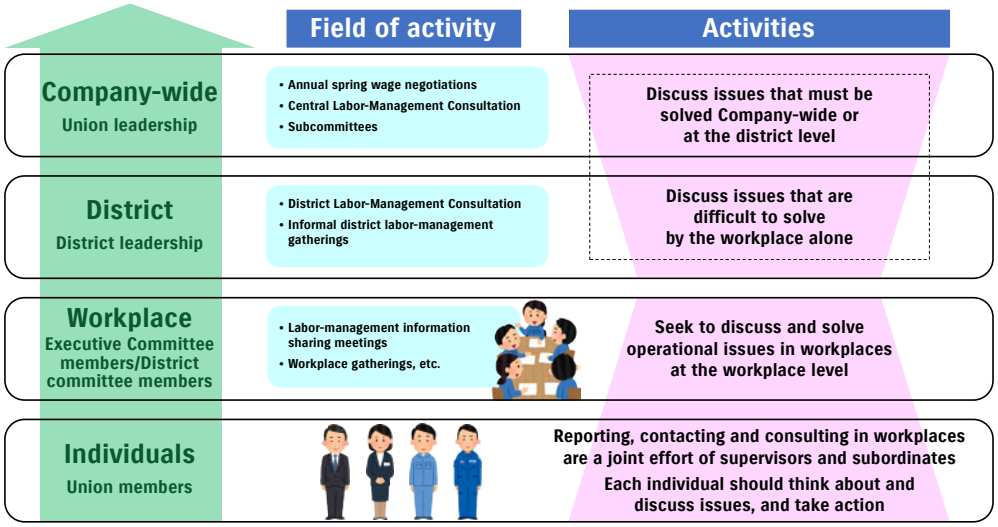
In light of these conditions, Suzuki sought to energize communication between supervisors and subordinates at the workplace level, which is the foundation of a trusting relationship between labor and management, and to carry out level-based discussions. Suzuki implemented measures during the annual spring wage negotiations in 2022 to achieve these aims.

Activities during annual spring wage negotiations

- Suzuki made negotiations “a place of dialogue,” in which the Company conveys its measures for the future, and shares with the union the issues that should be addressed in relation to those measures, with both sides aligning their positions while discussing ways to reach solutions.
- Based on the belief that it would be effective for not only union members, but also managers to work together on labor-management negotiations, a message from the President mainly targeting managers was issued to coincide with the negotiations. Information on the content of the dialogue, including this message, was made available to all members of labor and management.

Continuous activities after labor-management negotiations

- Communication is stimulated by holding regular informal labor-management gatherings at the division level, in order to allow personnel to solve their own workplace issues.
- Issues that are difficult to solve by the workplace alone are discussed continuously in District Labor-Management Consultation and Central Labor-Management Consultation meetings held monthly until the annual spring wage negotiations in March. This process aims to make the annual spring wage negotiations the capstone of labor-management discussions.



	Frequency
Central Labor-Management Consultation	Monthly
District Labor-Management Consultation	Monthly

Conducting union member awareness surveys

The Suzuki Labor Union, which represents Suzuki employees, conducts an awareness survey of all union members in collaboration with the Federation of Suzuki Automobile Workers' Unions (a federation of Suzuki-related labor unions whose members are Suzuki Group labor unions).

This survey has been conducted every year since 2018 in order to create a better company and workplace by grasping the strengths and weaknesses of the Suzuki Group as a whole. Issues identified through the survey results are reported to union members and reflected in union activities. Concurrently, labor and management share the issues, which are put to good use in activities to solve workplace issues, thereby maintaining a stable labor-management relationship.

(Outline of survey results for 2023)
Survey target: all union members
Survey period: April-May 2023
Survey method: anonymous / sealed envelope
Response rate: effective response rate of 79.7%
Question categories: 1. Strategy and culture
2. Management
3. Communication and motivation
4. Work environment
5. Union activities

Engagement (workplace communication)

President's workplace dialogue

Since 2021, the President has visited all workplaces within the Company (divisions, plants, sites) and has held information sharing meetings (2022: 41 workplaces). The President directly conveys his thoughts and ideas to employees, while employees share their daily issues with the President. The President and employees share problems, cooperate, and make a concerted effort to solve those problems. Notably, these meetings provide young to middle-level employees with the opportunity to convey their thoughts and ideas directly to the President in their own words. In addition, the President and other members of management listen to these voices of employees and strive to make improvements flexibly and rapidly.

Revision of business plans

Since FY2023, Suzuki has maintained a balance between personnel development through business execution and man-hours in the business plans of each division by visualizing the necessary man-hours to achieve plans, formulating plans down to the individual level, and assigning work to each individual. Previously, there were some plans that were partially imbalanced in terms of workload and man-hours (number of people x ability). As a result, Suzuki has learned that rather than developing employees, such imbalanced plans result in lower quality work as employees race to handle excessive workloads, resulting in many cases of rework, changes and delays to plans, and exhaustion of the workforce. To ensure that each employee feels like they are growing, Suzuki uses PDCA cycles in operations, while encouraging close daily communication between supervisors and subordinates.

Wages

Through mutual trust, we have developed a good relationship with the Suzuki Labor Union, which represents Suzuki employees. Among the labor union's goals are stable employment and maintaining and improving work conditions. In order to meet these conditions, stable development of the Company is essential. When negotiating salaries, bonuses, labor hours, etc. as distributions of the results of corporate activities, we share the same direction of trying to develop the Company in a stable manner while having discussions from the standpoints of the Company and the labor union.

In addition, labor and management conclude an agreement on minimum wages every year to guarantee minimum wages.

■ Starting salaries in Japan **(As of April 2023)**

Level of education		Monthly salary (yen)	Comparison with minimum wage (%)
High school		¥179,500	117%
Technical college (regular course) * Office work, technical work		¥192,000	125%
Technical college (specialized course)		¥220,000	144%
University	General office jobs	¥190,000	124%
	Office jobs, engineering jobs, and sales jobs	¥220,000	144%
Graduate school (master's degree)		¥242,000	158%

* Minimum wage is calculated based on Shizuoka Prefecture's minimum wage (¥944/hour) for an 8-hour workday, 20.3 days per month. Salaries are based on a classification system, and there is no disparity by gender, race, nationality, or region for the same qualification.

Welfare and benefits

Dormitory for single employees and housing
Suzuki has a dormitory for single employees who join the Company from distant areas. Depending on the region, there is also company housing for employees working at domestic offices (including those on secondment).

Company-subsidized housing
Suzuki also has subsidized housing where the Company rents ordinary homes for employees as a dormitory or company housing for employees (including those on secondment) working at domestic offices or sales distributors in regions where there is no dormitory or company housing.

Sports facilities
Suzuki has established gym facilities that are provided to employees to improve their health, boost their physical condition or to spend their leisure time. Comprehensive sports facilities (Suzuki ground, Suzuki gym, a weight training room and tennis courts) complete with nighttime lighting are located close to the head office. The Company also has a ground adjacent to the Iwata Plant (which used for sports such as baseball, softball and soccer).

Employee cafeterias
Cafeterias are located at the head office, each plant and dormitories (with some exceptions) as food supply facilities for employees, and serve meals such as a la carte dishes, set menus, curry rice and noodles. (Dormitories mainly serve set menus.) The head office cafeteria also serves breakfast and beverages, providing such offerings as freshly baked bread and freshly dripped coffee.


Employee cafeteria

Asset building savings program
Suzuki has an asset building savings program for the purpose of encouraging employees to save, and any employee under the age of 55 can take part (with the three types of assets: general assets, annuity assets or housing assets).

Housing loan financing program
This is a program that enables employees to receive interest subsidies from the Company when they need funds to acquire a home and to borrow for a housing loan from a financial institution.

Employee vehicle or family vehicle purchase program
This is a program that enables employees or a member of their family (a spouse or child of an employee) to receive a predefined discount upon purchase of a (new Suzuki) vehicle (some models are excluded). The program also enables funding if purchase funds are needed.

Employee stock purchase plan
The employee stock purchase plan is a program where a certain amount of money is deducted from monthly pay to buy Company stock on an ongoing basis. Employees can acquire stock easily in proportion to their monthly contribution and the Company also provides an incentive at the time of contribution to support employees' asset building.

In addition to welfare and benefits, employees owning shares in the Company leads to expectations of increased motivation due to the fact that improving performance leads directly to their own profit, and leads to fostering a sense of participation in management.

* Please refer to page 204 of Company Data for details on the number of participants and participation rate.

TOPICS

Suzuki increases incentive grant rate for employee share purchase

Suzuki has raised the incentive grant rate for its employee shareholders' association from the current 5.6% to 100% as part of its human capital investment initiatives. By making the program attractive and easy to join, we will encourage employees to build assets and raise their sense of participation in management.

The employee shareholders' association is a program where a fixed amount is deducted from employees' monthly salaries to continuously purchase company shares. Suzuki introduced this program as part of its employee welfare and benefits initiatives in 1973. It has supported employees in building assets by offering the opportunity to invest in company shares starting from as little as ¥1,000 and granting an incentive of 5.6% of the accumulated funds.

By increasing the incentive grant rate to 100% of the accumulated funds (with a maximum incentive amount of ¥10,000)*, we hope to encourage even more employees to join the employee shareholders' association.

Suzuki will continue to expand its welfare and benefits programs to unite its employees and work as one to achieve the Growth Strategy for FY2030, while aiming to be a company essential to people and society.

*** Maximum incentive amount**

Annual	After change		Before change	
	Salary	Bonus	Salary	Bonus
Maximum amount of accumulated funds eligible for incentive payment	¥120,000 (¥10,000/month)	–	¥600,000 (¥50,000/month)	¥400,000 (¥200,000 × 2)
Maximum annual incentive amount	¥120,000	–	¥33,600	¥22,400

Building a stable relationship with the labor union in the Suzuki Group

The Suzuki Group has 120 member companies (manufacturers, non-manufacturers, sales distributors) at home and abroad. It is our hope that those 120 member companies are individually trusted by the local residents, society, and customers.

At Suzuki, seminars are given to union officials and human resource management personnel of overseas companies to make them understand the importance of trusting relationships and smooth communication between labor and management, as well as the need for a fair and equal personnel management system, etc. We also work with the Suzuki Union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work environment which allows our approximately 70,000 employees in 120 companies to work with creativity and enthusiasm, and to maintain a stable labor-management relationship.

India Maruti Suzuki India Limited

Maruti Suzuki India strives to ensure a stable and friendly labor-management relationship through effective communication, employee participation in important decision-making processes, and various employee welfare programs. The company conducts regular interactive communication led by the President with employees at various levels in order to constantly provide information on the condition of management overall and provide a robust platform for exchanging opinions.

■ Engagement with unions and shop floor employees

Meeting	Frequency
Managing Director meeting with labor union representatives	Monthly
Directors in charge of production and human resources meeting with labor union representatives	
Production and human resources department meeting with labor union representatives	
Production and human resources department meeting with front line employees	Held continuously
Front line employee grievance hearings held through a dedicated help desk	Weekly

● Freedom of association and collective bargaining

Maruti Suzuki India respects the right of its employees to form and join labor unions. Maruti Suzuki India recognizes three employee labor unions. There is one labor union each at Gurgaon Plant, Manesar Plant, and Manesar Powertrain Plant. These are independent labor unions, and elections are held in accordance with union regulations.

The union representatives and management communicate regularly through constructive dialogue and collective bargaining. In addition, the three labor unions make wage revisions every three years, based on a shared labor union charter. Elections to decide the representatives of the labor unions at the Gurgaon Plant and the Manesar Powertrain Plant were held without incident in FY2022.

● Compensation system

Maruti Suzuki India provides industry-leading allowances and compensation that exceeds the industry average. In terms of remuneration policy, the company has introduced a well-structured performance-linked remuneration system for all levels of employees, without gender discrimination, and based on indicators of improved productivity and achievement of business targets.

● Employee welfare system

Maruti Suzuki India values employees who contributed to the company's development. The company contributes 1% of after-tax profit in the prior fiscal year to a fund for employee welfare. The fund is utilized for welfare measures such as housing loan subsidies, educational support for employees' children, development of shared infrastructure for employee housing, and social security measures such as post-retirement medical benefits for employees and their spouses.

At a housing project carried out in Dharuhera in the state of Haryana, 262 housing units have so far been delivered to employees. Several additional housing units are currently under construction and are scheduled to be delivered to employees.

● Connections between employee families and the company

To build connections with employees' families and provide for their welfare, Maruti Suzuki India holds events such as career counseling by experts for employees' children, Family Day, and plant tours for families. Communication through internal newsletters and President's messages issued on special days fulfill a crucial role in relations with employees' families.

● Handling grievances from local employees through a specialist help desk

A specialist help desk handles grievances, in order to address grievances reported by employees, including temporary employees. Regular grievance hearings are held to address employee problems.

● Awards presented and received

Maruti Suzuki India has received an award from AmbitionBox for the "Best Places to Work in India 2022" in the automobile industry.

Nurturing of Human Resources

Basic policy on human resources and human capital

Suzuki's Mission Statement sets three goals for all employees of the Suzuki Group to understand and strive for: a goal toward carrying out a company's social missions (making products), a goal for the corporate organization that they belong to (building the company), and a goal for themselves (developing human resources). Based on these goals to strive for, the President is personally leading various reforms related to human resources development in keeping with the belief that human resources development is the cornerstone of a company. In October 2022, the organizational structure was reshaped with the reorganization of the Human Resources/General Affairs into the Human Resources Development Division. The Company is focused on developing people unique to Suzuki who embody the Mission Statement and Philosophy of Conduct.

Additionally, Suzuki aims to achieve a carbon-neutral society, which is its social mission, and finds itself in a period of once-in-a-century major transformation known as CASE. In this environment, Suzuki must deal with major changes that would be unachievable if it remained a conventional automaker. To this end, Suzuki is working to recruit and develop a diverse spectrum of human resources, including personnel who can boldly take on new challenges, personnel with diverse experiences and values who can generate new ideas, personnel with sophisticated expertise, and personnel who can succeed globally.

Furthermore, Suzuki will work to build a company in which employees with unique personalities can demonstrate their abilities in working toward common goals, create outcomes of even higher added-value, and continue to work vigorously while feeling job satisfaction and purpose. This will be accomplished by encouraging staff to take on the challenge of achieving high goals and fostering a culture that values individual effort in line with the spirit of the Mission Statement.

More recently, Suzuki has been listening to the voices of employees more closely than ever, conducting thoughtful dialogue between labor and management, and advancing reforms through various personnel and general affairs measures, such as drastic changes in the personnel system, bold revision and abolition of operations, workstyle reforms, and improvements in working conditions. Through these efforts, Suzuki aims to transform itself into a company that every employee is happy to work for.

In-house education system

Suzuki's education system is comprised of three pillars, which are group training, in-house workplace training, and voluntary skill development. Suzuki Juku, in charge of education, provides Company-wide, cross-functional education, including rank-based training, based on the philosophy of our Mission Statement. They also collaborate with engineering and manufacturing departments to conduct job-specific training (basic) seminars for knowledge and abilities needed for execution of operation.

Human resources development concept

The following types of training are carried out based on the concepts of "enhancing the basic abilities of new recruits through to young employees" and "planned and continuous learning with rank-based follow-up."

(1) Training to enhance the basic abilities of new recruits through to younger employees
Provide stage-based learning opportunities for younger employees in their second through to seventh year in the Company based on the year of entry and on subjects from basic behaviors through to team building.

(2) Training planned to develop employees with job titles
Training for newly appointed employees with job titles and follow-up seminars will provide continuous learning opportunities.

In job-specific training, necessary skills are clearly defined according to each individual's attributes, and training is planned and implemented to acquire those skills.

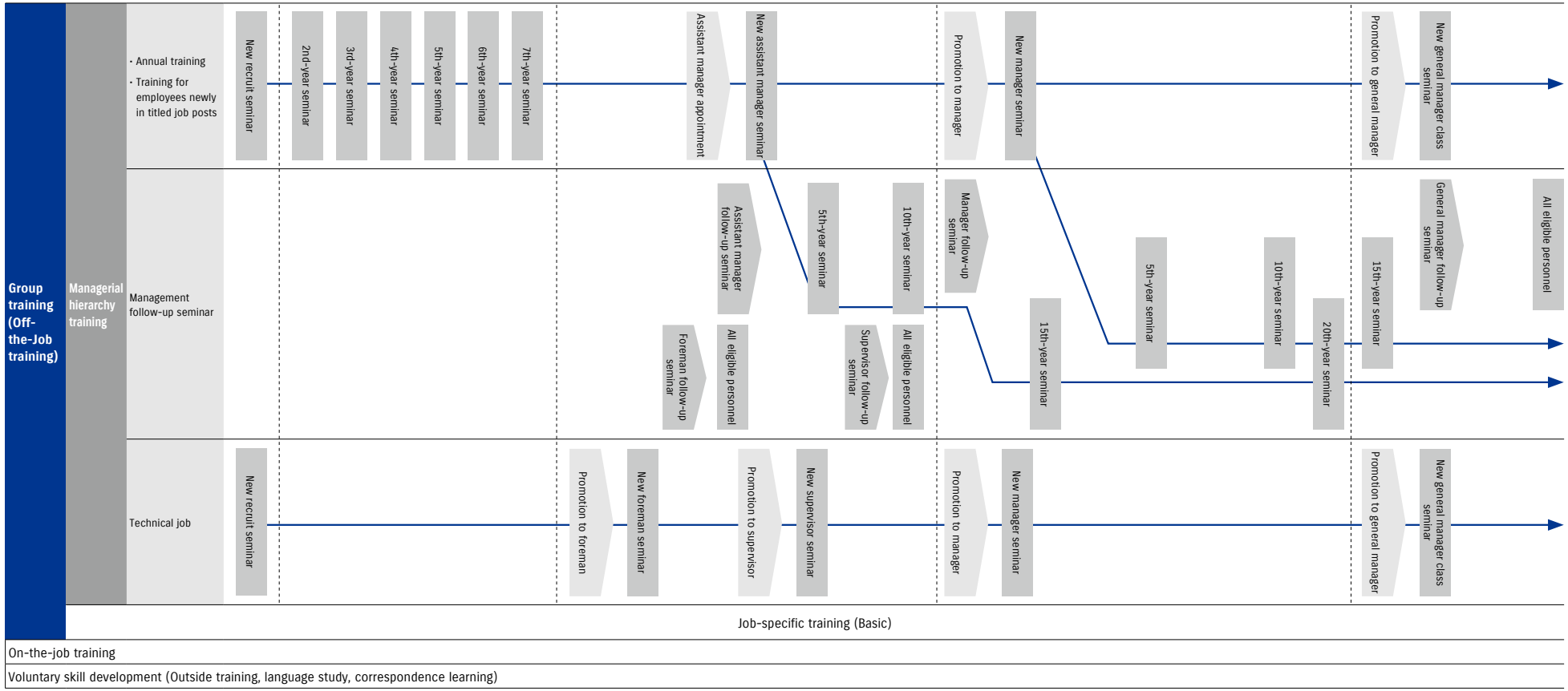
Moreover, online training is being expanded to enable employees to obtain effective learning opportunities amid a time of diversifying work styles as one aspect of work style reform.

■ **FY2022 training data**

Number of employees on a standalone basis (as of March 31, 2023)	16,550
Number of training participants	74,800
Annual training expense per employee*	¥26,100

* Excludes costs for on-the-job training, in-house personnel expenses and facility operations, etc.

■ Training system



New human resources development initiatives

Introducing problem-solving methods

In its operations, Suzuki found some incidents in which employees had made a cursory analysis of the causes of problems and hurried responses, resulting in rework and wasteful activities, thereby spurring on the shortage of man-hours. In response, Suzuki has begun introducing shared Company-wide problem-solving methods from June 2021, as part of efforts to improve each employee's problem-solving skills by boosting their capacity to identify the true cause of problems and their ability to solve them. Project teams are working to promote widespread adoption and regular use of these methods. Since FY2022, the problem-solving methods have been integrated into Company-wide training.

Dispatching young employees to startups

Suzuki has started dispatching young employees to startups, with the aim of reaffirming its basic principle of fostering an entrepreneurial spirit to face difficulties and pioneer a way forward, expanding horizons and knowledge, and increasing each employee's sensitivity to trends outside the Company. In Japan, Suzuki has dispatched staff to M2 Labo. Inc. since 2020. Beginning in August 2022, the Company has also dispatched staff to SkyDrive Inc. to sow seeds and develop "flying cars" into one of Suzuki's new mobility businesses to follow automobiles, motorcycles, and marine products. Overseas, Suzuki has dispatched young employees from various internal divisions to India, where digitalization is evolving rapidly, through the Suzuki Innovation Center (SIC) since November 2022. It has started an innovation generation activity that will lead to social contribution in which Indian Institutes of Technology students and Suzuki employees contribute ideas and develop IT products with the goal of solving issues that people face in their daily lives.

Harnessing the abilities of Indian personnel

Suzuki is pursuing new fields, including its response to CASE, primarily in Japan, while transferring operations in existing domains to India. Local Indian personnel, including Maruti Suzuki India employees, and Japanese personnel are mixing together and working as one, with a view to enhancing the education and training of Indian personnel further than before. These efforts will improve development capabilities in India and boost Suzuki's overall competitiveness.

Training in Silicon Valley

Suzuki began dispatching staff to Silicon Valley in September 2017 to learn design thinking, which is a problem-solving method, and to embrace the venture spirit of taking on challenges without fear of failure. So far, Suzuki has dispatched a total of 173 people to Silicon Valley on 16 occasions to learn from local startups that embody a "focus on the customer," which is a major element of Suzuki's Mission Statement. During the COVID-19 pandemic, Suzuki has provided online training to a total of 103 people on 10 occasions. Personnel with a wide range of titles and levels, from executives to young staff, have participated in the training, with the President also attending. Following the training, personnel have applied the things they have learned, such as design thinking and the mindset of taking on challenges without fear of failure, which they learned locally, to daily operations, new projects, and human resources development.

Digital education

The use of digital technology to identify and solve issues has been rapidly increasing. At Suzuki, various digital technology-related activities and decision-making processes are quickly expanding. Accordingly, Suzuki is working to ensure that officers as well as Executive General Managers and all other employees, understand the purpose of digital technology, and have digital literacy, knowledge and skills.

<Main digital education activities>
(1) Management voluntarily changes not only their awareness, but also their behavior (e.g., switch from paper to digital documents)
(2) Reduce back-office tasks by 50% using digital technology based on the slogan "Simple Work!"
(3) Revamp the mission-critical enterprise system with the aim of achieving data-driven management (deploy ERP)
(4) Provide Company-wide education to facilitate data utilization
(5) Meet customer needs by ensuring that the Company and customers connect through all manner of customer touchpoints
(6) Nurture and assign digital technology professionals in the Company to accelerate the process of digitization by conducting it in-house

Efforts for career advancement

Suzuki believes that setting high goals is an excellent way to grow one's self and that such a trail in itself is the DNA of Suzuki. In order to cope with rapid changes in the market environment, every single employee must set higher goals and strive to acquire higher technical expertise. Suzuki implements a human resource development program that supports such individual challenging spirit.

Goal Challenge System

Suzuki believes that not simply following various instructions from supervisors but voluntarily setting goals and striving to accomplish them is an excellent way to achieve self-improvement. Our Goal Challenge System was introduced to allow employees to set and achieve higher goals. In this system, employees confer with their supervisors every half period and set specific goals to be achieved over the course of six months. Through this process, employees can clarify their own contribution to the goals of the organization and improve motivation toward them. In addition, this can be expected to have the effect of supervisors being able to appropriately evaluate employees' goal attainment levels and recognize the training points required to further improve their capabilities.

Suzuki's personnel system places greater emphasis on occupational ability than seniority. Intended to develop professional human resources who will lead Suzuki's further growth, it is based on an objective and fair personnel evaluation system according to types of work, roles, responsibilities and results of individual employees. The performance-based personnel system and the Goal Challenge System enable the Company to support employees' intentions to step up each rung of the corporate ladder.

Self-assessment system

This system is to grant employees with opportunities to review their work and capabilities once a year, reconfirm their own strength and weakness, and lead them to further improvement in capabilities. In addition, they can clarify jobs and departments that they want to try as a career plan, and submit it to their supervisors and the Human Resources Department. The submitted contents are effectively utilized as basic data for development and optimal assignment of human resources.

Rotation system

Suzuki implements systematic rotations of human resources by preparing the Company-wide personnel change plan in order to improve employees' knowledge and technical skills and revitalize our organizations. The goal we set in this system is to have all young employees in technical jobs, office jobs and sales jobs experience the transfer to different departments within 10 years of joining the Company.

International training program

Since FY2015, we have been implementing a six-month international training program that sends young employees to overseas Group companies, aiming to develop global human resources. (FY2015–2019: total 36 persons, FY2020 and FY2021: not implemented due to COVID-19)

Foreign language training program

To improve the foreign language skills of employees, Suzuki offers support as follows:

- Implemented a system where employees can take the TOEIC test for free, with examination fees covered by the Company.
- Introduced online English conversation courses and other programs, with the Company subsidizing a part of the expenses of employees who complete such programs.

Japan **Domestic sales distributors**

Sales distributors are carrying out a program called "Joshikai" led by female employees to build better dealerships and a better company from a uniquely female perspective.

Joshikai's purpose is to enhance customer satisfaction (CS) for Suzuki's customers. This program has resulted in a wide range of activities, such as the strict implementation of 5S (*Seiri* (sorting), *Seiton* (set in order), *Seiso* (sweep), *Seiketsu* (standardize), *Shitsuke* (sustain)) within sales distributors and the proposal of events. At the same time, the program also strives to develop female employees' proactivity and initiative to act, as well as their creativity and thinking skills.

Suzuki Motor Sales Hokuriku Inc.

Suzuki Motor Sales Nishisaitama Inc.

Suzuki Motor Sales Nara Inc.

Suzuki Motor Sales Tokushima Inc.

Suzuki Motor Sales Fukuoka Inc.

Diversity of Human Resources

The Suzuki Group Code of Conduct, which applies to all those working in the Suzuki Group, addresses making a workplace that does not have any discrimination or harassment due to gender, age, nationality, race, religion, etc. A variety of human resources regardless of gender, age and nationality are active in various departments.

We will maintain and improve our working environment so that a wide variety of human resources can work actively.

		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Employees	Male		13,808	13,932	14,220	14,326	14,503
	Female		1,623	1,714	1,853	1,941	2,047
	Total		15,431	15,646	16,073	16,267	16,550
Employees with job titles	Male		4,339	4,403	4,577	4,695	4,892
	Female		98	114	132	136	156
	Total		4,437	4,517	4,709	4,831	5,048
Managers	Male		1,066	1,121	1,185	1,248	1,282
	Female		14	18	18	20	21
	Total		1,080	1,139	1,203	1,268	1,303
Percentage of employees with disabilities		%	2.14	2.20	2.23	2.35	2.44
New recruits	Male		445	569	651	451	567
	Female		118	139	168	144	152
	Total		563	708	819	595	719
College graduates	Male		396	413	474	285	383
	Female		79	81	103	67	61
	Total		475	494	577	352	444
Turnover rate		%	3.90	3.10	2.21	2.85	3.04
Paid leave utilization rate		%	73.7	77.2	75.0	85.4	81.4

Mid-career recruitment

To secure a diverse range of human resources, Suzuki has been focusing on mid-career recruitment in recent years in addition to new graduate recruitment. In FY2022, the Company hired 105 people (a 44% (43 person) increase over the previous year). In FY2023, Suzuki continues to rapidly bring on talent from outside the Company, with mid-career recruitment already reaching 84 people (as of the end of April). Furthermore, Suzuki has established a new employment format that is not limited to the existing personnel system for certain human resources who possess knowledge and experience that the Company does not have at all. This new employment format was implemented beginning in June 2023.

Recruitment of non-Japanese personnel

Suzuki is focusing on the recruitment of digital professionals to develop next-generation technology. Since 2018, Suzuki has directly hired graduates of the Indian Institutes of Technology (10 people as of April 2023). In the Indian market, where Suzuki is strong, the Company is working with Maruti Suzuki India to strengthen its competitiveness.

Re-employment

Employees 60 and over make up 5.9% of the workforce (as of March 2023). The Company has revised the re-employment system for managers so that these personnel can work vibrantly leveraging their past experience and knowledge, while maintaining their physical fitness and health. If job tasks remain at the same level after the age of 60 and above, remuneration has been improved to the same level as before the retirement age. In the future, Suzuki plans to expand this system to union members in order to encourage the success of experienced human resources regardless of post.

Women

Initiatives to promote participation by women

To further create workplaces where women can work successfully, Suzuki has increased the number of new female graduate recruits since 2015. Since 2020, the Company has also set a target to triple the number of female employees with job titles in 2025 compared with the number in FY2015, and it is working to increase the number of female employees with job titles who are candidates for manager roles. The number of female employees with job titles in FY2022 was 156, which was 2.9 times more than in FY2015.

Meanwhile, the number of female managers was 21 as of FY2022 (ratio of female managers: 1.6%). Suzuki is reviewing its personnel system to determine whether it is assigning work to all employees based on their competence, regardless of post, occupation, or gender, and compensating them for that work. From the perspective of impartiality, Suzuki believes that it is reasonable to expect the gender ratio to be almost equal in each type of post, such as general employee, officer, or manager. Based on this belief, Suzuki believes that the ratio of women to all employees (12.4% in FY2022) should be the future target for the ratio of female managers, which the Company should achieve. Suzuki will work on personnel system reforms, development of the environment and human resources development so that the ratio of female managers reaches 2.0% by FY2025.

Furthermore, Suzuki considers the low ratio of women in the automobile industry to be an issue. Suzuki is striving to realize ease of work so that everyone, regardless of gender, age or disability, can work comfortably in all its workplaces, including production plants. To that end, the Company will take steps such as fundamentally improving work environments through production technology innovation.

Gender wage gap for workers (%)*

All workers	Full-time workers	Part-time workers, temporary workers
64.4	64.0	67.5

* Data from Suzuki Motor Corporation, calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015)

Action Plan based on the Act on Promotion of Women's Participation and Career Advancement in the Workplace

1. Term of plan
From April 1, 2020 to March 31, 2025 (5 years)

2. Issues
- Low ratio of female managers
- Low rate of paid annual leave taken by all employees including managers

3. Target
(1) Triple the number of female employees with job titles in 2025 compared to FY2015, before the Act on the Promotion of Female Participation and Career Advancement in the Workplace was enforced (Increased by 2.9 times in FY2022)
(2) Improve rate of paid annual leave taken by all employees, including managers, by 10% compared to FY2018 in 2025 (Achieved 10% improvement in FY2022)

4. Actions to take
Action 1: Reinforce awareness of existing measures to promote flexible work styles, and promote using them

◆ Education regarding work and family balancing (conducted at training by employment year / managerial hierarchy)
From the first half of FY2020:
Conduct training to promote understanding among employees with a job title
Conduct explanations and promotions of the work and family balancing system for young employees
From the first half of FY2021:
Conduct explanations and promotions of the work and family balancing system to new employees

◆ Communicating information regarding work and family balancing
From the first half of FY2020:
Hold gatherings of employees taking childcare leave ahead of their reinstatement (twice a year)
Explanations of the work and family balancing system, exchanges of opinion with employees who have taken childcare leave, exchanges of information among employees taking childcare leave, provision of information regarding postpartum care from an industrial doctor, individual consultations, etc.
From the first half of FY2021:
Set up an internal webpage regarding information on work and family balancing support

Action 2: Enhance awareness of promotion to take paid leave, and consider measures to promote taking leave

◆ Inform regarding the status of paid leave taken, and promote using paid leave
From the second half of FY2020:
Disclose the status of paid leave taken by each department on the internal website to promote taking leave
From the first half of FY2021:
Renew the attendance recording system so that employees themselves can easily ascertain the status of paid leave taken

Other initiatives besides the above include:
- Develop abilities for planned assignment in positions and job types where women are under-represented
- Strengthen systematic human resource development, including the acquisition of work experience and business knowledge necessary for women to become managers
- Initiatives to create workplace environments and culture where men and women are equal

Going forward, the Company will take various initiatives to become a company where female employees can demonstrate their abilities and work successfully.

Employment of people with disabilities

Suzuki strives to create a working environment where people with disabilities can continue to work at ease. We appoint a specialist in charge of employing people with disabilities, as well as a psychiatric social worker in the Human Resources Department to provide individual consultations periodically and also assign a vocational life consultant for persons with disabilities to each workplace to care for their problems.

Business development of special subsidiary Suzuki Support

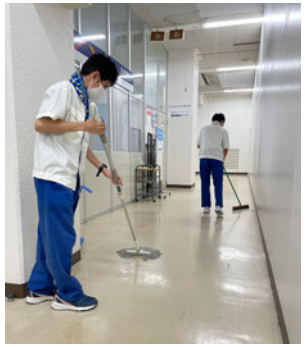
Suzuki Support Co., Ltd., a special subsidiary company established in February 2005, has been conducting business activities for 18 years. As of the end of July 2023, 82 employees with disabilities, including those with severe disabilities, are performing janitorial services at Suzuki's head office, employee dormitories and related facilities and stationery management services, as well as farm work at Suzuki's farm together with supervisors.

Their sincere and cheerful attitude toward work greatly encourages all the people in Suzuki.

Suzuki will, through Suzuki Support, continue to actively employ people with disabilities for them to feel happiness through working and to grow as people through social participation in line with the philosophy behind the establishment of Suzuki Support, which is to contribute to society.

[Summary of Suzuki Support]

1. Company name	Suzuki Support Co., Ltd.
2. Capital	¥10 million
3. Capital investor	Suzuki Motor Corporation
4. Location	300 Takatsuka-cho, Minami-ku, Hamamatsu, Shizuoka
5. Establishment	February 2005
6. Business category	Janitorial services, stationery management, farming production
7. Representative	Yusuke Kato
8. Number of employees	129 (incl. 82 employees with disabilities)



Efforts to create a positive working environment

We believe that it is necessary to create a working environment where employees who carry out business activities can maximize their motivations and abilities in a mentally and physically fulfilling condition and work actively. Various support systems are employed to adapt to diversifying working environments.

Moreover, by creating comfortable working environments, we are raising awareness of how this improves employees' motivation to increase productivity.

Initiatives for shortening overtime working hours

Initiatives are taken to shorten working hours by introducing various systems as appropriate to prevent employees becoming ill due to long working hours.

- Strict management of overtime working hours based on total working hours
- Introduction of flexible time system to reduce late-night overtime
- Introduction of interval norms between working hours to ensure rest time within working hours
- Setting a day with no overtime work aimed for work and life balancing

Consultation service, etc.

As a consultation service that specializes in human resources matters including harassment in the workplace, and consultations relating to safety, health, and mental health, the Human Resources and Administration Consultation Service is open. In addition to the consultation service, an Improvement Proposal Box is located at cafeterias and offices, allowing every employee to easily make a proposal on work improvements or request a consultation. We have also set up the Mental Health Consultation Room with a psychiatrist and psychotherapist. An external counseling service (EAP: Employee Assistance Program) has also been introduced.

System for supporting work and family balancing

We are creating a working environment where employees with motivation and ability can continue working through a system that enables employees to choose from various working styles. We are enhancing awareness of work and family balancing in the entire workplace and promoting an employee-friendly working atmosphere.

Short hours system (childcare and family-care shortening hours)

We have adopted a system to shorten daily working hours based on application by employees raising children in the sixth grade or younger, or employees with family members in need of nursing care. In FY2022, 323 employees used this system. The employees applying for this system are exempt from work beyond prescribed working hours in principle.

Leave of absence system (childcare and family-care leave)

Many employees, both men and women, who need to concentrate on childcare or nursing care use the leave of absence system. In FY2022, 299 employees used this system. When taking a leave of absence to care for family members, employees are allowed to take family-care leave for up to 365 days in total per subject family member.

From April 2022, to create an atmosphere in which it is easier for men to take part in child-raising, the newly established birth leave for childcare of up to five days can be taken upon the birth of a child, in addition to the existing two days of spouse child birth leave.

Life Support Leave

Separately from paid leave, we have introduced the Life Support Leave system, which allows employees to take leave for injury or illness, nursing care of parents or children, infertility treatment, and bone marrow donation.

Acquired 2022 Kurumin accreditation

In accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children, Suzuki has been certified by the Minister of Health, Labour and Welfare (Kurumin certification) as a company that supports child raising and satisfies certification requirements such as formulating and implementing a general business owner action plan regarding balancing work and child raising for workers.

			Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Childcare	Number of employees using the reduced work hour system for childcare	Man		3	5	7	9	11
		Female		229	251	278	289	312
		Total		232	256	285	298	323
	Number of employees using the childcare leave system	Man		13	23	63	90	213
		Female		91	94	80	96	86
		Total		104	117	143	186	299
	Male rate of taking childcare leave		%	–	–	–	17.7	43.5
	Reinstatement rate of employees using the childcare leave system	Man	%	100.0	100.0	100.0	100.0	99.1
		Female	%	95.9	97.8	96.6	98.7	96.8
		Total	%	96.3	98.1	97.4	99.3	98.0
Family-care	Number of employees using the reduced work hour system for family-care	Man		1	1	0	0	2
		Female		4	4	4	4	7
		Total		5	5	4	4	9
	Number of employees using the family-care leave system	Man		4	0	3	3	3
		Female		2	1	2	3	0
		Total		6	1	5	6	3
	Reinstatement rate of employees using the family-care leave system	Man	%	25.0	–	66.7	33.3	66.6
		Female	%	100.0	100.0	50.0	33.3	–
		Total	%	50.0	100.0	60.0	33.3	66.6

Information sharing seminar for parents

Suzuki has restarted an information sharing seminar for parents, which had been cancelled during the COVID-19 pandemic. The seminar is intended for employees taking childcare leave and their spouses. It is held to create a system that allows employees to return to the workplace smoothly without feeling anxious, and to easily seek consultation after they are reinstated by sharing the experiences of employees who have returned to work from childcare leave and exchanging information among employees. The seminar is also held to give married couples a deeper understanding of childcare in dual-income households.

Suzuki's industrial physician for obstetrics-gynecology provides workshops on postnatal health, childcare, breastfeeding and weaning at the information sharing seminar. These workshops have proven highly popular among participating employees.

At the information sharing seminar for parents

Online consultation service for pediatrics and obstetrics-gynecology

Since April 2023, Suzuki has introduced a service that allows users to easily consult specialists on issues related to pregnancy, infertility, childbirth, childcare, and women's health online from their smartphones anytime, anywhere. With this service, Suzuki aims to create an environment in which employees and their families in Japan, as well as personnel stationed overseas and their accompanying family members, can find solutions to issues and work with even greater peace of mind.

TOPICS

Suzuki introduces Obstetrics-Gynecology and Pediatrics Online

産婦人科オンライン 小児科オンライン

From April 2023, Suzuki has introduced the Obstetrics-Gynecology and Pediatrics Online service provided by Kids Public Inc. (Chiyoda-ku, Tokyo), in order to facilitate the creation of an environment in which employees can work with peace of mind.

The Obstetrics-Gynecology and Pediatrics Online service allows people to consult with obstetricians-gynecologists, midwives, and pediatricians online 24 hours a day, 7 days a week, from anywhere in the world. Introducing this service will enable employees and their families to easily consult with specialists on childbirth and childcare, and children's health issues, as well as infertility treatment and health issues specific to women. With this service, Suzuki will create an environment in which employees can work with peace of mind.

Under the health management slogan of "Happy customers are created by happy employees!" all Suzuki employees practice teamwork and make a concerted effort to implement health management as Team Suzuki. Thanks to these efforts, the Company has been certified as a Health & Productivity Management Outstanding Organization by the Ministry of Economy, Trade and Industry. In addition, Suzuki has received the Kurumin certification of the Ministry of Health, Labour and Welfare by introducing various support programs such as a work-from-home system so that it can address employees' diverse work styles.

Suzuki will continue working to create a workplace environment in which employees can work energetically, while transforming their awareness of workstyles.

■ Overview of Obstetrics-Gynecology and Pediatrics Online

Eligible users	Suzuki's employees and their family members
Consultation topics	Issues related to women's health (childbirth, infertility treatment, menstrual irregularities, menopausal symptoms, etc.) and issues related to children's health and childcare
Consultation methods	Text messaging, video call, LINE (text messaging, voice call, video call)
Service provider	Name of company: Kids Public Inc. URL: https://kids-public.co.jp (Japanese language only) Business: Child health and development services over the Internet

Establishing a Robust Supply Chain

Suzuki believes that its role is to cooperate on an equal footing with suppliers, and to build a relationship where all can prosper together to "Develop products of superior value by focusing on the customer," which is the first item in our Mission Statement. Those business partners are selected through a fair and equitable procedure based on the six principles of quality, cost, delivery deadline, technical development capabilities, risk management, and past track record.

Procurement philosophy and policy

We strive to conduct fair and equitable transactions by providing a wide range of opportunities for entry regardless of company size, transaction record, nationality or region, and are committed to procurement activities in line with our philosophy and principles, aiming for co-existence and shared prosperity with suppliers.

Based on the CSR Guidelines for Suppliers and Declaration of Partnership Building, Suzuki will proactively promote in its supply chain respect for human rights, elimination of substances of concern and also appropriate transactions, in order to contribute to the realization of a sustainable society.

Suzuki CSR Guidelines for Suppliers

Stakeholders including business partners of Suzuki are becoming more multinational and diversified as our business activities are developed globally. Therefore, we are expected to fulfill social responsibilities with due consideration for other cultures and histories, in addition to following laws and ordinances, and the social norms of each country.

Based on such social demand, we compiled the basic concept and practices of social responsibilities that we should accomplish with our business partners as Suzuki CSR Guidelines for Suppliers. Upon making procurement throughout the Suzuki Group, we ask our business partners to comply with the guidelines. We kindly request our business partners to understand the purpose and cooperate with us to promote CSR activities together.
https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/suzukiGreenGuideline.pdf

(Efforts to maintain workable guidelines)

(1) In the basic principles of the Basic Purchase Agreement that we conclude with our business partners, we state clearly that "both we and our business partners shall recognize our social responsibilities in civic society and comply with relevant laws and regulations, both in Japan and overseas," and strive to conform to social norms.
(2) Once a year the Procurement Policy Presentation is held for Suzuki suppliers and we ask them to strengthen their response to human rights in the supply chain (improving benefits for foreign nationals, inspecting the supply chain to check on whether they are using minerals related to human rights, etc.), realizing carbon neutrality, avoiding use of substances of concern, etc. and for thorough compliance. With regard to human rights in particular, we hold separate training for suppliers and those in charge of procurement and strive to promote understanding by sharing the latest information.
(3) Efforts are made in understanding the environmental conservation initiatives of our business partners by conducting research on greenhouse gas emissions and water consumption once a year.
(4) In order to prevent one-sided cost reduction requests and delays in payment to subcontractors throughout the entire supply chain, we hold case-by case presentations to make all aware of proper trading.
(5) In the case of any compliance issues or doubts regarding transactions with Group companies, we work to resolve them through the use of our whistleblowing hotlines (Suzuki Group Risk Management Hotline and those run by third-party organizations) for consultations.
(6) Quality audits are held periodically (frequency based on rank in quality) under the Supplier Quality Assurance Manual that compiles Suzuki's basic policy, activities and requests for quality assurance.

Suzuki Green Procurement Guideline

Please refer to page 71 for our initiatives for promotion of green procurement.
* Green Procurement Guideline
https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/suzukiGreenGuideline.pdf

Declaration of Partnership Building

Suzuki posts the Declaration of Partnership Building on the Declaration of Partnership Building portal site to build new partnerships by complying with desirable transaction practices between sub-contracting small- and medium-sized suppliers ("Promotion Standards" based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises) to move forward on collaboration and shared prosperity with suppliers and value creators in the supply chain.

Based on this Declaration of Partnership Building, Suzuki is:

- Strengthening cooperative relationships with our business partners, whom we regard as important counterparts, to create new value in diverse areas such as development, manufacturing, quality, and cost reduction.
- Working to improve our transaction practices in compliance with the Subcontract Act and the Promotion Standards of the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises.
- Working to increase opportunities for information exchange with our business partners to learn about product (and parts) delivery problems, financing concerns, and other issues, and take sincere measures to resolve them promptly.

Promotion structure

Building stronger partnerships of reliability with suppliers advances stable and sustainable procurement, and for that reason, Procurement Strategy chooses suppliers and engages in procurement activities based on rules and procurement policies. Among those, for issues such as respect for human rights in the supply chain and preventing environmental destruction, associated departments such as the Sustainability Promotion Group, Product Environmental Affairs Promotion Group and Procurement Strategy and overseas sites collaborate closely and share information, which is used as a base to respond. These activities are periodically reported to the Executive Committee and important projects are submitted to the Board of Directors for decision-making.

Promoting sustainable transactions

Sustainable relationships

In creating trusting relationships with our business partners, we aim to establish sustainable relationships. For that purpose, we regard mutual communication as the most important factor, and make efforts for mutual understanding by holding the Procurement Policy Presentation once a year to enable our business partners to share and understand Suzuki's policy, product and production plans, as well as to inform them of our procurement policy based on those plans.

Also, we share ideas not only between top and middle management, but also among management and individuals responsible for daily business operations.

Global procurement

We will accelerate global procurement activities by working with worldwide production sites. Previously, procurement activities were carried out mainly at individual production sites, but we have shifted to an approach with a greater global basis to obtain the most suitable parts at competitive prices. That benefits not only Suzuki, but also our business partners who can stably receive orders and accumulate various technologies. By sharing those merits, we can build relationships with even greater trust.

Business continuity plan efforts

In addition to seismic reinforcement of individual office buildings, we have produced a business continuity plan (BCP). We regard the preparation for earthquakes, tsunami and other wide-scale disasters as part of our responsibility to the local community, business partners, and customers. We recommend disaster measures such as seismic reinforcement to our partners located in areas that are likely to experience heavy damage. We are tackling such initiatives together with our business partners for their early recovery if they should fall victim to such a disaster.

Activities to support suppliers

We hold regular information exchange meetings with our local cooperating suppliers to share production plan forecasts and requests to reduce the impact on management caused by fluctuations in production volume. In addition, we conduct workshops on technical issues in collaboration with the Hamamatsu Agency for Innovation's Next-generation Vehicle Center Hamamatsu with the aim of strengthening the competitiveness of the supply chain.

Awareness-raising activities for employees, suppliers

Each year, the Executive General Manager of the Procurement Strategy holds a briefing on procurement policy in the Procurement Policy Presentation for suppliers. During the briefing, suppliers are asked to understand based on the Suzuki CSR Guidelines for Suppliers the importance of human rights and environmental issues, and are requested to disseminate the guidelines through their own companies' supply chains. In addition, for those in charge of procurement and suppliers we also hold workshops mainly related to foreign technical intern trainees and strive to share issues that should be addressed now and in the future.

Establishment of whistleblowing and consultation system

We have established a whistleblowing and consultation system that is available not only to employees and Group companies, but also to suppliers to obtain information on violations of laws or regulations in the supply chain, and to take corrective measures when problems are discovered. This whistleblowing and consultation system is posted together with the Suzuki CSR Guidelines for Suppliers on the information sharing system joining suppliers and Suzuki, and can be easily accessible for our suppliers.

Participation in outside associations, etc.

As a member of the Japan Automobile Manufacturers Association, Suzuki joins other manufacturers to take part in meetings such as the Supply Chain Committee to discuss issues such as strengthening supply chain infrastructure and improving competitiveness in the automobile industry. Currently, the participating companies are addressing issues such as trade optimization and achieving carbon neutrality, and these policies are reflected in Suzuki's business activities.

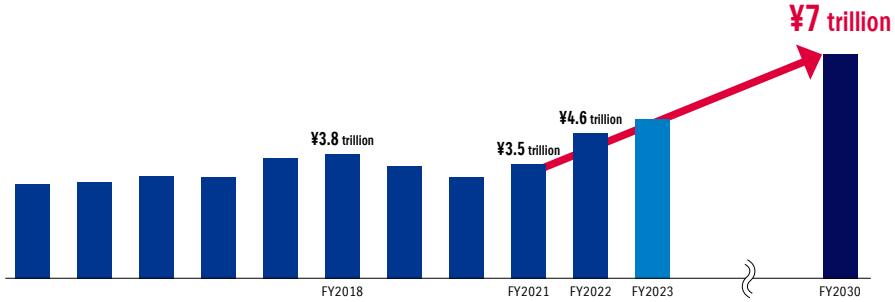
Suzuki, with its procurement policies and measures related to them, is working from the standpoint of being a member of the Japan Automobile Manufacturers Association for the development of the industry, and in turn the resolution of social issues.

Stable Growth of Sales and Profits

Growth Strategy for FY2030

<Net sales target>

Consolidated net sales for FY2022 is ¥4.6 trillion, which is growing at a pace to exceed the ¥4.8 trillion target for FY2025 set in the mid-term management plan. We would like to grow in line with the emerging countries by contributing to their growth. We will take on the challenge to double the FY2021 net sales result of ¥3.5 trillion to ¥7 trillion in FY2030.



Suzuki Mid-Term Management Plan

Assure people's "means of mobility"

Mini vehicles in Japan function as local transportation and are an indispensable means of living.

As a mobility company, Suzuki contributes to the environment providing small products worldwide.

Emerging economies continue to be a pillar of growth

Providing economical and quality products and services to customers in emerging countries.

Emerging economies are seen as a pillar of Suzuki's future growth, anticipating their mid- to long-term development.

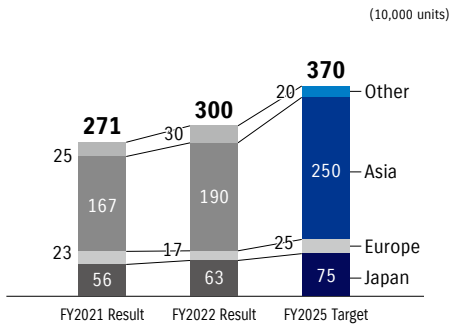
■ Management performance targets

		FY2021 Results	FY2022 Results	FY2025 Target
Performance	Net sales	¥3.5684 trillion	¥4.6416 trillion	¥4.8 trillion
	Operating profit margin	5.4%	7.6%	5.5%
Shareholder return	ROE	9.0%	11.2%	8%
	Payout ratio	27.6%	22.0%	30%
Investment	R&D	¥160.7 billion	¥205.6 billion	¥1 trillion/5 years (¥200 billion/year)
	Capital expenditures	¥189.4 billion	¥269.9 billion	¥1.2 trillion/5 years (¥240 billion/year)
Global sales	Automobiles	2.71 million units	3.0 million units	3.7 million units
	Motorcycles	1.63 million units	1.86 million units	2 million units

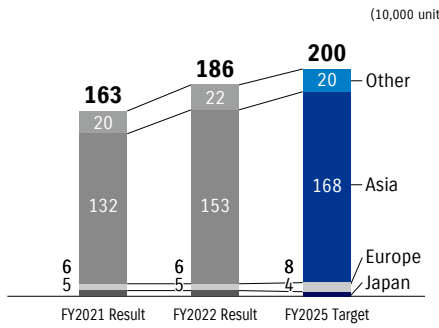
Note: Exchange rate assumptions: US $1 = ¥104, 1 Euro = ¥124, 1 INR = ¥1.42

■ Global sales target

Automobiles

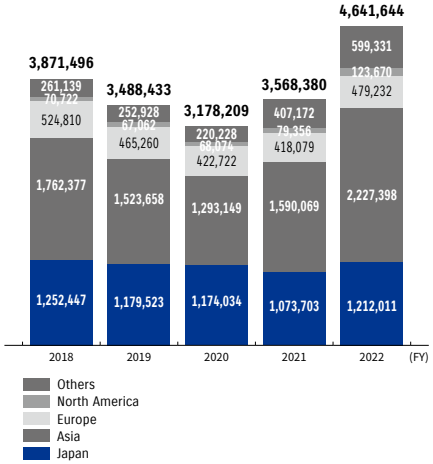


Motorcycles

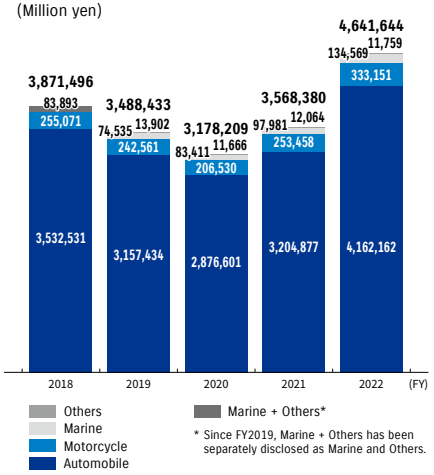


Financial

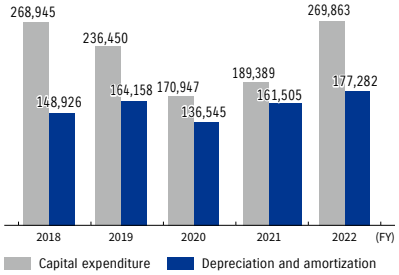
■ Net sales by geographic region
(Million yen)



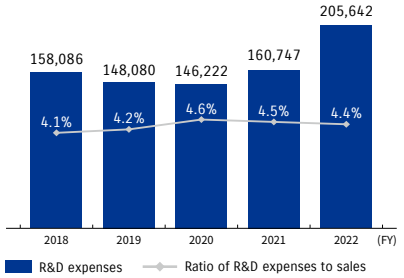
■ Net sales by segment
(Million yen)



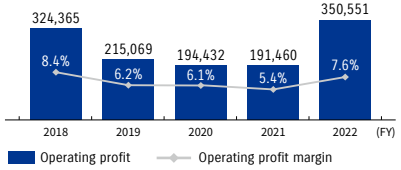
■ Capital expenditure / Depreciation and amortization
(Million yen)



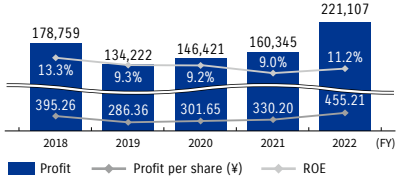
■ R&D expenses
(Million yen)



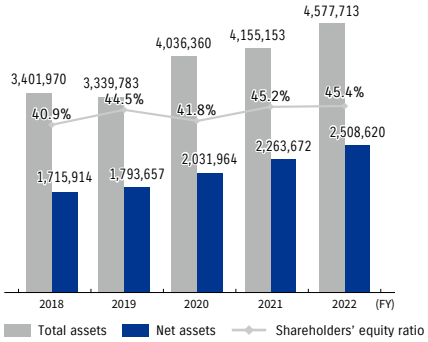
■ Operating profit
(Million yen)



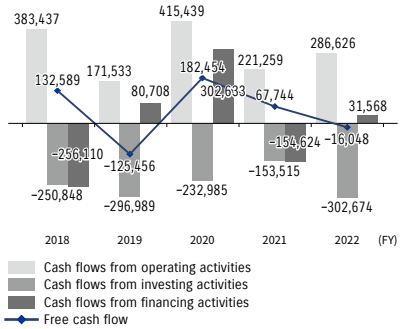
■ Profit attributable to owners of parent
(Million yen)



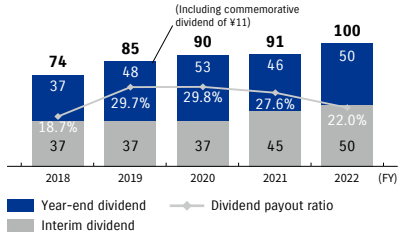
■ Total assets / Net assets / Shareholders' equity ratio
(Million yen)



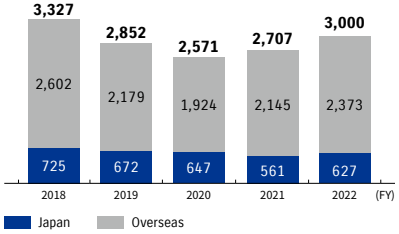
■ Cash flows
(Million yen)



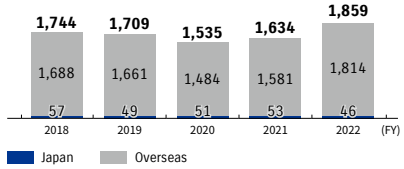
■ Dividends (¥)



■ Automobile sales
(Thousand units)



■ Motorcycle sales
(Thousand units)



Corporate Governance

Corporate Governance and Compliance

Governance

Basic policy on corporate governance

Through fair and efficient corporate activities, the Company aims to earn the trust of our shareholders, customers, suppliers, local communities, employees, and other stakeholders, and to make further contribution to the international community in order to continue to grow and develop as a sustainable company. To achieve this goal, the Company recognizes that continuous improvement of corporate governance is essential, and as a top priority management issue, we are actively working on various measures.

In consideration of the meaning of the respective principles of the Corporate Governance Code, Suzuki will make continuing efforts to ensure the rights and equality of shareholders and the effectiveness of the Board of Directors and the Audit & Supervisory Board, as well as to upgrade the internal control system.

Also, in order to be trusted further by society and stakeholders, we will disclose information immediately in a fair and accurate manner prescribed in laws and regulations and actively disclose information that we consider is beneficial to deepen their understanding of the Company. Thus, we will further enhance the transparency of the Company.

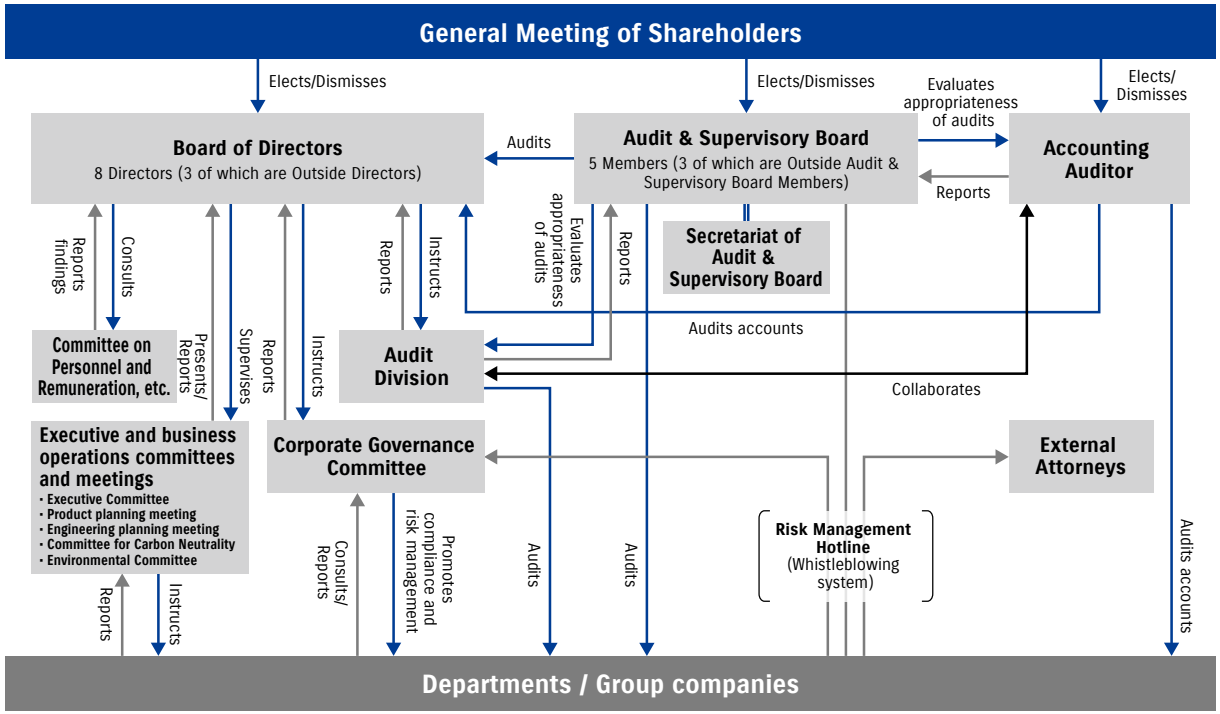
Corporate Governance Report
https://www.globalsuzuki.com/ir/library/governance/pdf/report.pdf

Outline of the corporate governance system

The Company has adopted the current system with the idea that a company auditor system is the foundation and that the establishment of an optional committee for the appointment of highly independent Outside Directors, election of candidates for Directors, and decisions regarding remuneration will enable the improvement of governance.

■ **Corporate governance system**

(As of June 23, 2023)



Status of corporate governance

		Up until FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	From FY2023
	Chairman	Osamu Suzuki Chairman and President (December 2008 to June 2015)	Osamu Suzuki (June 2015 to June 2021)								
	President		Toshihiro Suzuki (From June 2015)								
Board of Directors	Term	1-year terms for Directors since 2002									
	Supervision / execution	Introduced a managing officer system in April 2006									
	Composition (Outside Directors / Directors)	2 of 9 22.2%			2 of 8 25.0%			2 of 7 28.6%	3 of 9 33.3%	2 of 8 25.0%	3 of 8 37.5%
	Support system, etc.		Secretarial Office (Corporate Governance Office prior to August 2021) / Secretariat of Audit & Supervisory Board								
	Number of members	Up to 30 (1989 to June 2017)				Up to 15 (From June 2017)					
	Committees		Committee on Personnel and Remuneration, etc. (Advisory Committee on Personnel and Remuneration, etc. until June 2021)								
				Corporate Governance Committee							
		Environmental Committee									
											Committee for Carbon Neutrality
Vision	Corporate Philosophy	Suzuki Group Mission Statement (Formulated in March 1962)									(Updated in April 2023)
	Code of conduct	Suzuki Activity Charter, Suzuki employees Activity Charter (2003 to April 2016)	Suzuki Group Code of Conduct (Distributed Compliance Handbook in February 2020)								

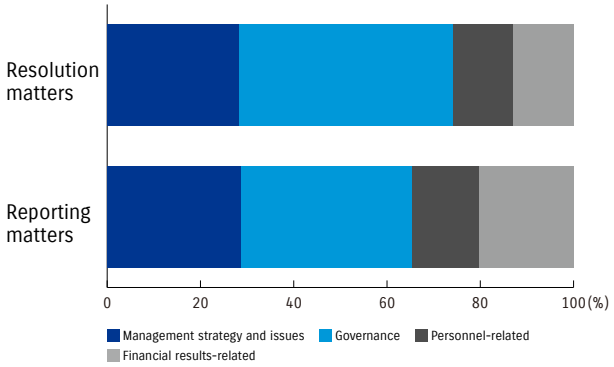
Board of Directors

The Company adopted a managing officer system in 2006 with the aim of speeding up decision-making at the Board of Directors, executing business flexibly and clarifying who is accountable, and has made progress in slimming the composition of the Board of Directors. Currently, there are eight Directors, and out of them, three Outside Directors are elected so that the Company can strengthen the Board's function to supervise business management and have Outside Directors offer useful advice, suggestions, etc. on the Company's business management, based on their respective experience and knowledge and from their diverse perspectives.

In principle, the Board of Directors meets once a month and also as needed to strengthen supervision by making decisions on basic management policies, important business execution matters, matters authorized by the General Meeting of Shareholders to the Board of Directors, and other matters stipulated by law and regulations and the Articles of Incorporation based on sufficient discussion, including from the perspective of legal compliance and corporate ethics, as well as receiving reports on the execution of important business operations as appropriate.

In order to clarify managerial accountability for individual Directors and flexibly respond to the changing business environment, the term of each Director is set to one year.

■ Composition of resolution and reporting matters in Board of Directors meetings held in FY2022



Board evaluation

The Company carried out analysis and evaluation in order to further improve the effectiveness of the Board of Directors. The outline is as follows.

(1) Method of evaluation

- As in FY2021, in FY2022 the Company focused on the Board of Directors' challenges to enhance Suzuki's competitiveness.
- From March to April 2023, interviews were held with individual Directors and as a group for Audit & Supervisory Board Members. Through this process, the Company confirmed future initiatives at Board of Directors meetings in line with discussions at the Executive Committee that took place after the interviews.

(2) Outline of FY2021 results and initiatives

a. Outline of results

1) Agenda-setting should be further strengthened to discuss the direction that the Company should take.
2) Explanatory materials should be clearer about key points for decision-making.
3) More reporting on progress in business execution should be made.
4) Explanations of materials should be shorter and done more efficiently to allocate more time to deliberation.
5) Members attending Board of Directors meetings should have separate meetings to discuss and exchange opinions without formality.

b. Initiatives

1) and 3): Scheduled agenda items were set in advance and discussed at the Board of Directors meetings in order.
2) and 4): The Board of Directors Rules were revised to make it easier for internal departments to understand the procedures to submit proposals to the Board of Directors, and precautions for submission were prepared and guided.
5): At the proposal of the Chairperson of the Board of Directors, the board members have an opportunity to freely exchange their views after Board of Directors meetings.

(3) Outline of FY2022 results and initiatives

a. Outline of results

The Company has received the following feedback from the Outside Directors:

- They have no complaints about the explanation itself and the deliberation time is appropriate.
- They are grateful that the Chairperson of the Board of Directors has taken care so that they can express their opinions candidly and that discussions held in other meeting bodies are made available before they attend a Board of Directors meeting.
- The Board of Directors as a whole is functioning well.

On the other hand, based on suggestions including those made by Outside Directors, the following three issues have been set as priority issues for FY2023:

1) Selection of topics for deliberations, resolution, and reporting
2) Scheduling and advance preparation for submitting proposals to the Board of Directors
3) When to distribute materials in advance and how to prepare and explain materials

b. Initiatives

To achieve the goals of Suzuki's Growth Strategy for FY2030, the Company will make further improvements by setting appropriate agendas, ensuring more detailed scheduling including advance preparation of proposals to the Board of Directors, enhancing explanatory materials and streamlining explanations, etc.

Audit & Supervisory Board

The Audit & Supervisory Board is comprised of five members, specifically Full-time Audit & Supervisory Board Members Taisuke Toyoda and Masato Kasai, and Outside Audit & Supervisory Board Members Norio Tanaka, Norihisa Nagano, and Mitsuhiro Fukuta.

Mr. Taisuke Toyoda, Full-time Audit & Supervisory Board Member, has operational experience in the financial and audit divisions, and Mr. Norio Tanaka, Outside Audit & Supervisory Board Member, has ample experience as Certified Public Accountant. They have sufficient knowledge and experience in relation to finance and accounting. Mr. Masato Kasai, Full-time Audit & Supervisory Board Member, has considerable knowledge in the fields of technology, quality control, environment, etc., Mr. Norihisa Nagano, Outside Audit & Supervisory Board Member, has extensive knowledge in law as a solicitor, and Mr. Mitsuhiro Fukuta, Outside Audit & Supervisory Board Member, has considerable knowledge in the fields of technology, human resources development, etc.

In addition, we have established the Secretariat of Audit & Supervisory Board as a full-time staff division independent of the chain of command of the Directors and others to assist the Audit & Supervisory Board Members in their duties. There are four staff members with expertise and experience in accounting and finance, auditing, overseas assignment, technology divisions, etc.

Audit & Supervisory Board Members' audit procedures conform to the auditing standards of the Audit & Supervisory Board, and according to the auditing policy and division of duties, which are formulated after the General Meeting of Shareholders, Audit & Supervisory Board Members audit the proper execution of corporate management and communicate their opinions by attending meetings of the Board of Directors, Executive Committee and other important meetings, inspecting important approval documents, etc., and receiving reports and interviews from Directors and employees on the status of operations. In addition, Audit & Supervisory Board Members review and discuss the audit plan and topics formulated by the Audit Division, which is an internal audit division, and the results of operational audits conducted by the Audit Division.

The following are the main matters to consider, resolve, and report at the Audit & Supervisory Board meetings.

<Major matters to consider>
- Audit policy and audit plan
- Items to be submitted to Board of Directors meetings
- Status of development and operation of an internal control system
- Appropriateness, etc. of audit methods and results of Accounting Auditors

<Main issues to resolve>
- Audit policy, audit plan and division of duties
- Consent to proposals for election of Audit & Supervisory Board Members
- Evaluation, election and dismissal of Accounting Auditors
- Consent to auditing fees for Accounting Auditors
- Preparation of audit reports

<Main matters to report>
- Audit status and findings from each Audit & Supervisory Board Member
- Status of accounting audit of quarterly financial results, etc., and audits on business report and financial statements, etc.
- Audit plans from Accounting Auditors, report on results of quarterly review, status of implementation of annual audit, and initiatives for quality control of audit
- Discussions with Accounting Auditors on Key Audit Matters (KAM)
- Status of audits conducted by the Audit Division, which is an internal audit division, about the head office, major business sites, and subsidiaries
- Status of financial reporting from the Finance Division

Audit & Supervisory Board Members strive to share information based on the audit policy, audit plan and division of duties resolved at Audit & Supervisory Board meetings. In addition to the activities at Audit & Supervisory Board meetings, Audit & Supervisory Board Members are mainly engaged in the following activities.
- Communication with Directors, internal audit divisions, other employees, etc.
- Attendance at Board of Directors meetings and other important meetings
- Attendance at the meetings of the Committee on Personnel and Remuneration, etc., the Corporate Governance Committee, the monthly business report meeting, the product planning meeting, the Quality Assurance Committee, the Environmental Committee, etc.
- Inspection of important approval documents, etc.
- Investigation of the status of operations and assets at the head office and major business site
- Communication and exchange of information with directors, audit & supervisory board members and others of subsidiaries, etc., and verification of business reports from subsidiaries as necessary
- Attendance at accounting audits conducted by Accounting Auditors
- Exchange of opinions with Representative Directors and Outside Directors

After the end of the fiscal year, Audit & Supervisory Board Members evaluate the effectiveness of the Audit & Supervisory Board and detect issues therein to improve the effectiveness of the Audit & Supervisory Board for the following fiscal year.

Independence of Outside Directors and Outside Audit & Supervisory Board Members

As to the independence from the Company with regard to the election of Outside Directors and Outside Audit & Supervisory Board Members, the Company judges their independence under the Company's "Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members of the Company" based on independence criteria set by the Tokyo Stock Exchange. Suzuki reports all the elected Outside Directors and Outside Audit & Supervisory Board Members to the Tokyo Stock Exchange as independent officers.

<Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members>
The Company judges an independent person who does not fall under any of the following as an Outside Director or an Outside Audit & Supervisory Board Member:

1. Persons concerned with the Company and its subsidiaries ("the Suzuki Group")
(1) With regard to Outside Directors, any person who is or was a person executing business*1 of the Suzuki Group at present or in the past,
(2) With regard to Outside Audit & Supervisory Board Members, any person who is or was a Director, Managing Officer, or employee of the Suzuki Group at present or in the past, or
(3) A spouse or a relative within the second degree of kinship of a present Director or Managing Officer of the Suzuki Group
2. Persons concerned such as business partners or major shareholders, etc.
(1) Any person who is a person executing business of any of the following:
1) A company whose major business partner is the Suzuki Group*2
2) A major business partner of the Suzuki Group*3
3) A major shareholder holding 10% or more of the total voting rights of the Company
4) A company in which the Suzuki Group holds 10% or more of the total voting rights
(2) A person who is or was a representative partner or a partner of the Suzuki Group's Accounting Auditor at present or in the past five years
(3) A person who receives a large amount of remuneration from the Suzuki Group other than remuneration for Director / Audit & Supervisory Board Member*4
(4) A person who receives a large donation from the Suzuki Group*5
(5) A spouse or relative within the second degree of kinship of a person who falls under categories (1) through (4) above

Notes
1. A person executing business:
An Executive Director, an executive officer, a Managing Officer or an employee
2. A company whose major business partner is the Suzuki Group:
A company which belongs to the group of a business partner who has received 2% or more of its consolidated net sales in the group's latest fiscal year from the Suzuki Group in any of the past three fiscal years
3. A major business partner of the Suzuki Group:
A company which belongs to the group of a business partner who has paid 2% or more of the Suzuki Group's consolidated net sales or provides loans to the Suzuki Group worth 2% or more of its consolidated total assets in the Suzuki Group's latest fiscal year in any of the past three fiscal years
4. A person who receives a large amount of remuneration:
In any of the past three fiscal years:
・A consultant or legal or accounting expert, etc., who receives annual remuneration of ¥10 million or more other than remuneration as a Director / Audit & Supervisory Board Member, as an individual
・A consultant or legal or accounting expert, etc., who belongs to an organization that receives annual remuneration worth 2% or more of its annual total revenues
5. A person who receives a large donation:
In any of the past three fiscal years:
・A person who receives an annual donation of ¥10 million or more as an individual
・A person who belongs to an organization that receives an annual donation worth 2% or more of its annual total revenues and manages the activities that are the purpose of the donation

Training for Directors and Audit & Supervisory Board Members

The Company implements trainings that allow Directors and Audit & Supervisory Board Members to deepen their understanding of their respective roles, responsibilities, etc. We intend to make the training an opportunity in which Directors and Audit & Supervisory Board Members take part together in principle, so that they can share information on their respective roles, responsibilities, etc.

When a new Outside Director or a new Outside Audit & Supervisory Board Member assumes post in the Company, the Company will explain to the person the corporate philosophy, lines of business, finances, organizations, etc. In addition, the Company will prepare opportunities, such as interaction with Directors, Managing Officers and employees in the Company, attendance at various meetings related to business operation and management, and joining of factory inspections, to ensure that the person can deepen their understanding of the Company.

Committee on Personnel and Remuneration, etc.

To enhance transparency and objectivity in electing candidates for Directors and Audit & Supervisory Board Members, as well as deciding remuneration of Directors, the Company has established the Committee on Personnel and Remuneration, etc. as an optional committee. A majority of the members are Outside Directors.

The Committee on Personnel and Remuneration, etc. discusses issues such as election standards and adequacy of candidates for Directors and Audit & Supervisory Board Members, as well as the adequacy of the system and level of Directors' remuneration. The Board of Directors decides based on their results. Also, the Board of Directors delegates decisions on some matters to the Committee.

Decisions made by the Board of Directors for the election and remuneration of Senior Managing Officers are also based on the results of the Committee's deliberation.

The main issues reviewed in FY2022 were as follows:

- Appropriateness of policy for determination of individual remuneration, etc. of Directors in FY2022
- Determination of the specific details of basic remuneration for each individual Director in FY2022 (the Board of Directors has delegated this determination to the Committee on Personnel and Remuneration, etc.)
- Appropriateness of policy and procedures for determining the remuneration of Managing Officers in FY2022
- Appropriateness of policy on selecting candidates for Director or Audit & Supervisory Board Member and proposed candidates to be submitted to Annual General Meetings of Shareholders held in 2023 and subsequent years
- Appropriateness of proposed appointments for Executive Vice President

■ Composition of the Board of Directors, Audit & Supervisory Board, and Committee on Personnel and Remuneration, etc. (as of June 23, 2023) and attendance in FY2022

◎: Chairperson ○: Member attending △: Observer

Status	Name	Board of Directors	Audit & Supervisory Board	Committee on Personnel and Remuneration, etc.	
Representative Director and President / Male	Toshihiro Suzuki	◎ (15 times / 15 times)		◎ (7 times / 7 times)	
Representative Director and Executive Vice President / Male	Naomi Ishii	○ (–)		○ (–)	*1
Director and Senior Managing Officer / Male	Masahiko Nagao	○ (15 times / 15 times)			
Director and Senior Managing Officer / Male	Toshiaki Suzuki	○ (15 times / 15 times)			
Director and Senior Managing Officer / Male	Kinji Saito	○ (15 times / 15 times)			
Director / Independent / Male	Hideaki Domichi	○ (15 times / 15 times)		○ (7 times / 7 times)	
Director / Independent / Male	Shun Egusa	○ (12 times / 12 times)		○ (6 times / 6 times)	*2
Director / Independent / Female	Naoko Takahashi	○ (–)		○ (–)	*1
Full-time Audit & Supervisory Board Member / Male	Taisuke Toyoda	○ (15 times / 15 times)	◎ (13 times / 13 times)		
Full-time Audit & Supervisory Board Member / Male	Masato Kasai	○ (15 times / 15 times)	○ (13 times / 13 times)		
Audit & Supervisory Board Member / Independent / Male	Norio Tanaka	○ (15 times / 15 times)	○ (13 times / 13 times)	△ (7 times / 7 times)	*3
Audit & Supervisory Board Member / Independent / Male	Norihisa Nagano	○ (15 times / 15 times)	○ (13 times / 13 times)	△ (7 times / 7 times)	
Audit & Supervisory Board Member / Independent / Male	Mitsuhiro Fukuta	○ (12 times / 12 times)	○ (10 times / 10 times)	△ (6 times / 6 times)	*4

Notes: 1. Mr. Naomi Ishii and Ms. Naoko Takahashi were appointed as Directors on June 23, 2023.
2. Mr. Shun Egusa was appointed as a Director on June 29, 2022.
3. Mr. Norio Tanaka attended two of the seven meetings of the Committee on Personnel and Remuneration, etc. as a committee member and five of those meetings as an observer.
4. Mr. Mitsuhiro Fukuta was appointed as an Audit & Supervisory Board Member on June 29, 2022.

■ Directors and Audit & Supervisory Board Members and their respective experience, specialization, and knowledge

*1 ◎: Experience as President, ○: Experience as executive officer
*2 ◎: Experience in India / emerging countries

Status	Name	Corporate management*1	Technology / R&D / Procurement / Manufacturing / Quality	Sales / Marketing	Finance / Accounting	Legal / Risk management	ESG / Sustainability	HR development / Labor relations / HR	Overseas business / International experience*2	IT / Digital
Representative Director and President	Toshihiro Suzuki	◎	○	○			○		○	
Representative Director and Executive Vice President	Naomi Ishii	◎		○			○	○	◎	○
Director and Senior Managing Officer	Masahiko Nagao					○	○		○	
Director and Senior Managing Officer	Toshiaki Suzuki	◎		○						
Director and Senior Managing Officer	Kinji Saito	◎		○					◎	
Director	Hideaki Domichi	○				○	○	○	◎	
Director	Shun Egusa	○	○						○	
Director	Naoko Takahashi						○		◎	
Full-time Audit & Supervisory Board Member	Taisuke Toyoda				○	○	○			
Full-time Audit & Supervisory Board Member	Masato Kasai		○			○	○			
Audit & Supervisory Board Member	Norio Tanaka				○	○				
Audit & Supervisory Board Member	Norihisa Nagano					○				
Audit & Supervisory Board Member	Mitsuhiro Fukuta		○					○		

Reference: Managing Officers who are responsible for multiple business segments and do not concurrently serve as Directors and their respective experience, knowledge, and specialization

Executive Vice President	Kenichi Ayukawa	◎		○	○				◎	
Senior Managing Officer	Katsuhiro Kato		○			○				○
Managing Officer	Shigetoshi Torii	◎	○				○		◎	

Executive Committee and other various meetings relating to business operation and management

In order to speedily deliberate and decide on important management issues and measures, the Company holds the Executive Committee, attended by Executive Directors, Managing Officers, Executive General Managers, and Audit & Supervisory Board Members, as well as meetings to report and share information on management and business execution on a regular and as-needed basis.

Also, various meetings are held periodically and whenever necessary to deliberate business plans, etc. and to receive reporting on operation of the Company, enabling the Company to appropriately plan, identify administrative issues at an early stage, and grasp the situation on execution of operation.

In such a way, the Company is enhancing the efficiency of decision-making at the meetings of the Board of Directors and the supervision of execution of operations.

Corporate Governance Committee

The Corporate Governance Committee has been established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures and policies for the Suzuki Group's sustainable growth and the mid- to long-term enhancement of corporate value. The Committee also verifies the results of the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act.

Following a resolution of the Board of Directors in March 2023, the Committee was restructured in April 2023 to include the President as the Chairperson, the Vice Presidents, some of the Senior Managing Officers and Managing Officers as Vice Chairpersons, and other Managing Officers and the Executive General Managers as members, with Full-time Audit & Supervisory Board Members present as observers, commencing to oversee overall risk management including compliance.

Internal auditing

The Audit Division was established as an organization under the direct control of the President, whose staff members with expertise in various areas of the Company's operations regularly audit the Company's departments and domestic and overseas Group companies in accordance with the audit plan.

Operational audits include on-site, remote, and paper audits to confirm the appropriateness and efficiency of overall operations, compliance with law and regulations and internal rules, and the development and operation of internal controls, such as the management and maintenance of assets. The operational audit results are reported to the President, the head of relevant divisions and Full-time Audit & Supervisory Board Members each time an audit is conducted, along with proposals for improvement of matters pointed out. The results of audits are also reported to the Audit & Supervisory Board on a regular basis and opinions are exchanged there, as well as to the Board of Directors once every six months. Advice and guidance are provided until improvements are completed to solve issues at an early timing.

In addition, the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act is conducted by the Corporate Governance Committee, and the results are reported by the Corporate Governance Committee to the Board of Directors and the Audit & Supervisory Board.

For subsidiaries with internal audit divisions, the Company's internal auditing checks their activities, receives reports on their audit plans and results, and provides advice and guidance as necessary.

Furthermore, audit results are shared with the Accounting Auditor as needed, and regular meetings are held to share information, enhance communication, and maintain close cooperation.

Policy on Directors' and Audit & Supervisory Board Members' remuneration

a. Remuneration of Directors

Regarding the decision-making policy for individual remuneration of Directors (hereinafter referred to as the "Decision-making Policy"), the Committee on Personnel and Remuneration, etc., with a majority of the members as Outside Directors, is consulted on the appropriateness of the proposed policy. The Board of Directors deliberates and makes a resolution based on the report. The following is a summary of the Decision-making Policy as of the publication of this report.

Remuneration of Directors (excluding Outside Directors) consists of basic remuneration, bonuses linked to the Company's performance of each fiscal year, and restricted stock remuneration to function as an incentive for continuous improvement of the Company's corporate value resulting in the mid- to long-term stock price. The ratio is roughly 40% basic remuneration, 30% bonuses, and 30% restricted stock remuneration. Outside Directors' remuneration shall be solely basic remuneration, given their duties.

Basic remuneration for Directors is fixed monthly remuneration, which is determined and paid in consideration of duties and responsibilities, remuneration levels at other companies, and employee salary levels. Bonuses are calculated based on a formula for each position linked to consolidated operating profit and are paid at a certain time each year. In addition, the content of restricted stock remuneration is determined based on the criteria for each position and is delivered at a certain time every year.

The Decision-making Policy for remuneration, etc. for FY2022 was established by a resolution at the Board of Directors meeting held on June 15, 2022, after a consultation with the Committee on Personnel and Remuneration, etc. on the same day.

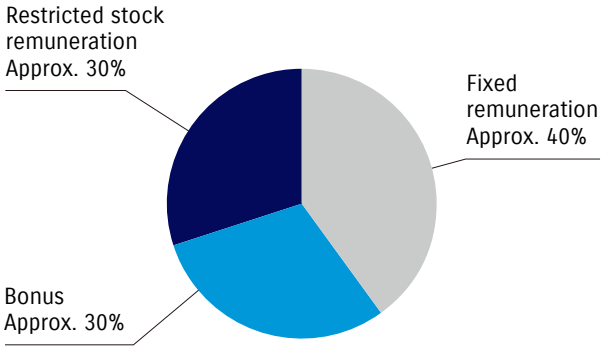
The determination of specific details about basic remuneration for each individual for FY2022 was delegated to the Committee on Personnel and Remuneration, etc., in accordance with a resolution of the Board of Directors meeting held on June 15, 2022. The reason for this delegation was to increase the transparency of the process for determining remuneration. Specific calculation methods to decide on FY2022 bonuses for each position were resolved at the Board of Directors meeting held on the same day, and specific details about payment of restricted stock remuneration for each individual were resolved as of July 12, 2022 by a so-called written resolution of the Board of Directors meeting under Article 370 of the Companies Act, after an outline was explained in advance at the Board of Directors meeting. Based on the above, the Board of Directors has determined that the individual remuneration, etc. for Directors in FY2022 is in line with the Decision-making Policy.

Bonus (performance-linked remuneration)
Bonuses are paid to Directors (excluding Outside Directors) in order to raise awareness of improvement of each fiscal year's performance. The specific amount of remuneration for each individual is calculated by multiplying the performance indicators predetermined by the Board of Directors by a stipulated percentage and the multiplication rate by position predetermined by the Board of Directors. The performance indicator is consolidated operating profit from the perspective of company profitability.

Restricted stock remuneration
It is paid to Directors (excluding Outside Directors) in order to function as an incentive for continuous improvement of corporate value and to further promote shared value with shareholders. Eligible Directors receive ordinary shares of the Company by paying all remuneration paid based on the resolution of the Board of Directors (monetary remuneration rights) as contribution in kind. The transfer restriction period is until the date of retirement from the position of Director. If a Director falls under certain grounds, such as the Director retiring for any reason other than that deemed reasonable by the Board of Directors, the Company shall acquire the shares allotted for no fee.

b. Remuneration of Audit & Supervisory Board Members
The remuneration of Audit & Supervisory Board Members shall be limited to monthly fixed remuneration and is determined and paid based on consultations with Audit & Supervisory Board Members.

■ **Estimated composition of the remuneration of Directors (excluding Outside Directors)**



■ **Amount of remuneration for Directors and Audit & Supervisory Board Members in FY2022**

Officer classification	Total amount of remuneration (Million yen)	Total amount of remuneration by type (Million yen)			Number of eligible officers
		Fixed remuneration	Bonus	Restricted stock remuneration	
Directors (excluding Outside Directors)	506	204	196	105	6
Outside Directors	30	30	–	–	5
Total	536	234	196	105	11
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	57	57	–	–	2
Outside Audit & Supervisory Board Members	36	36	–	–	4
Total	93	93	–	–	6

Notes: 1. The above bonus and restricted stock remuneration for Directors (excluding Outside Directors) are the amounts recorded as expenses in FY2022.
2. The above remuneration for Outside Directors includes the amount paid to two Directors who retired as of the conclusion of the 156th Annual General Meeting of Shareholders held on June 29, 2022 and one Director who retired by resigning on September 21, 2022.
3. The above remuneration for Outside Audit & Supervisory Board Members includes the amount paid to one Audit & Supervisory Board Member who retired by resigning as of the conclusion of the 156th Annual General Meeting of Shareholders held on June 29, 2022.

Status of meetings with shareholders, etc.

In the belief that understanding the interests and concerns of the shareholders through constructive dialogues from a mid- and long-term perspective will contribute to the Company's sustainable growth and the mid- and long-term enhancement of corporate value, the Company is striving to promote dialogue with the shareholders.

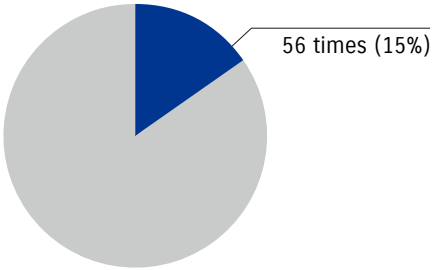
■ FY2022 result

Number of meetings held		Number of companies	Number of people
Total	Of which, ESG meetings		
363	22	891	1,185

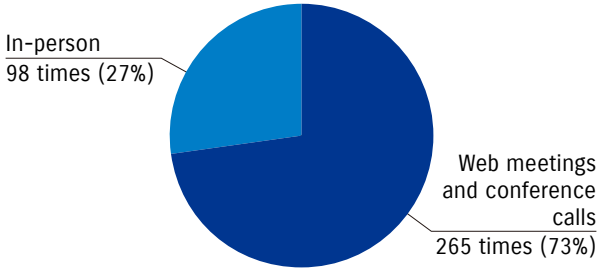
(Main dialogue topics)
Most of the main topics discussed concerned Suzuki's mainstay Indian market for automobiles. A wide range of views were also exchanged on other main topics such as the Japanese market for automobiles, electrification strategy, financial figures, and shareholder returns.

(Main dialogue topics at ESG meetings)
The Company exchanged a wide range of views about measures for carbon neutrality, growth strategies, human rights, women's empowerment, and corporate governance, among other topics.

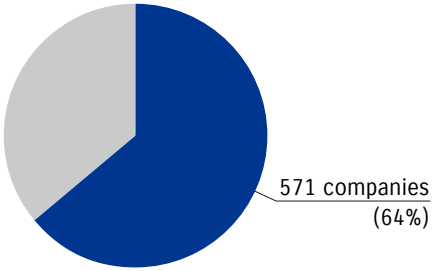
■ Attendance of Directors



■ Type of meeting



■ Ratio of overseas institutional investors attending meetings



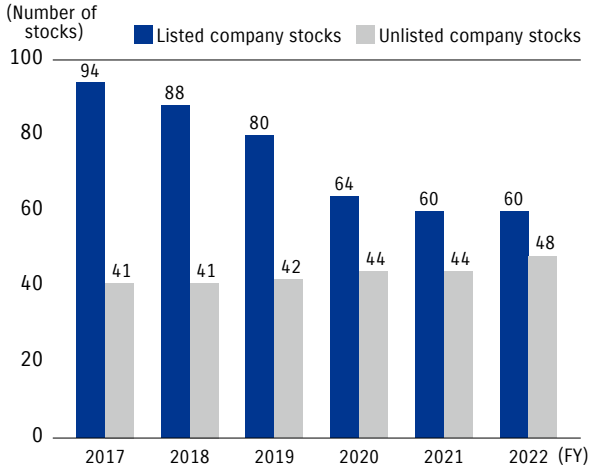
The management team and Board of Directors are provided with feedback regarding dialogue content and other related details.

Situation of cross-shareholdings

Appropriateness of individual cross-shareholdings is examined by the Board of Directors every year. The Company makes a comprehensive judgment on the accompanying benefits, risks, and other factors of holdings, taking into consideration the nature, scale, and other factors of transactions and setting qualitative criteria, including aspects of enhancement of corporate value, as well as quantitative criteria including comparison with capital costs. The Company will then reduce cross-shareholdings in the stocks it has decided to sell.

The Company has decided to sell 5 out of 60 listed company stocks held at the end of March 2023, and it is currently selling those stocks.

■ Trends in the number of cross-shareholdings



The increase of four unlisted company stocks in FY2022 was due to investment in startups engaged in the development of New Mobility technology and investment in businesses that contribute to decarbonization.

Compliance

Basic Policy

For the Suzuki Group to achieve sustainable growth and development, it must be trusted by society and its activities need to be supported and understood. For this purpose, Suzuki recognizes that it is essential to not only comply with laws and internal regulations, but also adhere to social norms and carry out activities based on high ethical standards.

On the basis of the tradition and spirit passed down since the Company's founding, in 1962 Suzuki established the Mission Statement, which expresses the corporate philosophy of "what kind of company we seek to become" with the aim of sharing values throughout the Suzuki Group. (Please refer to page 7 of Corporate Philosophy for details.)

In 2016, Suzuki formulated the Suzuki Group Code of Conduct in line with the spirit of the Mission Statement, as a set of rules for enabling all persons working in the Suzuki Group to dedicate themselves to their duties healthily, efficiently, and energetically. This Code of Conduct has been made into a booklet so that all Suzuki Group employees can carry it at all times. Besides a Japanese version, English and Portuguese versions have been created and distributed to non-Japanese employees working in Japan. Also, at overseas subsidiaries, booklets written in the respective local native languages are distributed to employees.

Furthermore, based on the Code of Conduct, in 2020 Suzuki created and distributed the Compliance Handbook to all employees in Japan. This handbook specifically summarizes what people working in the Suzuki Group must and must not do from the perspective of compliance. Along with a Japanese version, Suzuki also created English and Portuguese versions of the handbook to enable employees to confirm and review their conduct at any time in their daily work.

Compliance system

Corporate Governance Committee

Suzuki has established the Corporate Governance Committee directly reporting to the Board of Directors. The Committee examines matters to ensure compliance and risk management, as well as to promote measures and policies to address cross-organizational issues in cooperation with related departments. The Committee also verifies the results of the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act.

Following the resolution of the Board of Directors in March 2023, the Committee was restructured in April 2023 to include the President as Chairperson, the Vice Presidents, some of the Senior Managing Officers and Managing Officers as Vice Chairpersons, and other Managing Officers and the Executive General Managers as members, with Full-time Audit & Supervisory Board Members present as observers, commencing to oversee overall risk management including compliance.

The Committee engages in enhancement of compliance awareness by employees and urges caution for individual legal compliance throughout the Company. Furthermore, if compliance issues arise, the Committee deliberates each issue, formulates required measures, and reports the details to Directors and Audit & Supervisory Board Members as appropriate.

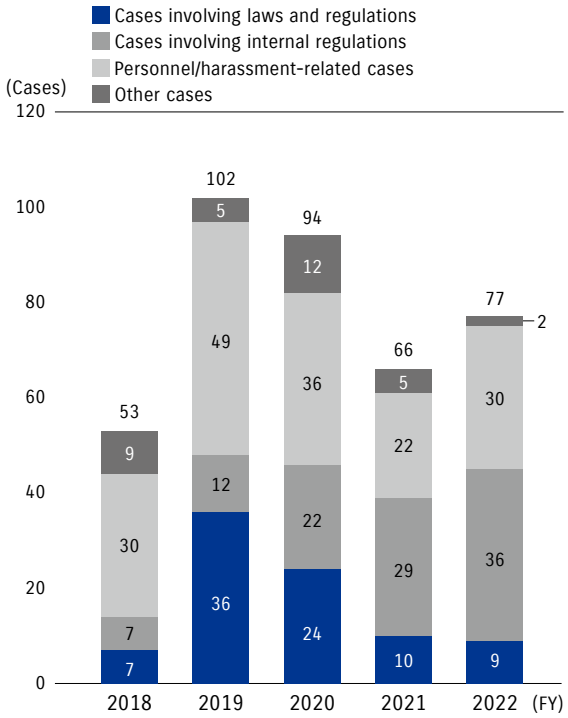
Whistleblowing system (Suzuki Group Risk Management Hotline)

With the aim of preventing and promptly addressing non-compliance matters, Suzuki has established whistleblowing hotlines (Suzuki Group Risk Management Hotline; two internal hotlines and one external hotline (law firm)) based on a whistleblowing system. The hotlines accept reports from all Suzuki Group executives and employees (including temporary employees, fixed-term contract employees, and retired employees), whether in Japan or overseas, and from external parties such as business partners. Rules for whistleblower protection have been established at whistleblowing hotlines, covering matters such as protecting the anonymity of whistleblowers and maintaining the confidentiality of report content, thereby establishing a system that allows whistleblowers to report on breach of laws and regulations or their possibility without facing any disadvantageous treatment.

Suzuki has also conducted a survey on awareness and use of the whistleblowing system and conducts initiatives to ensure employees' opinions lead to improvements.

The number of whistleblowing cases in the past five years (FY2018–FY2022) is as follows:

■ **Trends in the number of whistleblowing cases***



* Total of compliance-related cases only

Compliance-related education

The Suzuki Group offers internal compliance-related education and training. The Company provides opportunities for systematic and continuous learning primarily through level-based group training.

■ FY2022 results

Scope	Suzuki Motor Corporation	Suzuki Group domestic distributors and Group sales companies, etc.
Number of participants	1,063	2,517
Scope of training	・New recruit seminar ・Training for newly appointed employees with job titles (assistant manager / supervisor / foreman / manager / Executive General Manager class)	・New recruit seminar ・2nd-year seminar / 5th-year seminar ・Training for newly appointed site managers ・Training for newly appointed employees with job titles (assistant manager / manager)
Main topics	Labor management, safety and health management, fire prevention management, whistleblowing, harassment, intellectual property (copyright, etc.), Subcontract Act, and security export control, among other topics	

Compliance-related initiatives

● Status of measures to prevent recurrence of improper conduct during final vehicle inspections

"Remember 5.18," an initiative for activities so that we never forget the improper sampling inspection of fuel consumption and exhaust gas in 2016 as well as the improper conduct regarding final vehicle inspection in 2018, is conducted in a way that all employees and officers, including the President, can take part, and we strive to foster a workplace culture where improper conduct does not occur due to compliance awareness and enhanced communication.

In FY2023, Suzuki conducted Company-wide "take stock" activities with a focus on the relationship between operations and laws and regulations as a general inspection (from April 20 to May 10), reviewing 8,986 cases. Activities undertaken so far were starting to show signs of losing teeth and becoming formalities. Therefore, the Company established the Four Principles of Conduct to ensure legal compliance based on case analysis, with an emphasis on implementing PDCA cycles. (The Four Principles of Conduct are: (1) Understand laws and regulations, (2) Apply the laws and regulations to your own duties and act accordingly, (3) If problems occur, share them with other departments, and (4) Act with ownership, without relying on others.) The Company has required all employees to practice the Four Principles of Conduct in their daily duties.

We continued to hold worksite discussions in which the President personally visits all divisions, plants, and sites of Suzuki Motor Corporation and exchanges views with employees on legal compliance and new operational measures. In FY2022, the President visited offices and sites in 41 Suzuki Motor Corporation locations throughout Japan.


The "Remember 5.18" initiative in session (held on May 18, 2023)

Japan **Domestic sales distributors**

Sales distributors train employees through an education system suiting their type of work or career to develop staff that customers can rely on. In addition, they set up opportunities and attend lectures on harassment and the SDGs to create organizations where human resources can thrive and to manage risks.

SDGs training at
Suzuki Motor Sales Tokushima Inc.

Harassment training at
Suzuki Motor Sales Okinawa Inc.

Risk management

Risk management system

Suzuki has established the Corporate Governance Committee under the Board of Directors. The Committee has been established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures to address cross-organizational issues in cooperation with related departments.

The Company ensures issues occurring or recognized in any department are deliberated on promptly by the Corporate Governance Committee or another committee, depending on their urgency and severity. The Company checks concerns of the impact and measures from each division every week at the Executive Committee to quickly grasp the impact on the business and make necessary management decisions on issues related to product quality, homologations, final vehicle inspections, as well as newer issues such as climate change and decarbonization, and issues of shortages of semiconductors and other parts or raw materials. Particularly important issues are discussed and reported by the Board of Directors.

Response to quality issues

The Company is working to strengthen its system for prompt investigation of causes and swift implementation of countermeasures to avoid situations where the prolonged response to quality issues causes major inconvenience to customers and an increase in the cost of countermeasures. The Company constantly keeps track of the latest status of quality issues at weekly and monthly meetings such as the Executive Committee. Market actions such as recalls are decided after deliberation by the Quality Assurance Committee, which is composed of related officers, Executive General Managers, General Managers, etc.

Establishing a tax policy

Suzuki established the Suzuki Group Tax Policy in December 2022 as the basic policy for thorough tax compliance and to conduct appropriate tax payments.

Tax Policy of the Suzuki Group

The Suzuki Group (hereinafter referred to as “we”) shall conduct business by placing utmost importance on our motto and mission of developing products and providing services of superior value by focusing on the customer. Simultaneously, we understand the importance of being tax compliant, by duly fulfilling our obligations as a taxpayer and returning our profits to society by way of payment of taxes and strive to contribute to society.

(Legal Compliance)

We shall comply with all relevant tax regulations including the tax laws of individual countries, the OECD Transfer Pricing Guidelines, the BEPS Action Plan as well as tax treaties, and at the same time, we shall not engage in unjust acts of tax avoidance.

(Governance)

We have established appropriate management reporting systems to deal with tax risks as part of an internal control mechanism. The management strives to resolve tax risks that are crucial and/or require immediate attention by taking various measures including deliberations at appropriate meetings as necessary. Timely in-house training and tax compliance awareness programs are conducted for employees across various departments to promote tax literacy and cognizance of applicable tax laws and regulations.

(Relationship with Tax Authorities)

We shall take every possible opportunity to foster a trustworthy relationship with tax authorities. In addition, if there is a lack of mutual understanding with the tax authorities, we shall promptly communicate with them. Furthermore, we shall sincerely make transparent tax payments and deal with tax audits appropriately in accordance with the basic policy and guidelines.

(Prevention of Double Taxation)

We are well aware of the applicable double taxation risks arising on account of international taxation, including transfer pricing. We follow the international transfer pricing guidelines as well as local regulations of the respective countries of operation when determining the prices of inter-company transactions. Furthermore, as a group, we shall strive to eliminate any presence of double taxation by consultation with tax experts, negotiation with relevant tax authorities, and implementation of applicable remedies.

Efforts for preventing corruption

While acknowledging the existence of differences in laws and regulations related to competition such as antitrust law, those related to fair trading, and societal norms in each country or region, the Suzuki Group will grasp the differences and provide training to employees to ensure that they observe laws and regulations and societal norms in their respective countries and regions. We will work to prevent all forms of corruption, including bribery.

Efforts for preventing bribery

Suzuki makes efforts to prevent bribery. The Suzuki Group Code of Conduct explicitly prohibits the bribery of public officials while the Compliance Handbook cites examples of specific prohibited acts (e.g., making facilitation payments, providing entertainment for public officials who have an influence on corporate activities, etc.).

Additionally, to build and maintain fair and proper relationships with all our business partners, Suzuki has prescribed internal regulations regarding entertainment received from our business partners and requires all executives and employees to obey these rules.

Efforts for preventing anti-competitive behavior

Within the Suzuki Group Code of Conduct, Suzuki calls for compliance with laws and regulations, including competition laws, and provides thoroughgoing education in this area.

Moreover, Suzuki is working to raise the level of understanding among employees such as by citing specific prohibited behavior in an easily comprehensible manner in the Compliance Handbook.

Efforts for compliance with laws and regulations, respect for human rights and environmental conservation in the supply chain

In step with the global development of Suzuki's business activities, its business partners and other stakeholders are increasingly multi-nationalized and diversified. As such, there are rising expectations for Suzuki to not only comply with the laws and social norms of each country but also fulfill its corporate social responsibilities (CSR) while giving consideration to the culture and history of each region.

Based on such social demands, Suzuki summarized in its CSR Guidelines for Suppliers its basic policy on the social responsibilities it must fulfill and the matters it must put into practice together with its business partners. Accordingly, Suzuki and its suppliers work as one team in promoting CSR activities.

Moreover, Suzuki newly established the Suzuki Group's basic policy regarding human rights in December 2022. We believe that respect for human rights is the basis of all our corporate activities and are rigorous in this pursuit through each of the companies in the Suzuki Group. Furthermore, we expect all business partners associated with our business, including suppliers and dealers, to understand this policy and respect human rights, and proactively encourage and cooperate with them on their efforts.

Please refer to page 129 for details on the Suzuki Group Basic Policy on Respect for Human Rights.

Business continuity plan (BCP)

The Company has formulated a BCP assuming the occurrence of Nankai Trough megathrust earthquakes, and based on this, secures the necessary cash on hand and lines of credit as one aspect of measures to prepare for natural disasters.

Disaster measures by Suzuki

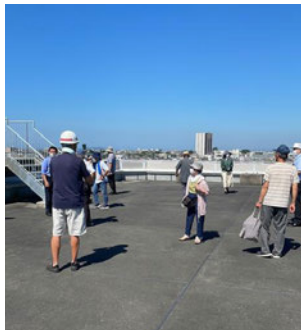
Suzuki takes various measures for natural disasters including Nankai Trough megathrust earthquakes to give top priority to protecting employees' lives and quickly resuming our business for our customers as well as minimizing the impact of damages. For example, we have taken various preventive measures such as earthquake resistant measures for buildings and facilities, fire prevention measures, establishment of the disaster action manual and Business Continuity Plan (BCP) that includes establishment of a disaster countermeasure organization, and purchase of earthquake insurance.

Damage prevention

While the Group has been taking various measures to prevent anticipated damage caused by Nankai Trough megathrust earthquakes, after experiencing the Great East Japan Earthquake, it has diversified production and research sites including those overseas. Firstly, it relocated plants and facilities to the Miyakoda district in the northern part of Hamamatsu from the Ryuyo region in Iwata, Shizuoka, since massive tsunami damages are anticipated in the region. The Group has diversified its production of engines for mini-vehicles, which was concentrated at Sagara Plant, to Kosai Plant to mitigate risk. Furthermore, the Group is expanding its research facilities in India in order to mitigate risk concerning product development facilities for automobiles at Sagara Proving Grounds. In order to enhance the performance of disaster countermeasure headquarters, which is to be established following a disaster, the head office periodically conducts training with officers and each representative of the disaster countermeasure headquarters attending in cooperation with a consulting company specialized in disaster countermeasures. Through these initiatives, the Group will continue to enhance its preparedness against natural disasters.

Efforts against earthquakes and tsunami taken by Suzuki for local residents

A part of Suzuki's facilities is registered as a tsunami shelter for local residents, who are invited to see the shelter once a year. Also, we have a system in place to deploy watchmen to the roof of the head office when an earthquake occurs. There, manual and electric sirens are installed, and if a tsunami has been observed, a siren is sounded to notify staff and nearby residents. The electric siren is designed to be operated via a dedicated electric generator in case of a power failure.



Inspection tour of a tsunami evacuation area

Measures against earthquakes and tsunami taken by Suzuki for employees

Earthquake Early Warning systems are installed at the head office, each plant, and manufacturing Group companies in an aim to protect the lives of our employees. Earthquake and tsunami evacuation drills are repeatedly conducted with participation from all employees so that when the Earthquake Early Warning system is activated, the employees are able to guarantee their safety, and at offices with risk of tsunami, safely evacuate to places where damage from flooding is not anticipated. We have established a system to confirm the safety of employees immediately when a disaster occurs via communication equipment such as satellite telephones and radios, which are installed at each plant and sales distributors all over Japan as an emergency communication tool, and we conduct a communication drill every month to be ready for an emergency.



Tsunami evacuation training

Furthermore, as a method of confirming the safety of off-duty employees, we introduced the “safety information system” in case an earthquake or tsunami occurs. When an earthquake with a seismic intensity of five lower or above occurs, in order to confirm the safety of employees and their families, this system automatically sends “safety inquiry e-mails” to e-mail addresses that each employee has registered and those who receive the e-mail send a reply about their own safety condition, allowing managers to confirm the situation. We conduct training twice a year so that we can confirm everyone’s safety immediately during a disaster.

Additionally, we distribute leaflets titled “What you should do at each home in advance to prepare for various disasters” to all employees so that each home can be ready for earthquakes and floods. We urge everyone to confirm individual contact information and evacuation sites as well as the risk to homes, etc. through hazard maps, and to stockpile supplies, and convey the importance of making preparations before disasters occur.

A leaflet distributed in 2021

Efforts against fire disasters

Suzuki works to identify the actual cause of even the smallest fires, to find out the real cause of the fire and thoroughly carry out effective measures, as well as conducts Company-wide voluntary inspections in conjunction with fire prevention campaigns. We conduct fire drills using fire extinguishers and fire hydrants to minimize damage in the event of a fire, as well as drills in which fire trucks and small portable pumps are used to discharge water by the “private fire brigade,” a fire prevention organization consisting of employees.

Moreover, to ensure there are no fire prevention defects at plants and offices, we conduct fire disaster audits cross-checking each other in addition to fire prevention audits conducted in conjunction with insurance companies, setting fire disaster standards to prevent fires from breaking out and building a global fire disaster system including overseas plants.


Fire evacuation drill


Private fire brigade hosing drill

Contribution to construction of storm surge barrier in the coastal zone of Hamamatsu

Suzuki contributed a total of ¥500 million by the end of September 2014 to the “Hamamatsu Tsunami Protection Measure Fund” which Hamamatsu City has founded for constructing a tsunami barrier as a countermeasure for tsunami caused by earthquakes. In addition, a total of ¥500 million was contributed to “Hamamatsu Sports Facility Construction Fund” by the end of March 2015 to cooperate with construction of a sports facility which has both a tsunami evacuation base and urgent relief heliport functions in case of a disaster. As a result, with the “Hamamatsu Tsunami Protection Measure Fund” and “Hamamatsu Sports Facility Construction Fund” combined, the total amount of contributions to the Hamamatsu City storm surge barrier was ¥1 billion.

The Company also contributed ¥340 million in total to eight neighboring cities and towns in western Shizuoka Prefecture, where many of its plants, associated facilities and business partners are located, for disaster measures such as earthquakes and tsunami by the end of March 2019, contributed ¥2.8 billion to Iwata City in August 2020 to promote the construction of the storm surge barrier, and donated a portion of land for the Ryuyo Proving Grounds in December 2021.

TOPICS

Global Risk Management initiatives started

Suzuki started the Global Risk Management (GRM) initiative in FY2022 in cooperation with Tokio Marine & Nichido Fire Insurance Co., Ltd. and Tokio Marine dR Co., Ltd., which have risk management expertise, with the aim of building a system where “fire accidents don’t break out, are difficult to break out or quickly recover if they do break out.”

(1) Formulate globally unified fire standards
(2) Conduct joint fire prevention audits
(3) Calculate a unified fire prevention score

Depending on the GRM initiative, we will enact a PDCA cycle, strengthening the planning and checking for the aforementioned three items while striving to enhance the effectiveness of the Do and Action we carry out daily.

In FY2022, we started initiatives in the Suzuki Motor Corporation’s main domestic plants and for domestic manufacturing subsidiaries, and plan to sequentially broaden their reach to development department facilities, sales offices and overseas offices.

Privacy, Information Security and Intellectual Property

Privacy

Protecting personal information

We fully recognize that personal information (information regarding our customers, business partners, shareholders, investors, employees, etc.) is an important and valued asset that we receive from individuals, and it is our obligation under the law and our accountability to society, to handle this information properly and with care. In response to this, we established the “Suzuki Motor Corporation basic policy on protection of personal information” and work hard for protection of personal information. Details on the handling of personal information are released on the Suzuki corporate website:
For Japan:
http://www.suzuki.co.jp/privacy_statement/index.html
For overseas:
https://www.globalsuzuki.com/cookies/index.html

We establish the in-house rules and revise them as required according to revision of related laws, etc. to handle personal information appropriately, and to familiarize our employees with these rules, Suzuki provides education so that all employees thoroughly become aware of protection and appropriate handling of personal information.

The specific measures taken by Suzuki to manage personal information are as follows.

Suzuki has appointed personal information managers responsible for managing personal information for the entire Company, as well as those responsible for managing personal information in each department, and has implemented necessary and appropriate measures, including items 1 to 6 below, to prevent leakage, loss, damage, misuse, alteration, and unauthorized access of personal information handled by Suzuki. In addition, in accordance with regulations and manuals, the status of personal information handling is reviewed once a year and reported to the Corporate Governance Committee, and a reporting system is in place for cases of inappropriate handling of personal information.

1. Establish regulations and manuals for handling personal information (personal data) at each stage of acquisition, use, storage, provision, deletion, disposal, etc., including handling methods, responsible personnel, personnel in charge, and their responsibilities
2. Clarify the employees who handle personal information (personal data) and the scope of such information handled by these employees, and establish a reporting and communication system in case of any instances or indications of violation of laws, regulations, or handling rules are detected
3. Provide training to employees on matters to keep in mind regarding the handling of personal information
4. Manage employees’ entry and exit to areas where personal information (personal data) is handled, restrict equipment brought in by employees, and take measures to prevent unauthorized persons from viewing personal information (personal data)
5. Control access to limit the scope of personnel in charge and the personal information databases, etc. handled
6. Implement mechanisms to protect information systems that handle personal information (personal data) from unauthorized outside access or unauthorized software

In addition, the basic policy on protection of personal information is also followed at Suzuki Group companies to thoroughly ensure protection of personal information.

We will continuously review and improve the personal information protection system.

Information security

Basic concept

To properly manage personal and confidential information, based on the Suzuki Basic Policy for Information Security, an information security officers' committee was established under the Corporate Governance Committee to deal with information security in general including cybersecurity, and the Company is promoting the Suzuki Group's information security measures.

Suzuki Basic Policy for Information Security

1. Legal compliance
   We shall comply with laws, regulations, national guidelines, contractual obligations, and other social norms related to information security.

2. Initiatives for information security and product security
   To ensure that our customers can use our products and services with peace of mind, we shall address product security as part of our information security efforts.

3. Building of information security management system
   In addition to establishing an information security officers' committee, we shall assign a person in charge of handling confidential information and an information security promoter to each internal department and organization.

4. Establishment of internal regulations
   We shall establish internal regulations concerning information security and make them known to all employees.

5. Establishment of audit system
   We shall conduct information security audits regularly and as needed to verify that information security-related laws and regulations are complied with and that regulations and rules are functioning effectively.

6. Implementation of information security measures
   We shall implement organizational, technical, physical, and personnel security measures to prevent damages such as information leaks or alteration.

7. Implementation of education
   We shall provide information security-related education and training for all employees in order to raise their awareness of and ability to deal with information security.

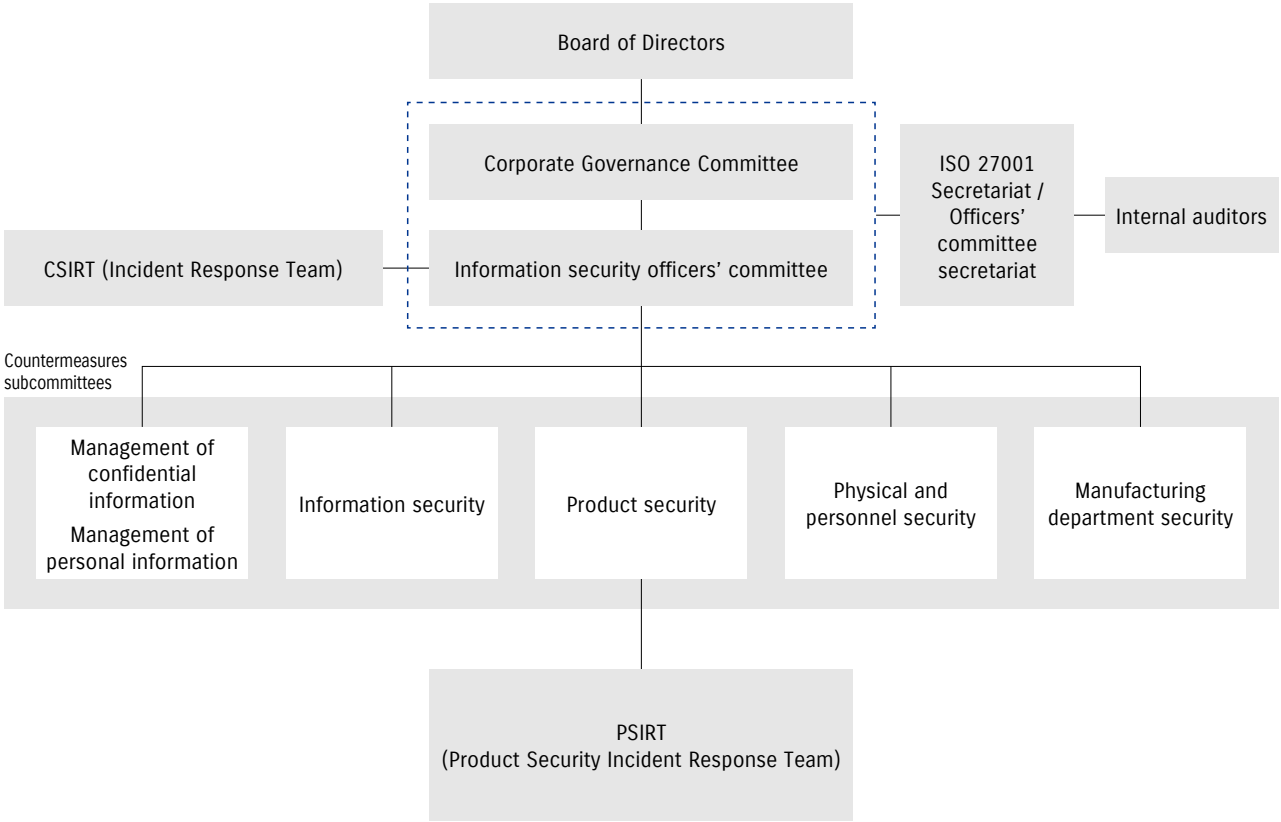
8. Management of outsourced contractors
   We shall examine the security level of outsourced contractors. For important outsourced contractors, the security level shall be audited on a regular basis.

9. Implementation of continuous improvements
   We shall continuously improve the overall system to ensure information security by regularly evaluating and reviewing the above efforts.

Management system

We have established countermeasures subcommittees under the information security officers' committee to build a system to implement more appropriate information security management.

■ Information security management system promotion organization



Preparation for information leakage and external attacks

We obtained ISO 27001 (information security management system) certification in 2020, and we continue to maintain the certification by conducting Company-wide assessment activities and internal audits every year.

We have organized a dedicated CSIRT (Computer Security Incident Response Team) to prevent information security incidents, detect and resolve them at an early stage when they occur, and prevent recurrence after they occur. In preparation for the occurrence of such incidents, the CSIRT conducts (1) collection and analysis of information on information security incidents and (2) internal awareness-raising activities.

In addition, we conduct response training twice a year for CSIRT members on the assumption that an information security incident has occurred.

Implementation of education

For information security, we provide the following training to all employees, including officers, as well as to all personnel in charge.

・Implementation of information security education
For all employees, including officers, we conduct e-learning education (once a year), distribution of ISMS (Information Security) education cards (once a year), new employee training, and rank-based training.

・Implementation of targeted attack e-mail response training
For all employees, including officers, we conduct targeted attack e-mail response training (once or twice a year) and distribute ISMS education cards to alert them to security issues and inform them of the contact information in case of a security incident.

・Education for departmental information security officers
Twice a year, information security management education is conducted for personnel in charge of handling confidential information and information security promoters in each department.

Product security

・Product security countermeasures subcommittee
Under the information security officers' committee, we have established a product security countermeasures subcommittee, an organizational body that manages security operations from product development to disposal, and conducts regular management of product security. By continuing these activities, we ensure the daily safety and security of our customers.

・PSIRT
This countermeasures subcommittee has established a PSIRT (Product Security Incident Response Team) to collect industry information from organizations such as Auto-ISAC*, a North American automotive cybersecurity organization that collects and analyzes product-related security information, in preparation for product security attacks.

* Automotive Information Sharing and Analysis Center

・Product security reporting and audits
We conduct audits every year to comply with and improve organizational systems and regulations and procedures related to product security. The product security countermeasures subcommittee regularly reports on the progress of development and the status of the PSIRT, as well as objective status reports through audits, in order to speedily deal with attacks related to product security.

Initiatives related to intellectual property

Suzuki has made it the first part of its Mission Statement to "develop products of superior value by focusing on the customer." The Company conducts intellectual property activities basically for rights formalization of knowledge and technology that create value, and protects, accumulates and utilizes these rights as intangible assets.

The core of these intellectual property strategies lies in "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," which is the root of Suzuki's philosophy and culture and also contributes to carbon neutrality. Based on the Philosophy of Conduct "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," each and every employee will respond to the diversifying needs of customers and society with wisdom and ingenuity. They will design and develop products with original ideas that are unique to Suzuki, inspiring amazement, and will continue to create intellectual property.

Promotion structure

Intellectual Property Promotion Committee

In March 2022, the Company newly established the Intellectual Property Promotion Committee. This committee, which is attended by Directors, Managing Officers and Executive General Managers from relevant departments, holds Company-wide discussions on intellectual property strategies, and will continue this activity in the future (held 13 times between March 2022 and October 2023).

The contents discussed and determined at this committee are reported to the Executive Committee and the Board of Directors for approval. In this way, the Company establishes an appropriate governance organization for intellectual property and promotes the execution of intellectual property strategies.

Strengthening intellectual property activities on site

Based on discussions at the Intellectual Property Promotion Committee, Intellectual Property Dept. staff will enter a site in an advanced development field where attention must be given, such as electrification, next-generation mobility, or the realization of customers' desires, and additionally, collaborate with a staff member called the patent coordinator dispatched to the site side as a mediator between the site and the department in charge of intellectual property, thereby crafting the insight and ideas at the frontline of work into the shape of a patent with a competitive edge.

Enhancing incentives to create intellectual property through a reward system

In April 2023, Suzuki revised the reward system for intellectual property to make individual employees who create intellectual property feel "praised," "recognized" or "highly commended." Incentives for creating intellectual property were also strengthened in such ways as, in particular, having the inventors of patents chosen by general managers for embodying "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" being presented with awards directly by the President at Company-wide events, holding roundtable talks among the inventors, the President and officers, and disclosing scenes of such events on the Company intranet.

The recipients of this fiscal year's presidential award are the four patents described in the next section, "Achievements of 'Sho-Sho-Kei-Tan-Bi.'"


An award ceremony for patent inventors held in the new fiscal year ceremony

Achievements of “Sho-Sho-Kei-Tan-Bi”

(1) Paint repairs and paint repair methods (candy paint)

<Patent key point>
The significance of the invention is that the method allows for partial repair of defective metallic painting rather than rework on the entire panel.

<Unique to Suzuki>
Smaller: Smaller paint repair area
Fewer: Fewer paint repair costs
Shorter: Shorter time for repairs
Beauty: Finish is as beautiful as when using conventional process methods

(2) Vehicle proximity notification device

<Patent key point>
The significance of the invention is that the vehicle proximity notification device is located at the back of the front emblem of the vehicle, improving interior quietness by generating alerts directed forward, and at the same time reducing damage to the speaker in the event of a front-on collision.

<Unique to Suzuki>
Smaller: Space-saving
Fewer: Lower alert volume and reduced collision damage

(3) Electrified vehicle body structure

<Patent key point>
The significance of the invention is that the BEV platform is based on a gasoline vehicle platform with minimal structural changes.

<Unique to Suzuki>
Fewer: Reduced development costs
Lighter: Lighter due to a reduction in parts
Shorter: Shorter development period

(4) Driver assistance device

<Patent key point>
The significance of the invention is that vision of the blind spot on the left-hand side of the vehicle automatically displays when necessary while passing on narrow roads.

<Unique to Suzuki>
Fewer: Monitor display activation is the minimum necessary
Beauty: Cumbersome screen switching is avoided

Various initiatives concerning intellectual property

Enhancing patent applications in India

Suzuki has been enhancing patent applications in India, which is one of Suzuki’s primary markets. Following Japan, where we have the most rights acquired (approximately 4,200), we have currently acquired and maintain over 1,600 patents in India.

Periodic provision of the latest patent-related information

As one benchmark, we promote viewing technological information by providing the latest patent-related information about business inside and outside the Company in an easy-to-view format, and support manufacturing and the realization of customers’ desires.

Conducting systematic intellectual property training

Suzuki also concentrates on intellectual property training, implements stratified training with a focus on patent and copyright laws, and promotes the importance of preserving and utilizing intellectual property throughout the entire company.

Environmental Data

Environmental management

Environmental impact and initiatives in business activities

■ Domestic offices of Suzuki Motor Corporation

● INPUT

	FY2020	FY2021	FY2022
Electricity (1 million kWh)	474.9	462.0	485.9
Fossil fuel (10,000 GJ)	171.9	165.5	165.6

● OUTPUT

	FY2020	FY2021	FY2022
CO_2 emissions* (1,000 t-CO_2)	298.5	277.7	308.1

■ Domestic manufacturing plants of Suzuki Motor Corporation

● INPUT

		FY2020	FY2021	FY2022
Electricity, fossil fuel	Purchased power (1 million kWh)	384	376	400
	Wind power (Kosai Plant) (1 million kWh)	1.65	1.53	1.40
	Small-scale water power (1 million kWh)	0	0	0.068
	Solar power (Iwata, Kosai) (1 million kWh)	0	0.05	0.30
	LPG (1,000 tons)	14.5	13.5	13.6
	City gas (1 million m^3)	23.2	20.6	20.6
	Kerosene (1,000 kL)	0.140	0.102	0
	Fuel oil A (1,000 kL)	0.0001	0.0003	0.0025
	Light oil (kL)	8.3	9.7	8.7
	Gasoline (kL)	119	122	132
Water	Industrial waterworks (1 million m^3)	2.24	2.53	3.22
	Waterworks (1,000 m^3)	41.1	47.1	93.0
	Well water (1 million m^3)	1.03	0.55	0.93
Raw material	Iron (1,000 tons)	537.5	480.1	542.6
	Aluminum (1,000 tons)	44.5	43.7	45.2
	Resin (1,000 tons)	35.2	30.6	35.0
PRTR target substance (tons)		3,125	2,965	3,092

● OUTPUT

		FY2020	FY2021	FY2022
Release to atmospheric air	CO_2 (1,000 t-CO_2)	257	238	241
	SOx (tons)	3	2	0.05
	NOx (tons)	66	67	69
	PRTR target substance (tons)	1,134	1,075	1,191
	VOC emissions (tons)	3,351	2,964	3,560
	Ozone-depleting substance (CFC-11 conversion) (tons)	0.002	0.000002	0
Displacement	Displacement to rivers, lakes, and reservoir (10,000 m^3)	410	380	483
	Displacement to sewerage (10,000 m^3)	7.9	6.0	5.8
	PRTR substance (tons)	1.5	1.6	1.5
Treatment	Recycled amount (1,000 tons)	113	116	102
	Of which PRTR substance (tons)	11.1	13.4	12.8
	Landfill waste amount (tons)	0	0	0

[Scope of aggregation] Iwata, Kosai, Osuka, Sagara, die and Hamamatsu plants (PRTR substance includes output at the headquarters, Motorcycle Technical Center, Marine Technical Center and Shimokawa and Sagara proving grounds and excludes Tooling Dept. Ozone-depleting substance are for Suzuki Motor Corporation domestic offices)

* Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider.)

■ Transportation

● INPUT

	FY2020	FY2021	FY2022
Fuel (light oil, etc.) (10,000 GJ)	54.6	50.1	54.7

● OUTPUT

	FY2020	FY2021	FY2022
CO_2 (1,000 t-CO_2)	37.6	34.5	37.7

* Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider.)

■ Sales and registration

● Number of sold/registered vehicles in Japan

		FY2020	FY2021	FY2022
Automobiles	Automobile sales (1,000 units)	647	561	627
	Hybrid vehicle sales (1,000 units)	338	290	324
	Ratio of hybrid vehicle sales (%)	52.3	51.7	51.7

■ Recycling

● Collection of ELVs (automobiles)

		FY2020	FY2021	FY2022
ASR	Total weight of collection (1,000 tons)	57.1	59.5	52.3
	Collected vehicles (1,000 units)	418.5	430.0	372.2
	Weight of recycled materials (1,000 tons)	55.1	57.3	49.5
	Recycling rate (%)	96.4	96.4	96.7
Airbags	Total weight of collection (tons)	146.6	179.7	202.3
	Collected vehicles (1,000 units)	347.1	370.7	342.7
	Weight of recycled materials (tons)	139.1	170.9	193.0
	Recycling rate (%)	94.9	95.1	95.4
CFCs	Weight of collection (tons)	80.4	78.2	68.6
	Collected vehicles (1,000 units)	384.1	391.3	358.7
Recycling rate (%)*1		99.3	99.3	99.4

*1 Recycling rate is calculated on weight basis.

● Collection of ELVs (motorcycles)

	FY2020	FY2021	FY2022
Recycling rate (%)*2	98.0	97.7	97.8

*2 Recycling rate is calculated on weight basis.

Environmental accounting

Cost of environmental conservation

(¥100 million)

Classification	Description		Trends			FY2022		
			FY2019	FY2020	FY2021	Investment	Cost	Total
Business area costs	Pollution prevention	Measures for pollution, etc. including prevention of air pollution and water contamination	5.5	9.4	5.2	4.5	4.4	9.0
	Environmental conservation	Prevention of global warming, protection of ozone layer, etc.	4.9	5.0	3.9	0.2	2.9	3.2
	Recycling of resources	Effective utilization of resources, reduction in weight and volume, recycling, proper treatment, etc. of waste	3.9	18.7	0.8	1.9	3.3	5.2
	Total		14.2	33.1	9.9	6.6	10.7	17.3
Upstream/ downstream costs	Collection, recycling, proper treatment, etc. of ELVs and packaging materials		0.2	0.2	0.2	0.0	0.2	0.2
Managerial costs	Employee education, environmental ISO, etc.		5.8	6.7	6.7	0.0	7.0	7.0
Research and development costs	Research and development of products and reduction of their environmental load, research and development to suppress environmental load during production, logistics, and sales stages		501.8	530.7	610.8	107.4	684.4	791.8
Social activities costs	Nature conservation and greening activities, community interaction, donations, information disclosures		1.0	0.8	0.8	0.0	1.1	1.1
Environmental damage costs	Soil and nature restoration		0.4	0.4	0.4	0.0	0.4	0.4
Total			523.4	571.8	628.8	114.1	703.8	817.8

Effectiveness of environmental conservation

(¥100 million)

Item		FY2018	FY2019	FY2020	FY2021	FY2022
Economic effect	Energy cost reduction	3.6	1.5	2.3	1.9	2.0
	Waste management cost reduction	0.2	0.3	0.1	0.1	0.2
	Resource saving (including recycling and valuable resource disposal)	28.8	24.8	27.4	42.1	54.1
	Total	32.6	26.6	29.8	44.0	56.3

Climate change

GHG emissions in the entire value chain

Scope 1, 2, and 3

Third party guaranteed items are marked with ✓

(10,000 t-CO_2)

	FY2020	FY2021	FY2022
Entire value chain (total of Scope 1, 2, and 3)	9,018	9,207	10,370
Direct emissions from corporate activities (Scope 1*1)	38	40	42
Domestic	15	15	15 ✓
Overseas	23	25	27
Indirect emissions from energies (Scope 2*1)	68	71	72
Domestic	29	26	28 ✓
Overseas	38	45	45
Emissions from corporate activities (total of Scope 1 and 2)	105	111	114
Emissions from use of products by users (Scope 3: Category 11)*2	7,573	7,532	8,270 ✓
Other emissions (other than Scope 3: Category 11)	1,339	1,564	1,986
Other indirect emissions (total of Scope 3)	8,913	9,096	10,256

*1 <Scope 1 and 2>
- Calculation range
  - –Domestic: Suzuki Motor Corporation and 66 domestic manufacturing and non-manufacturing subsidiaries
  - –Overseas: 32 overseas manufacturing and non-manufacturing subsidiaries
- Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, nitrogen trifluoride)
- Emission coefficients
  - –Electricity: The most recently adjusted emission coefficient by electricity provider for Japan, and IEA Emissions Factors 2022 for overseas
  - –Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System were used in Japan, and IPCC Guidelines 2006 were used overseas. Unit calorific values for city gas are those released by suppliers

*2 <Scope 3 Category 11>
- Calculation range: Suzuki Group
- Products subject to calculation: Automobiles, motorcycles, outboard motors, motorized wheelchairs, and other Suzuki products
- Outline of calculation method
  - –Calculated by multiplying the estimated lifetime running distance of products sold in the fiscal year under review by the emissions intensity for each model
  - –Annual running distance and years of use are based on published information, primarily the IEA SMP Model
  - –Emissions intensity for each model are based on the certified values prescribed by the regulations of each country and converted to WTW (Well-to-Wheel)

* Data for FY2021 and earlier have been revised retrospectively in accordance with the revision to the calculation method.

Energy consumption amount of Suzuki Group

(GWh)

	FY2020	FY2021	FY2022
Global total	3,058	3,265	3,455
Domestic	1,381	1,327	1,360
Overseas	1,677	1,938	2,095

Calculation range: Suzuki Motor Corporation and 66 domestic and 32 overseas manufacturing and non-manufacturing subsidiaries
(includes consumption of renewable energies generated within sites)

<Automobiles> Sales of models equipped with hybrid system

(1,000 units)

	FY2020 (Units)			FY2021 (Units)			FY2022 (Units)		
		Of which HEV*3	HEV ratio		Of which HEV*3	HEV ratio		Of which HEV*3	HEV ratio
Japan	647	338	52.3%	561	290	51.7%	627	324	51.7%
India	1,323	118	8.9%	1,365	135	9.9%	1,645	296	18.0%
Europe	206	154	74.9%	225	194	86.2%	171	156	91.2%
Others	395	5	1.3%	556	7	1.3%	557	24	4.3%
Total	2,571	615	23.9%	2,707	626	23.1%	3,000	800	26.7%

*3 HEV (Hybrids) include Mild Hybrid, S-ENE CHARGE, and SHVS. Part of hybrid units in Others includes hybrid units exported from Japan and India.

<Automobiles> Trends in reduction of global average CO_2 emissions of new models*4

(%)

	Target	FY2018	FY2019	FY2020	FY2021	FY2022
Trends in reduction rate of global average CO_2 emissions of new models*4 (compared to FY2010)	30	24.5	23.2	23.5	23.7	25.8

*4 Global average CO_2 emissions of new models are calculated using Company regulations based on CO_2 emissions (fuel efficiency) that were measured under the specified method of each country.

<Automobiles> Status of average CO_2 reductions in main markets

(%)

	FY2018	FY2019	FY2020	FY2021	FY2022
Average CO_2 emissions reduction in Japan (passenger cars)*5 (compared to FY2010)	76	77	81	80	80
Average CO_2 emissions reduction in Europe (compared to 2010)	83	88	73	72	70
Average CO_2 emissions reduction in India (compared to FY2010)	73	75	76	75	73

*5 Values converted from 10.15 mode or WLTC mode to JC08 mode

<Motorcycles> Trends in reduction of global average CO_2 emissions of new models

(%)

	Target	FY2018	FY2019	FY2020	FY2021	FY2022
Trends in the reduction rate per unit of global output (compared to FY2010)	15	12	13	11	12	13

<Outboard motors> Trends in reduction of global CO_2 emissions per unit output

(%)

	Target	FY2018	FY2019	FY2020	FY2021	FY2022
Trends in the reduction rate of global CO_2 emissions per unit of output (compared to FY2010)	15	12	14	14	13	17

CO_2 emissions globally

(1,000 t-CO_2)

	Target	FY2018	FY2019	FY2020	FY2021	FY2022
Suzuki		296	280	257	238	241
Domestic manufacturing subsidiaries		106	95	85	78	80
Overseas manufacturing subsidiaries		666	648	596	671	683
Total		1,069	1,023	938	988	1,004
Intensity (t-CO_2/unit)	0.252 in FY2025	0.319	0.347	0.357	0.352	0.313

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Total CO_2 reduction by activities conducted globally

(t-CO_2)

		FY2018	FY2019	FY2020	FY2021	FY2022
Japan	Conversion of fuel	0	264	0	0	0
	Consolidating and downsizing facilities	1,782	1,849	96	181	157
	Employing inverters, etc. and converting to high-efficiency equipment	1,790	2,791	444	355	2,180
	Performing proper facility operations and optimizing operating conditions	4,510	437	2,235	3,706	4,212
	Stopping power supply when line stops, light-out when unnecessary, etc.	3,147	1,382	3,691	2,051	4,968
	Total	11,229	6,273	6,466	6,293	11,517
Overseas	Conversion of fuel	0	0	0	0	0
	Consolidating and downsizing facilities	503	1,389	560	318	2,443
	Employing inverters, etc. and converting to high-efficiency equipment	3,455	2,157	753	1,044	2,222
	Performing proper facility operations and optimizing operating conditions	6,471	7,097	7,194	5,379	1,910
	Stopping power supply when line stops, light-out when unnecessary, etc.	4,474	4,823	258	1,285	1,381
	Total	14,902	15,466	8,766	8,026	7,956

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)) and 15 overseas manufacturing subsidiaries

CO_2 reduced by renewable energies

(t-CO_2)

	FY2018	FY2019	FY2020	FY2021	FY2022
Small-scale water power Kosai Plant	16	0	0	0	29
Wind power Kosai Plant and training center	723	807	712	626	598
Solar power Maruti Suzuki India Limited, Pak Suzuki Motor Co., Ltd., etc.	1,767	3,003	8,465	19,806	23,113
Solar power Makinohara, Hamamatsu Plant, etc.	19,716	18,738	17,978	17,034	17,279
Total	22,222	22,548	27,155	37,466	41,019

CO_2 emissions from domestic transportation

	FY2018	FY2019	FY2020	FY2021	FY2022
CO_2 emissions (1,000 tons)	41	39	38	35	38
CO_2 emissions per net sales (t-CO_2/million yen)	0.021	0.0215	0.0220	0.0200	0.0167

Air conservation

SOx/NOx emissions

(tons)

	FY2018	FY2019	FY2020	FY2021	FY2022
SOx emissions*1	8	5	3	2	0.05
NOx emissions	75	76	66	67	69

*1 SOx emissions are calculated according to fuel consumption from January to December.
[Scope of aggregation] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and Tooling Dept.

VOC emissions in painting process

	Target	FY2018	FY2019	FY2020	FY2021	FY2022
Total VOC emissions (tons)		3,615	3,404	3,351	2,964	3,560
VOC intensity emissions (g/m^2)	45.3*2	43.5	43.1	43.1	45.1	46.1

*2 40% reduction compared to FY2000
[Scope of aggregation] Domestic plants with each painting process of automobile body, motorcycle and bumpers (Iwata Plant, Kosai Plant, Sagara Plant, Hamamatsu Plant, and Toyokawa Plant (until July 2018))

Water resources

Water use globally

	Target	FY2018	FY2019	FY2020	FY2021	FY2022
Suzuki (10,000 m^3)		329	320	332	309	319
Domestic manufacturing subsidiaries (10,000 m^3)		84	87	81	75	90
Overseas manufacturing subsidiaries (10,000 m^3)		454	457	402	437	502
Total (10,000 m^3)		866	864	815	821	911
Amount per global automobile production unit (m^3/unit)	2.52*1	2.58	2.93	3.11	2.92	2.83

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries
*1 Down 10% compared to FY2016

Wastewater globally

	FY2018	FY2019	FY2020	FY2021	FY2022
Suzuki (10,000 m^3)	518	433	418	386	369
Domestic manufacturing subsidiaries (10,000 m^3)	82	87	81	74	91
Overseas manufacturing subsidiaries (10,000 m^3)	132	160	143	175	170
Total (10,000 m^3)	731	681	642	635	631
Amount per global automobile production unit (m^3/unit)	2.2	2.3	2.5	2.3	2.0

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Recycling of resources

Global raw material input

(1,000 tons)

	FY2020	FY2021	FY2022
Iron	1,139	1,201	1,363
Aluminum	123	147	165
Resin	78	81	95
Recycled resin	1	1	1

[Scope of aggregation] Suzuki, 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

<Automobiles> ASR recycling rate and vehicle recycling rate

(%)

	Standard*2	FY2018	FY2019	FY2020	FY2021	FY2022
ASR recycling rate	70 or higher	97.7	96.7	96.4	96.4	96.7
Vehicle recycling rate (figure converted into percentage of vehicle)		99.6	99.4	99.3	99.3	99.4

*2 Legal standard for FY2015

<Motorcycles> Recycling rate

(%)

	Target*3	FY2018	FY2019	FY2020	FY2021	FY2022
Recycling rate (percentage of recycling)	95 or higher	97.9	97.8	98.0	97.7	97.8

*3 FY2015 target

Total global waste discharge

(1,000 tons)

	FY2018	FY2019	FY2020	FY2021	FY2022
Suzuki	115	104	113	116	121
Domestic manufacturing subsidiaries	21	20	16	16	17
India	228	209	185	229	258
Indonesia	12	12	8	11	15
Thailand	8	5	3	4	3
Total	384	350	325	376	414

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (India, Indonesia, Thailand)

Global landfill

(tons)

	FY2018	FY2019	FY2020	FY2021	FY2022
Suzuki	0.46	0.17	0	0	0
Domestic manufacturing subsidiaries	387	217	0	0	0.1
India	420	370	260	321	347
Thailand	66	10	9	8	14
Total	873	597	269	329	361

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 5 overseas manufacturing subsidiaries (India and Thailand)

Chemical substances

PRTR target substances handled, emitted, and transferred

(tons)

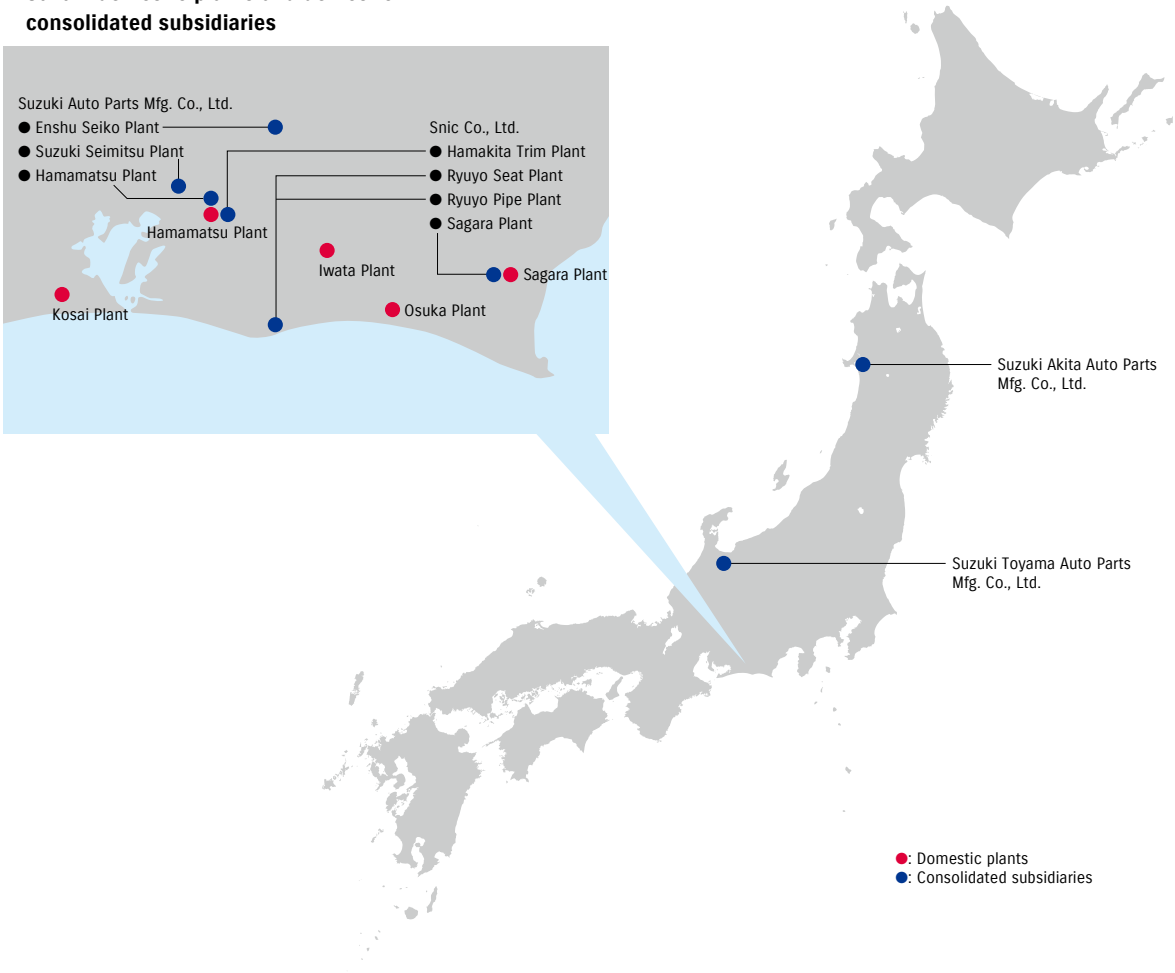
	FY2018	FY2019	FY2020	FY2021	FY2022
Handled amount	4,310	3,692	3,125	2,965	3,092
Amount emitted and transferred	1,414	1,295	1,147	1,090	1,205

[Scope of aggregation] Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant (Sagara Proving Grounds), Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), Motorcycle Technical Center (Ryuyo Proving Grounds), Marine Technical Center, and Shimokawa Proving Grounds (from FY2020)

Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries

To be an environmentally friendly company, Suzuki domestic plants and domestic consolidated subsidiaries are actively participating in environmental preservation activities. This section shows our environment related data in FY2022.

■ Suzuki domestic plants and domestic consolidated subsidiaries



<Environmental data>

Suzuki domestic plants and domestic consolidated subsidiaries follow laws, regulations and agreements for environmental control, and promote the reduction of environmental impact, based on the strictest regulation values. In-house standard values are set to 70% of the strictest regulation values to proactively reduce the environmental load, as well as to prevent environmental incidents.

[How to see the environmental data chart]

- Regulation values adopted are the strictest from among the Water Pollution Prevention Act, Air Pollution Control Act, ordinances by local government and agreements on environmental pollution control.
- Names and units of each item are as per below.

Water quality

Item	Name	Unit
pH	Hydrogen-ion concentration	None
BOD	Biochemical oxygen demand	mg/L
COD	Chemical oxygen demand	mg/L
SS	Suspended solids	mg/L
–	Oil content	mg/L
–	Lead	mg/L
–	Chrome	mg/L
–	Total nitrogen	mg/L
–	Total phosphorus	mg/L
–	Zinc	mg/L
–	Iron	mg/L

Air pollution

Item	Name	Unit
NOx	Nitrogen oxide	ppm
SOx	Sulfur oxide	K value
–	Particulates	g/Nm³
–	Chlorine	mg/Nm³
–	Hydrogen chloride	mg/Nm³
–	Fluorine and hydrogen fluoride	mg/Nm³
–	Dioxins	ng-TEQ/Nm³
CO	Carbon monoxide	ppm
VOC	Volatile organic compounds	ppmC

PRTR

Item	Name	Unit
PRTR target substances	PRTR Law (Specified) Class I Designated Chemical Substance	kg/year Dioxins only mg-TEQ/year

Suzuki's domestic plants

Kosai Plant

[Operations] Assembly of mini passenger/commercial cars and compact passenger cars and assembly of automobile engines, outboard motors and motorized wheelchairs
[Plant site area] 1,190,000 m^2
[Building area] 477,000 m^2
[Number of employees] 2,490
[Location] 4520 Shirasuka, Kosai, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Toyo River 1,266,265 m^3
Ground water 240,205 m^3
Rainwater 0 m^3
Drain outlet: Kasago River 2,698,046 m^3

● Voluntary cleanup activities on roads around the Kosai Plant

As part of environmental conservation, we perform cleanup activities on roads around the plant twice a year together with supplier companies located in the plant site (a total of 80 people). Also, in an effort to improve environmental awareness, employees and suppliers are informed that littering is strictly prohibited.

● Traffic safety guidance around the Kosai Plant

We conduct traffic safety guidance at crossings on employees' commuting roads and around the plant, aiming to promote seatbelt use and improve traffic manners and prevent traffic accidents mainly at intersections.

In FY2022, a total of 600 employees participated in this activity on streets and cooperated to build a safe and comfortable town.

● Efforts for traffic safety

In order to reconfirm compliance with traffic laws and rules among new employees who join the Kosai Plant and serve as role models to people in the local community, we conduct safety education and on-road training at driving schools.

● Implementation of online plant field trips for elementary schools

We accepted field trips for elementary schools online.
In FY2022, as in the previous fiscal year, we connected the Suzuki Plaza with the Kosai Plant online, and held Q&A sessions, asking people working at the plant questions in real time, for 3,993 students from 52 elementary schools.

In addition, we also held online plant trips connecting plants with elementary school classes online, for 1,390 students at 20 elementary schools.

● Acceptance of workplace tours

Under the strict application of COVID-19 protocols, we accept workplace tours, mainly from high school students. 161 students from 48 schools have visited the Kosai Plant to learn about the manufacturing industry through factory tours and other activities.

5S activities

Traffic safety guidance

Online plant field trips

Kosai Plant

Water quality data (Water Pollution Prevention Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages
pH	5.8–8.6	6.7–7.8	7.5
BOD	15	0.9–2.2	1.6
COD	30	3.7–7.2	5.7
SS	15	Under 1–4	1.8
Oil content	2	Under 1	Under 1
Lead	0.1	Under 0.01	Under 0.01

Item	Regulation values	Results	Averages
Chrome	0.4	–	–
Total nitrogen	12	2.2–4.4	3.0
Total phosphorous	2	0.42–0.65	0.50
Zinc	1	0.09–0.14	0.12
Iron	10	Under 0.1	Under 0.1

Air pollution data (Air Pollution Control Act, ordinances by local government, agreements)

Substances	Facilities	Regulation values	Results	Averages
NOx	Small once-through boiler	150	9–27	21
	Small once-through boiler	150	13–31	21
	Once-through boiler	150	41–63	52
	Water cooling and heating machine	150	36–64	53
	Water cooling and heating machine	150	18–37	29
	Electrodeposition drying furnace	230	43–62	53
	Electrodeposition drying furnace	230	24–34	29
	Final coating drying furnace	230	34–46	40
	Second coating drying furnace	230	35–46	41
	Second coating drying furnace	230	13–20	17
	Final coating drying furnace	230	10–22	16
	Second/final coating drying furnace	230	9–17	13
	Electrodeposition drying furnace	230	67–120	94
	Gas engine generator	600	300	300
Particulates	Small once-through boiler	0.1	Under 0.005–0.006	0.0052
	Small once-through boiler	0.1	Under 0.005–0.006	0.0051
	Once-through boiler	0.1	Under 0.005–0.007	0.006
	Water cooling and heating machine	0.1	Under 0.006	Under 0.006
	Water cooling and heating machine	0.1	Under 0.006	Under 0.006
	Electrodeposition drying furnace	0.2	Under 0.007–0.008	0.0075
	Electrodeposition drying furnace	0.2	Under 0.005	0.005
	Final coating drying furnace	0.2	Under 0.009–0.010	0.0095
	Second coating drying furnace	0.2	Under 0.008–0.009	0.0085
	Second coating drying furnace	0.2	Under 0.005	Under 0.005
	Final coating drying furnace	0.2	Under 0.005	Under 0.005
	Second/final coating drying furnace	0.2	Under 0.009	Under 0.009
	Electrodeposition drying furnace	0.2	Under 0.005	Under 0.005
	Gas engine generator	0.05	Under 0.013	Under 0.013
Fluorine	Aluminum melting furnace (low pressure casting 1)	3	0.4–0.6	0.5
	Aluminum melting furnace (low pressure casting 2)	3	0.5	0.5
	Aluminum melting furnace (die cast 1)	3	0.4–0.5	0.45
	Aluminum melting furnace (die cast 2)	3	0.3–0.4	0.35
	Aluminum melting furnace (die cast 3)	3	0.3–0.4	0.35

Substances	Facilities	Regulation values	Results	Averages
Chlorine	Aluminum melting furnace (low pressure casting 1)	30	Under 1	Under 1
	Aluminum melting furnace (low pressure casting 2)	30	Under 1	Under 1
	Aluminum melting furnace (die cast 1)	30	Under 1	Under 1
	Aluminum melting furnace (die cast 2)	30	Under 1	Under 1
	Aluminum melting furnace (die cast 3)	30	Under 1	Under 1
Hydrogen chloride	Aluminum melting furnace (low pressure casting 1)	80	Under 5–6	5.5
	Aluminum melting furnace (low pressure casting 2)	80	Under 5–7	6
	Aluminum melting furnace (die cast 1)	80	5–7	6
	Aluminum melting furnace (die cast 2)	80	Under 5	Under 5
	Aluminum melting furnace (die cast 3)	80	Under 5	Under 5
Dioxins	Aluminum melting furnace (low pressure casting 1)	1	0.001–0.022	0.008
	Aluminum melting furnace (low pressure casting 2)	1	0.0019–0.0029	0.0026
	Aluminum melting furnace (die cast 1)	1	0.000001–0.0014	0.00093
	Aluminum melting furnace (die cast 2)	1	0.00089–0.0013	0.0012
	Aluminum melting furnace (die cast 3)	1	0.00093–0.0014	0.0011
VOC	Coating section	700	90–520	236
	Coating section	700	22–230	148
	Coating section	700	250–480	390
	Coating section	700	120	120

Kosai Plant

PRTR target substances (accumulated values calculated according to PRTR Law)

Control number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble) (compound group aggregate substance)	36,000	0	210	0	0	0	0	0	10,000	25,000
53	Ethyl benzene	300,000	190,000	0	0	0	0	450	31,000	58,000	17,000
80	Xylene (compound group aggregate substance)	350,000	200,000	0	0	0	0	18	23,000	52,000	75,000
83	Cumene	5,900	2,900	0	0	0	0	0	2,900	63	0
243	Dioxins	0.19	0.19	0	0	0	0	0	0	0	0
296	1, 2, 4 - trimethylbenzene	250,000	140,000	0	0	0	0	140	28,000	33,000	48,000
297	1, 3, 5 - trimethylbenzene	62,000	41,000	0	0	0	0	0	8,000	13,000	0
300	Toluene	420,000	180,000	0	0	0	0	0.24	24,000	69,000	140,000
302	Naphthalene	8,800	5,100	0	0	0	0	0	0	3,600	0
309	Nickel compounds (compound group aggregate substance)	5,100	0	56	0	0	0	0	3,500	0	1,500
374	Hydrogen fluoride and its water-soluble salt (compound group aggregate substance)	2,100	0	0	0	0	0	820	21	0	0
392	Hexane	69,000	340	0	0	0	0	0	460	1,300	65,000
400	Benzene (compound group aggregate substance)	12,000	60	0	0	0	0	0	0	730	11,000
407	Poly (oxyethylene) alkyl ether (alkyl group: C12–C15 and mixtures thereof) (compound group aggregate substance)	4,900	0	360	0	0	0	0	0	4,400	0
411	Formaldehyde	6,800	3,300	0	0	0	0	810	810	1,800	0
412	Manganese and its compounds (compound group aggregate substance)	4,500	0	4.6	0	0	0	23	0	0	4,500

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Iwata Plant

[Operations] Assembly of mini passenger/commercial cars
[Plant site area] 298,000 m^2
[Building area] 147,000 m^2
[Number of employees] 949
[Location] 2500 Iwai, Iwata, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Tenryu River 150,866 m^3
Ground water 276,920 m^3
Rainwater 0 m^3
Drain outlet: Akuro River 530,443 m^3

Efforts at Iwata Plant

For the purpose of beautifying the surrounding areas of the plant, we perform cleanup activities called the "Cleaning Campaign" by picking up trash around the plant once a month.

Efforts for traffic safety

Traffic safety guidance activities are carried out periodically around the plant by the plant's traffic safety group members to improve traffic manners and prevent traffic accidents by employees.

Additionally, we reconfirm compliance with traffic law and regulations and manners with new employees who have joined the Iwata Plant, and conduct safety education and on-road training at driving schools in addition to driver checks (driving aptitude evaluations) so that as automobile manufacturing employees they can serve as role models to people in the local community.

Regular exchanges with local residents

We hold information exchange meetings about Suzuki's business details and the environmental efforts of the Iwata Plant while receiving requests and questions from the local community association and responding to those requests and questions to communicate and build friendly relationships with local residents.

We also plan to hold an autumn festival as a place to interact with local residents.

Implementing online field trips

We conduct online field trips for local elementary school students, connecting schools directly to plants and holding online Q&A sessions connecting to Suzuki Plaza and plants.

In FY2022, we delivered messages from the manufacturing front lines to 4,283 students from a total of 66 schools as the Iwata Plant held online field trips for 895 students from 18 schools and Suzuki Plaza held online Q&A sessions for 3,388 students from 48 schools.

Local elementary school students had been prohibited from plant field trips due to the COVID-19 pandemic but we plan to resume the trips.

Cleaning activities in the plant area

Traffic safety guidance on the streets

Iwata Plant

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
pH	5.8–8.6	6.9	6.9
BOD	20 (15)*	1.3	1.3
SS	40 (30)*	4	4.0
Oil content	3	Under 1	Under 1
Lead	0.1	Under 0.01	Under 0.01
Chrome	2	Under 0.04	Under 0.04
Total nitrogen	100	3	3.0
Zinc	1	0.27	0.27

* Values in parentheses ( ) show daily averages.

Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOx	Electrodeposition drying furnace in line 1	230	40–81	61
	Final coating drying furnace in line 1	230	Under 13–Under 17	Under 15
	No. 1 LPG hot water boiler	150	39	–
	No. 2 LPG hot water boiler	150	39	–
Particulates	Electrodeposition drying furnace in line 1	0.2	Under 0.005	Under 0.005
	Final coating drying furnace in line 1	0.2	Under 0.005	Under 0.005
	No. 1 LPG hot water boiler	0.1	Under 0.006	–
	No. 2 LPG hot water boiler	0.1	Under 0.006	–
VOC	Second coating booth in line 1	700	100	–
	Final coating booth in line 1	700	290	–
	Bumper coating booth	700	270	–

PRTR target substances (accumulated values calculated according to PRTR Law)

Control number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble) (compound group aggregate substance)	19,000	0	92	0	0	0	0	0	2,700	6,500
53	Ethyl benzene	96,000	58,000	0	0	0	0	0	5,600	25,000	7,800
80	Xylene (compound group aggregate substance)	110,000	52,000	0	0	0	0	0	4,300	23,000	34,000
83	Cumene	1,700	1,000	0	0	0	0	0	140	570	0
296	1, 2, 4 - trimethylbenzene	77,000	37,000	0	0	0	0	0	6,800	12,000	22,000
297	1, 3, 5 - trimethylbenzene	22,000	12,000	0	0	0	0	0	2,200	8,200	0
300	Toluene	160,000	57,000	0	0	0	0	21	720	40,000	67,000
302	Naphthalene	1,600	890	0	0	0	0	0	0	700	0
309	Nickel compounds (compound group aggregate substance)	4,600	0	150	0	0	0	670	0	0	350
392	Hexane	30,000	29	0	0	0	0	0	0	380	30,000
400	Benzene (compound group aggregate substance)	5,300	5.0	0	0	0	0	0	0	93	5,200
411	Formaldehyde	2,000	970	0	0	0	0	240	240	530	0
412	Manganese and its compounds (compound group aggregate substance)	9,400	0	160	0	0	0	970	0	0	1,700

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Sagara Plant

[Operations] Assembly of compact passenger cars and automobile engines, casting and machining of engine components
[Plant site area] 1,973,000 m^2
[Building area] 275,000 m^2
[Number of employees] 1,756
[Location] 1111 Shirai, Makinohara, Shizuoka

<Environmental data>

Major water source and drain outlet

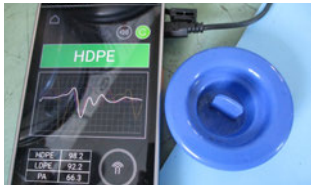
Water source: Oi River 735,240 m^3
Ground water 0 m^3
Rainwater 0 m^3
Drain outlet: Hirugaya River 352,465 m^3

Voluntary cleanup around the plant

We perform cleanup activities around the plant together with staff from Group companies three times a year for the purpose of maintaining the local environment. In FY2022, 105 people participated in these activities. The amount of garbage we collected is on an upward trend. (Amount of garbage collected: 93 kg in FY2020, 125 kg in FY2021), and weeding was added to hold down the retention of litter. However, as littering continues, we registered these activities as "road protection activities" in Makinohara City and Shizuoka Prefecture, activity results are reported to an external body and the efforts publicized in the community. We will continue activities for cleaning and awareness and work to preserve the local environment.

Recycling plastic packaging materials

In conjunction with the enactment of the Plastic Resource Circulation Act, we made efforts to reduce and recycle industrial waste generated by our business activities for products using plastic. In particular, from about 200 tons of packaging materials generated annually at assembly plants we were able to separate and recover 10 tons (about 5%) of material-recyclable plastic by using a separator. In future, we will promote a shift from thermal to material recycling to reduce the environmental load of all plants.



Cleanup activities

Opinion exchanges with local residents

An annual information exchange meeting is held in February every year to provide information on Suzuki's business activities and environmental efforts to local residents and listen to their opinions.

In FY2022, as part of COVID-19 prevention measures, we engaged in exchanges by written correspondence instead of an in-person exchange meeting at the plant.

Efforts for traffic safety

We conduct traffic safety guidance activities around the plant during the national traffic safety campaign periods held quarterly, and every Monday, to improve employees' driving manners and prevent accidents.

We also conduct safe driving courses at driving schools every year for new employees. We provide skills training such as back-up training and on-road driving, as well as driving aptitude tests. After the course, we interview the participants based on the results of the aptitude test and provide guidance to ensure that they become exemplary drivers.

Traffic safety guidance on the streets

A safe driving course at a driving school

Sagara Plant

Water quality data (Water Pollution Prevention Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages
pH	5.8–8.6	7.1–7.4	7.3
BOD	20 (15)*	0.5–3.8	2.3
COD	N/A	14–31	22
SS	40 (30)*	2–5	3.8
Oil content	2.5	0.5–0.9	0.63

Item	Regulation values	Results	Averages
Lead	0.1	0.01	0.01
Chrome	1	0.04	0.04
Total nitrogen	120 (60)*	4.4–8.9	6.8
Total phosphorous	16 (8)*	2.8–5	3.73
Zinc	1	0.03–0.05	0.05

* Values in parentheses ( ) show daily averages.

Air pollution data (Air Pollution Control Act, ordinances by local government, agreements)

Substances	Facilities	Regulation values	Results	Averages
NOx	Water cooling and heating machine 1	150	–	–
	Water cooling and heating machine 2	150	52	52
	Water cooling and heating machine 3	150	51–52	52
	Water cooling and heating machine 4	150	54–59	57
	Heat-treating furnace	180	33–40	37
	Melting furnace 1	180	11–35	23
	Melting furnace 2	180	49–50	50
	Electrodeposition drying furnace	230	19–77	40
	Electrodeposition drying furnace RTO 2	230	21–36	29
	Electrodeposition drying furnace RTO 3	230	29–43	34
	Second/final coating drying furnace	230	18–25	22
SOx	Water cooling and heating machine 1	0.59	–	–
	Water cooling and heating machine 2	1.1	0.003	0.003
	Water cooling and heating machine 3	0.45	0.002–0.003	0.003
	Water cooling and heating machine 4	0.45	0.004–0.006	0.005
	Heat-treating furnace	3.94	0.003–0.008	0.006
	Melting furnace 1	5.18	0.005–0.03	0.018
	Melting furnace 2	3.94	0.005–0.02	0.013
	Melting furnace 3	6.42	0.003–0.02	0.012
	Electrodeposition drying furnace	9.38	0.03–0.08	0.06
	Second/final coating drying furnace	7.79	0.04–0.2	0.12
Particulates	Water cooling and heating machine 1	0.1	–	–
	Water cooling and heating machine 2	0.1	0.0029	0.003
	Water cooling and heating machine 3	0.1	0.003	0.003
	Water cooling and heating machine 4	0.1	0.003–0.004	0.004
	Heat-treating furnace	0.2	0.004–0.005	0.005
	Melting furnace 1	0.2	0.004–0.008	0.006
	Melting furnace 2	0.2	0.004–0.007	0.006
	Electrodeposition drying furnace	0.2	0.003–0.025	0.01
	Second/final coating drying furnace	0.2	0.006–0.013	0.01

Substances	Facilities	Regulation values	Results	Averages
Fluorine	Melting furnace 1	3	0.6–0.9	0.8
	Melting furnace 2	3	0.5–0.9	0.7
	Melting furnace 3	3	0.4–0.9	0.7
Chlorine	Melting furnace 1	30	0.3–1	0.7
	Melting furnace 2	30	0.3–1	0.7
	Melting furnace 3	30	0.3–1	0.7
Hydrogen chloride	Melting furnace 1	80	1–7	4.0
	Melting furnace 2	80	1–5	3.0
	Melting furnace 3	80	1–5	3
Dioxins	Aluminum machining dust pretreatment	1	–	–
	Melting furnace 1	1	0.048	0.048
	Melting furnace 3	1	0.0017	0.0017
	Diecast melting furnace	1	0.0012	0.0012
VOC	Coating section 1	400	49	49
	Coating section 2	400	61	61
	Coating section 3	400	7.8	8
	Coating section 4	700	200	200

Sagara Plant

PRTR target substances (accumulated values calculated according to PRTR Law)

Control number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble) (compound group aggregate substance)	2,400	0	0	0	0	0	72	0	0	2,300
16	2,2'-Azobis (isobutyronitrile)	47,000	30,000	0	0	0	0	0	3,800	4,000	9,600
53	Ethyl benzene	88,000	32,000	0	0	0	0	0	3,200	12,000	42,000
80	Xylene (compound group aggregate substance)	3,500	3,400	0	0	0	0	0	61	22	0
83	Cumene	100,000	55,000	0	0	0	0	0	4,000	11,000	31,000
243	Dioxins	1.3	1.3	0	0	0	0	0.000053	0	0	0
296	1, 2, 4 - trimethylbenzene	24,000	16,000	0	0	0	0	0	2,200	1,300	4,800
297	1, 3, 5 - trimethylbenzene	190,000	15,000	0	0	0	0	5.8	1,500	33,000	140,000
300	Toluene	1,300	750	0	0	0	0	0	0	570	0
309	Nickel compounds (compound group aggregate substance)	4,700	0	150	0	0	0	680	1.6	0	360
392	Hexane	29,000	490	0	0	0	0	0	0	6,600	22,000
400	Benzene (compound group aggregate substance)	7,100	42	0	0	0	0	0	0	1,400	5,600
412	Manganese and its compounds (compound group aggregate substance)	9,400	0	160	0	0	0	930	0	0	1,600

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Hamamatsu Plant

[Operations] Assembly of motorcycles and motorcycle engines, testing and development of motorcycles
[Plant site area] 177,000 m^2
[Building area] 63,000 m^2
[Number of employees] 465
[Location] 8686 Miyakoda-cho, Kita-ku, Hamamatsu, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Tenryu River 58,168 m^3
Ground water 17,681 m^3
Rainwater 0 m^3
Drain outlet: Public sewerage 94,523 m^3

Activities to preserve the environment

We regularly conduct cleanup activities on the sidewalk around the Hamamatsu Plant.

In June and November of FY2022, we picked up trash and cut the grass around the plant.

Approximately 25 people participated each time. By greeting local residents as we worked, we instilled a deeper understanding of social contribution.

Designated as a Safe Driving Management Promotion Office

The Hamamatsu Plant was designated as a Safe Driving Management Promotion Office by the Shizuoka Prefectural Police in FY2022.

An activity was conducted in which the prefectural police dispatched its one and only Traffic Safety Experience Vehicle, and approximately 90 people, mostly young adults, learned about the importance of safe driving by experiencing nighttime visibility, collision airbag activation, and driving simulations.

Cleanup activities

Safe driving initiatives

Community interaction

Briefing on the plant's current status

We invited the Ohara Community Association Chairman, the Miyakoda Hakusho Community Association Chairman, and others to the Hamamatsu Plant for a tour of the plant and a social gathering.

During the social gathering, we exchanged opinions with local residents regarding their thoughts, feelings, and requests for the Company.

Participation in street-side guidance with local safe driving management association

Once a month, we participate in traffic safety guidance in the streets with the Hosoe District Safe Driving Management Association to call for safe driving and encourage community interaction by actively exchanging greetings with students on their way to and from school and other local people.

Street-side guidance

Hamamatsu Plant

Water quality data (Sewerage Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages
pH	5.0–9.0	7.0–7.4	7.30
BOD	600	4–350	75
SS	600	11–88	35
Oil content	30	1.0–14	5.0
Lead	0.1	0.01	0.01
Chrome	2	0.04–0.05	0.04
Total nitrogen	240	–	–
Total phosphorous	32	–	–
Zinc	2	0.08–0.34	0.18

Air pollution data (Air Pollution Control Act, ordinances by local government, agreements)

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	150	27	27
Particulates	Boiler	0.1	–	–

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
53	Ethyl benzene	11,000	8,300	0	0	0	0	220	41	2,000	160
80	Xylene (compound group aggregate substance)	15,000	9,500	0	0	0	0	260	84	4,900	720
296	1, 2, 4 - trimethylbenzene	5,100	2,200	0	0	0	0	390	11	2,000	460
300	Toluene	1,200	520	0	0	0	0	61	190	170	210
309	Nickel compounds (compound group aggregate substance)	71,000	35,000	0	0	0	0	2,200	2,400	30,000	1,400
374	Hydrogen fluoride and its water-soluble salt (compound group aggregate substance)	4,100	0	0	0	0	5.6	2,900	41	0.00	30
412	Manganese and its compounds (compound group aggregate substance)	4,300	0	0	0	0	4.3	21	0	0	4,200

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Osuka Plant

[Operations] Cast parts manufacturing, etc.
[Plant site area] 151,000 m^2
[Building area] 55,000 m^2
[Number of employees] 465
[Location] 6333 Nishi Obuchi, Kakegawa, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Ground water 453,492 m^3
Rainwater 0 m^3
Drain outlet: Nishi-Otani River 105,597 m^3

Cleanup activities on the sidewalk around the plant

We periodically pick up trash around the plant in aim for environmental beautification.

In FY2022, we conducted cleanup activities mainly along the roads around the plant four times.

We will continue to conduct environmental education for employees and engage in environmental conservation.

Publishing environmental newsletters

We publish environmental news twice a year in June and October at the Osuka Plant introducing environmental efforts made by the plant.

We will continue to issue these newsletters as one aspect of our educational activities to always think about the environment.

Cleanup activities

Environmental news

Cleanup activities after the Grand Festival at a local shrine

After the local Mikumano Shrine Grand Festival, which was held for the first time in three years, employees participated in cleanup activities around the shrine.

In FY2022, new employees and others participated in the cleanup activities with local residents. This has become an annual event established in the community and will be continued in the future.

Conducting traffic safety guidance on streets

During the national traffic safety campaign held quarterly, we conducted street-side guidance along the prefectural road leading to the plant's entrance.

We will continue to engage in traffic accident prevention activities.

Cleanup activities

Traffic safety guidance on the streets

Osuka Plant

Water quality data (Water Pollution Prevention Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages
pH	5.8–8.6	7.0–7.3	7.2
BOD	15 (10)*	Under 0.5	Under 0.5
COD	–	2.1–2.7	2.4
SS	15 (10)*	Under 1	Under 1
Oil content	2	Under 0.2	Under 0.2

Item	Regulation values	Results	Averages
Lead	0.1	Under 0.01	Under 0.01
Chrome	2	Under 0.04	Under 0.04
Total nitrogen	120 (60)*	6.8–9.9	7.9
Total phosphorous	16 (8)*	0.35–1.2	0.88
Zinc	1	0.03–0.06	0.04

* Values in parentheses ( ) show daily averages.

Air pollution data (Air Pollution Control Act, ordinances by local government, agreements)

Substances	Facilities	Regulation values	Results	Averages
Particulates	Cast iron melting furnace 1	0.1	Under 0.005	Under 0.005
	Cast iron melting furnace 2	0.1	Under 0.005	Under 0.005
	Cast iron melting furnace 3	0.1	Under 0.005	Under 0.005
	Cast iron melting furnace 4	0.1	Under 0.005	Under 0.005
	Aluminum melting furnace 1	0.2	Under 0.005	Under 0.005
	Aluminum melting furnace 2	0.2	Under 0.005	Under 0.005
	Aluminum melting furnace 3	0.2	Under 0.005	Under 0.005
	Metal heat treatment furnace 1	0.2	0.013–0.021	0.017
NOx	Aluminum melting furnace 1	180	Under 15–29	Under 22
	Aluminum melting furnace 2	180	Under 33–45	Under 39
	Aluminum melting furnace 3	180	Under 17–31	Under 24
	Metal heat treatment furnace 1	180	54–70	62
Chlorine	Aluminum melting furnace 1	30	Under 1	Under 1
	Aluminum melting furnace 2	30	Under 1	Under 1
	Aluminum melting furnace 3	30	Under 1	Under 1
	Aluminum melting furnace 4	30	Under 1	Under 1

Substances	Facilities	Regulation values	Results	Averages
Hydrogen chloride	Aluminum melting furnace 1	80	Under 5	Under 5
	Aluminum melting furnace 2	80	Under 5	Under 5
	Aluminum melting furnace 3	80	Under 5	Under 5
	Aluminum melting furnace 4	80	5–6	5.5
Fluorine	Aluminum melting furnace 1	3	Under 0.3–0.6	Under 0.45
	Aluminum melting furnace 2	3	Under 0.5–0.6	Under 0.55
	Aluminum melting furnace 3	3	0.4–0.5	0.45
	Aluminum melting furnace 4	3	0.5–0.6	0.55
Dioxins	Aluminum melting furnace 1	1	0.00006	0.00006
	Aluminum melting furnace 2	1	0.00087	0.00087
	Aluminum melting furnace 3	1	0.0000042	0.0000042
	Aluminum melting furnace 4	1	0.0000028	0.0000028

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
16	2,2'-Azobis (isobutyronitrile)	1,000	4.1	0	0	0	0	0	0	1,000	40
53	Ethyl benzene	1,200	0	0	0	0	0	36	0	0	1,200
80	Xylene (compound group aggregate substance)	1,100	750	0	0	0	0	0	14	330	0
243	Dioxins	0.00011	0.000015	0.000099	0	0	0	0	0	0	0
296	1, 2, 4 - trimethylbenzene	1,400	890	0	0	0	0	0	11	460	0
300	Toluene	6,600	5,700	0	0	0	0	0	110	710	0
412	Manganese and its compounds (compound group aggregate substance)	42,000	0	0	0	0	0	840	0	0	41,000
453	Molybdenum and its compounds (compound group aggregate substance)	19,000	0	93	0	0	0	0	0	2,700	6,500

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Domestic manufacturing subsidiaries

Hamamatsu Plant of Suzuki Auto Parts Mfg. Co., Ltd.

[Operations] Machining of automobile parts, die-casting and machining
[Location] 9670 Miyakoda-cho, Kita-ku, Hamamatsu, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Tenryu River 38,006 m^3
Rainwater 0 m^3
Drain outlet: Public sewerage 38,006 m^3

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Sent to Hamamatsu Plant of Suzuki Motor Corporation for treatment

Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOx	Melting furnace	180	30–33	32
Particulates	Melting furnace	0.2	0.02	0.02
Chlorine	Melting furnace	30	0.7	0.7
	Pre-melting furnace	30	0.7–0.8	0.8
Hydrogen chloride	Melting furnace	80	2.9–3.0	3
	Pre-melting furnace	80	1.8	1.8

Substances	Facilities	Regulation values	Results	Averages
Fluorine	Melting furnace	3	0.7–0.8	0.8
	Pre-melting furnace	3	0.7–0.8	0.8
Dioxins	Melting furnace	1	0.054	0.054
	Pre-melting furnace	1	0.055	0.055

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Incineration amount	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
243	Dioxins	2.2	2.2	0	0	0	0	0	0	0	0

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Incineration amount and Product inclusion).

Suzuki Seimitsu Plant of Suzuki Auto Parts Mfg. Co., Ltd.

[Operations] Casting, heat treatment and gear-cutting of automobile parts
[Location] 500 Iinoya, Inasa-cho, Kita-ku, Hamamatsu, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Tenryu River (drinking water) 4,587 m^3
Ground water 110,189 m^3
Rainwater 0 m^3
Drain outlet: Iinoya River 134,921 m^3

PRTR target substances (accumulated values calculated according to PRTR Law)

There is no PRTR target substance subject to performance reporting.

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
pH	5.8–8.6	6.9–7.9	7.4
BOD	15	1.0–11.3	4.1
SS	20	1.0–1.2	1
Oil content	5	0.5–1.3	0.5
Total nitrogen	60	4.5–19	11
Total phosphorus	8	0.04–0.07	0.04
Zinc	1	0.05–0.18	0.1

Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOx	Continuous carburizing furnace	180	10–21	15
	Annealing furnace	180	10–11	10
	Water cooling and heating machine	150	39–42	41
SOx (K value)	Continuous carburizing furnace	17.5	0.09–0.1	0.09
	Annealing furnace	17.5	0.09	0.09
	Water cooling and heating machine	17.5	0.07–0.16	0.12
Particulates	Continuous carburizing furnace	0.2	0.01	0.01
	Annealing furnace	0.2	0.01	0.01
	Water cooling and heating machine	0.1	0.01	0.01

Enshu Seiko Plant of Suzuki Auto Parts Mfg. Co., Ltd.

[Operations] Machining of automobile parts
[Location] 1246-1 Yamahigashi, Tenryu-ku, Hamamatsu, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Ground water 48,132 m^3
Rainwater 0 m^3
Drain outlet: Futamata River 72,333 m^3

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
pH	6.5–8.2	7.0–7.5	7.3
BOD	10	1.0–4.3	1.3
COD	35	1.0–4.7	2.1
SS	15	2.0–2.1	2
Oil content	3	1	1
Chrome	2	0.05	0.05
Total nitrogen	100	0.4–2.1	1.1
Zinc	2	0.05–0.12	0.1

Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOx	Gas fueled absorption type water cooling and heating machine	150	37	37
Particulates	Gas fueled absorption type water cooling and heating machine	0.1	–	–
Hydrogen chloride	Aluminum central melting furnace	80	Under 0.5	Under 0.5
	Aluminum central pre-melting furnace	80	Under 0.5–0.8	0.8
	Casting of pistons	80	Under 0.5	Under 0.5
Chlorine	Aluminum central melting furnace	30	Under 1	Under 1
	Aluminum central pre-melting furnace	30	Under 1	Under 1
	Casting of pistons	30	Under 1	Under 1
Fluorine	Aluminum central melting furnace	3	1.3–2.1	1.7
	Aluminum central pre-melting furnace	3	1.2–2.2	1.7
	Casting of pistons	3	Under 0.6	Under 0.6
Dioxins	Aluminum central melting furnace	1	0.013	0.013
	Aluminum central pre-melting furnace	1	0.00077	0.00077

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Incineration amount	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
71	Ferric chloride	4,600	0	0	0	0	0	4,600	0	0	0
243	Dioxins	1	1	0	0	0	0	0	0	0	0

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Incineration amount and Product inclusion).

Suzuki Akita Auto Parts Mfg. Co., Ltd.

[Operations] Casting and machining of automobile parts
[Location] 192-1 Ienohigashi, Hamaikawa, Ikawa, Minamiakita, Akita

<Environmental data>

Major water source and drain outlet

Water source: Omata Spring water source (drinking water) 15,812 m^3
Ground water 46,743 m^3
Rainwater 0 m^3
Drain outlet: I River 62,555 m^3

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
pH	5.8–8.6	7.4–7.8	7.6
BOD	20	0.5–4.4	2.4
SS	30	3.1–9.1	6.1
Oil content	4	0.5–0.7	0.5
Total nitrogen	18	1.1–2.3	1.6
Total phosphorous	1.9	0.1–0.2	0.2
Zinc	2	0–0.06	0.02

Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler 1	–	65–80	67
	Boiler 2	180	41–43	42
	Continuous carburizing furnace 1	180	Under 1–40	19
	Continuous carburizing furnace 2	180	10–20	10
SOx (K value)	Boiler 1	0.49	Under 0.0017	Under 0.0017
	Boiler 2	0.56	Under 0.00079	Under 0.00079
	Continuous carburizing furnace 1	0.69	0.0037–0.0039	0.0038
	Continuous carburizing furnace 2	0.66	Under 0.00044	Under 0.00044
Particulates	Boiler 1	0.3	Under 0.002	Under 0.002
	Boiler 2	0.3	Under 0.002	Under 0.002
	Continuous carburizing furnace 1	0.2	Under 0.0019	Under 0.0019
	Continuous carburizing furnace 2	0.2	Under 0.002	Under 0.002

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble) (compound group aggregate substance)	2,600	0	0	0	0	0	0	2,600	0	0
71	Ferric chloride	1,500	0	0	0	0	0	0	1,500	0	0
80	Xylene	2,800	120	0	0	0	0	0	0	2,600	0
296	1, 2, 4 - trimethylbenzene	3,700	44	0	0	0	0	0	0	3,600	0

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Suzuki Toyama Auto Parts Mfg. Co., Ltd.

[Operations] Processing of automobile parts
[Location] 3200 Mizushima, Oyabe, Toyama

<Environmental data>

Major water source and drain outlet

Water source: Ground water 570,865 m^3
Rainwater 0 m^3
Drain outlet: Oyabe River 570,865 m^3

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
pH	6–8	7.1–7.8	7.4
BOD	15	1.0–8.9	2.4
SS	15	1.0–7.5	3.6
Oil content	5	0.5–0.9	0.5
Lead	0.02	0.007–0.008	0.008
Chrome	2	0–0.02	0.02
Total nitrogen	120 (60)*	0.8–13	2
Total phosphorus	16 (8)*	0.1–0.9	0.2
Zinc	2	0.05–0.14	0.054

* Values in parentheses ( ) show daily averages.

Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	180	77–100	89
	Melting furnace (2.5 t/h)	180	44–59	52
SOx (K value)	Boiler	17.5	0.06–0.11	0.09
	Melting furnace (2.5 t/h)	17.5	0.002–0.0027	0.0024
Particulates	Boiler	0.3	0.0003–0.018	0.005
	Melting furnace (2.5 t/h)	0.2	0.0005–0.0068	0.0037
Dioxins	Melting furnace (2.5 t/h)	5	0.5	0
	Melting furnace 15	1	0	0
	Melting furnace 16	1	0	0
	Melting furnace 0	1	0	0

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
243	Dioxins	–	6.4	0	0	0	0	0	0	0	0
309	Nickel compounds	1,600	0	110	0	0	0	110	0	0	1,400
438	Methylnaphthalene	1,900	9.4	0	0	0	0	0	0	1,900	0

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Sagara Plant of Snic Co., Ltd.

[Operations] Manufacture of automobile interior parts
[Location] 1111 Shirai, Makinohara, Shizuoka

<Environmental data>

Major water source and drain outlet

Included in the Sagara Plant of Suzuki Motor Corporation

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Sent to Sagara Plant of Suzuki Motor Corporation for treatment

Air pollution data (Air Pollution Control Act, ordinances by local government)

No applicable facilities

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
298	Tolylene diisocyanate	530,000	0	0	0	0	0	350	0	0	530,000
448	Methylenebis (4, 1-phenylene) diisocyanate	130,000	0	0	0	0	0	90	0	0	130,000

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Ryuyo Seat Plant of Snic Co., Ltd.

[Operations] Manufacture of automobile interior parts
[Location] 1403 Higashi Hiramatsu, Iwata, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Tenryu River 26,380 m^3
Rainwater 0 m^3
Drain outlet: Tenryu River 8.952 m^3

Water quality data (Water Pollution Prevention Act, ordinances by local government)

No applicable facilities

Air pollution data (Air Pollution Control Act, ordinances by local government)

No applicable facilities

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
297	1, 3, 5 - trimethylbenzene	1,300	1,300	0	0	0	0	0	0	0	0
298	Tolylene diisocyanate	460,000	0	0	0	0	0	320	0	0	460,000
448	Methylenebis (4, 1-phenylene) diisocyanate	84,000	0	0	0	0	0	80	0	0	84,000

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Ryuyo Pipe Plant of Snic Co., Ltd.

[Operations] Manufacturing of automobile pipe parts
[Location] 6-2 Minami Hiramatsu, Iwata, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Tenryu River 20,458 m^3
Rainwater 0 m^3
Drain outlet: Tenryu River 18,557 m^3

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
pH	5.8–8.6	7.6	7.6
BOD	25 (20)*	0.5	0.5
SS	50 (40)*	Under 1	Under 1
Oil content	5	Under 1	Under 1
Total nitrogen	120 (60)*	0.9	0.9
Zinc	2	Under 0.05	Under 0.05

* Values in parentheses ( ) show daily averages.

Air pollution data (Air Pollution Control Act, ordinances by local government)

No applicable facilities

PRTR target substances (accumulated values calculated according to PRTR Law)

Management number	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
87	Chromium, trivalent chromium and their compounds	14,000	140	0	0	0	0	0	340	0	13,000
308	Nickel	4,200	42	0	0	0	0	0	110	0	4,100
412	Manganese and its compounds (compound group aggregate substance)	1,800	18	0	0	0	0	0	46	0	1,800

* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

Hamakita Trim Plant of Snic Co., Ltd.

[Operations] Manufacture of automobile interior resin parts
[Location] 5158-1 Hiraguchi, Hamakita-ku, Hamamatsu, Shizuoka

<Environmental data>

Major water source and drain outlet

Water source: Ground water 8,206 m^3
Tenryu River 484 m^3
Rainwater 0 m^3
Drain outlet: Gojinya River 8,690 m^3

Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
pH	5.8–8.6	7.1	7.1
BOD	160 (120)*	1.2	1.2
SS	200 (150)*	Under 5	Under 5
Zinc	2	0.17	0.17

* Values in parentheses ( ) show daily averages.

Air pollution data (Air Pollution Control Act, ordinances by local government)

No applicable facilities

PRTR target substances (accumulated values calculated according to PRTR Law)

There is no PRTR target substance subject to performance reporting.

Areas Included in the Environmental Initiatives

Suzuki		
Consolidated subsidiaries	Domestic manufacturing subsidiaries (4 companies)	Suzuki Auto Parts Mfg. Co., Ltd., Snic Co., Ltd., Suzuki Toyama Auto Parts Mfg. Co., Ltd., and Suzuki Akita Auto Parts Mfg. Co., Ltd.
	Domestic sales distributors / Domestic non-manufacturing subsidiaries (62 companies)	Suzuki Motorcycle Sales Inc., Suzuki Motor Sales Hokkaido Inc., Asahikawa Suzuki Motor Sales Inc., Suzuki Motor Sales Aomori Inc., Suzuki Motor Sales Iwate Inc., Suzuki Motor Sales Yamagata Inc., Suzuki Arena Akitachuo Inc., Suzuki Motor Sales Miyagi Inc., Suzuki Motor Sales Fukushima Inc., Suzuki Motor Sales Ibaraki Inc., Suzuki Motor Sales Tochigi Inc., Suzuki Motor Sales Gunma Inc., Suzuki Motor Sales Saitama Inc., Suzuki Motor Sales Nishisaitama Inc., Suzuki Motor Sales Kanto Inc., Suzuki Motor Sales Chiba Inc., Suzuki Motor Sales Keiyo Inc., Suzuki Motor Sales Tokyo Inc., Suzuki Motor Sales Minami Tokyo Inc., Suzuki Motor Sales Kanagawa Inc., Suzuki Motor Sales Syonan Inc., Suzuki Motor Sales Niigata Inc., Suzuki Motor Sales Shizuoka Inc., Suzuki Motor Sales Hamamatsu Inc., Suzuki Motor Sales Tokai Inc., Suzuki Motor Sales Chubu Inc., Suzuki Motor Sales Mie Inc., Suzuki Motor Sales Nagano Inc., Suzuki Motor Sales Nanshin Inc., Suzuki Motor Sales Hokuriku Inc., Suzuki Motor Sales Toyama Inc., Suzuki Motor Sales Shiga Inc., Suzuki Motor Sales Kyoto Inc., Suzuki Motor Sales Kinki Inc., Suzuki Motor Sales Kansai Inc., Suzuki Motor Sales Hyogo Inc., Suzuki Motor Sales Nara Inc., Suzuki Motor Sales Wakayama Inc., Suzuki Motor Sales Kagawa Inc., Suzuki Motor Sales Tokushima Inc., Suzuki Motor Sales Matsuyama Inc., Suzuki Motor Sales Kochi Inc., Suzuki Motor Sales Tottori Inc., Suzuki Motor Sales Shimane Inc., Suzuki Okayama Motor Sales Inc., Suzuki Motor Sales Hiroshima Inc., Suzuki Motor Sales Yamaguchi Inc., Suzuki Motor Sales Fukuoka Inc., Suzuki Motor Sales Saga Inc., Suzuki Motor Sales Nagasaki Inc., Suzuki Motor Sales Kumamoto Inc., Suzuki Motor Sales Ohita Inc., Suzuki Motor Sales Miyazaki Inc., Suzuki Motor Sales Kagoshima Inc., Suzuki Motor Sales Okinawa Inc., Suzuki Marine Co., Ltd., Suzuki Transportation & Packing Co., Ltd., Suzuki PDC, Suzuki Engineering Co., Ltd., Suzuki Business Co., Ltd., Suzuki Support Co., Ltd., and Suzuki Finance Co., Ltd.
	Overseas manufacturing subsidiaries (15 companies)	India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Limited, Suzuki Motor Gujarat Private Limited (from FY2016), Thailand: Thai Suzuki Motor Co., Ltd., Suzuki Motor (Thailand) Co., Ltd., Indonesia: PT Suzuki Indomobil Motor, USA: Suzuki Manufacturing of America Corporation, Hungary: Magyar Suzuki Corporation Ltd., Pakistan: Pak Suzuki Motor Co., Ltd., Philippines: Suzuki Philippines Inc., Myanmar: Suzuki (Myanmar) Motor Co., Ltd., Suzuki Thilawa Motor Co., Ltd. (from FY2018), Cambodia: Cambodia Suzuki Motor Co., Ltd., Colombia: Suzuki Motor de Colombia S.A., Vietnam: Vietnam Suzuki Corp.
	Overseas sales distributors (17 companies)	USA: Suzuki Motor USA, LLC, Suzuki Marine USA, LLC, Canada: Suzuki Canada Inc., France: Suzuki France S.A.S., Italy: Suzuki Italia S.p.A., Germany: Suzuki Deutschland GmbH, Spain: Suzuki Motor Iberica, S.A.U., Austria: Suzuki Austria Automobil Handels GmbH, UK: Suzuki GB PLC, Poland: Suzuki Motor Poland Ltd., China: Suzuki Motor (China) Investment Co., Ltd., Taiwan: Tai Ling Motor Co., Ltd., Australia: Suzuki Australia Pty. Ltd., New Zealand: Suzuki New Zealand Ltd., Mexico: Suzuki Motor de Mexico, S.A. de C.V., Indonesia: PT Suzuki Finance Indonesia, South Africa: Suzuki Auto South Africa (Pty.) Ltd.

Third Party Guarantee

【Note】

The original "Independent Practitioner's Limited Assurance Report" is in Japanese. This English translation is for readers' convenience and reading this translation is not a substitute for reading the original assurance report in Japanese.

Independent Practitioner's Limited Assurance Report
(English Translation)

To Mr. Toshihiro Suzuki, Representative Director and President of **Suzuki Motor Corporation**

PricewaterhouseCoopers Sustainability LLC
Otemachi Park Building,
1-1-1, Otemachi, Chiyoda-ku, Tokyo

Hideaki Endo
Partner

Yoshitaka Sakurai
Partner

We have undertaken a limited assurance engagement in respect of the information listed below and identified with a ✓(checkmark) (the "Identified Sustainability Information") in Suzuki Motor Corporation's (the "Company") Sustainability Report for the year ended March 31, 2023 (the "Sustainability Report 2023").

Identified Sustainability Information
The Identified Sustainability Information for the year ended March 31, 2023 are summarized below:

Identified Sustainability Information	Amount (unit)
Greenhouse gas emissions: Scope 1 (direct emissions) Domestic	15 (ten thousand tons-CO_2)
Greenhouse gas emissions: Scope 2 (indirect emissions) Domestic	28 (ten thousand tons-CO_2)
Greenhouse gas emissions: Scope3_Category 11 (emissions from use of sold products)	8,270 (ten thousand tons-CO_2)

Our assurance was with respect to the information for the year ended March 31, 2023 only and we have not performed any procedures with respect to earlier periods or any other elements included in the Sustainability Report 2023 and, therefore, do not express any conclusion thereon.

Reporting criteria
The reporting criteria used by the Company to prepare the Identified Sustainability Information are set out in "**Disclosure of greenhouse effect gas emitted from the entire value chain**" Section of the Sustainability Report 2023 (the "Criteria").

The Company's responsibility
The Company is responsible for the preparation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

PricewaterhouseCoopers Sustainability LLC
Otemachi Park Building, 1-1-1 Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
T: +81 (3) 6212 6820, F: +81 (3) 6212 6821, www.pwc.com/jp/sustainability

Inherent limitations
The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Our independence and quality management
We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1 "Quality Control for Firms that Perform Audits and Reviews of Financial Statements and Other Assurance and Related Services Engagements", which requires us to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility
Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board.

These standards require that we plan and perform this engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the Criteria as the basis for the preparation of the Identified Sustainability Information, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation, inspection, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. We primarily:

- made inquiries of the persons responsible for the Identified Sustainability Information;
- obtained an understanding of the process for collecting and reporting the Identified Sustainability Information at certain sites that were selected on the basis of their inherent risk and materiality to the Company;
- performed analyses of the Identified Sustainability Information to check that data had been appropriately measured, recorded, collated and reported;
- performed limited substantive testing on a sample basis at certain sites that were selected on the basis of their inherent risk and materiality to the Company; and
- considered the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Criteria.

Limited assurance conclusion
Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's Identified Sustainability Information for the year ended March 31, 2023 is not prepared, in all material respects, in accordance with the Criteria.

Company Data

■ 1. Production and sales volume

				Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Automobile	Production unit	Total		Thousand units	3,394	2,964	2,651	2,822	3,210
		Domestic production			1,011	944	930	840	954
		Overseas production			2,383	2,020	1,721	1,982	2,256
			India		1,850	1,577	1,440	1,659	1,922
	Sales unit	Total		Thousand units	3,327	2,852	2,571	2,707	3,000
		Domestic sales			725	672	647	561	627
		Overseas sales			2,602	2,179	1,924	2,145	2,373
			India		1,754	1,436	1,323	1,365	1,645
	Sales unit of hybrid models*			Thousand units	539	489	615	626	800
	Sales unit of "With" series			Unit	2,636	2,229	2,084	2,402	2,161
Motorcycle	Production units			Thousand units	1,747	1,729	1,497	1,784	1,914
		Domestic production			115	95	67	99	111
		Overseas production			1,632	1,634	1,430	1,685	1,803
	Sales units			Thousand units	1,744	1,709	1,535	1,634	1,859
		Domestic sales			57	49	51	53	46
		Overseas sales			1,687	1,661	1,484	1,581	1,814

* Hybrid models include Mild Hybrid, S-ENE CHARGE, and SHVS

■ 2. Financial information (Consolidated)

			Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales			¥100 million	38,715	34,884	31,782	35,684	46,416
	Automobile			35,325	31,574	28,766	32,048	41,622
	Motorcycle			2,551	2,426	2,065	2,535	3,332
	Marine*			839	745	834	980	1,346
	Other*			–	139	117	121	118
	Domestic sales			12,524	11,795	11,740	10,737	12,120
	Overseas sales			26,191	23,089	20,042	24,947	34,296
		Europe		5,248	4,653	4,227	4,181	4,792
		North America		707	671	681	794	1,237
		Asia		17,624	15,237	12,931	15,901	22,274
		Others		2,612	2,529	2,202	4,071	5,993
Operating profit			¥100 million	3,244	2,151	1,944	1,915	3,506
Ordinary profit				3,795	2,454	2,483	2,629	3,828
Profit attributable to owners of parent				1,788	1,342	1,464	1,603	2,211
Capital expenditures			¥100 million	2,689	2,365	1,709	1,894	2,699
Depreciation and amortization				1,489	1,642	1,365	1,615	1,773
R&D expenses				1,581	1,481	1,462	1,607	2,056
Interest-bearing debt balance				3,754	4,042	7,708	6,742	7,638
Total assets			¥100 million	34,020	33,398	40,364	41,552	45,777
Net assets				17,159	17,937	20,320	22,637	25,086
Shareholders' equity ratio			%	40.9	44.5	41.8	45.2	45.4
Profit per share			¥	395.26	286.36	301.65	330.20	455.21
Cash dividends per share (annual)				74.00	85.00	90.00	91.00	100.00
ROE			%	13.3	9.3	9.2	9.0	11.2

* In the reportable segments of consolidated net sales, "Marine business, etc." segments have been classified into "Marine business" and "Other business" from FY2020.

■ 3. Employee information

			Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Number of employees		Total	Person	15,431	15,646	16,073	16,267	16,550
		Male		13,808	13,932	14,220	14,326	14,503
		Female		1,623	1,714	1,853	1,941	2,047
	Employees with job titles*1	Total	Person	4,437	4,517	4,709	4,831	5,048
		Male		4,339	4,403	4,577	4,695	4,892
		Female		98	114	132	136	156
	Managers	Total	Person	1,080	1,139	1,203	1,268	1,303
		Male		1,066	1,121	1,185	1,248	1,282
		Female		14	18	18	20	21
New employees		Total	Person	563	708	819	595	719
		Male		445	569	651	451	567
		Female		118	139	168	144	152
	College degree or above	Total	Person	475	494	577	352	444
		Male		396	413	474	285	383
		Female		79	81	103	67	61
Employment rate of people with disabilities			%	2.14	2.20	2.23	2.35	2.44
Turnover rate			%	3.9	3.1	2.2	2.9	3.0
Rate of paid leave taken*2			%	73.7	77.2	75.0	85.4	81.4
Number of employees (consolidated)			Person	67,721	68,499	68,739	69,193	70,012
Number of employees using the reduced work hour system for childcare		Total	Person	232	256	285	298	323
		Male		3	5	7	9	11
		Female		229	251	278	289	312
Number of employees using the childcare leave system		Total	Person	104	117	143	186	299
		Male		13	23	63	90	213
		Female		91	94	80	96	86
Male rate of taking childcare leave			%	–	–	–	17.7	43.5
Reinstatement rate of employees using childcare leave system		Total	%	96.3	98.1	97.4	99.3	98.0
		Male		100.0	100.0	100.0	100.0	99.1
		Female		95.9	97.8	96.6	98.7	96.8
Number of employees using the reduced work hour system for family-care		Total	Person	5	5	4	4	9
		Male		1	1	0	0	2
		Female		4	4	4	4	7
Number of employees using the family-care leave system		Total	Person	6	1	5	6	3
		Male		4	0	3	3	3
		Female		2	1	2	3	0
Reinstatement rate of employees using family-care leave system		Total	%	50.0	100.0	60.0	33.3	66.6
		Male		25.0	–	66.7	33.3	66.6
		Female		100.0	100.0	50.0	33.3	0
Accident frequency rate			%	0.26	0.03	0.08	0.08	0.05
Employee shareholders' association		Participants	Person	2,369	2,391	2,519	2,531	2,740
		Participation rate	%	13.7	13.8	14.1	14.2	14.4
		Number of shares held	Thousand shares	1,186	1,192	1,229	1,265	1,308

*1: Manager, assistant manager, supervisor, and foreman (including expert and technical master) *2: Includes managers

■ 4. Others

		Unit	FY2018	FY2019	FY2020	FY2021	FY2022
Others	Number of Outside Directors	Person	2	2	3	2	3
	Number of consolidated subsidiaries	Company	130	127	120	119	120
	Number of equity-method affiliates		28	28	31	32	32

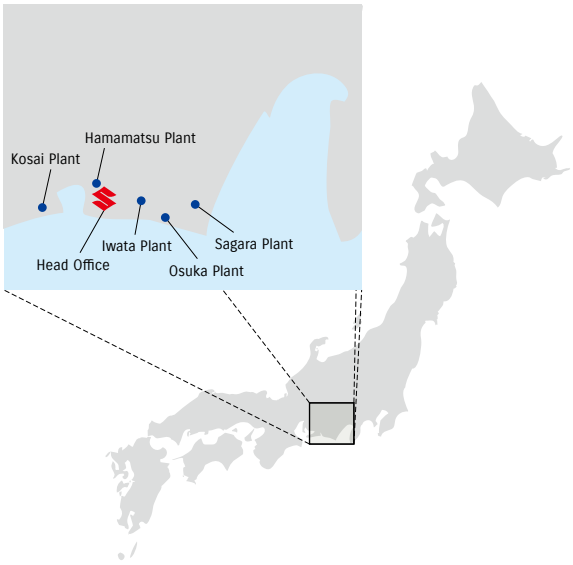
■ 5. Major outside associations in which the Company participates

Japan Automobile Manufacturers Association, Inc., Society of Automotive Engineers of Japan, Japan Business Federation, The Global Alliance for Sustainable Supply Chain (ASSC), Task Force on Climate-related Financial Disclosures (TCFD)

Company Profile (As of March 31, 2023)

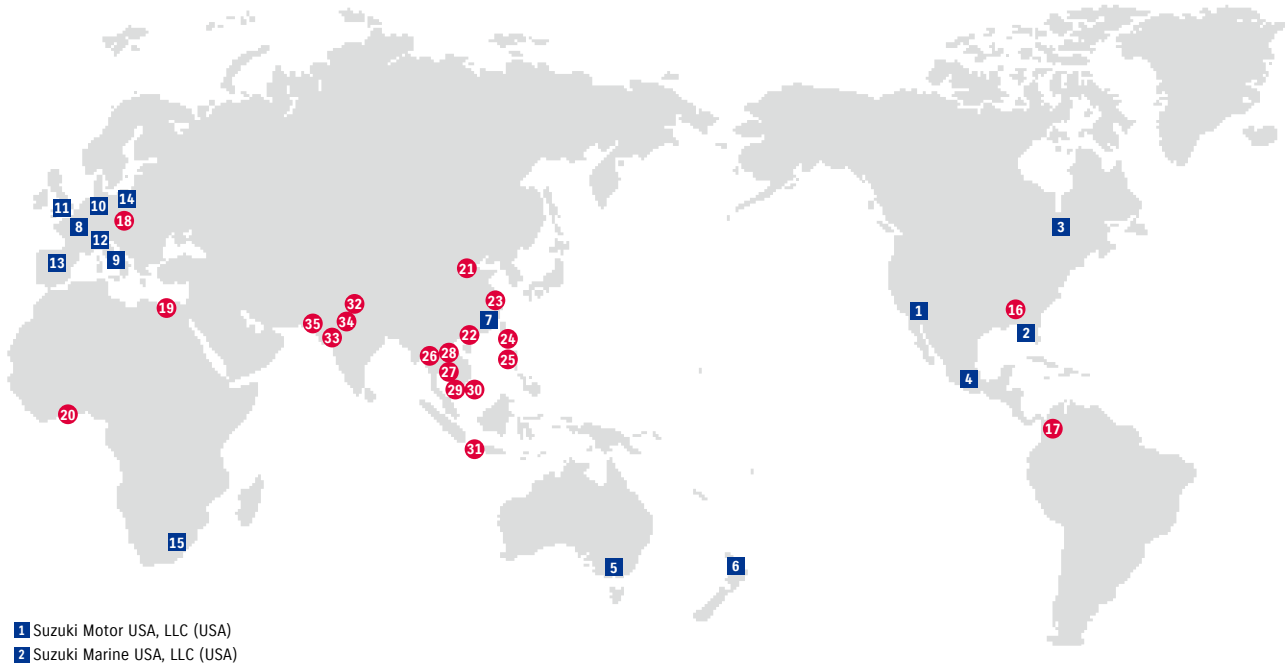
Company name	Suzuki Motor Corporation
Date of incorporation	March 1920
Address of head office	300 Takatsuka-cho, Minami-ku, Hamamatsu, Shizuoka, 432-8611 Japan
Representative Director and President	Toshihiro Suzuki
Main product line	Automobiles, motorcycles, outboard motors, motorized wheelchairs, etc.
Capital	¥138,370 million
Employees	16,550 (Consolidated total: 70,012)

Head office and domestic plants



Overseas network

■: Major Overseas Sales Subsidiaries and Affiliates ●: Major Overseas Assembly Plants



1 Suzuki Motor USA, LLC (USA)
2 Suzuki Marine USA, LLC (USA)
3 Suzuki Canada Inc. (Canada)
4 Suzuki Motor de Mexico, S.A. de C.V. (Mexico)
5 Suzuki Australia Pty. Ltd. (Australia)
6 Suzuki New Zealand Ltd. (New Zealand)
7 Suzuki Motor (China) Investment Co., Ltd. (China)
8 Suzuki France S.A.S. (France)
9 Suzuki Italia S.p.A. (Italy)
10 Suzuki Deutschland GmbH (Germany)
11 Suzuki GB PLC (UK)
12 Suzuki Austria Automobil Handels GmbH (Austria)
13 Suzuki Motor Iberica S.A.U. (Spain)
14 Suzuki Motor Poland sp. z o.o. (Poland)
15 Suzuki Auto South Africa (Pty.) Ltd. (South Africa)
16 Suzuki Manufacturing of America Corporation (USA)
17 Suzuki Motor de Colombia S.A. (Colombia)
18 Magyar Suzuki Corporation Ltd. (Hungary)
19 Suzuki Egypt S.A.E. (Egypt)
20 Toyota Tsusho Manufacturing Ghana Co. Limited (Ghana)
21 Jinan Qingqi Suzuki Motorcycle Co., Ltd. (China)
22 Jiangmen Dachangjiang Group Co., Ltd. (China)
23 Changzhou Haojue Suzuki Motorcycle Co., Ltd. (China)
24 Tai Ling Motor Co., Ltd. (Taiwan)
25 Suzuki Philippines Inc. (Philippines)
26 Suzuki Thilawa Motor Co., Ltd. (Myanmar)
27 Suzuki Motor (Thailand) Co., Ltd. (Thailand)
28 Thai Suzuki Motor Co., Ltd. (Thailand)
29 Cambodia Suzuki Motor Co., Ltd. (Cambodia)
30 Vietnam Suzuki Corp. (Vietnam)
31 PT Suzuki Indomobil Motor (Indonesia)
32 Maruti Suzuki India Limited (India)
33 Suzuki Motor Gujarat Private Limited (India)
34 Suzuki Motorcycle India Private Limited (India)
35 Pak Suzuki Motor Co., Ltd. (Pakistan)

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TCFD Reference Table

Governance

Recommended disclosures	Relevant places	
a) Describe the board's oversight of climate-related risks and opportunities.	P.27	Organizational structure related to climate change risks and opportunities
b) Describe management's role in assessing and managing climate-related risks and opportunities.		

Strategy

Recommended disclosures	Relevant places	
a) Describe the climate-related risks and opportunities the company has identified over the short, medium, and long term.		
b) Describe the impact of climate-related risks and opportunities on the company's businesses, strategy, and financial planning.	P.27 P.28	Climate-related risks and opportunities, scenario analysis Climate-related risks and opportunities for Suzuki
c) Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		

Risk management

Recommended disclosures	Relevant places	
a) Describe the company's processes for identifying and assessing climate-related risks.		
b) Describe the company's processes for managing climate-related risk.	P.29	Risk management system Assumed climate-related risks
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management.		

Metrics and targets

Recommended disclosures	Relevant places	
a) Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process.	P.29 P.17	Basic policy Suzuki's environmental targets (Short-term / Medium-term / Long-term)
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	P.18	Environmental plan
c) Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets.	P.30-31	Disclosure of GHG emissions in the entire value chain