

2019

SUZUKI

CSR & ENVIRONMENTAL REPORT

SUZUKI AIMS TO CONTRIBUTE TO THE SOCIETY
AND BECOME A COMPANY LOVED
AND TRUSTED THROUGHOUT THE WORLD



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Editorial Policy

About this report

Suzuki CSR & Environmental Report 2019 introduces various CSR and environmental initiatives conducted by the Suzuki Group. For this fiscal year, we have further fulfilled its contents, aiming to deepen understanding of the Group's initiatives among our stakeholders.

Suzuki Website

The report can be viewed in HTML version at Suzuki's corporate website. <https://www.globalsuzuki.com/corporate/environmental/> ESG (Environment, Social, and Governance) index is also available at this page, which enables easy access to ESG information according to their contents.

Period Covered

The period covered by this report is the FY2018 (from 1 April 2018 through 31 March 2019). However, this report also contains descriptions on some activities taking place before or after that time period.

Date of Publication

January 2020
(Date of previous publication: September 2018, Scheduled date of next publication: Summer 2020)

Referred Guidelines

"Environmental Reporting Guidelines 2012" by the Ministry of the Environment,
Global Reporting Initiative (GRI) Standards, etc.

Information Covered

This report covers information about not only Suzuki Motor Corporation, but also domestic and overseas Suzuki Group companies. (Unless "related companies", "dealers", or "overseas" is indicated in each description, the information is related to Suzuki Motor Corporation.)

"Domestic plants" in this report refers to 5 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 by the changes of various factors.

Publisher

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Top Message

First of all, with respect to the improper conducts regarding the final vehicle inspection in the plants, we sincerely apologise for the enormous inconvenience and concerns this issue has caused to our various stakeholders, such as customers, partners. From now on, we, the employers and employees, will unite together with a sense of crisis, to take the necessary measures ultimately and continuously.

The Group has been placing “Develop products of superior value by focussing on the customer” as the first paragraph of the mission statement. We will constantly make the best effort to create truly valuable products that satisfy our customers. Under the slogan “Small cars for a big future”, we will work toward manufacture of “small cars” and “environmentally-friendly products” which are wanted by our customers. We will also work on lean, efficient and sound management by emphasising the “Smaller, Fewer, Lighter, Shorter, and Neater” concept in all areas while complying with laws and prioritising safety and quality.

The automobile industry is undergoing a period of great transformation. In such transformation, it is necessary to open up the future in long-term outlook by imaging the targeted aspect of 10 years and 15 years ahead, and tracing back to the present to think about what should be done from now.

Of the activities toward this long-term outlook, CSR initiatives introduced in this report are strengthened through ESG (Environment, Social, and Governance) point of view, which is receiving increased attention and expectations from the stakeholders, as per below.

As for climate changes, we clearly recognise it as a risk and an opportunity related to the business of the Company. For example, while various regulations including those for exhaust gas and CO₂/fuel consumption levels are becoming stricter, increase in burden of research expenses to comply with these regulations is a risk that may largely affect the performance of the Company. On the other hand, small cars, which Suzuki excels in, require fewer materials and energy in production, and emit less CO₂ while in use. We have the strength in developing and popularising these technologies, and by continuing to enhancing these technologies, we are able to make climate changes into a big opportunity.

From this point of view, as for environmental problems, we not only need to boost the extension of conventional technologies but initiatives for new technologies as well. Along with making of small cars which Suzuki excels in, we will proactively make efforts in development of high-efficiency powertrain, expansion and strengthening of hybrids, and new development of EVs. The Group is promoting the Suzuki Environmental Plan 2020 established in 2017, and preparing to establish a long-term environmental vision in view of further plans ahead.

As for social issues, we are making efforts in quality problem by considering it as the most important issue for the Group. Customer safety and security is the top priority for the Group, and we are working to develop, produce, and provide high-quality products and after-sales services which customers can use safely and securely. The Group will continue to precisely capture the quality wanted by customers and become quality-conscious among all departments, and make the utmost effort to ensure that customers can use our products safely and securely.

Also, we will actively work on contribution to the community, investment in people, development of human resources, and work safety, so that we can respond to expectations by the stakeholders.

As for governance, through fair and efficient corporate activities, we wish to continuously be a sustainably developing company that will gain trust from the stakeholders and contribute further in the international society. In order to realise this, we will advance our corporate governance and compliance systems and strengthen our initiatives on management systems and legal compliance in all areas including the final vehicle inspection in the plants.

We are committed to disclose information concerning these CSR initiatives comprehensively through this report and promote communication with the stakeholders. We will also actively make efforts for achieving new target of SDGs (Sustainable Development Goals adopted by the United Nations) through CSR activities.

We will firmly make efforts to build a foothold and regain trusts, while consistently standing on the long-term point of view to make and provide value-packed products and services, and promote efforts for enhancing corporate value.

We aim to become a Group loved and trusted throughout the world and will continue working on contributions to the environment and the society. We ask for your continued support.

Representative Director and President
Toshihiro Suzuki

Corporate Philosophy

Basic policy for company management

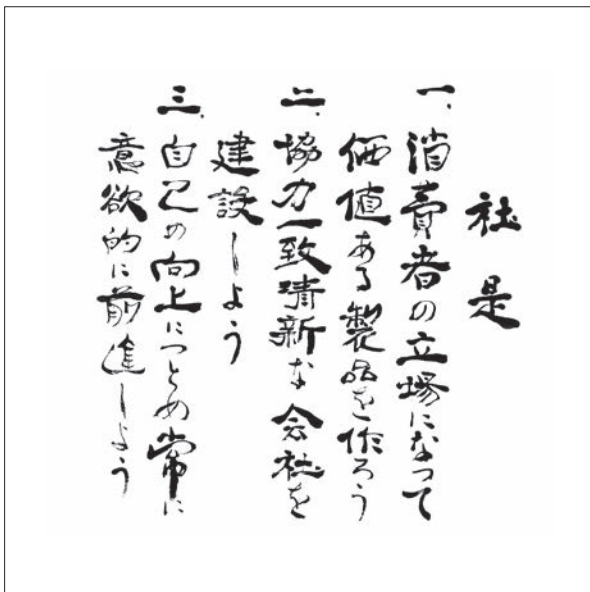
The Group has been placing “Develop products of superior value by focussing on the customer” as the first paragraph of the mission statement. We will constantly make the best effort to create truly valuable products that satisfy our customers.

Under the slogan “Small cars for a big future”, we will work toward manufacture of “small cars” and “environmentally-friendly products” which are wanted by our customers. We will also work on lean, efficient and sound management by emphasising the “Smaller, Fewer, Lighter, Shorter, and Neater” concept in all areas while complying with laws and prioritising safety and quality.

Mission statement

In 1962, Suzuki established the “Mission Statement” which indicates the corporate policy of Suzuki. It sets goals to strive for accomplishing corporation’s social missions, for the corporate organisation that the one belongs to, and for the one’s own self.

With the motto “products of superior value”, all employees are making daily efforts in creating value-packed products.



Suzuki Group mission statement (established in 1962)

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

Suzuki Group Code of Conduct

In April 2016, Suzuki reviewed the conventional Suzuki Activity Charter, Standards of Behaviour, 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 CSR 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 intranet homepage, conducting employee trainings, etc.

Suzuki Group Code of Conduct (excerpt)

For Our Customers	(1) Realisation of Products and Services of Superior Value	Suzuki Group will provide customers with products and services exceeding their expectation as in line with the spirit "Develop products of superior value by focussing on the customer" which is listed as the first item in our "Mission Statement".
	(2) Activities on Quality	Suzuki Group will develop and produce high quality products which customers can use in relief and will provide aftersales services considering customers' safety and security with first priority. If by any chance a quality related problem occurs, Suzuki Group will devote its sincere efforts to react on customer's voice, grasp the problem at an early stage and take measures with thorough investigation into the causes so that the customer can continue using Suzuki products in relief.
For a Better Working Environment	(3) Respect of Human Rights	Suzuki Group will be aware of international norms pertaining to human rights and respect fundamental human rights with reference to laws in each country or region.
	(4) Occupational Safety-Traffic Safety	Suzuki Group will review the workplace environment to create safe workplace. Suzuki Group will thoroughly carry out education on safety to prevent occurrence of occupational injury.
	(5) Promoting Kaizen Activities and Observing Basic Business Rules	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 widespread amongst Suzuki Group companies for a growth of the entire Group. Suzuki Group will create basic rules on our work for the employees to follow.
For Shareholders and All Other Stakeholders	(6) Compliance	While Suzuki Group acknowledges the existence of difference in laws related to competition such as Antitrust Law and laws related to fair trading by each country or region, Suzuki Group will grasp the difference and carry out training on employees to observe laws and societal norms in their respective countries and regions.
	(7) Environmental Activities	In order to hand over the beautiful earth and affluent society to the next generations, we must all realise that actions of each and every one of us have a great effect on our earth's future therefore Suzuki Group will make every effort to preserve global environment.
	(8) Refusing Relations with Antisocial Forces	Suzuki Group will thoroughly refuse any relationships with antisocial forces and organisations which are threatening the order and safety of civil society.

CSR Policy

Structure for promoting CSR

At the Executive Committee meetings attended by Representative Directors and Directors and Managing Officers concerned, issues, policies, and measures concerning CSR activities are discussed. Along with the management, the Company as a whole, aims to promote viable CSR activities.

Steps in defining materiality (key issues) in CSR activities

We have defined the materiality (key issues) in CSR activities of the Suzuki Group, led by the departments in charge of CSR including corporate planning departments (Corporate Communications, Corporate Management/IR, and Corporate Governance) and environmental departments, using the following steps.

Steps in defining materiality in CSR activities

Step 1	Extract issues based on GRI guidelines, etc.
Step 2	Departments in charge of CSR organise and discuss issues extracted, and decide their significance for the Suzuki Group
Step 3	Decide significance for the stakeholders through meetings with ESG investors and environmental NGOs
Step 4	Define materiality and decide their priority from two axis: significance for the Suzuki Group and for the stakeholders
Step 5	Check their compliance with the mid-term management plan

The defined materiality is shown in the following matrix. Based on this materiality, the Company will work on the CSR activities and review it periodically.

Significance for the Stakeholders	Extremely High	<ul style="list-style-type: none"> Occupational health and safety Traffic safety Environmental conservation Respect for human rights Supply chain management 	<ul style="list-style-type: none"> Enhancement of product quality (development, production, sales, and service) Reduction of CO₂ emissions Development and popularisation of environmental technologies Development and popularisation of safety technologies Corporate governance and compliance Stable growth of sales and income
	High	<ul style="list-style-type: none"> Effective use of resources (raw materials, energy, and water) Diversity Educational support Contribution to the local communities 	<ul style="list-style-type: none"> Enhancement of corporate value Nurturing of human resources Stable labour/management relations Enforcement of risk management
		High	Extremely High
Significance for the Suzuki Group			

SDGs and CSR activities of the Suzuki Group

Sustainable Development Goals (SDGs), which were adopted by the United Nations in September 2015, aims to realise better international society by setting 17 goals in society, economy, and environment to be worked on by 2030 and make efforts for their solutions. All entities including corporations and all persons in all countries and regions are required to take necessary actions.

The Suzuki Group supports SDGs and will actively take responsibilities in goals that we can contribute in their achievements through our CSR activities.



SDGs	Relative sections in Suzuki's CSR activities
 <p>Ensure healthy lives and promote well-being for all at all ages</p>	(Environment) Improvement in fuel efficiency, Development of next-generation vehicles (P.13-15,31-39) Reduction of substances of concern and use of their alternatives (P.16,18,45,46,57-59) (Social) Welfare vehicles (P.69,70) A range of products equipped with Suzuki Safety Support (P.71,72) Traffic safety (P.73,74,77,78)
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	(Social) Suzuki Foundation, Suzuki Education and Culture Foundation (P.118-121) Educational support activity (P.94-96,117) Suzuki Plaza (P.97,98) Activities by domestic plants and distributors, and overseas group companies (P.99-116)
 <p>Achieve gender equality and empower all women and girls</p>	(Social) Diversity, Actions to promote participation by women (P.82)
 <p>Ensure availability and sustainable management of water and sanitation for all</p>	(Environment) Purification of plant effluent (P.58,59,137-149) Thorough water-saving at plants and offices (P.18,55) Environmental communication activity (P.19,21,23,26-30) (Social) Activities by domestic plants and distributors, and overseas group companies (P.99-116)
 <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	(Environment) Development of next-generation vehicles (electric and fuel-cell vehicles) (P.15,31,32,34) CO ₂ reduction in production (P.15,50-52,149) Expansion of solar power generation (P.51)
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	(Environment) Development of next-generation vehicles (electric and fuel-cell vehicles) (P.15,31,32,34) (Social) With our business partners (P.75,76) Improving corporate value (P.85,86)
 <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	(Environment) Improvement in fuel efficiency, Development of next-generation vehicles (P.13-15,31-39) (Social) Educational support activity (P.94-96,117)
 <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	(Social) Welfare vehicles (P.69,70) A range of products equipped with Suzuki Safety Support (P.71,72) Traffic safety (P.73,74,77,78) Activities by domestic plants and distributors, and overseas group companies (P.99-116)
 <p>Ensure sustainable consumption and production patterns</p>	(Environment) Control of air pollution (P.16,43,44,57,58,137-149) Promotion of 3Rs (P.17,18,40-42,53,54,61,63-65) Promotion of green procurement (P.18,49) Life Cycle Assessment (P.18,33,43)
 <p>Take urgent action to combat climate change and its impacts</p>	(Environment) Improvement in fuel efficiency, Development of next-generation vehicles (P.13-15,31-39) CO ₂ reduction in production (P.15,50-52,149) Expansion of solar power generation (P.51) Promotion of environmental education (P.19,22,52)
 <p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	(Environment) Activities for "CLEAN-UP THE WORLD CAMPAIGN" (P.28)
 <p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>	(Environment) Biodiversity guideline (P.19,26,27,56) Forest conservation (P.19,28,29)
 <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	(Social) With our business partners (P.75, 76) (Governance) Efforts for compliance (P.127-131)

Policy for Stakeholders

Main 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 knowledge and skills 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.	<ul style="list-style-type: none"> Marketing activity (sales and after-service) Customer Relations Office Customer events Safety driving lectures, etc.
Business Partners	For Prosperous Coexistence Cooperate with our business partners on even ground to maintain confidential and prosperous relationships for manufacturing value-packed products while practicing initiatives for compliance to laws and regulations, respect of human rights, and preservation of the environment.	<ul style="list-style-type: none"> Presentation of procurement policy Procurement activity Co-development Trading of opinions between the management or persons in charge, etc.
Shareholders & Investors	For Improvement of Corporate Value Disclose information promptly, appropriately, and fairly while seeking communication with shareholders and investors, and strive to reinforce management base and improve our corporate value.	<ul style="list-style-type: none"> Annual General Meeting of Shareholders Presentation for institutional investors IR events for individual investors Publication of various reports, 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.	<ul style="list-style-type: none"> Safety and health committee Consultation desk Goal-challenging system Self-actualisation system In-house education and training program Labour-management consultations, etc.
Local Community	For a Community-Friendly Company Contribute to the development of social community through positive communications with local communities and social action programs, and act as a responsible member of society.	<ul style="list-style-type: none"> Local contribution activities in each domestic and overseas office Educational support activity Suzuki Plaza, etc.
Environment	For Global Environmental Conservation We acknowledge that activities in environmental conservation are the most important part of business management. Environmental conservation is promoted in accordance with our "Suzuki Global Environment Charter" through our business activities and products in order to achieve a society with sustainable development.	<ul style="list-style-type: none"> Establishment, promotion, and reporting of Environment Plan 2020 Opening of and participation into various environment events Environment education and lectures, etc.

● Promoting understanding of CSR activities through the internal newsletter Suzuki News

We posted a series of articles about our initiatives for CSR to the internal newsletter Suzuki News.

Each article introduced a different theme such as 1) What is CSR?, 2) How our CSR activities are evaluated from the outside, and 3) What we are expected from the society. We promoted understanding by the employees by comprehensively introducing these themes along with the latest topics such as ESG investments and SDGs.



Third-party evaluation concerning CSR

The Company will be conscious of disclosing the efforts for ESG, and enhance communication with the stakeholders to consistently promote sustainable enhancement of corporate value.

● FTSE4Good Index Series

Created by FTSE Russell, a wholly owned subsidiary of London Stock Exchange Group, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong ESG practices. The FTSE4Good indexes are used by a wide variety of market participants focussed on ESG investments to create and assess responsible investment funds and other products.

More information about FTSE4Good Index Series
<https://www.ftserussell.com/products/indices/FTSE4Good>



FTSE4Good

● FTSE Blossom Japan Index

The FTSE Blossom Japan Index is an ESG index focussed on Japanese firms. The index is constructed so that industry weights align with the Japanese equity market and uses the globally established FTSE4Good Index Inclusion Rules which are drawn from existing international standards including the UN Sustainable Development Goals.

More information about FTSE Blossom Japan Index
<https://www.ftserussell.com/products/indices/blossom-japan>



FTSE Blossom
Japan

Basic policy regarding human rights

As stated in the "Suzuki Group Code of Conduct", we believe that respect for human rights is the base for all corporate activities and thorough efforts are made even in the CSR activities. The Suzuki Group has no intention of taking part in any action that would lead to infringement of human rights. We will promote respect of human rights with all stakeholders.

(Initiatives concerning human rights)

- Prohibiting all types of harassments
- Safe and healthy working environment, and good employee relations
- Eliminating discrimination in employment
- Prohibiting child labour and forced labour
- Not using conflict minerals causing human rights infringement

Environmental Initiatives

Promotion of Global Environmental Efforts

Since the establishment of “Suzuki Global Environment Charter” in March 2002, Suzuki has been promoting efforts for environmental conservation, aiming to realise a society with sustainable development, as well as to ensure the Company’s existence. This section introduces our environmental activities.

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Environmental brand SUZUKI GREEN

Aimed to realise the Suzuki Global Environment Charter, which sets Suzuki’s philosophy and basic policy toward the environment, the environmental brand **SUZUKI GREEN** was introduced. **SUZUKI GREEN** is an environmental brand that widely appeals internally and externally by clarifying environmental **policy** and **next-generation eco-friendly technologies** and **environmental activities**.

SUZUKI GREEN has three categories that represent the environmental policy, next-generation eco-friendly technologies, and environmental activities, and they are stated as per below.



SUZUKI GREEN Policy

SUZUKI GREEN Policy represents Suzuki’s environmental doctrine and policy, which includes environmental plan and guidelines.

- Suzuki Environmental Plan 2020: https://www.globalsuzuki.com/corporate/environmental/green_policy/index.html#envPlan
- Suzuki Biodiversity Protection Guideline: https://www.globalsuzuki.com/corporate/environmental/green_policy/index.html#guideline

SUZUKI GREEN Technology

SUZUKI GREEN Technology represents next-generation eco-friendly technologies developed and utilised by Suzuki, which includes new technologies such as low fuel consumption and weight reduction technologies.



Hybrid



Mild Hybrid



BOOSTERJET Engine



ECO-COOL



Heartect



Lean Burn

SUZUKI GREEN Activity

SUZUKI GREEN Activity represents Suzuki’s effort and activity on realising the environmental policy, which includes various activities worked by each department such as development, production, and logistics for the control of global warming and promotion of environmental preservation.

Environmental conservation



Efforts for environmental conservation (tree planting)

Design, Development, and Procurement



Efficient use of resources (use of plant-derived resin)

Efforts in production and offices



Reduction in CO₂ emissions (establishing wind-power generation facilities)

Transportation



Efficient use of resources (use of returnable containers)

Efforts by sales distributors



Efforts for environmental conservation (clean-up activities)



Environmental Initiatives

In order to hand over the beautiful earth and affluent society to the next generations, Suzuki regards consideration to environmental issues such as global warming as one of the most important challenges for our business activities. We are aggressively promoting reduction of environmental impact that may be generated through our R&D, production, physical distribution, marketing and office activities by establishing a group-wide environmental management system, while maintaining good communications with our individual stakeholders.

Suzuki Global Environment Charter

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

[Environmental Concept]

In order to hand over the beautiful earth and affluent society to the next generations, we must all realise 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.
- Reduce the pressure placed on the environment resulting from our business activities and products.
- Maintain and improve upon our environmental management system.
- Promote environmental communication.



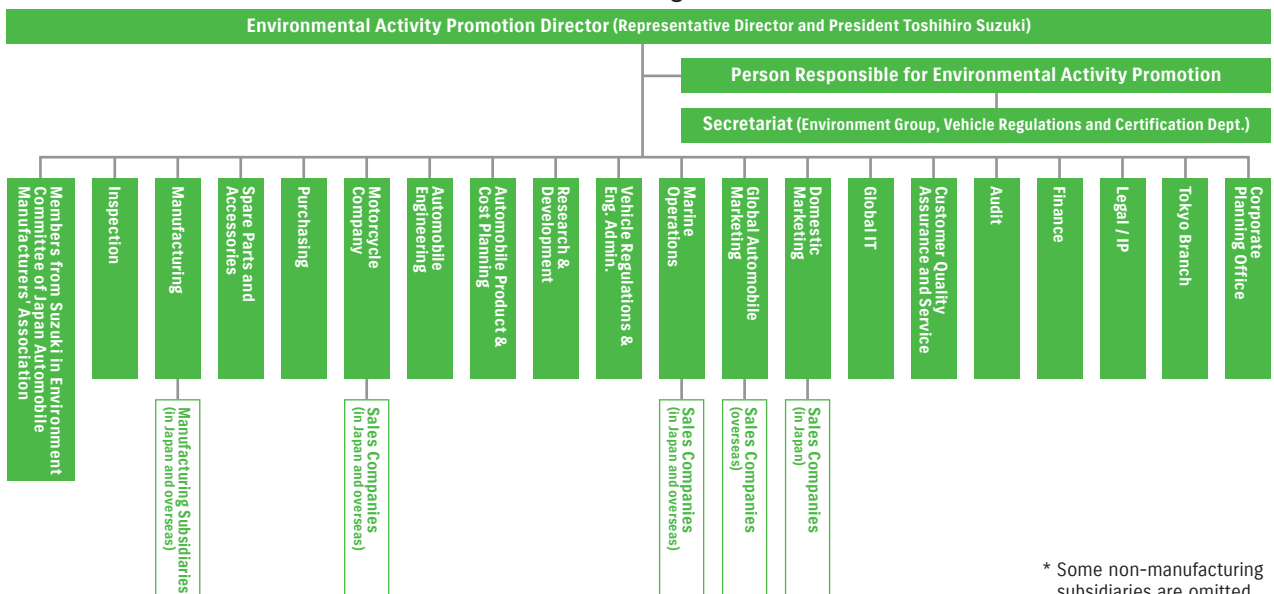
Suzuki Environmental Organisational Chart

In April 2001, Suzuki established the Suzuki Environmental Committee as the top decision-making body in the environmental management system for the entire Group.

Meetings by Suzuki Environment Committee are held twice a year to determine our environmental policy and long- and mid-term environmental goals, check the progress in the existing issues, and discuss urgent problems.

Suzuki Environmental Organisational Chart

As of June 2019



* Some non-manufacturing subsidiaries are omitted.

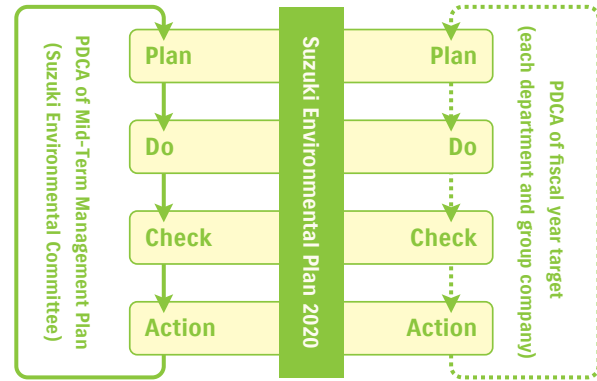
Environmental

Suzuki Environmental Plan 2020

In order to hand over the beautiful earth and affluent society to the next generations, Suzuki had established and been striving to accomplish “Suzuki Environmental Plan 2015” for environmental conservation activities from 2012 to 2015 based on “Suzuki Global Environment Charter”. We then established “Suzuki Environmental Plan 2020” for continuous environmental conservation activities from FY2016 to FY2020 to clearly present the direction and actions of Suzuki’s business operations in relation to environment.

We believe that our most important task is to seriously recognise effects to environment generated from our business operations, develop products that carefully consider environment and promote business operations that reduce environmental effects. To accomplish this, we will work on “Suzuki Environmental Plan 2020” with “Team Suzuki” involving domestic and overseas affiliates to build the base for 2020, which is the 100th anniversary of foundation, and for the next 100 years, following the 4 themes: Control of global warming; Promotion of environmental conservation; Promotion of 3Rs (Reduce, Reuse and Recycle); and Reinforcement of environmental management.

In order to achieve this Suzuki Environmental Plan 2020, we will manage and continuously improve our operations through PDCA and promote business activity to reduce environmental impact.



* PDCA is a way of making initiatives in a cycle of Plan, Do, Check, and Action. It not only covers planning and doing, but also checking and making actions, thereby enabling to make initiatives by constantly improving through feeding back effects and reflections.

Concrete implementation/target		Major implementation in FY2018		
Control of global warming	Improvement in fuel efficiency Realise high fuel efficiency by adopting “SUZUKI GREEN Technology” etc.	Raise efficiency by improving the engine and drive system, and adopt new mechanism	Automobiles	<ul style="list-style-type: none"> Installed newly-developed K15B 1.5L petrol engine which combines superior fuel efficiency and driving performance upon making full model change of the three-row seven-seater MPV Ertiga for the Indonesian market. Realised strong torque from low rpm range and reliability by installing R06A turbo engine specially tuned for the Jimny. Installed K15B engine with enhanced driving performance and reliability as well as superior fuel efficiency on the Jimny Sierra. In addition to the 1.0L petrol engine, newly introduced more powerful 1.2L petrol engine upon making full model change of the compact passenger car WagonR for the Indian market. Combined with lightweight, high-rigidity body, it realised excellent safety and fuel efficiency, and comfortable driving performance.
			Motorcycles	<ul style="list-style-type: none"> Improvement in fuel efficiency was promoted by improving combustion and reducing friction loss. With respect to SWISH, combustion improvement and reduction of the friction loss was promoted, such as by reduction of piston weight, and the introduction of the roller rocker arm, and improvements of approximately 18% were made (from 42.6 to 51.0km/L) for the WMTC-mode fuel efficiency compared to the conventional model (Address V125).
			Outboard motors	<ul style="list-style-type: none"> With respect to DF150A, it achieved enhancement of fuel efficiency by up to 7% compared to its conventional model by increasing compression ratio of the engine, suppressing rise in intake temperature with the semi-direct intake system, as well as adopting the lean burn system.

Concrete implementation/target		Major implementation in FY2018				
Control of global warming	Improvement in fuel efficiency	Realise high fuel efficiency by adopting "SUZUKI GREEN Technology" etc.	Reduce the vehicle body weight by reviewing body structuring parts, changing materials, and reviewing manufacturing methods	Automobiles	<p><Weight reduction in the whole body></p> <ul style="list-style-type: none"> Super Carry shares the same lightweight, high-rigidity frame structure as the Carry, and it realised further weight reduction by a total of 1,350g/unit with the following efforts. ① In order to secure collision safety owing to weight increase accompanied by the expansion of cabin space, high-tensile steels were adopted for roof side lean force and front pillar inner panel, resulting in weight reduction of 1,150g/unit. ② Lightweight t2.5 reinforced glass was adopted for the newly-established quarter window glass, resulting in weight reduction of 200g/unit. <p><Weight reduction of suspension></p> <ul style="list-style-type: none"> HEARTECT platform was adopted for the new Spacia Gear, following the adoption by Alto, Lapin, and WagonR, resulting in weight reduction owing to optimisation of suspension frame structure, etc. 	
				Motorcycles	<p>Following efforts were made for the RM-Z250.</p> <ul style="list-style-type: none"> Achieved weight reduction by approximately 24% owing to change in material of fuel tank from aluminium to resin. Achieved weight reduction of frame by approximately 4% owing to thinning of forged parts and optimisation of surface shape of pipe parts while maintaining the same rigidity as the conventional frame. Realised weight reduction of swingarm by approximately 4% owing to adequate surface shape by changing the main arm part from the conventional swaging pipe to aluminium hydro form pipe, which has more flexibility in shape. 	
				Outboard motors	<ul style="list-style-type: none"> With respect to DF150A, materials lighter than those used for the conventional model were used on the side cover, resulting in 1,040g weight reduction per parts. 	
Control of global warming	Improvement in fuel efficiency	Reduce CO ₂ emissions amount in use of products globally	Reduce running resistance of the whole vehicle such as air resistance and rolling resistance	Automobiles	<p><Reduction of air resistance></p> <ul style="list-style-type: none"> With respect to Jimny and Jimny Sierra, its shape was optimised in detail to the extent that does not influence its design, and by adopting aerodynamic parts under the floor, its air resistance was reduced by 25% compared to its initial development stage. With respect to Super Carry, in order to reduce increase in overall height and elements that become disadvantageous in air resistance, shape of roof and cabin back guard were optimised, resulting in reduction of air resistance by 2% compared to its initial development stage. <p><Reduction of rolling resistance></p> <ul style="list-style-type: none"> With respect to Jimny and Jimny Sierra, rolling resistance was reduced by 22% and 20% respectively, compared to the conventional models by adopting newly-developed tyres. Rolling resistance of new Spacia Gear was reduced by adopting tyres used for WagonR and other models. <p><Reduction of engine driving loss></p> <ul style="list-style-type: none"> Fuel efficiency of the Jimny Sierra was enhanced by approximately 3% owing to reduction of engine output loss by adopting electric power steering, in place of conventional hydraulic power steering. <p><Reduction of mechanical loss owing to development of low viscosity rear differential gear oil></p> <ul style="list-style-type: none"> By adopting them to production models of Jimny and Jimny Sierra, mechanical loss of differential gear unit was reduced compared to the conventional models. 	
					<ul style="list-style-type: none"> [Automobiles] Reduced by 28% (compared to FY2005) 	<ul style="list-style-type: none"> Reduced by 26%
					<ul style="list-style-type: none"> [Motorcycles] Reduced by 20% (compared to FY2005) 	<ul style="list-style-type: none"> Reduced by 21%
		<ul style="list-style-type: none"> [Outboard motors] Reduced by 10% (compared to FY2005) 	<ul style="list-style-type: none"> Reduced by 11.7% 			

Concrete implementation/target		Major implementation in FY2018
Development of next-generation vehicles	Develop electric vehicles suitable for small cars	Develop hybrid vehicles and electric vehicles for mini/compact cars
	Develop lightweight, compact, and low-cost air-cooled fuel cell vehicles	<p>[Motorcycle FCV] Implement the test on public roads in Japan, Europe, etc.</p> <p>[Automobile FCV] Promote advanced development</p>
Control of global warming	CO ₂ reduction activities in production	<p>Reduce CO₂ emission per global production volume* by 10% (compared to FY2010)</p> <p>* Value calculated by converting the ratio of the CO₂ emission amount per unit (automobiles, motorcycles, and outboard motors manufactured in plants in Japan) to global production volume of automobiles</p>
	CO ₂ reduction activities in logistics	<p>● Improved transportation efficiency by reviewing transportation routes and packing style</p> <p>● Improved fuel efficiency of transportation vehicles by introducing eco-drive support equipment, teaching employees economical driving, etc.</p>
	CO ₂ reduction activities in sales activities etc.	<p>Reduce CO₂ emission per sale by 14% (compared to FY2006)</p>
	CO ₂ reduction activities in sales activities etc.	<p>Actively promote energy-saving activities by introducing power-saving and energy-saving equipment, etc. in order to regulate global warming</p>
		<p><For hybrid vehicles></p> <ul style="list-style-type: none"> Developing improvements for Suzuki's unique hybrid system which combines driving motor with Auto Gear Shift. Developing new mild hybrid system. <p><For electric vehicles></p> <ul style="list-style-type: none"> Made 50 prototype electric vehicles based on Japanese production models at Maruti Suzuki and started public road testing in India from October 2018.
		<ul style="list-style-type: none"> Public road testing of Burgman Fuel Cell was conducted in Japan and UK from March 2017 to March 2019. The collected driving data are analysed and evaluated for future development.
		<ul style="list-style-type: none"> The advanced development of fuel-cell automobiles was promoted.
		<ul style="list-style-type: none"> Reduced by 11.2%
		<ul style="list-style-type: none"> Transportation distances of engines between plants and completed vehicles from plants to stockyards were shortened owing to transfer and consolidation of production processes. Enhanced loading volume per transportation for some KD parts by changing the trucks used, in line with reviewing their loading operations.
		<ul style="list-style-type: none"> Reduced by 30.6%
		<ul style="list-style-type: none"> At the sales and non-manufacturing companies in the Suzuki Group*, the group's standard energy-saving target was set as "actively promote energy-saving activities by introducing power-saving and energy-saving equipment, etc., in order to regulate global warming", and specific energy-saving activities and environmental contribution activities are now actively promoted within each company and region. <p>* Sales companies: 56 companies including Suzuki Motor Sales Tokyo Inc., Suzuki Motorcycle Sales Inc., and Suzuki Marine Co., Ltd. Non-manufacturing companies: 6 companies including Suzuki Transportation & Packing Co., Ltd., Suzuki Business Co., Ltd., and Suzuki Engineering Co., Ltd.</p>

Concrete implementation/target		Major implementation in FY2018		
Promotion of environmental conservation etc.	Air pollution	Introduce low-emission vehicle appropriate for circumstances in each country	<p>Automobiles</p> <ul style="list-style-type: none"> <Japan> All models of both mini and compact cars have satisfied the new long-term regulations. <Europe> All models have satisfied the EURO6 regulations. <India> All models have satisfied the BS4 (OBDII) regulations. <p>Successively comply with emission control regulations in other countries.</p> <hr/> <p>Motorcycles</p> <ul style="list-style-type: none"> · Launched models conforming to Euro 4 and the third regulation in Japan: KATANA and SWISH <hr/> <p>Outboard motors</p> <ul style="list-style-type: none"> · All four-stroke outboard motors have satisfied the US EPA*1 regulations, US CARB*2 regulations, and EU RCD*3 regulations, as well as the voluntary emission regulations of the Japan Marine Industry Association. 3STAR was obtained for the US CARB regulation. · DF150A has been developed as the model conforming to local regulations. <p>*1: Environmental Protection Agency *2: California Air Resources Board *3: Recreational Craft Directive</p>	
		Reduction of VOC in car interior	<p>[Automobiles]</p> <p>Globally promote the use of alternative materials that generate less VOC in order to improve environment in car interior</p>	<ul style="list-style-type: none"> · VOC emissions in the interior of Jimny, Jimny Sierra, and Spacia Gear have achieved levels lower than the VOC concentration for car interiors specified as the target value of the voluntary efforts in the automobile industry.
		Reduction of VOC in the painting process	<p>[Painting on body]</p> <p>Maintain reduction of VOC emission per painting area by 40% (compared to FY2000)</p>	<ul style="list-style-type: none"> · Reduced by 42.5%
Promotion of 3Rs (Reduce, Reuse, Recycle)	Effective use of resources	Continue the design using recycled materials	<p>Automobiles</p> <ul style="list-style-type: none"> <Exterior parts> · Recycled material was used for noise suppressor sheet of Super Carry. <Interior parts> · Recycled materials were used for dash silencer and floor carpet of Jimny. 	
			<p>Motorcycles</p> <ul style="list-style-type: none"> · Recycled materials were used for many parts of NEX II and Bandit 150 sold in Indonesia, including a part of frame cover, rear fender, and seat bottom plate. · Likewise, recycled materials were used for many parts of Access 125 and Burgman Street sold in India, including a part of frame cover, leg cover, and helmet box cover. 	
		Continue the design to reduce materials	<p>Automobiles</p> <ul style="list-style-type: none"> <Exterior parts> · Thinned front bumper common to Carry was also used for Super Carry. 	
			<p>Motorcycles</p> <ul style="list-style-type: none"> · Achieved weight reduction of RM-Z250 by approximately 200g by thinning of resin cover. 	
			<p>Outboard motors</p> <ul style="list-style-type: none"> · Disassembly was simplified for DF150A by reduction of securing sections of parts to be assembled to engine cover. 	

Concrete implementation/target		Major implementation in FY2018														
Effective use of resources Promotion of 3Rs (Reduce, Reuse, Recycle)	Development/design considering recycling	Increase the use of thermoplastic resin components	<Exterior parts> · Front bumper and lower grille cover made of easily-recyclable thermoplastic resin that are common to Carry were used for Super Carry. · Easily-recyclable thermoplastic resin was used for front/rear bumpers and grille of Jimny, as well as splash guard of Jimny Sierra. <Interior parts> · Easily-recyclable thermoplastic resin was used for instrument panel, door trim, interior trim, and seat parts of Jimny and Super Carry.													
			<Outboard motors> · With respect to DF150A, thermoplastic resin was used for the resin parts with a large external shape such as an oil pan cover and an air intake inner.													
		[Japan] Maintain 70% or higher ASR recycling rate	· ASR recycling rate: 97.7% (70% or higher rate has been achieved since FY2008)													
		[Japan] Promote collection/recycling of used bumpers	· Collection and recycling of bumpers for disposal have been continued. · Collected bumpers were recycled to make automobile components such as battery holders, engine under covers, and head rests. [No. of bumpers collected]													
			<table border="1"> <thead> <tr> <th></th> <th>FY2017</th> <th>FY2018</th> </tr> </thead> <tbody> <tr> <td>No. of bumpers collected in the market</td> <td>68,240</td> <td>73,308</td> </tr> </tbody> </table>		FY2017	FY2018	No. of bumpers collected in the market	68,240	73,308							
	FY2017	FY2018														
No. of bumpers collected in the market	68,240	73,308														
Promotion of recycling ELVs/components	[Japan] Promote collection/recycling of used lithium-ion batteries	· Collection of used lithium-ion batteries from automobiles for recycling was started when WagonR equipped with a lithium-ion battery for ENE-CHARGE was launched in 2012. · 3,458 used lithium-ion batteries were collected and recycled from ELVs collected up to FY2018. · While increase in collection and recycling of used lithium-ion batteries is anticipated in line with the increase in sales of vehicles equipped with lithium-ion batteries, Suzuki participated in the JAMA LiB Co-collection System established by the Japan Automobile Manufacturers' Association (JAMA) in October 2018, and is promoting efficient collection and recycling with enhanced transportation efficiency through co-collection.														
		<table border="1"> <thead> <tr> <th>FY2012</th> <th>FY2013</th> <th>FY2014</th> <th>FY2015</th> <th>FY2016</th> <th>FY2017</th> <th>FY2018</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>21</td> <td>105</td> <td>356</td> <td>397</td> <td>731</td> <td>1,848*</td> </tr> </tbody> </table> *FY2018 includes 764 which were collected through JAMA LiB Co-collection System.	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	0	21	105	356	397	731	1,848*
FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018										
0	21	105	356	397	731	1,848*										
	[Overseas] Conform to local automobile recycle laws	· Europe (EU+EFTA): Promoting collection and recycling of ELVs in accordance with local regulations and circumstances. Collection and recycling of lithium-ion batteries is also being promoted in line with the launch of vehicles equipped with lithium-ion batteries. · India: Promoting collection and recycling of lithium-ion batteries in line with the launch of vehicles equipped with lithium-ion batteries. · Vietnam: Promoting collection and recycling of oil, tyres, batteries, motorcycles and automobiles in accordance with local regulations and circumstances.														
Reduction of the weight of packing materials such as corrugated cardboard for shipment of service parts	● Increase the use of returnable containers ● Reduce the weight of packing materials for shipment of service parts by 5% compared to FY2015	· The quantity of corrugated cardboard used for the shipment of service parts in Japan was reduced by employing returnable containers instead of packaging boxes made of corrugated cardboard. · Weight of packaging materials for shipping of service parts: Reduced by 9.2% compared to FY2015														
Reduction of disposable packing materials for shipment of service/KD parts	● Increase the use of returnable materials ● Reduce the use of disposable materials by improving the packing style and filling rate (Reduce the weight of packing materials for the shipment of KD parts by 9% compared to FY2015)	· The use of the returnable rack was promoted for the shipment of KD parts. A part of Myanmar was added to the list of countries to which the returnable rack was sent in FY2018, and the returnable rack was used for approximately 70% of the total delivery of KD parts. · It is planned to further promote the use of returnable racks by adding Myanmar to the list of countries for delivery by the returnable rack in FY2019. · Weight of packaging materials for the shipment of KD parts: +6.6% compared with FY2015														

Concrete implementation/target		Major implementation in FY2018		
Promotion of 3Rs (Reduce, Reuse, Recycle)	Effective use of resources	Reduction of the use of containers/package for products	Maintain the 15% level of reduction relative to FY2015 for the use of containers/package and corrugated cardboard for each component sale	<ul style="list-style-type: none"> Reduced by 50.7%
		Waste materials	[Suzuki] Continue the zero-level landfill waste. Maintain the level of less than 0.5% (compared to FY1990)	<ul style="list-style-type: none"> Continue the level less than 0.5%. (Zero-level)
	[Group] Continue the zero-level landfill waste. Maintain a level of less than 0.5% (compared to FY2002)		<ul style="list-style-type: none"> Did not achieve the target of less than 0.5% (less than 6.85t/year) with the result of 28.2% (387t/year). 	
	Water resources	Thoroughly save water at plants and offices	Plant in Japan	<ul style="list-style-type: none"> Water savings were realised by employing an airtight cooling tower, air-cooled compact air conditioners, water-conserving faucets, circulation of cooling water, etc. Water usage amount was reduced upon transferring the motorcycle plant through exhaust recycle of air-conditioners in the painting booth and reduction of rinse tank by reviewing pre-mechanical treatment process.
Office			<ul style="list-style-type: none"> Ongoing efforts to raise awareness of water-reduction strategies, such as by announcing detailed measures, in addition to posting water-reduction awareness posters in washrooms, toilets, kitchens, etc. Promotion of the use of automated faucets in washrooms. 	
Reinforcement of environmental management	Globally reinforce environmental management		<ul style="list-style-type: none"> Global acquisition of ISO14001 certificate is being promoted. Four production bases of Changzhou Haojue Suzuki Motorcycle Co., Ltd., Suzuki Motor Gujarat Private Limited (SMG), Suzuki Motor (Thailand) Co., Ltd. (SMT), and Suzuki Manufacturing of America Corp. (SMAC) newly acquired the ISO14001 certificate. 	
	Reinforcement of management of substances of concern	Globally conform to regulations concerning chemical substances	<ul style="list-style-type: none"> Information regarding trends in global regulations for substances of concern were announced in-house such as by conducting in-house presentation and publishing legal information. Started using LOLI, a database of legal information with the purpose of collecting information regarding overseas restrictions of substances of concern. Completed labelling warning labels regarding chemical substances on service parts, etc. based on the Proposition65 laws (California). Completed meeting methanol restriction (included in window washers) restricted under the REACH (EU). Measures to exclude phthalate substance (plasticizer) are being implemented. Implementing efforts to meet each country's GHS label. 	
		Build the global system to manage substances of concern	<ul style="list-style-type: none"> Implemented audit on overseas production bases (5 bases) with the purpose of completely banning the use of asbestos. Implemented audit on overseas production bases (4 bases) that are operating the Green Procurement Guideline. Newly introduced the Green Procurement Guideline in 2 bases. 	
	Implementation of LCA (Life Cycle Assessment)	[Automobile] Implement LCA for new model and model change vehicles in Japan	<ul style="list-style-type: none"> LCA was conducted for XBEE and Jimny, and the calculation results were published on the company homepage. 	
Environmental conservation through tie-up/cooperation with suppliers	Promote environmental conservation activities for suppliers based on "Suzuki Green Procurement Guideline"	<ul style="list-style-type: none"> The trends for chemical substance regulations in Japan, EU and UN were carefully observed, and suppliers were advised to perform research/action into the use of substances that have been examined for consideration in future regulations. 		

Concrete implementation/target		Major implementation in FY2018
Reinforcement of environmental management Expansion of environmental communication	Efforts for biodiversity	<ul style="list-style-type: none"> · The activities of Suzuki were introduced in “Japan Business & Biodiversity Partnership”, which is issued by the Japan Business Federation as sample cases. · Cooperated with cleanup activities of each office and local cleanup activities. · Disclosed environmental information of products and business activities such as Suzuki’s global CO₂ emission amount and VOC emission amount of painting processes in the domestic plants on the Suzuki CSR & Environmental Report 2018. · Continued planting activities in the Suzuki’s Forest in 2018. · Updated FSC certification program of the Shimokawa Proving Grounds. · Disclosed result data of Suzuki’s FSC certification program and Forest Environmental Contribution of Corporate Forest Preservation Program by the Forestry Agency.
		<ul style="list-style-type: none"> · Continue and promote local community cleanup activities, volunteering for environmental conservation (Suzuki Manner Improvement Activities, Forest Conservation Activities in “Suzuki’s Forest”, tree planting project at storm surge barrier in coastal zone of Hamamatsu, cleanup activities at individual offices, etc.) · With respect to the “Suzuki Manner Improvement Activities”, in-house volunteer members clean the periphery of the office from 8:10 to 8:40 in the morning of the third Tuesday of every month. The activities were conducted 174 times up to FY2018, and a total of 12,832 employees participated in these activities. The “FY2017 Governor’s Award as humane association of river, coast, and road” was received in 2017. · With respect to “Suzuki’s Forest” forest conservation activities, there was a planting project (planting of 100 nursery trees and inoculation of mushroom) on 2 June 2018, and 57 in-house volunteers participated. · A planting project was conducted at the storm surge barrier in the Hamamatsu coastal zone on 20 January and 10 March 2019, and 21 in-house volunteers participated.
	Enhancement of environmental education	<ul style="list-style-type: none"> · Promote environmental education for employees including new employees and overseas trainees · A lecture about “environmental activities required for automobile companies” was held for new engineers. · A lecture about “environmental efforts by Suzuki” was held at two universities in Shizuoka Prefecture. · Cooperated with the local community establishment support (NPO) “Lake Hamana Environmental Network”, and employees’ families participated in “Lake Hamana Eco Kids Experience School 2018 in Bentenjima” and “Eelgrass Utilisation Project (seeding and harvesting)”, which are events aimed at providing environmental education. · Introduced Environmental Household Accounts Book recommended by the Ministry of the Environment to the Suzuki employees.
		<ul style="list-style-type: none"> · Continue the in-house eco-driving education · An eco-driving seminar was conducted primarily for new employees. A total of 7,180 employees participated in this seminar. · Awareness in eco-driving was promoted by recording values of fuel efficiency in the operation record book of company cars.
	<ul style="list-style-type: none"> · Participate in and cooperate on environment-related events held by environmental NPO and local communities · Cooperated with the local community establishment support (NPO) “Lake Hamana Environmental Network”, and employees’ families participated in “Lake Hamana Eco Kids Experience School 2018 in Bentenjima” and “Eelgrass Utilisation Project (seeding and harvesting)”, which are events aimed at providing environmental education. 	
Disclosure of environmental information	<ul style="list-style-type: none"> · Prepare “Suzuki CSR & Environmental Report” (in Japanese and English) to transmit the information about environment conservation activity to societies · The “Suzuki CSR & Environmental Report 2018” (in Japanese and English) was prepared and published on the Web. · The digest version (in Japanese) was distributed as booklets. 	

Introduction of Environmental Management System

Suzuki is promoting introduction of “Environmental Management Systems” including ISO14001 as part of environmental conservation activities by the Group’s manufacturing plants and companies.

The ISO14001 is an international standard of environmental management system. By obtaining the ISO14001 certificate, Suzuki intends to follow the relevant regulations and reduce the environmental impact substances. Also, through periodical environmental audits, we verify the effectiveness of our environmental management system.

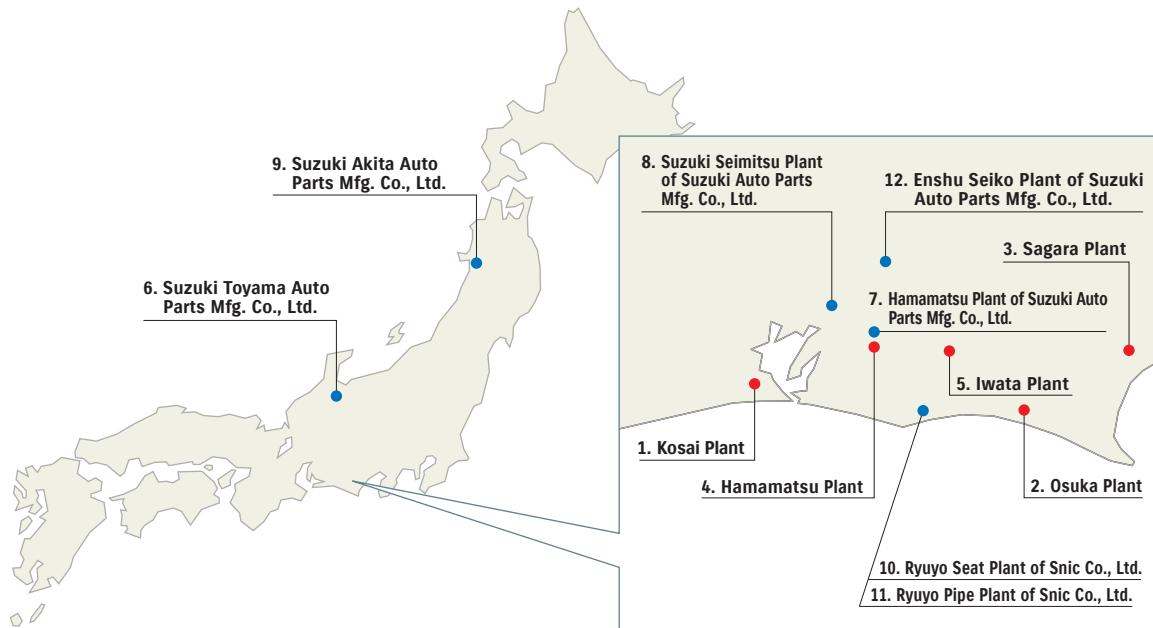
Suzuki has already completed acquiring ISO14001 certifications in bases that account for 97.1% of CO₂ emerged from global production. We will introduce the way of environmental management at all plants, and promote ISO14001 at plants that have not yet acquired its certification.

Efforts at manufacturing sites (Japan)

● Introduction situation in domestic plants and Group companies

All domestic plants already acquired the ISO14001 certificate by March 2003. As for the Group’s manufacturing companies, three manufacturing plants (a plant of Suzuki Toyama Auto Parts Mfg Co., Ltd., Suzuki Akita Auto Parts Mfg Co., Ltd. and Suzuki Auto Parts Mfg Co., Ltd.) and two plants of Snic Co., Ltd. have been certified (as of 1 April 2019). We are also promoting to have two uncertified plants (Hamakita Trim Plant and Sagara Plant) of Snic Co., Ltd. to acquire certification. We plan to promote environmental preservation activities throughout the Suzuki Group as a whole by promoting to have non-manufacturing departments such as engineering department to acquire ISO14001.

ISO 14001-certified domestic plants and Group’s manufacturing companies

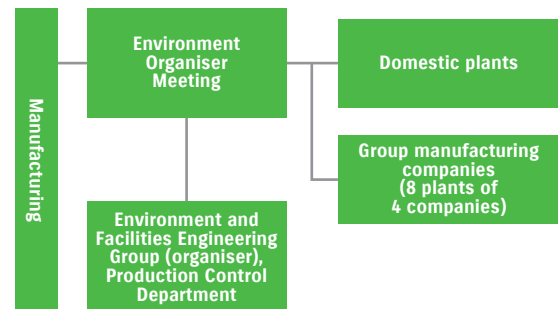


● **Manufacturing: Environment Organiser Meeting**

Suzuki holds Environment Organiser Meeting in order to improve environmental management of domestic plants and Group manufacturing companies.

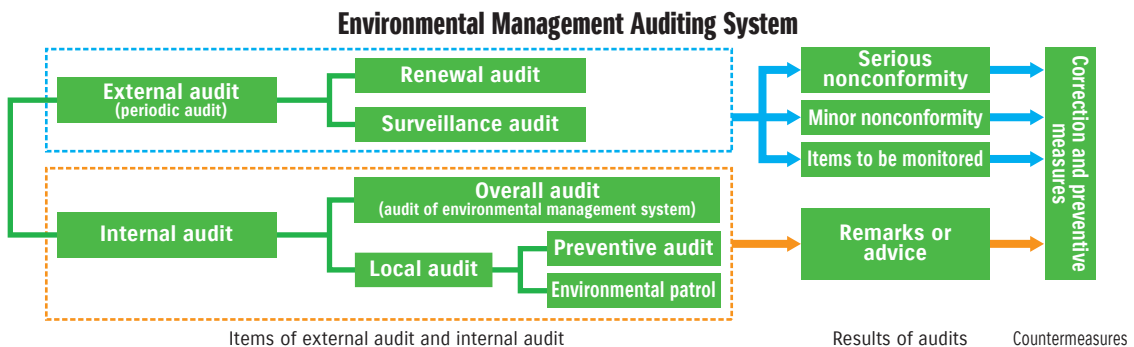
At this meeting, engineering managers and members of domestic plants and Group manufacturing companies (eight plants of four companies) get together to discuss improvements for environment conservation plan and matters related to domestic plants and Group manufacturing companies while seeing actual systems on actual sites.

Decisions made at the meetings are rolled out to domestic plants and Group manufacturing companies, contributing to environmental management activities.



● **Environmental audit**

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



External audit

Auditing of documents and on-site auditing are carried out by third party organisation in regard to the validity and adequacy of our environmental management system, to determine whether or not measures are being properly implemented. Auditing results are corrected and countermeasures are put into place for continuous improvement, and they are shared among domestic plants and Group manufacturing companies to enhance environmental management level.

Internal audit

For internal audits, two kinds of audits are conducted: one is an overall audit, and the other is a local audit. We select auditors that have no direct association with the section being audited, and they examine whether environmental management is being properly carried out or not. All auditing results are addressed for continuous improvement.

Overall audit

To determine whether or not environmental management is being properly implemented, document and on-site auditing are conducted.

Local audit

● **Preventive audit**

Thorough on-site observations are carried out while auditing in areas that possess potential for accidents such as drainage disposal facilities, space for using and storing harmful substance, and waste yard facilities.

● **Environmental patrol**

Areas that possess potential for accidents undergo regular patrol by the plant manager to prevent environmental accidents.

Improvement process through internal audit

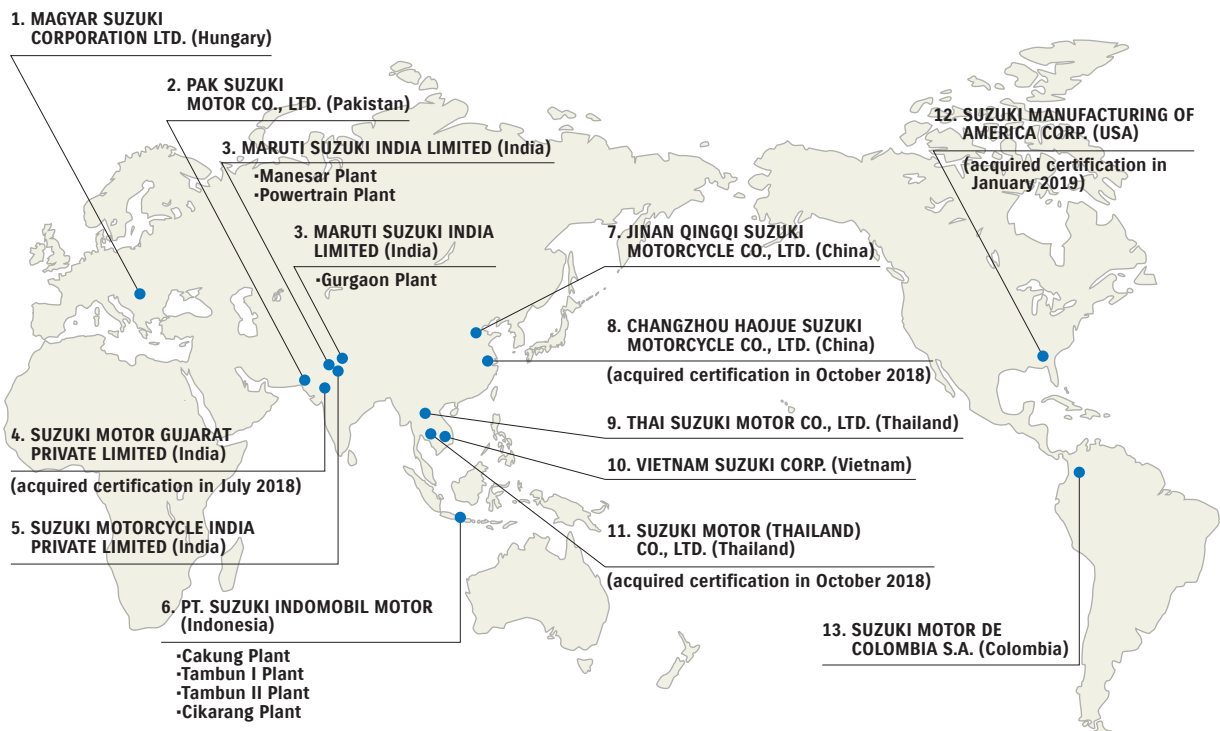


Efforts at manufacturing sites (overseas)

● Situation of certification in overseas plants

As for overseas manufacturing companies, MAGYAR SUZUKI CORPORATION LTD. obtained the certification in April 1998 for the first time in our Group. As of the end of May 2019, 13 overseas manufacturing companies (18 plants) have obtained the ISO14001 certificate. Other Group companies are also making best efforts to acquire the certificate.

ISO 14001-certified overseas Group companies



Measures for domestic sales distributors

In order to roll out actions concerning environment in business operations to Group companies, we introduced the Suzuki Environmental Management System from April 2017 to affiliate automobile sales distributors in Japan. This environmental management system unique to Suzuki is part of our initiative in reducing environmental load (energy consumption and amount of wastes) and complying with environmental laws/regulations through PDCA recycling. Sales distributor that introduced this system is progressively promoting the activity centring on the designated environment manager and office.

Environmental education

● Education according to managerial hierarchy

As part of our employee education program, we provide new employees with awareness-raising workshops concerning such basic environmental subjects as Suzuki's environmental philosophy, policy, issues, and eco-drive concept. Also, we provide other employees with environmental training according to their job functions. In addition, training is provided to management level employees. In our domestic plants, special educational programs to prevent environmental accidents are carried out especially for employees working in environmentally-important processes. Also various kinds of environment-related educational programs are provided to new employees, management level employees, and all factory employees.

● Education to obtain special qualifications

We also encourage employees to obtain some environment-related qualifications. The Company holds 160 employees as pollution prevention managers, 38 as energy managers, and 205 as internal environment system auditors.

domestic and overseas Group manufacturing

Emergency training

We look for locations and operations that have potential of causing an environmental accident* and hold emergency drills with employees and other related suppliers at domestic plants and domestic and overseas Group manufacturing companies.

* Environmental accident refers to accidents that may affect environment such as leakage of chemicals.

Situation concerning environmental laws, regulations, etc.

In FY2018, there were 20 cases of significant spills* and 6 cases of complaints concerning environment, 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 organisation such as exceeded amount of wastewater, emission gas, odour, chemical substances (including oil), and wastes that are restricted by laws and regulations, as well as soil and groundwater contamination.

Community information exchange meeting

We regularly carry out information exchange meetings with local residents to ask their views and opinions for further environmental improvement. In FY2018, such meetings and events took place 8 times at domestic plants and die plants in Japan. Also, 406 plant tours were conducted at domestic plants.



Plant/community exchange meeting

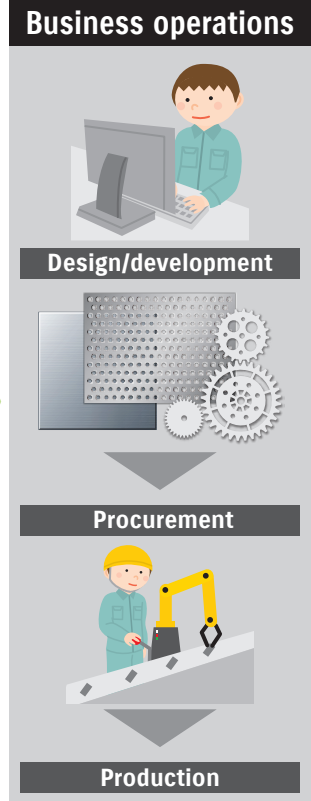
Influence and initiatives to environment caused by business operations

INPUT at domestic offices of Suzuki Motor Corporation

	Unit	FY2016	FY2017	FY2018
Electricity	1 million kWh	481.9	506.3	508.7
Fossil fuel	10,000 GJ	186.3	204.4	177.2

INPUT at domestic manufacturing plants*1 of Suzuki Motor Corporation

Supply of fuel etc.	Unit	FY2016	FY2017	FY2018
Purchased power	1 million kWh	398.7	420.2	417.4
Wind power (Kosai Plant)		1.75	1.43	1.51
Small-scale water power		0.062	0.039	0.034
LPG	1,000 t	20.0	21.2	18.2
City gas	1 million m ³	15.7	18.5	16.7
Kerosene	1,000 KL	0.179	0.130	0.246
Fuel oil A		0.70	0.62	0.09
Light oil		7.6	9.4	7.0
Petrol	KL	145.4	145.1	108.0
Supply of water	Unit	FY2016	FY2017	FY2018
Industrial waterworks	1 million m ³	1.80	1.97	1.96
Waterworks	1,000 m ³	66.3	84.2	55.0
Well water	1 million m ³	1.32	1.26	1.24
Supply of raw materials	Unit	FY2016	FY2017	FY2018
Iron		513.9	573.9	606.9
Aluminium		4.7	4.61	54.5
Resin	1,000 t	33.6	37.2	38.8
Copper		8.2	9.0	9.5
Lead		5.9	6.7	6.8
Supply of chemical substances	Unit	FY2016	FY2017	FY2018
PRTR substance	t	3,710	3,913	4,310



OUTPUT at domestic offices of Suzuki Motor Corporation

	Unit	FY2016	FY2017	FY2018
CO ₂ emissions amount	1,000 t	339.9	359.8	340.7

OUTPUT at domestic manufacturing plants*1 of Suzuki Motor Corporation

Release to atmospheric air	Unit	FY2016	FY2017	FY2018
CO ₂	1,000 t	294	313	275
SO _x	t	15	15	8
NO _x	t	100	102	75
PRTR substance	t	1,006	1,070	1,384
VOC emissions	t	3,164	3,625	3,615
Ozone-depleting substance** (CFC-11 conversion)*3	t	0.005	0.003	0.001
Release to sewer etc.	Unit	FY2016	FY2017	FY2018
Displacement to rivers, lakes and reservoir	10,000 m ³	538	548	440
Displacement to sewers	10,000 m ³	0.02	0.2	7.1
PRTR substance	t	2.1	2.3	3.3
Treated as waste materials	Unit	FY2016	FY2017	FY2018
Recycling amount	1,000 t	93	114	115
(PRTR substance in the above)	t	15.7	16.8	17.0
Landfill	t	0.57	0.74	0.46

*1: [Area subject to totalisation]
Takatsuka, Iwata, Kosai, Toyokawa, Osuka, Sagara, Hamamatsu, and die Plants (PRTR substance includes output at the headquarters, Motorcycle Technical Center, and Marine Technical Center)

*2: As for ozone-depleting substance, R-22 and R-502 (chlorodifluoromethane) were extracted from the total results based on "Act on Rational Use and Proper Management of Fluorocarbons".

*3: The ozone depleting potential conforms to "Law Concerning the Protection of the Ozone Layer through the Control of Specified Substances".

INPUT

Supply of fuel etc.	Unit	FY2016	FY2017	FY2018
Fuel (light oil, etc.)	10,000 GJ	56.4	57.7	59.3



OUTPUT

	Unit	FY2016	FY2017	FY2018
CO ₂ emissions amount	1,000 t	38.8	39.7	40.8

RECYCLE

Collection of ELVs (automobiles)

<ASR>	Unit	FY2016	FY2017	FY2018
Total weight of collection	1,000 t	50.6	55.4	58.1
Total No. of collected vehicles	1,000 units	393.0	423.4	438.4
Weight of recycled materials	1,000 t	48.3	53.0	55.3
Recycling ratio**	%	97.7	98.1	97.7
<Airbags>	Unit	FY2016	FY2017	FY2018
Total weight of collection	1,000 kg	68.4	87.5	105.9
Total No. of collected vehicles	1,000 units	234.4	289.4	326.0
Weight of recycled materials	1,000 kg	64.0	82.1	99.7
Recycling ratio**	%	93.5	93.8	94.2
<CFCs>	Unit	FY2016	FY2017	FY2018
Weight of collection	1,000 kg	83.8	90.6	92.1
No. of collected vehicles	1,000 units	345.2	394.1	402.3

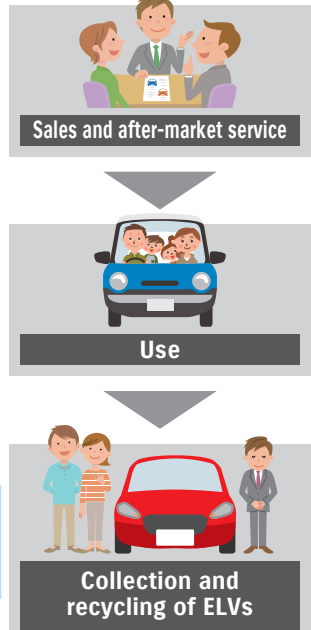
Recycling implementation ratio of automobiles

	Unit	FY2016	FY2017	FY2018
Recycling ratio**	%	99.5	99.7	99.6

Collection of ELVs (motorcycles)

	Unit	FY2016	FY2017	FY2018
Recycling ratio**	%	98.0	98.0	97.9

*4: The recycling ratio is calculated on weight basis.



Sales and Registration

No. of sold/registered vehicles in domestic market

<Sales of automobiles>	Unit	FY2016	FY2017	FY2018
No. of automobile sales	1,000 units	639	668	725
No. of hybrid vehicle sales		287	350	382
Sales ratio of hybrid vehicle	%	44.9	52.4	52.7
<Sales of motorcycles>	Unit	FY2016	FY2017	FY2018
No. of motorcycle sales	1,000 units	62	60	57
No. of fuel cell motorcycle registrations*5		0	18	0
No. of electric motorcycle sales	units	27	8	3

*5: Registration by the manufacturer

Reference: Global Sales

<Global sales of automobiles>	Unit	FY2016	FY2017	FY2018
No. of automobile sales	1,000 units	2,918	3,224	3,327
No. of hybrid vehicle sales**		389	462	561
Sales ratio of hybrid vehicle	%	13.3	14.3	16.9

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

Environmental accounting

● Cost of environmental conservation

(Unit : ¥100 million)

		Change			FY2018		
		FY2015	FY2016	FY2017	Investment	Expenses	Total
Business area costs	Pollution prevention	5.0	4.8	4.3	6.9	4.4	11.3
	Environmental conservation	2.7	4.6	4.4	1.6	4.6	6.1
	Recycling of resources	3.1	1.9	-0.2	3.8	5.8	9.6
	Total	10.8	11.3	8.4	12.2	14.7	26.9
Upstream/downstream costs		0.1	0.2	0.2	0.0	0.2	0.2
Managerial costs		4.2	3.8	4.7	0.0	5.6	5.6
Research and development costs		504.9	519.8	529.7	58.8	497.6	556.4
Social activities costs		1.1	1.2	0.9	0.0	0.9	0.9
Environmental damage costs		0.3	0.4	2.5	0.2	0.4	0.7
Total		521.4	536.7	546.3	71.3	519.5	590.7

● Effectiveness of environmental conservation

(Unit : ¥100 million)

Item		FY2014	FY2015	FY2016	FY2017	FY2018
Economical effect	Energy cost reduction	3.4	4.1	3.8	3.6	3.6
	Waste management cost reduction	0.1	0.4	0.1	0.3	0.2
	Resource saving (including recycle and valuable resource disposal)	29.4	24.4	26.5	23.6	28.8
	Total	32.9	28.9	30.4	27.4	32.6

(Note) These are non-consolidated environmental figures.

Expansion of environmental communication

Efforts for biodiversity

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

Suzuki Biodiversity Protection Guidelines will be the guiding principle for us to recognise the possibility of business activities etc. giving unavoidable influences to biodiversity, which has provided our life with enormous natural blessings (ecosystem service) since the birth of human, 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 to biodiversity in our business or social contribution activities, and participated in Japan Business & Biodiversity Partnership*.

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

* Partnership that wide varieties of companies mainly from the economic world make efforts voluntarily for conservation and sustainable usage of biodiversity and share related information in order to accomplish the purpose of the Convention of Biological Diversity.

● Suzuki Biodiversity Protection Guidelines https://www.globalsuzuki.com/corporate/environmental/green_policy 【Basic concept】

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

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

【Emphasised 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 automobiles in order to reduce greenhouse effect 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 under cooperation with local communities.
- ② Work on making appropriate recognition and behaviour for biodiversity to penetrate into all employees.
- ③ Work on announcing environmental information and self-conservation activities widely to the society.



Eco Kids Experience School 2018 in Bentenjima
-Experience-type environmental study about the environment of Lake Hamana

Concrete actions

Reduction of environmental loads generated through business operations and products		Expansion of environmental communication	
①	Internal publication on results of the reduced CO ₂ emission from individual plants Effective utilisation 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 of recycling rate of end-of-life products Promotion of solar power generation	①	Participation in local community cleanup activities Cleanup activities around plants 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 Act on Control of Freon Emission 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 for local community environmental education events organised by NPO
③	Compliance with various countries' regulations for usage of substances of concern Development of technology for VOC reduction in car cabin and painting process Promotion of alternatives for substances of very high concern Close cooperation with suppliers based on "Suzuki Green Procurement Guideline" Environmental consideration for plant location, etc.	③	Publication of "Suzuki CSR & Environmental Report" Publication of various environmental information about production and products Participation in environment-related fairs and events Introduction of our eco-friendly production process through plant tour Friendship with local residents through an exchange party or meeting Setting up an environmental section in Suzuki Plaza

● Suzuki Manner Improvement Activities

Suzuki was registered in "Hamamatsu City Road/River Foster-parent System"* in September 2004 for improvement in manners and environment/beautification awareness of employees, and conduct voluntary cleanup activities as "Suzuki Manner Improvement Activity".

For those activities, in-house volunteers clean roads around the headquarters and the Takatsuka under-path every month. A total of 13,000 participants have conducted the cleanup activities 176 times until May 2019 and collected 71 mini-truckloads of flammable and non-flammable garbage.

In 2017, the activity was acknowledged by the Shizuoka Prefecture and the company received the FY2017 Governor's Award as humane association of river, coast, and road

* Groups that hope to be foster-parents decide the area and activities, report them to the Mayor, and conduct cleaning on roads, etc.



Suzuki Manner Improvement Activities

●Activities for “CLEAN-UP THE WORLD CAMPAIGN”

The Marine Operations of Suzuki always appreciates that both of our lives and our marine business are made up of water, and our employees and their families voluntarily clean rivers, sea, lakes, etc. where outboard motors are used. Such clean-up activities were first held in December 2010 at Lake Sanaru in Hamamatsu, and since the 2nd time, we expanded the clean-up activities to the world as “CLEAN-UP THE WORLD CAMPAIGN”, called for our overseas dealers with a total of 5,674 participants by 2018. Since 2015, the number of participants started to exceed 1,000 every year, making it the annual event for the Marine Operations. Likewise in 2019, starting from the activity held by the headquarters on 22 June (Nakatajima Sand Dune cleanup activity), the campaign will be held in parts of Japan as well as overseas.



<http://plastics-smart.env.go.jp/en>

The activity is in line with the concept of the “Plastics Smart Campaign - for sustainable ocean -” which is promoted by the Ministry of the Environment toward solution of global marine plastic issues, and was registered to the campaign since 2018. The activity is also introduced at the Ministry’s website. We will develop these activities further and contribute to local communities in all over the world through cleaning in waterfront areas.



USA



Malaysia



Japan



France

●Forest Conservation Activities
Suzuki's Forest (Hamamatsu)

Suzuki concluded a Volunteer Forest agreement with Tenryu Forest Administration Department of Forestry Agency and started the forestry preservation activities in March 2006 at Suzuki's Forest located in Inasa-cho, Kita-ku, Hamamatsu.

Our employees and their family members conduct the forestry activity every year such as planting trees, clearing away the undergrowth, and fungus planting/harvesting operations.

This activity was conducted 28 times in total until May 2019 (12 times of planting and 16 times of undergrowth clearing), and participated by 1,400 volunteers.



"Suzuki's Forest" planting project

Participation to the tree planting project at storm surge barrier

On 29 November 2015, members of the Suzuki Green Club participated in the storm surge barrier tree planting project in coastal zone of Enshu held by the prefecture of Shizuoka and the city of Hamamatsu and Iwata. Total of 7 activities were held by FY2018 with 248 participants, and 850 nursery trees of pine trees, etc. were planted. The Suzuki Green Club will continue forest conservation and greening activities through activities in Suzuki's Forest and storm surge barrier.



Forest of Suzuki Shimokawa Proving Grounds (Hokkaido)

Suzuki's proving grounds is located in the town of Shimokawa (Kamikawa County) on the north of Hokkaido, where the forest accounts for about 90% of the total land area. In 2003, Shimokawa acquired the international FSC®*1 Forest Management Certificate (FSC®C015134) as the first forestry cooperative in Hokkaido, and in 2011, it was designated as an Environmental Future City*2 featuring effective utilisation of abundant natural resources. Now it aims to become a "future city with best harmonisation between people and forests".

Moreover, a 300-ha forest located in the proving grounds was also recognised to satisfy the strict forest stewardship standards according to 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 the local society who takes great care of the nature through participation of events and sales of agricultural products.

*1 FSC®: Forest Stewardship Council

*2 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 realising such an ideal city.



Suzuki Shimokawa Proving Grounds (Hokkaido)

Participation in "Corporate Forest Preservation Program" (Hokkaido)

As part of environmental preservation and social action programs, we cooperate in silvicultural environment protection by participating in "Corporate Forest Preservation Program", which is conducted under the Profit-Sharing Afforestation agreement with the government (Forestry Agency) for the period from 1996 to 2028.

For approximately 4.3-ha national forest (containing approximately 3,000 trees) in Shimokawa, we conduct the profit-sharing afforestation by entrusting the work to the local forestry cooperative through Hokkaido Regional Forest Office. Also, for many years, we have contributed to preservation of national land through watershed conservation, sediment discharge prevention and CO₂ 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" (in Japanese language only)
http://www.rinya.maff.go.jp/j/kokuyu_rinya/kokumin_mori/katuyo/kokumin_sanka/hojin_mori/index.html

Suzuki's environmental contributions in FY2017 through these forests are evaluated as follows.

Suzuki's environmental contribution through forest conservation (FY2017)

Measurement item	Forests of Suzuki Shimokawa Proving Grounds (FSC® C015134)	"Corporate Forest Preservation Program" Regional Forest Office of Forestry Agency
① Contribution to water yield	155,609m ³ /year	1,409m ³ /year
② Contribution to prevention of sediment discharge	5,557m ³ /year	51m ³ /year
③ Contribution to absorption/fixation of carbon dioxide	1,367.2CO ₂ t/year	17.3CO ₂ t/year

* Calculated by the project evaluation method employed by the Forestry Agency

The above equal to the below units:

- ① 78.51 million bottles of 2-L PET bottles
- ② 1,020 truckloads of 10-t dump truck (5.5m³/truck)
- ③ 4,326 persons of annual CO₂ emission from one person (t/year)

Participation in environment-related fairs

● Participation in environment-related fairs

Suzuki participated in the following environment-related fairs in FY2018.

Events / Reports	Period	Location	Major organiser
JARI Public Day	21 April 2018	Tsukuba	Japan Automobile Research Institute (JARI)
Tokyo Forum for Clean City and Clear Sky	22 to 23 May 2018	Hilton Tokyo	Tokyo
Automotive Engineering Exposition 2018 (Yokohama)	23 to 25 May 2018	Pacifico Yokohama	Society of Automotive Engineers of Japan
Automotive Engineering Exposition 2018 (Nagoya)	11 to 13 July 2018	Port Messe Nagoya	Society of Automotive Engineers of Japan
Sewage Works Exhibition '18 Kitakyushu	24 to 27 July 2018	Kitakyushu	Japan Sewage Works Association
12th Asian-Pacific City Summit	1 to 2 August 2018	Hilton Fukuoka Sea Hawk	Asian-Pacific City Summit secretariat
Hamamatsu, the hometown of the Motorcycle	25 August 2018	Hamamatsu City Industry Exhibition Pavilion	Hamamatsu
Logis-Tech Tokyo	11 to 14 September 2018	Tokyo Big Sight	Japan Society of Industrial Machinery Manufacturers, etc.
EVS31 & EVTeC	2 to 3 October 2018	Kobe Convention Center	Japan Automobile Research Institute (JARI)
Miyakejima Enduro Race WERIDE	10 to 11 November 2018	Miyake Village, Tokyo	Tokyo
Shizuoka City Hydrogen and Fuel Cell Exhibit	11 November 2018	Shizuoka City Aoba Event Hall	Shizuoka
6th FC-Cubic Technical Information Exchange Meeting	6 December 2018	Tokyo International Exchange Center	Fuel Cell Cutting-Edge Research Center Technology Research Association
Hamamatsu City Winter Vacation Hydrogen Energy Experience Tour	27 December 2018	Hamamatsu Branch Office, Chubu Gas	Hamamatsu
World Future Energy Summit 2019	14 to 17 January 2019	UAE	Invited by the Ministry of Economy, Trade and Industry
Shizuoka Prefecture Hydrogen Energy Family Experience Class	26 January 2019	Hamamatsu Branch Office, Chubu Gas	Shizuoka Prefecture
Shizuoka Prefecture Hydrogen and Fuel Cell Business Seminar & Matching Consultation	14 March 2019	Twin Messe Shizuoka	Shizuoka Prefecture



Automotive Engineering Exposition 2018 (Yokohama)



World Future Energy Summit 2019 (Arab)



EVS31 & EVTeC (Kobe)

● Participation in Light Down Campaign

We participated in “CO₂ Reduction / Light Down Campaign” held by the Ministry of the Environment. We participated as a group and turned off the light of light-up facilities all over the country together with households that assented to this campaign on 21 June and 7 July 2018 for enlightenment of prevention of global warming.



Disclosure of environmental information

In order to disclose our views and initiatives on the environment, we are sending out such information through booklets (in Japanese language only) and websites, etc.



Website



Booklet (Digest in Japanese) Website (in detail)



Design, Development, and Procurement

We are making efforts in reduction and suppression of CO₂ emission amount through development of high-efficiency powertrain, expansion and strengthening of hybrids, and new development of EVs, by acknowledging that greenhouse gas emitted from the use of products account for a large amount in the emission of the entire value chain.

Reduction in amount of CO₂ emitted

Efforts for climate change

Problems with global environment are the big theme for sustainable development of human, and Suzuki believes that we must cope with these problems as a global enterprise. In particular, we must work on global warming as an important theme. For this reason, Suzuki is considering to announce a new plan in 2020 that comes after the Suzuki Environmental Plan 2020 by setting long-term environmental vision and mid-term milestones.

We are also considering to proactively disclose financial information regarding climate changes.

● Suzuki's responsibilities and efforts for global warming

Discussions on global warming have been promoted internationally and the international rule to reduce the use of fossil fuel that causes CO₂ emissions, "Paris Agreement" was established.

In addition, the Suzuki Global Environment Charter determines "Environmental Concept" as "In order to hand over the beautiful earth and affluent society to next generations, we must all realise 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."

Suzuki has an important task that we must be always aware of that we manufacture products using fossil fuel and emit CO₂ also during our business operations, and have to make efforts to reduce CO₂ emissions.



Efforts for products

Under the slogan "Small cars for a big future", Suzuki works toward manufacture of eco-friendly products. We promote reduction of CO₂ emissions by promoting downsizing, weight reduction, improvement in combustion efficiency, and reduction in resistance for all products.

With respect to introduction of next-generation technology, in vehicle sales, hybrid vehicles accounted for 52.7% of units sold in Japan, and 16.9% globally. We promote reduction of CO₂ emissions also by development of a hybrid vehicle for a compact car that adopts Suzuki's original AGS mechanism, and sales of electric scooters.

In order to reduce CO₂ emissions furthermore and realise zero emissions in future, we promote the test of a fuel cell motorcycle on public roads and development of compact EVs suitable for daily life.

Sales units of models equipped with hybrid system*

(Thousand units)

	FY2016 Global automobile sales units			FY2017 Global automobile sales units			FY2018 Global automobile sales units		
		Of which hybrids*	Hybrid ratio		Of which hybrids*	Hybrid ratio		Of which hybrids*	Hybrid ratio
Japan	639	287	44.9%	668	350	52.4%	725	382	52.7%
India	1,445	85	5.9%	1,654	85	5.2%	1,754	149	8.5%
Others	835	17	2.0%	902	27	3.0%	848	29	3.5%
Total	2,918	389	13.3%	3,224	462	14.3%	3,327	561	16.9%

*Hybrids include Mild Hybrid, S-Ene Charge, and SHVS. Hybrid units in Others are units exported from Japan and India.

Efforts for business operations

The target of global CO₂ reduction is set in the Suzuki Environmental Plan 2020, and we promote reduction of global CO₂ emissions per production volume* at all of our manufacturing bases in the world by 10% from FY2010 by 2020.

* Value converted to global automobile production units based on CO₂ emissions ratio per unit of automobile, motorcycle and outboard motor in Japan.

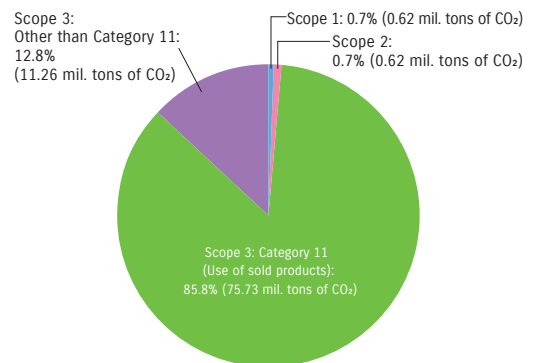
Disclosure of GHG emissions occurred in the entire value chain

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

The amount of CO₂ emissions generated through the entire value chain during FY2018 stood at 88.22 million tons, of which the emissions falling under Scope 3 (other indirect emissions than those classified into Scope 2)*1 were 86.98 million tons that include 75.73 million tons of CO₂ emissions classified into "Category 11 (Use of products sold by Suzuki)"*2 accounting for as much as 85.8% of the total emissions through the overall value chain.

Recognising that it is very important to reduce the CO₂ 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 place emphasis on improvement of fuel efficiency at the time of product development and improvement.

Breakdown of FY2018 GHG emissions



Total amount of GHG emissions released from the entire value chain: 88.22 mil. tons of CO₂
 [Calculation range] 67 domestic and 32 overseas companies
 [Calculation period] From April 2018 to March 2019

*1 Value chain: This is the whole series of business activities that create and build values at every step. Calculations are composed of Scope 1, Scope 2, and Scope 3 in accordance with "GHG Protocol"*3. The business activities in a value chain includes parts/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 the emissions of greenhouse gases.

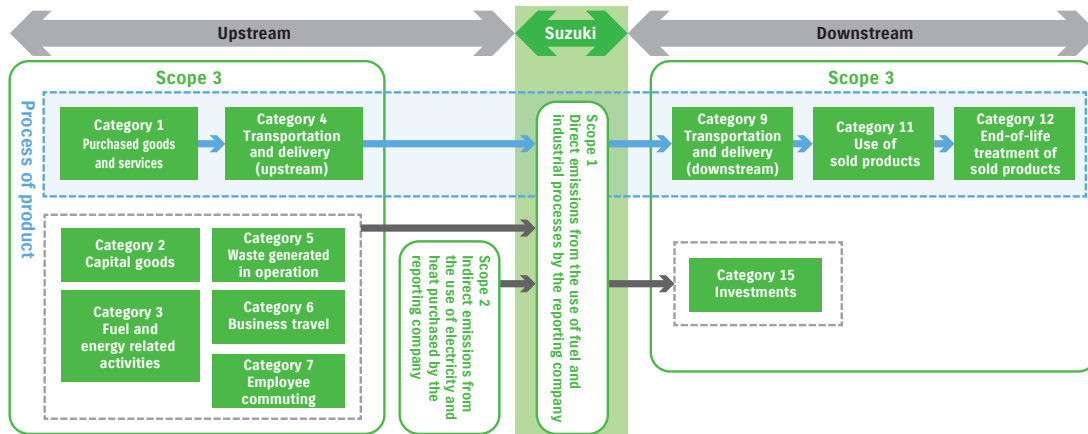
*2 Category 11: This indicates the life cycle GHG emissions from Suzuki's products sold in the fiscal year.

*3 GHG Protocol: This is a collaboration of the World Resources Institute (WRI), a global environmental think tank based in the United States, and the World Business Council on Sustainable Development (WBCSD). It is the most widely used international accounting tool to quantify and manage greenhouse gases (GHG).

*4 Green Value Chain Platform: This is a website operated by the Ministry of the Environment and the Ministry of Economy, Trade and Industry to provide various kinds of global warming and GHG emissions related information such as internal and external trends, calculation methods, etc.

Homepage: http://www.env.go.jp/earth/ondanka/supply_chain/gvc/en

Classification of Scopes 1 and 2 and Categories of Scope 3 quantified by Suzuki

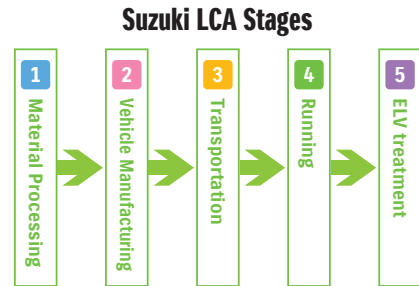


Classification	Items	Descriptions
Scope 1	Direct emissions	Direct emissions from the use of fuel and industrial processes by the reporting company
Scope 2	Indirect emissions from energies	Indirect emissions from the use of electricity and heat purchased by the reporting company
Scope 3*	Other indirect emissions	
Category 1	Purchased goods and services	Emissions from activities up to manufacturing of raw materials, parts, purchased goods, sales-related materials, etc.
Category 2	Capital goods	Emissions from construction and manufacturing of the reporting company's capital goods
Category 3	Fuel and energy related activities	Emissions from procurement of fuel used in power generation, etc., for electricity and heat procured from other entities
Category 4	Transportation and delivery (upstream)	Emissions from distribution of raw materials, parts, purchased goods, sales-related materials, etc., up to delivery to the reporting company
Category 5	Waste generated in operations	Emissions from transportation and processing of waste generated by the reporting company
Category 6	Business travel	Emissions from business travel by employees
Category 7	Employee commuting	Emissions from transportation of employees when commuting to and from the place of business
Category 9	Transportation and delivery (downstream)	Emissions from transport, storage, cargo handling, and retail sales of products
Category 11	Use of sold products	Emissions from use of products by users (consumers and companies)
Category 12	End-of-life treatment of sold products	Emissions from transportation and processing of products upon disposal by users (consumers and companies)
Category 15	Investments	Emissions from operation of investments

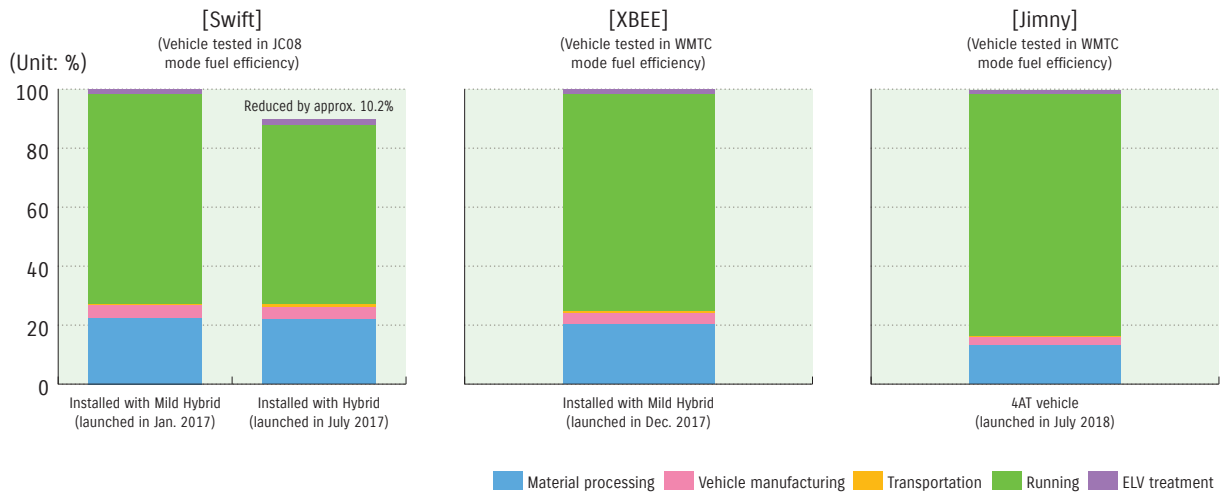
*Category 8 (Leased assets (upstream)), Category 10 (Processing of sold products), Category 13 (Leased assets (downstream)), and Category 14 (Franchises) are not included as they are not part of the calculation.

Calculation of CO₂ emission of products using Life Cycle Assessment (LCA)

In order to understand the environmental impact of our products, Suzuki adopts the Life Cycle Assessment (LCA) that assesses products with specific figures not only during their running stage but throughout their whole life cycle from material processing to ELV treatment. The Company is promoting reduction of environmental load by utilising their results to product development and business activity.

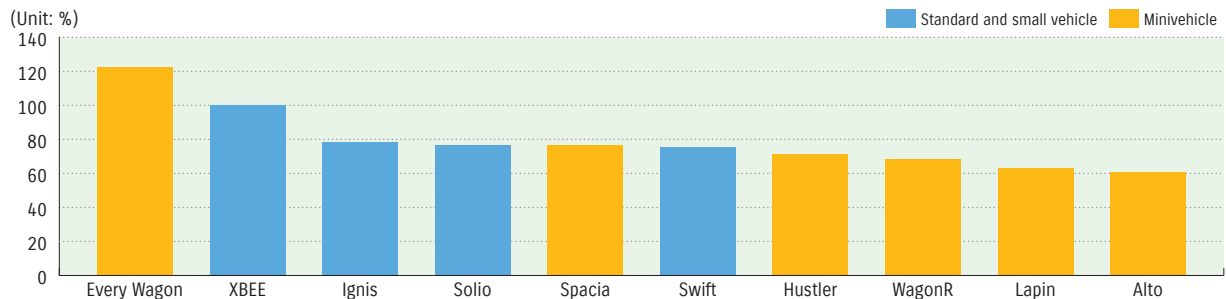


Ratio of CO₂ emission amount of Suzuki vehicles by lifecycle stages



* Since XBEE is a brand new model, and there is no vehicle to compare with, the above graph is shown only with XBEE alone.
 * Since the all-new Jimny is tested in WMTC mode fuel efficiency, and the previous model was tested in JC08 mode fuel efficiency, which cannot be compared with, the above graph is shown only with the all-new Jimny alone.
 * Result of a vehicle's lifetime running distance of 110,000km (13 years) driven in each test cycle.
 * Running stage takes replacement parts into concern including tyres, engine oil, and batteries.

Ratio of CO₂ emission amount by each model (%) Ratio with CO₂ emission amount of XBEE (compact car) as 100%



* Shows ratio of most fuel-efficient variants equipped with AT, CVT, or AGS in each model.
 * Result of a vehicle's lifetime running distance of 110,000km (13 years) driven in JC08 test cycle.

Development of next-generation vehicles

● Development of electric vehicles

Field test of 50 prototype electric vehicles started in India from October 2018. Testing of these vehicles will help to gather valuable insights as well as critical inputs based on customer perspectives and create a reliable and suitable electric vehicle to delight Indian customers. We plan to feedback these data to the electric vehicle which is being developed for launch at around 2020.



● Efforts for fuel cell vehicles

BURGMAN Fuel Cell was tested on public roads from March 2017 to March 2019 in Japan and the UK. Driving data that were collected under various road traffic conditions are analysed and evaluated for future development.



BURGMAN Fuel Cell



Hydrogen filling at Hamamatsu Hydrogen station (mobile)
(Actual operation started in March 2017)

Improvement in fuel efficiency

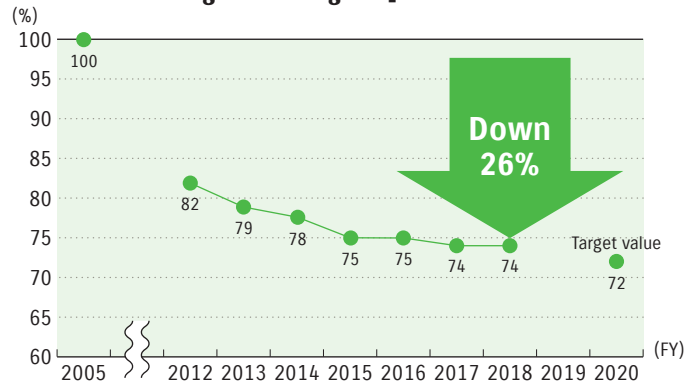
Automobiles

● Global average CO₂ emission amount of new models

In order to reduce CO₂ emissions, which is considered to be the main causes of global warming, Suzuki is making efforts in development and improvement of products by focussing on enhancing fuel efficiency.

With respect to FY2018 results, although India and Europe were able to reduce average CO₂ emission amount, due to decrease in average fuel efficiency in Japan, global reduction rate was unchanged from FY2017 with 26%.

Trends in reduction of global average CO₂ emission amount of new models



* Global average fuel efficiency is based on values in Japan, India, 28 European countries, and China (license production and sales).
 * Calculated based on CO₂ emissions amount (fuel efficiency) that were measured under specified method of each country.

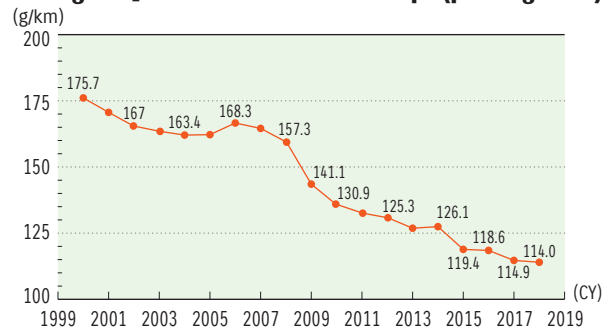
● Trends in average CO₂ emission amount (average fuel efficiency for Japan) of major markets

Average fuel efficiency in Japan (passenger car)



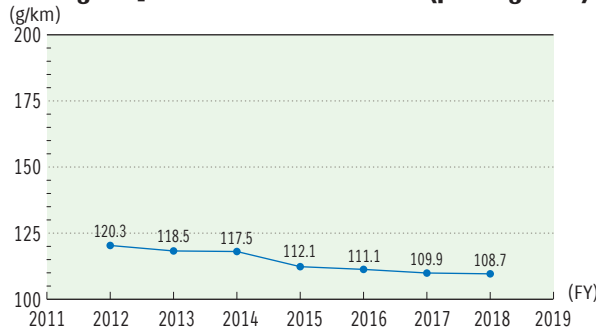
* Includes values converted from 10.15 mode or WMT mode to JC08 mode

Average CO₂ emissions amount in Europe (passenger car)



* Average CO₂ emission amount for 2018 is tentative value of European Commission (as of July 2019)

Average CO₂ emissions amount in India (passenger car)



Although Japan improved fuel efficiency by electrification, owing to strong sales of high-pleasure models such as Jimny and Swift Sport, average fuel efficiency of new models decreased compared to FY2017.

In Europe, average CO₂ emission amount of new models decreased by 0.9g/km compared to 2017 owing to increase in sales of Swift and decrease in sales of Jimny (previous model).

In India, average CO₂ emission amount of new cars decreased by 1.2g/km compared to FY2017 owing to improvement in fuel efficiency from electrification (Ertiga and Ciaz) and weight reduction (WagonR).

● Major fuel efficiency improvement technology

Web : <https://www.suzuki.co.jp/car/technology/> (in Japanese language only)

Powertrain technology

- ① Hybrid system
- ② Fuel-efficient engine
- ③ Auto Gear Shift (AGS)

Weight reduction of body

- ⑥ HEARTECT
- ⑧ Improved suspension

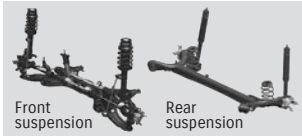
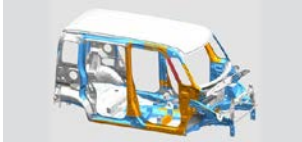


Image: New XBEE



Image: Spacia Gear

⑨ Super-high tensile steel plate



- Super-high tensile steel plate (1,180MPa)
- Super-high tensile steel plate (980MPa)
- High-tensile steel plate (440MPa, 590MPa, 780MPa)

Others

- ④ Cool-storage air-conditioning system (ECO-COOL)
- ⑤ Idle-stop
- ⑦ Eco-driving assistance system

Fuel-efficiency indicator

平均燃費 25.6 km/L

ECO-score

ECO 100

- ⑩ Reduction of air resistance

As of March 2019

Fuel efficiency improvement technology		Outline	Major new models launched in FY2017/2018
①	Hybrid system		
	Mild hybrid system	Hybrid system that realises high efficiency by generating electricity during deceleration and assisting the engine with such electricity upon acceleration.	
②	Hybrid system	Compact system that realises motor assistance and EV driving, and both high fuel efficiency and strong driving.	No new models Major minor-changed models in FY2018 Solio Bandit HYBRID SV
	Fuel-efficient		
③	DUALJET engine	Engine that realises both power and environmental performances by increasing thermal efficiency.	No new models Major minor-changed models in FY2018 Baleno XT
	BOOSTERJET engine	Direct-injection turbo engine that realises high output and torque.	
④	Auto Gear Shift (AGS)	Newly-developed transmission that has adopted the electrically-operated hydraulic actuator which automatically operates the clutch and gearshift based on MT.	
⑤	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.	
⑥	Idle-stop	System that stops the engine automatically when the vehicle speed decreases to the specific level or lower.	
⑦	HEARTECT	New platform designed by totally changing the major structure and component layout, realising an improvement in the basic performance and weight reduction.	
⑧	Eco-driving assistance system	Device provided for the meter to support eco-driving so that everyone can experience excellent fuel efficiency.	
⑨	Improved suspension	Suspension that realised stable and comfortable ride while balancing high rigidity and weight reduction.	
⑩	Super-high tensile steel plate	Use of steel plate structure with strong and light body, contributing to excellent collision safety and fuel-efficiency performance.	
⑩	Reduction of air resistance	Styling with reduced air resistance by optimising shapes of platforms and parts while maintaining design.	

* Photographs shown above are an image. * Descriptions in green are technologies categorised as SUZUKI GREEN Technology.

* Model of photograph

New models launched in FY2018



Jimny XC



Jimny Sierra XZ



Spacia Gear HYBRID XZ



Super Carry X 5AGS

Motorcycles

● Global corporate average fuel efficiency

We are trying to improve fuel efficiency through the improvement in the combustion and reduction of friction loss and weight reduction.

● Major fuel efficiency improvement technology

Powertrain technology

① SEP engine



② Dual spark technology



③ Injection system

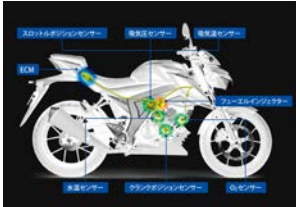


Image: GSX-1000R ABS

④ Open-type rectifier



Reduction of body weight

⑤ Improvement in frame



Others

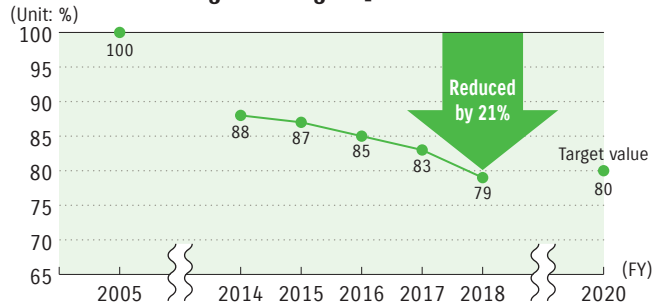
⑥ Eco-driving assistance system



⑦ LED headlight
LED tail lamp



Trends in reduction of global average CO₂ emission amount of new models



Technologies and actions for fuel efficiency improvement		Outline	Major new models launched in FY2018	
①	SEP engine	Engine that realised low fuel consumption without loss of power by improving fuel efficiency and reducing friction loss.	SWISH	
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.	SV650X ABS	
③	Injection system	Injection system equipped with six sensors* and designed to realise optimum control under various conditions and realise both powerful performance and high fuel efficiency. * O2 sensor, water-temperature sensor, intake air-temperature sensor, throttle position sensor, intake air-pressure sensor, and crank position sensor	GSX-S125 ABS	
④	Open-type rectifier	Realised high fuel efficiency with reduced mechanical losses by generating minimum needed amount of electricity with magneto.	Address 125	
⑤	Improvement in frame and swingarm	Optimisation of wall thickness and cross-sectional shape of main frame and swingarm.	RM-Z250	
⑥	Eco-driving assistance system	Equipped with the fuel-efficiency indicator and the eco-drive indicator that allows the driver to check operation for better fuel efficiency at a glance.	BURGMAN 400 ABS	
⑦	LED headlight LED tail lamp	Aimed to reduce power consumption and increase the service life.	GSX-1000R ABS	

* Photographs shown above are an image. * SEP: Suzuki Eco Performance

Outboard motors

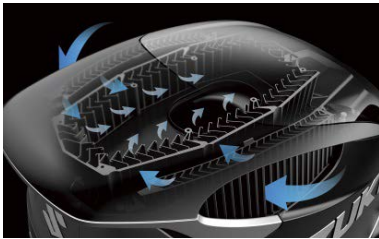
● Major fuel efficiency improvement technology

Engine technology

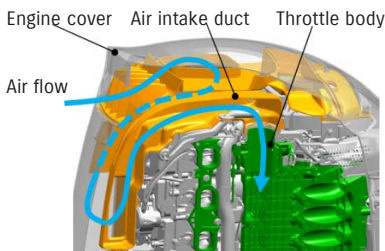
① Lean burn control system

LEAN BURN

② Direct intake system



③ Semi-direct air intake system



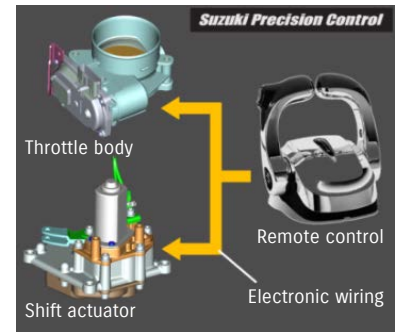
DF325A

Others

④ Dual injector system



⑤ Precision control



⑥ Dual prop system



Technologies and actions for fuel efficiency improvement		Outline	Major new models launched in FY2018
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 highly-efficient combustion can be achieved.	DF325A DF175A DF150A
②	Direct intake system	System to effectively take cold air outside the engine cover into the engine so that combustion of high output, high compression ratio, and high efficiency can be achieved.	DF325A
③	Semi-direct air intake system	System that brings in air from outside the engine cover through the air intake duct to the throttle body to suppress increase in intake temperature from radiation heat of engine.	DF175A DF150A
④	Dual injector system	System equipped with two fuel-injection units per cylinder that realises the optimum amount and time of fuel injection in order to promote the atomisation of fuel and reduce combustion temperature.	DF325A
⑤	Precision control	System to control throttle operation and shift operation by remote control. In this system, a conventional cable connection is replaced with electronic wiring, which eliminates mechanical factors such as friction and resistance.	DF325A
⑥	Dual prop system	Output from the engine is more effectively converted to the driving force by combining inverting two propellers back and forth. In addition, the downsized gear case of this system reduces resistance in water, and high driving performance and straight-line stability are realised.	DF325A

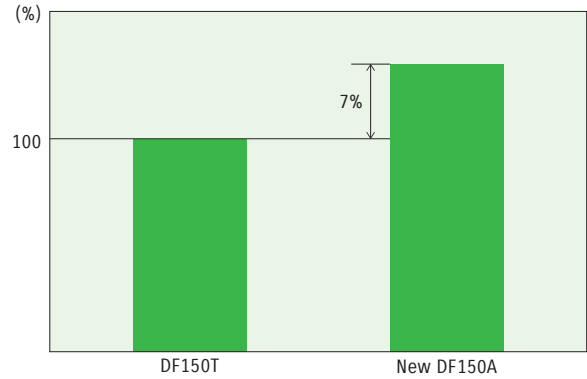
* Photographs shown above are an image. * Descriptions in green are technologies categorised as SUZUKI GREEN Technology.

● **Improvement in fuel efficiency of new model**

New DF150A launched in December 2018 realised improvement in fuel efficiency by up to 7% compared to the conventional model by making a high compression ratio engine, suppressing intake temperature with the semi-direct air intake system and adopting lean burn system.



Improvement in fuel efficiency (with the conventional model as 100)



Reduction of Freon

Since HFC-134a fluorocarbon refrigerant currently used in car air-conditioners has a high global warming potential, we are now making efforts to reduce the amount of it used in our vehicles. At the same time, we are now developing a next-generation air-conditioning system using an environmentally-friendly refrigerant HFO-1234yf that has an extremely low global warming potential.

Efficient use of resources

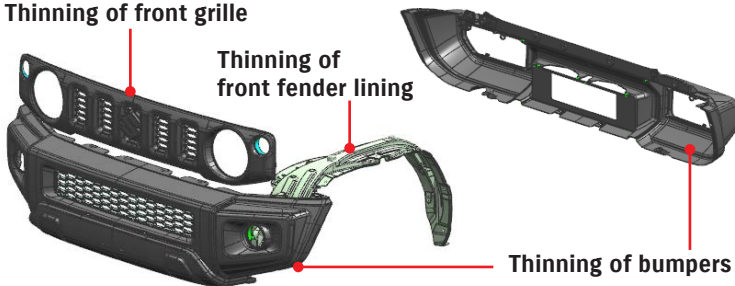
Automobiles

Continuation of design aimed for reducing materials

Among 3Rs, the first priority should be “Reducing (emission reduction)”. Under the policy of making parts Smaller, Fewer, Lighter, Shorter, and Neater, Suzuki is promoting reduction of emission by thoroughly reducing materials to be used and weight saving.

For example, in addition to front and rear bumpers, front grille and front fender lining, front and rear fender splash guards and side sill splash guard of Jimny Sierra launched in July 2018 have been slimmed.

Thinning of front grille



Thinning of splash guards



Adopting plant-derived resin (bio polycarbonate)

Suzuki is adopting bio polycarbonate resin (bio PC), in which its main material is plant-derived isosorbide. Bio PC produces great colour and by colouring the resin material, it creates appearance equivalent to painted resin, thereby enabling reduction of CO₂ and VOC by saving oil resources and abolishing painting process.

Bio PC was first adopted for the interior colour panel of Hustler launched in 2014, and since then, it has been adopted on other models. With the Bio PC adopted on Hustler as its first generation, the second generation with improved shock resistance was adopted for interior parts of Alto Lapin, and the third generation with improved shock resistance and appearance was adopted for interior parts of WagonR, Swift, and Jimny.

Even before the adoption of bio PC, Suzuki had been specialised in technologies for forming and molding pre-coloured resin materials. Suzuki will continue to expand the adoption of bio PC by using these materials and technologies.



Hustler



Alto Lapin



WagonR



Swift

Expanding adoption of thermoplastic resin parts

Recyclable design (automobile)

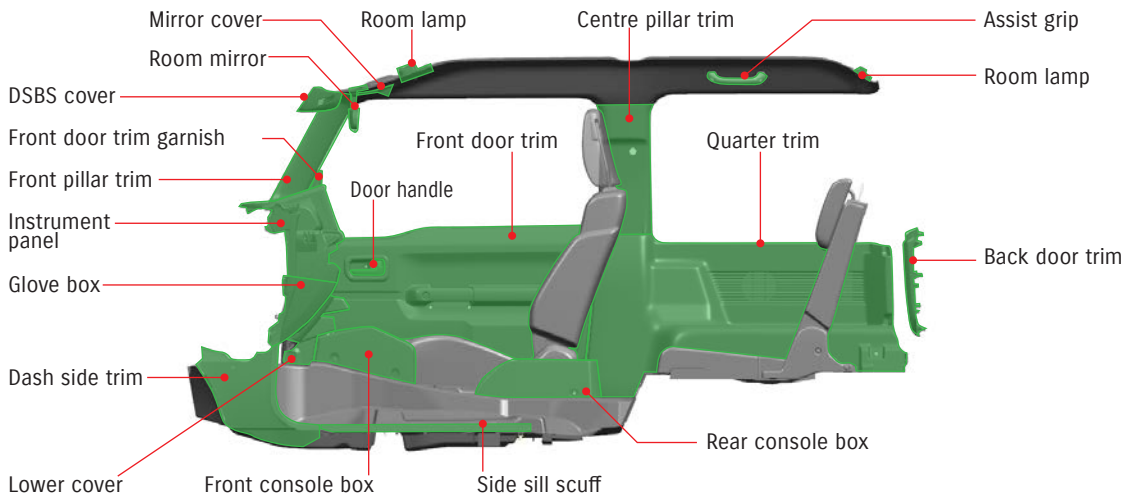
Recyclable vehicle design is an important factor to allow for easy recycling of end-of-life cars.

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

Major components using recyclable resinous materials (example: exterior of Jimny Sierra)



Major components using recyclable resinous materials (example: interior of Jimny Sierra)



Component names

Room mirror	Housing	Quarter trim	
	Stay	Instrument panel	
Room lamp	Housing	Glove box	Box
	Lens		Lid
DSBS cover		Lower cover	
Mirror cover		Dash side trim	
Front pillar trim		Side sill scuff	
Centre pillar trim		Door handle	
Assist grip			
		Front door trim	Trim body
			Grip
		Back door trim	Pocket
		Front door trim garnish	
		Front console box	
		Rear console box	

TOPICS

All-new Alto sharing the same body and displacement as the Japanese Alto minicar launched in Pakistan

Production and sales subsidiary Pak Suzuki Motor Co., Ltd. (Pak Suzuki) launched the all-new Alto in Pakistan on 15 June 2019. The all-new Alto shares the same body as the Alto minicar sold in Japan. It is equipped with 660cc R06A engine, which combines excellent fuel efficiency and strong driving performance. The all-new Alto is tuned to meet the local needs such as raising its minimum ground clearance to suit the road conditions in Pakistan.

This is the first time for Suzuki to produce a model which shares the same body and engine displacement as the current Japanese minicar regulation*, in its overseas production site.

Through introducing economical, highly-reliable, and high-performance Japanese minicars in the global market, Suzuki aims to further popularise compact cars which the Company excels in.

* Overall length of 3.4m or less, overall width of 1.48m or less, overall height of 2m or less, and engine displacement of 660cc or less.



Pak Suzuki's all-new Alto

Motorcycles

Development and design with consideration to weight reduction

Suzuki is trying to reduce the number of parts/materials and realise thinning, downsizing, etc. of parts in order to promote the effective use of resources.

For RM-Z250 launched in February 2019, weight of exterior resin parts and seat (parts shown within lines and dashed lines) was reduced by 570g (approx. 10%) compared to the 2018 model by the adoption of resin fuel tank, and optimisation of shape and thinning of resin parts.



Expansion of adoption of thermoplastic resin parts

Suzuki is making efforts to incorporate recycling in the design and development of motorcycles. We employed recycled resin materials and recyclable PP* resin materials for the following 5 models in FY2018.

* PP: Polypropylene



PP materials were adopted for 15 exterior resin parts and seat bottom plate



PP materials were adopted for 8 parts which cover 80% of exterior resin and seat bottom plate

Burgman Street



PP materials were adopted for 8 exterior resin parts

Access 125



PP materials were adopted for 5 exterior resin parts

GSX150 Bandit



PP materials were adopted for 7 exterior resin parts and seat bottom plate

— Parts with recycled resin materials — Parts with recyclable resin materials

Outboard motors

Expansion of adoption of thermoplastic resin parts

Recyclable design

Recyclable design is an important factor to allow for easy recycling of end-of-life outboard motor.

Suzuki always tries to produce eco-friendly outboard motors by employing easily recyclable materials for covers and other components and increasing the use of easily-disassembled tapping screws.

Major components using recyclable resin parts (example: DF150A exterior)

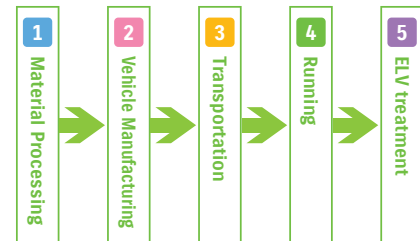


Efforts for environmental conservation

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

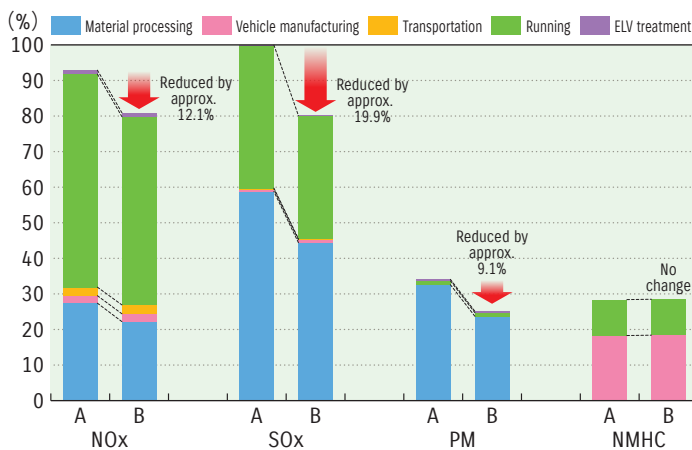
In order to understand the environmental impact of our products, Suzuki adopts the Life Cycle Assessment (LCA) that assesses products with specific figures not only during their running stage but throughout their whole life cycle from material processing to ELV treatment. The Company is promoting reduction of environmental loads by utilising their results to product development and business activity.

Suzuki LCA Stages



Ratio of emission amount of air-polluting substance (%)

Example: Swift (ratio of SOx amount with the conventional model as 100%)



A: Conventional model (launched in December 2016)
B: New model (launched in July 2017)

NOx: Nitrogen Oxide
SOx: Sulfur Oxide
PM: Particulate Matter
NMHC: Non Methane Hydrocarbons

Control of air pollution

Automobiles

Reduction of hazardous elements within exhaust gas

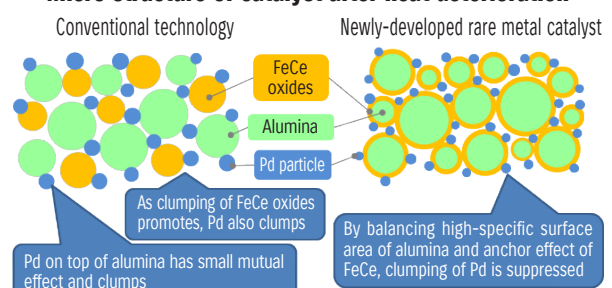
Catalyst technologies

In order to satisfy emission control regulations that are getting more stringent in all over the world, while reducing emissions from engines, we have been promoting improvement in performance of catalysts for exhaust-gas purification. Also, from the view of preserving resources, we are making efforts in reduction of precious metals and rare earth used for catalyst. As a technology to enhance purification performance with small use of precious metals, we concentrate precious metal effective for the purification performance in cold engine start at the front section of the catalyst. Such zone-coated catalyst is adopted for strict emission control regulations in Japan, Europe, etc. In addition, we also adopt a thin-wall, high-cell-density catalyst excellent for purification of cold engines, hexagonal cell catalyst that performs excellent purification during high-speed driving, newly-developed catalyst that saves precious metal by highly dispersing iron and cerium in micro size etc. in order to clean exhaust gas all over the world.

Newly-developed rare metal catalyst

In order to suppress heat deterioration of palladium (Pd), which excels in purification performance of petrol engine's exhaust gas, a new catalyst material was developed by highly dispersing iron (Fe) and cerium (Ce) oxides in micro size, which have strong mutual effect with Pd, onto an alumina with strong heat resistance. The catalyst was adopted for under-floor catalyst of Jimny Sierra. The technology secures high activation by suppressing heat deterioration with small amount of Pd, thereby contributing to environment conservation and resource preservation.

Micro structure of catalyst after heat deterioration



Motorcycles

● Reducing exhaust gas

We are working on reinforcement of purifying performance as exhaust gas reduction technology to meet the 2016 exhaust gas restriction in Japan.

Improvement in catalyst (tandem honeycomb)

Tandem honeycomb was adopted for the SWISH launched in June 2018.

Purifying performance is reinforced by changing from the conventional single honeycomb to a tandem honeycomb structure, in which two honeycombs are positioned inline with space in between the two honeycombs.



Outboard motors

● Reducing exhaust gas

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

TOPICS

Maruti Suzuki achieves 500,000 cumulative CNG vehicle sales

Suzuki's Indian subsidiary Maruti Suzuki achieved the milestone of 500,000 cumulative CNG (compressed natural gas) vehicles sales in India in December 2018. Maruti Suzuki started producing CNG vehicles in 2010, and there are 8 models with CNG variants, including WagonR and Super Carry which are sold in over 150 cities in India.

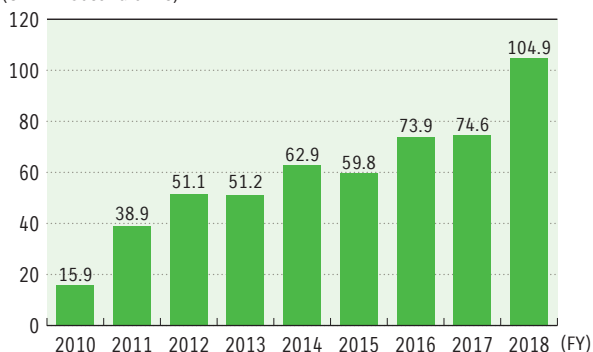
In the recent years, India is encountering air pollution concerns due to such causes as global warming and PM2.5 in urban areas. Fuel of CNG is natural gas, which is mainly composed of methane (CH₄) that emits less CO₂ and NO_x during combustion compared to oil and coal*, so it is expected to suppress expansion of global warming and air pollution.

Maruti Suzuki will continue to make efforts in making value-packed products that make customers happy by meeting their needs with consideration to the environment.

* Reference: Institute of Energy Economics, Japan

Trends in CNG vehicle sales of Maruti Suzuki

(Unit: Thousand units)



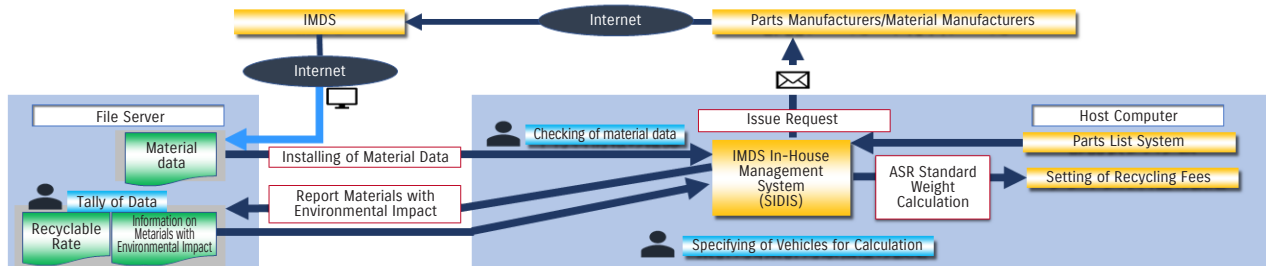
Reinforcement of environmental management

● Management of substances of concern

Based on the IMDS (International Material Data System) we introduced in 2003, which is an automobile industry-related material data collection system, we have established an in-house management system concerning substances of concern. Using this system, we are conducting management as well as calculation of recyclability for receiving type approval of motor vehicles in the European Union, of the four heavy-metal substances (lead, mercury, hexavalent chromium, and cadmium) targeted by European ELV Directive, and restricted substances specified in the regulations such as REACH regulation (Registration, Evaluation, Authorisation and Restriction of Chemicals).

We verified the compliance with laws and regulations related to substances of concern on additional 18 models of automobiles and motorcycles in FY2018. Also, by renewing the in-house system called the SIDIS (Suzuki IMDS Data Inhouse System), the above operations can be operated more efficiently, making it a system that can swiftly meet fast-changing regulations for substances of concern. SIDIS is enabled to be used independently by Maruti Suzuki, which is preparing to manage IMDS in India.

We will promote reduction management of substances of concern through applying the system for products manufactured not only in Japan, but also in overseas including Hungary, India, and Thailand.



● Promotion of establishment of the system to control substances of concerns in overseas bases

As a pillar for management of substances of concerns, we established the "Suzuki Green Procurement Guideline" and are starting its operation accordingly at major overseas production bases since 2011. We are also implementing the audit aimed to check its operation (FY2018 result: 4 bases). Plus, we are promoting a scheduled introduction of the "Suzuki Green Procurement Guideline" to bases that have not started its operation (FY2018 result: 2 bases).

● Strengthening thorough prohibition of use of asbestos in Suzuki Group

The use of asbestos is thoroughly prohibited in Suzuki's technical standards. Especially, to enforce prohibition of use for parts delivered in overseas plants, we newly established the "Asbestos Control Rules". The rule requires establishing management rules of asbestos at our overseas production plants, announcing complete prohibition of use of asbestos to our business partners, and implementing periodical education to persons concerned in the company. Implementations of these requirements are audited by Suzuki (FY2018 result: 5 bases).

● Conformance to regulations concerning chemical substances

We are promoting the shift in European-specification products to materials that do not contain 4 substances of phthalate type plasticizer (DEHP, DBP, BBP, and DIBP) specified as a limited substance (prohibition) in REACH (EU) under cooperation with our suppliers. We are also promoting to meet the regulations of each country such as making labels in line with the international GHS (Globally Harmonized System of Classification and Labelling of Chemicals) system and SDS (Safety Data Sheet) under cooperation with our suppliers.

● Reducing VOC (Volatile Organic Compounds)*1 in Car Interior

In order to provide safe and secure products to customers, we are making efforts in reducing the amount of VOC by using materials, bonding agents, etc. that emit less VOC for 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 FY2018, we achieved the target for the new Jimny, Jimny Sierra, Spacia Gear, and Super Carry.

In addition to reduction of VOC, we are making efforts in reducing cabin odour to promote making of more comfortable interior environment.

Models achieving better values than the cabin VOC concentration guideline values in FY2018



Jimny



Spacia Gear



Super Carry

*1 VOC is deemed as a cause of sick building syndrome (bringing about a headache and/or sore throat) and is known as a danger substance to public health.

*2 Japan Automobile Manufacturers' Association (JAMA) takes a voluntary approach to reducing the vehicle cabin VOC on substances defined by Japan's Ministry of Health, Labour and Welfare in 2002 by imposing its voluntary targets, all of which are stricter than the government targets, on new passenger car models sold from April 2007 and new commercial vehicle models sold from April 2008.

Reducing noise

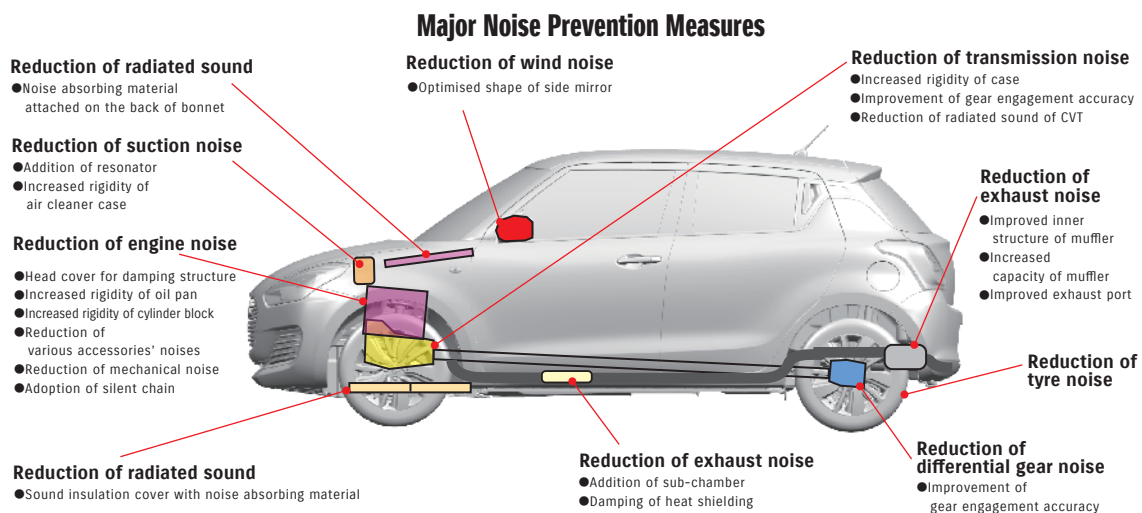
Automobiles

● Vehicle exterior noise

We are trying to reduce noise generated from automobiles in order to solve road traffic noise which is one of environmental problems. As for concrete actions, we are reducing various kinds of noises from the noise source in an automobile such as the engine, transmission, air-intake and exhaust systems, and tyres. At the same time, we are optimising the design of the sound insulation cover that is used to prevent the inside noises from being released to the outside of vehicle.

We are taking actions for the vehicle exterior noise regulations in Japan and other countries on all automobiles manufactured and sold by Suzuki.

The company also meets the new exterior noise restriction (R51-03) introduced in October 2016 in Japan for all of our new models.



● Vehicle interior noise

Also, to provide comfort and quiet interior environment to users, we are promoting reduction of vehicle interior noise by improving noise sources and taking sound absorption, sound insulation, and vibration damping measures.

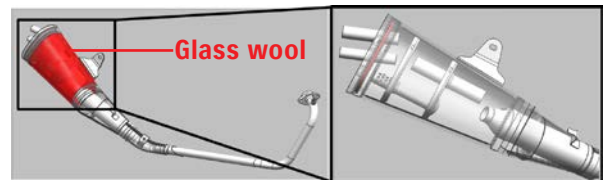
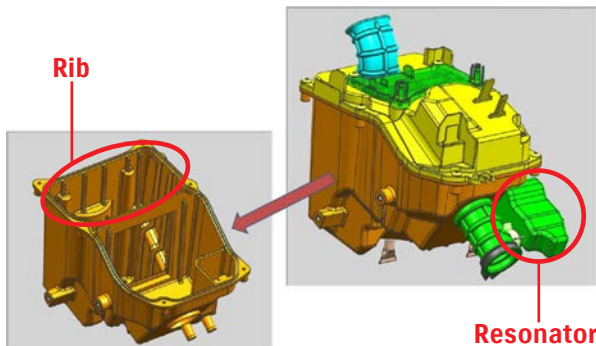
Motorcycles

Suzuki motorcycles meet noise regulations such as 2016 regulation of Japan, UNR41-04 of Europe, and 40 CFR Part205 of the United States.

● Example of applied product

The following describes our noise reduction efforts, taking an example of GSX-R125 ABS.

To conform to the domestic noise regulation, while maintaining styling and output character, GSX-R125 ABS adopts a number of structures with high noise reduction.



① For air cleaners, intake noise has been reduced by securing enough volume and placing a resonator in an outlet pipe. Also by making its inner wall into a rib structure for securing rigidity, radiated sound from air cleaner wall is reduced.

② As for mufflers, exhaust noise has been reduced by securing enough volume and making a structure with high noise reduction. Also, by placing glass wool inside the muffler wall, radiated sound from muffler wall is reduced and damping performance is improved.

Promotion of environment conservation with our business partners

Understanding situation of CO₂ emissions and information on water risks of our business partners (Japan)

Since 2016, Suzuki has been conducting research on information regarding climate changes and water risks of our domestic business partners with large volume of purchasing amount. Through the research, we are making efforts in understanding their trends in CO₂ emissions and water consumption amount, and situations of CO₂ reduction target and water risk evaluation.

In FY2018, 101 companies of our business partners, which account for approximately 75% of our domestic purchasing amount, have cooperated to the research. We will continue making efforts in the research while expanding it to overseas business partners as well.

Promotion of green procurement

We have established “Suzuki Green Procurement Guideline” that indicates our policy to purchase eco-friendly parts and materials from suppliers who agree to our guideline and submit “Suzuki Green Procurement Promotion Agreement” to us.

We partially revised this guideline in October 2013 to phrase the matter related to establishment of the substances of concern control system of partner companies, and prepared/added the self-check sheet for substances of concern control system. (We are requesting new and existing suppliers to submit check sheets thereafter. More than 60% of suppliers of production parts have attained outside certifications including ISO14001.)

Also, we are going hand-in-hand with our suppliers to conform to not only existing regulations, such as European ELV Directive and European Regulation concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), but also various future environmental laws and regulations.

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



Efforts in Production and Offices

In order to make sustainable growth, we are making efforts in business activities by having common value and interacting with the society. Various initiatives made in production and offices include: promoting reduction and control of CO₂ emissions through promoting energy-saving activities and expanding the use of alternative energy; efficiently using resources such as recycling wastes (raw materials and office papers) and water; and preventing contamination by setting and managing restriction values higher than those required in laws and regulations for emission gas, wastewater, chemical substances, etc. emitted from plants.

Reduction in amount of CO₂ emitted

Reduction of CO₂ emission in manufacturing activity

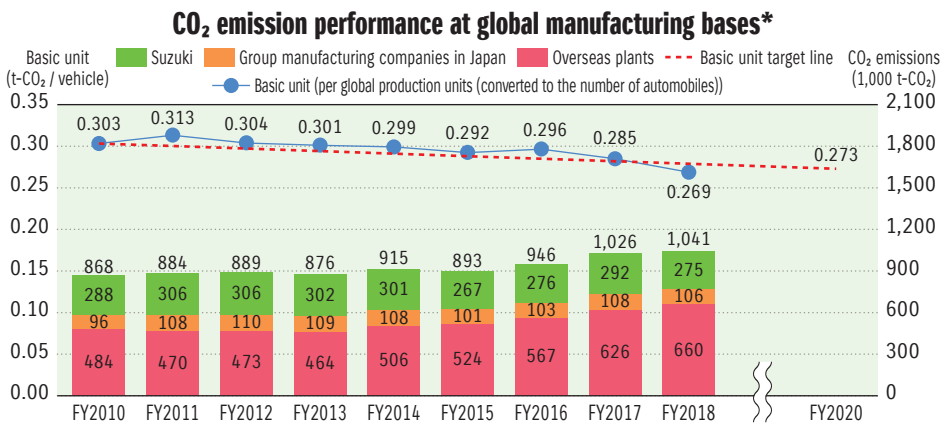
● CO₂ emissions amount per global production units

The “Paris Agreement”, which is a new international framework aimed at reducing greenhouse effects gas to suppress 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 realise the target of controlling the rise of global average temperature to “less than 2°C”.

We consider that it is important to globally promote a reduction of CO₂ emissions from plants in order to reduce the effects of greenhouse gas emissions, and we are making efforts to reduce the amount of CO₂ emissions per production unit (converted to the number of automobiles) at Suzuki Group’s manufacturing companies in Japan and overseas by 10% (against FY2010) by 2020 in accordance with the “Suzuki Environmental Plan 2020”.

The total amount of CO₂ emissions in FY2018 from all Suzuki Group manufacturing companies was 1,041,000 t-CO₂/year (up by 20% compared to FY2010, and by 1% compared to the previous fiscal year), that from Suzuki Group’s manufacturing companies in Japan was 381,000 t-CO₂/year (down by 1% compared to FY2010 and by 5% compared to the previous fiscal year), and that from overseas manufacturing companies was 660,000t-CO₂/year (up by 36% compared to FY2010 and by 5% compared to the previous fiscal year). The amount of CO₂ emissions per production unit of all Suzuki Group’s manufacturing companies was 0.269 t-CO₂/vehicle (down by 11% compared to FY2010 and by 6% compared to the previous fiscal year). That of Suzuki Group’s manufacturing companies in Japan was 0.365 t-CO₂/vehicle (up by 5.9% compared to FY2010 and down by 7.7% compared to the previous fiscal year), and that of overseas manufacturing companies was 0.233 t-CO₂/vehicle (down by 9.7% compared to FY2010 and by 3.5% compared to the previous fiscal year).

We will continue to promote energy-saving and the introduction of solar power-generation systems and will continue to make efforts to reduce CO₂ emissions.



CO₂ emissions by plant

Plant	CO ₂ emissions by plant (1,000 t-CO ₂)
Takatsuka Plant	1.6
Iwata Plant	39.7
Kosai Plant	101.6
Toyokawa Plant	2.1
Osuka Plant	49.9
Sagara Plant	93.7
Hamamatsu Plant	6.2

* Solar power-generation equipment was installed in Japan in 2015. Since then, we have made a rule to subtract the portion equivalent to sold electricity from the amount of CO₂ emissions, considering said portion to be contribution to reduction of CO₂ emissions, but because they were not included, we reviewed the calculations for the above results. There were mistakes in calculations of energies, and the figures have been changed in those years accordingly.

[Area subject to totalisation]

- Suzuki: Takatsuka Plant, Iwata Plant, Kosai Plant, Toyokawa Plant, Osuka Plant, Sagara Plant, and Hamamatsu Plant (Takatsuka and Toyokawa Plants are until July 2018)
- Group manufacturing companies in Japan: Suzuki Auto Parts Mfg. (Suzuki Seimitsu Plant, Enshu Seiko Plant, and Hamamatsu Plant), Suzuki Toyama Auto Parts, Suzuki Akita Auto Parts, and SNIC (Ryuyo Pipe Plant, Ryuyo Seat Plant, Trim Plant, and Sagara Plant) (9 plants of 4 companies)
- India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Ltd., and Suzuki Motor Gujarat Private Ltd. (from FY2016) (5 plants of 3 companies)
- Indonesia: PT. Suzuki Indomobil Motor (Cikarang Plant is from FY2014) (4 plants of 1 company)
- Thailand: Suzuki Motor (Thailand) Co., Ltd., Thai Suzuki Motor Co., Ltd. (2 plants of 2 companies)
- Hungary: Magyar Suzuki Co., Ltd. (1 plant of 1 company)
- Spain: Suzuki Motor Espana, S.A (until FY2012) (1 plant of 1 company)
- Pakistan: Pak Suzuki Motor Co., Ltd. (2 plants of 1 company)
- Vietnam: Vietnam Suzuki Corp. (2 plants of 1 company)
- Philippines: Suzuki Philippines Inc. (1 plant of 1 company)
- Myanmar: Suzuki (Myanmar) Motor Co., Ltd. and Suzuki Thilawa Motor Co., Ltd. (2 plants of 2 company)
- Cambodia: Cambodia Suzuki Motor Co., Ltd. (1 plant of 1 company)
- USA: Suzuki Manufacturing of America Corp. (1 plant of 1 company)
- Malaysia: Suzuki Assemblers Malaysia Sdn. Bhd (until FY2015) (1 plant of 1 company)
- Colombia: Suzuki Motor de Colombia S.A (1 plant of 1 company)

[CO₂ conversion factor]

Fuel (excluding city gas) conforms to IPCC_2006 guidelines and city gas conforms to the values published by Chubu Gas. Electric power conforms to the Act on Promotion of Global Warming Countermeasures (values published by the power company) in Japan and to the values of each year from 2010 to 2016 of IEA2018 in other countries.

● Energy-saving activities at plant

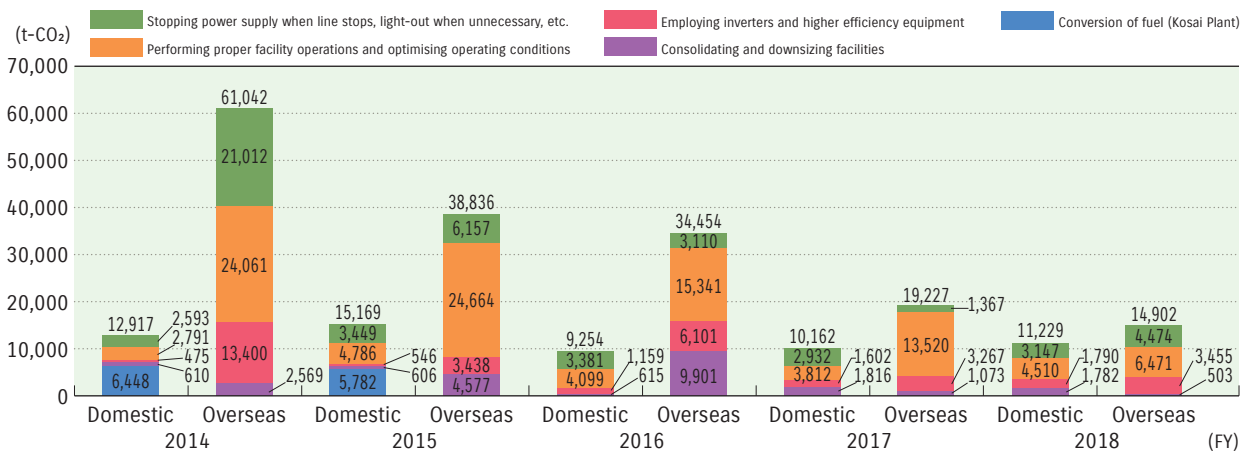
Large energy-saving effects were acquired by remodeling various processes according to production volume, such as reduction of pre-painting process into a single line at Kosai Plant, reduction of machine downtime rate per operation in the cast process of Osuka Plant, and reduction of defect within the cast process of Sagara Plant.

Also, when upgrading the deteriorated production equipment or introducing new equipment for production of new models, we promote to build a more effective energy-saving plant by utilising gravity, downsizing and reducing weight of equipment, and adopting high-efficient devices such as LED light and top-runner devices (motors, transformers).

Besides energy-saving countermeasures requiring equipment investments, all workers perform steady activities such as reducing air leakage and turning off the light during non-operating time.

CO₂ reduction amount of domestic plants and reduction amount by activities are as per below.

Total CO₂ reduction amount by activities of domestic plants and overseas group manufacturing companies



● Promoting the use of recyclable energies

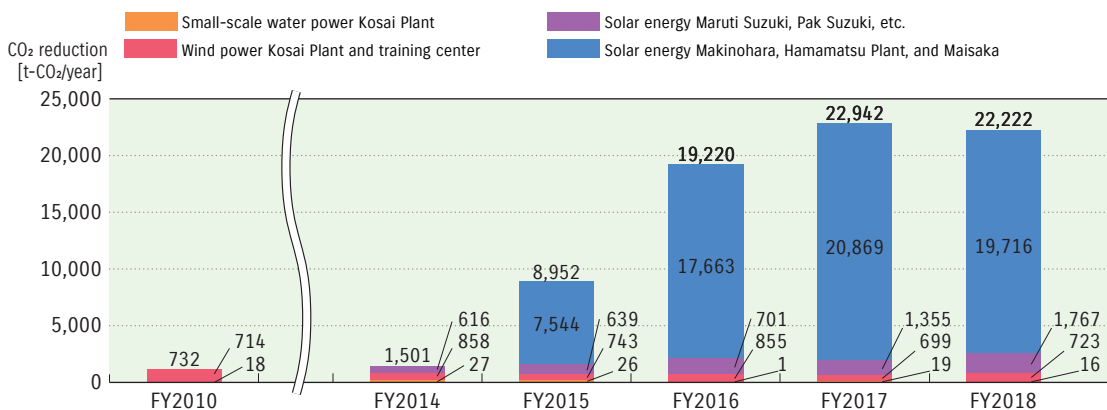
As part of global warming countermeasure, Suzuki is introducing two wind force power generation systems and a small-scale hydraulic power generation system (using industrial water receiving pressure) into Kosai Plant, installing one wind force power generation system in a training center and solar power generation systems at a site next to Sagara Plant, Hamamatsu Maisaka-Nishi Solar Power Plant, Hamamatsu Plant, Maruti Suzuki, Suzuki Motor Gujarat, Suzuki Motorcycle India, and Pak Suzuki.

We will actively promote use of recyclable energies, both in Japan and overseas.

Electric power generated by recyclable energies

Energy Source	Electric power generation [kWh]
Wind power (Kosai Plant, training center)	1,519,611
Small-scale water power (Kosai Plant)	33,853
Solar energy generation (Maruti Suzuki, Pak Suzuki, etc.)	2,434,505
Solar energy generation (Makinohara, Hamamatsu Plant, and Maisaka)	41,420,048

CO₂ reduced by recyclable energies



Reduction of CO₂ emission from non-manufacturing activity

●Energy saving efforts at data center

At Suzuki's data center, the following efforts and activities have been implemented to reduce the yearly increasing power consumption.

Integration of servers

We are continuing to promote integration of servers with virtual technique.

Partial adoption of automatic air conditioning control system installed with AI "Smart-DASH*1" ... Energy saving by approximately 24.9%

Smart DASH® was introduced in one floor of a data center. While linking the interior wireless temperature sensor and air conditioning system to acquire real-time temperature data of each sensor, Smart DASH® automatically controls ON/OFF of air conditioning with its control system installed with AI engine, achieving reduction of air conditioning electricity by approximately 24.9%.

*1 Smart DASH is a trademark of Vigilent.

Adoption of high-efficiency air conditioning facility "FMACS®*2-V hybrid (LL)"

Four units of FMACS®-V hybrid (LL) indirect outside air-cooling air conditioning system, which are said to reduce energy used for air conditioning in data center by up to 63%, were introduced. We plan to replace the present air conditioning system with FMACS®-V hybrid (LL).

*2 FMACS is a registered trademark of NTT Facilities

Other efforts

We are trying to make more efficient energy-saving measures by actively adopting the energy-saving diagnosis by a local government or professional vendor to clarify problems.

We also examine to use solar power and exhaust heat for the data center.

●Promotion of CO₂ emission reduction at offices

We determined the standard of employee behaviour in FY2008, and all of our employees are getting together to promote energy saving at offices and reduction of CO₂ emissions. In addition, we put the progress of each activity in relation to the standard of employee behaviour on the in-house homepage so that individual employee can check the result of their activities.

Standard of employee behaviour

We have established a standard of employee behaviour (for In-house Cost Cutting Activities), which covers a wide range of activities, for the purpose of promoting energy saving and CO₂ reduction by individual employees.

[Standard of Behaviour for In-house Cost Cutting Activities (Excerpt)]

- | | |
|---|---|
| ① Follow the predetermined temperature settings of air conditioner (cooling at 28°C and warming at 20°C). | ④ Implement eco-drive. |
| ② Turn off unnecessary electric lights. | ⑤ Computerise documentary forms and minimise printout of electronic data. |
| ③ Save electricity of electric appliances. | |

Visualisation of energy consumption specified in the standard of employee behaviour

To allow individual employees to check the effect of energy saving activities, we put the changes in electric consumption at each of major offices and plant buildings, consumption of printing paper, and energy consumption specified in the standard of behaviour on our in-house homepage.

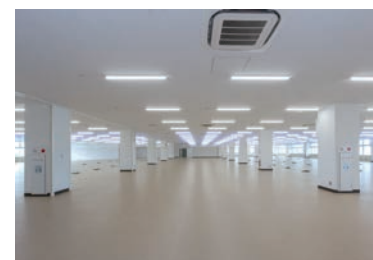
Introduction of energy saving facilities

We are promoting introduction of LED lighting since FY2012 to promote energy saving at offices.

We changed up to approximately 80% of the light in offices to LED in FY2018.

Promotion of eco-driving

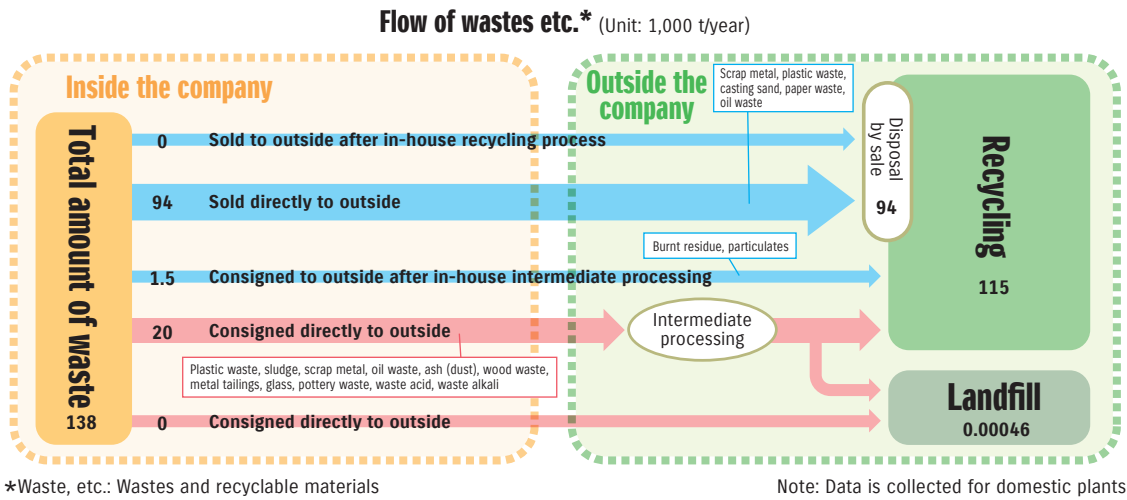
It was in FY2007 that we started the eco-drive education as part of our environmental education programs. And since FY2009, we have held special seminars focussing on eco-drive at the headquarters and each plant/office on an as needed basis. So far, 7,180 persons in total participated in the seminar.



Introduction of LED lights

Effective use of resources

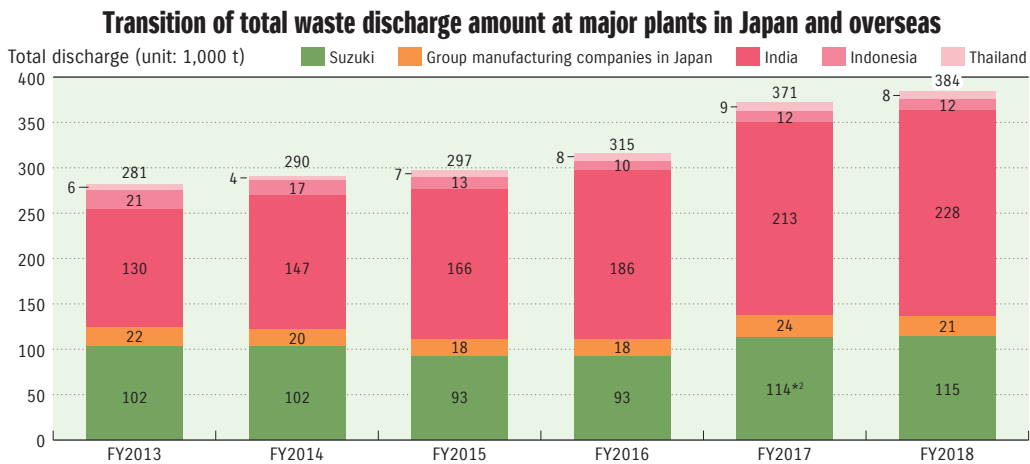
Effective use of resources in production activities



Reduction of waste materials
Total waste discharge amount

The total waste discharge amount at Suzuki and group manufacturing companies in Japan was 136,000 tons (down 1% from the previous year), and the global total waste*1 including Japan was 384,000 tons. Also, there are no exports/imports of hazardous wastes specified in the Basel Convention.

*1 The waste related data of major overseas plants have been publicised since FY2013.

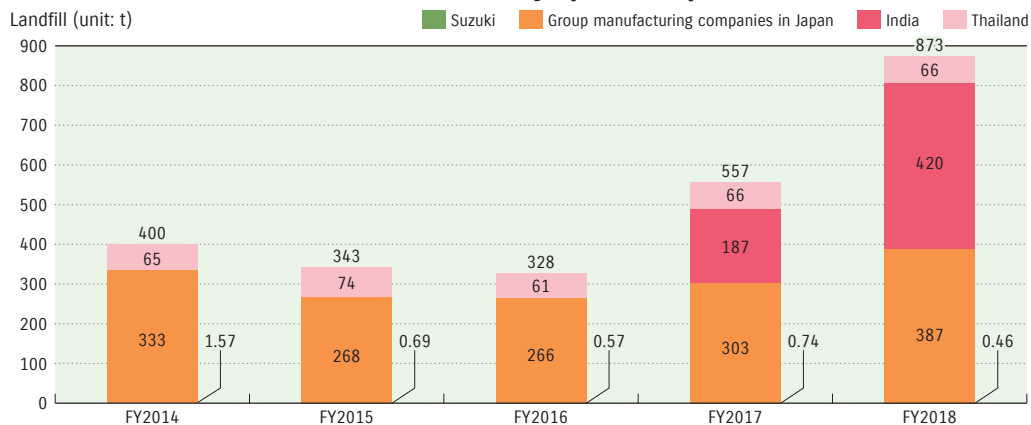


*2 Unnecessary facilities and sold scrap metal increased due to transfer of process, etc.

Reduction of landfill amount

While Suzuki continued the zero-level*¹ landfill amount with 0.46t, Group manufacturing companies in Japan has not achieved the zero-level landfill amount with 387t. Global landfill amount*² was 873t (up 57% year-on-year). We are currently reviewing the disposing method for Group manufacturing companies in Japan, and we expect to achieve the zero-level for FY2020. In India, with the start of production at Suzuki Motor Gujarat Private Limited in FY2017, landfill amount have increased since general wastes from the company are treated as landfill by local treatment company. We will also promote the zero-level for this by reviewing their disposing method.

Transition of landfill amount at major plants in Japan and overseas



*1 Definition of the zero-level

Plants and die plant in Japan: The total amount of landfill is less than 0.5% of the amount in FY1990 (24,675t).

Group manufacturing plants in Japan: The total amount of landfill is less than 0.5% of the amount in FY2002 (1,370t).

*2 We reviewed the calculation method in FY2018. As a result, amendments have been made in figures of the results for FY2017 and before as well.

[Area subject to totalisation]

Suzuki: Takatsuka Plant, Iwata Plant, Kosai Plant, Toyokawa Plant, Osuka Plant, Sagara Plant, die plant, and Hamamatsu Plant (Takatsuka and Toyokawa Plants are until July 2018)

Group manufacturing companies in Japan: Suzuki Auto Parts Mfg. (Suzuki Seimitsu Plant, Enshu Seiko Plant, and Hamamatsu Plant),

Suzuki Auto Parts Toyama, Suzuki Auto Parts Akita, and SNIC (Ryuyo Pipe Plant, Ryuyo Seat Plant, Sagara Plant, and Hamakita Trim Plant) (9 plants of 4 companies)

India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Ltd., and Suzuki Motor Gujarat Private Limited (6 plants of 3 companies)

Indonesia: P.T. Suzuki Indomobil Motor (4 plants of 1 company)

Thailand: Suzuki Motor (Thailand) Co., Ltd. and Thai Suzuki Motor Co., Ltd. (2 plants of 2 companies)

● Early disposal plan of PCB (Polychlorinated Biphenyl)

The Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes requires appropriately disposing of PCB wastes contained in old capacitors etc. by 31 March 2027. In order to completely dispose of PCB wastes now stored in house as soon as possible, Suzuki has made a waste disposal consignment contract with a waste disposer authorised by the Ministry of the Environment.

At Suzuki's domestic plants, PCB wastes equivalent to 661 units of vehicles have been disposed by the end of March 2019.

Reduction of wastes from offices

Under the policy of making parts Smaller, Fewer, Lighter, Shorter, and Neater, Suzuki is making efforts for paper reduction and material recycling.

● Paper reduction

For the purpose of reducing the amount of paper used, Suzuki has been aggressively conducting company-wide paperless and paper reduction activities by promoting computerisation of various documentary forms, duplex printing, use of backing paper, and reduction of documents used at meetings.

● Promotion of material recycling of paper waste

At Suzuki head office, paper wastes were previously burnt for thermal recycling (reused as heat energy). Since July 2005, however, material recycling has been conducted, instead of the thermal recycling, through separate collection of office documents, newspapers and magazines, cardboard boxes, etc. In FY2018, 828 tons of paper wastes were recycled.

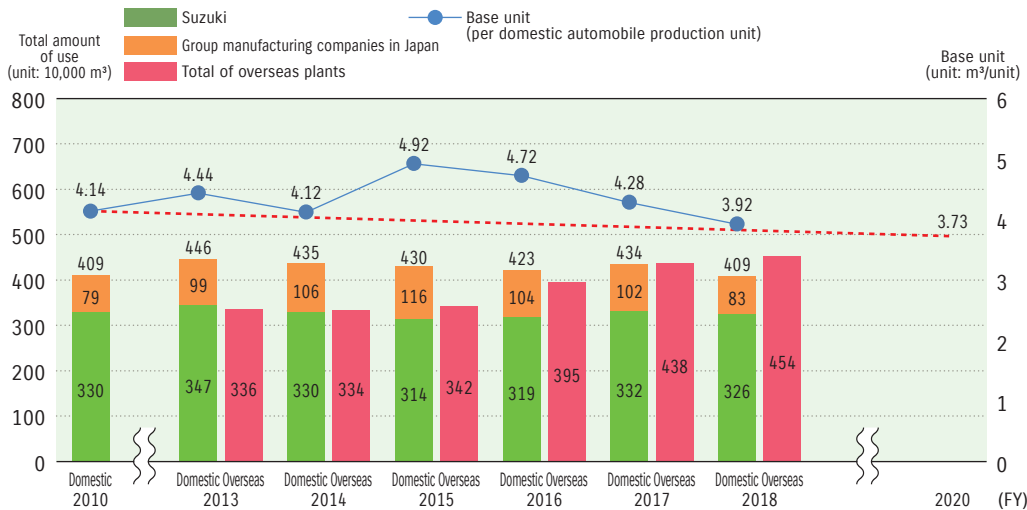
Efficient use of water resources in production activities

●Reduction of amount of water used

Previously, we had not been setting reduction target for amount of water used, but since FY2016, we made a target to reduce base unit amount of water used by 10% by FY2020, with FY2010 as the base year, and domestic production units (converted to the number of automobiles) as the base unit denominator. For this purpose, we are adopting airtight cooling towers, and utilising air-cooled system and cooling water for compact air conditioners. At Maruti Suzuki India and Suzuki Motor Gujarat in India, where they have severe problem with water shortage in particular, they accomplished “zero” drainage discharge to outside by reusing wastewater for gardening in the company, while introducing air-cooling system for equipment to reduce use of water.

The amount of water used by Suzuki and group manufacturing companies in FY2018 in Japan decreased by 5.8% compared to the previous year, resulting in 4.09 million m³, but base unit decreased by 8.4% year-on-year from 4.28m³/unit to 3.92m³/unit.

Amount of water used at plants in Japan and major overseas plants



[Area subject to totalisation]

- Suzuki: Takatsuka, Iwata, Kosai, Toyokawa, Osuka, Sagara, Hamamatsu, and die Plants (Takatsuka and Toyokawa Plants are until July 2018)
- Group manufacturing companies in Japan: Suzuki Auto Parts Mfg. (Suzuki Seimitsu Plant, Enshu Seiko Plant, and Hamamatsu Plant), Suzuki Toyama Auto Parts, Suzuki Akita Auto Parts, and SNIC (Ryuyo Pipe Plant, Ryuyo Seat Plant, Hamakita Trim Plant, and Sagara Plant) (9 plants of 4 companies)
- India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Ltd., and Suzuki Motor Gujarat Private Limited (from FY2016) (5 plants of 3 companies)
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- Malaysia: Suzuki Assemblers Malaysia SDN. BHD. (until FY2015) (1 plant of 1 company)
- Philippines: Suzuki Philippines Inc. (1 plant of 1 company)
- Pakistan: Pak Suzuki Motor Co., Ltd. (2 plants of 1 company)
- Cambodia: Cambodia Suzuki Motor Co., Ltd. (1 plant of 1 company)
- Vietnam: Vietnam Suzuki Corp. (2 plants of 1 company)
- Colombia: Suzuki Motor De Colombia S.A. (1 plant of 1 company)
- Myanmar: Suzuki (Myanmar) Motor Co., Ltd. and Suzuki Thilawa Motor Co., Ltd. (from FY2018) (2 plants of 2 companies)

Thorough water-saving at offices and employee dormitories

In order to aggressively reduce water usage, we are making efforts in awareness of water-saving such as by announcing detailed measures, in addition to posting water-saving awareness posters in toilets and kitchens. We are also making efforts in reducing water usage such as by automating faucets and introducing water-saving models in toilets.

TOPICS

Environment and ecosystem of the surrounding areas

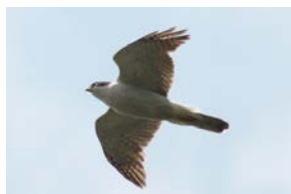
In 2018, we conducted research on waters as well as creatures and plants living in waters of rivers of which more than 5% of their water amount come from water released from our five domestic plants. As a result, we confirmed that there are 164 species of creatures and plants living, of which 14 species are endangered species.

Destinations of waters released and the waters impacted

Base	Releasing river	Impacted waters* ¹	Endangered species, etc. confirmed* ²
Headquarters	Horidome River	None	None (there are no impacted waters)
Kosai Plant	Kasago River	Kasago River → Confluence point with Lake Hamana	Total of 7 species Soft-shelled turtle (Reptilia), Japanese Brown Frog (Amphibia), Japanese eel (Pisces), Lefua echigonia (Pisces), Japanese rice fish (Pisces), Mudskipper (Pisces), Potamogeton panormitanus (Plantae)
Iwata Plant	Akuro River	Akuro River → Confluence point with Imanoura River	Total of 4 species Peregrine Falcon (Aves), Japanese eel (Pisces), Japanese rice fish (Pisces), Fourspine sculpin (Pisces)
Osuka Plant	Nshi-Otani River	Nshi-Otani River → Confluence point with Benzaiten River	Total of 3 species Northern Goshawk (Aves), Red-rumped swallow (Aves), Japanese eel (Pisces)
Sagara Plant	Hirugaya River	Hirugaya River → Middle part of Hagima River	Total of 7 species Ruddy crane (Aves), Red-rumped swallow (Aves), Rustic Bunting (Aves), Soft-shelled turtle (Reptilia), Japanese eel (Pisces), Japanese rice fish (Pisces), Potamogeton pusillus (Plantae)
Hamamatsu Plant	Not released in rivers	None	None (not released in rivers)

*1 Waters of which more than 5% of annual average water amount come from Suzuki's drain waters.

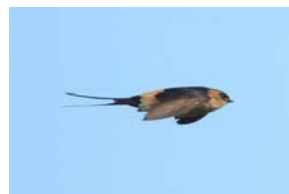
*2 Species that are listed as endangered in the red lists of International Union for Conservation of Nature and Natural Resources and the Ministry of the Environment, as well as red lists and regulations of Prefectures and Cities.



Northern Goshawk



Peregrine Falcon



Red-rumped swallow



Potamogeton pusillus



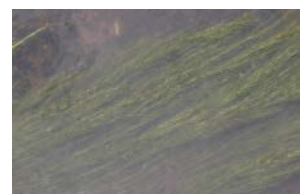
Japanese eel



Japanese rice fish



Fourspine sculpin



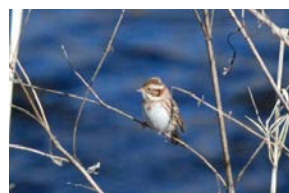
Potamogeton panormitanus



Soft-shelled turtle



Japanese Brown Frog



Rustic Bunting

Efforts for environmental conservation

Control of chemical substances

● Purchasing new substances

Before our domestic plants adopt new materials of paints, oil, detergents, etc., the environmental management section 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 they are allowed to be used or not. The data collected through the research are managed as the Pollutant Release and Transfer Register (PRTR) data, which will be used for reducing the volume of those materials. Also, for raw materials, our SDS* is kept up-to-date to provide the latest chemical data.

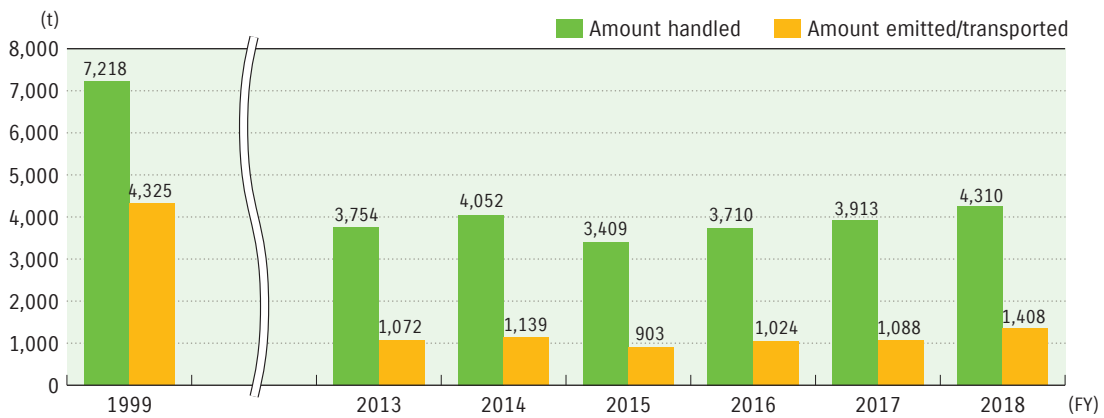
*SDS (Safety Data Sheet): Sheet listing names, physical chemistry behaviour, hazards, and handling cautions, etc. of chemical substances

● PRTR (Pollutant Release and Transfer Register) targeted substances

To reduce materials with environmental impact, we are working to reduce PRTR targeted substances.

The amount of emissions and transportation of them was 1,408 tons in FY2018.

Amount of PRTR materials that are handled, emitted, and transported

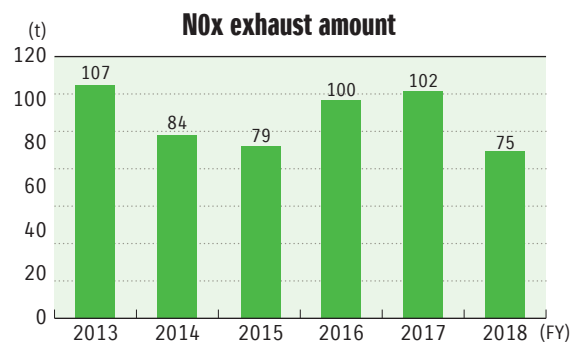
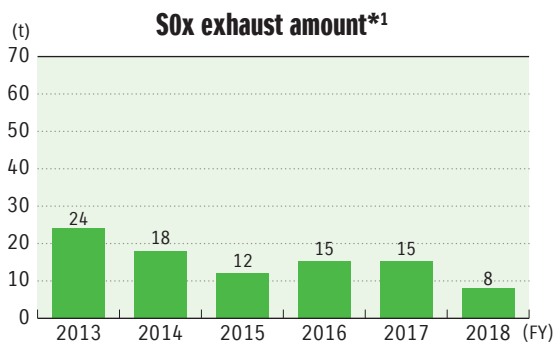


[Area subject to totalisation] Headquarters, domestic plants, Motorcycle Technical Center, and Marine Technical Center

Control of air pollution

● Control of SOx and NOx emissions

In order to prevent air pollution, we are making efforts in maintaining and controlling SOx (sulfur oxides) and NOx (nitrogen oxides) emission amounts that are emitted from boilers, etc. by setting higher voluntary standards.



*1 SOx emission amount is calculated according to fuel consumption from January to December.
[Area subject to totalisation] Domestic plants and die plant

● VOC reduction in the painting process

Great efforts are made to reduce emissions of VOC (solvent) used in the painting process.

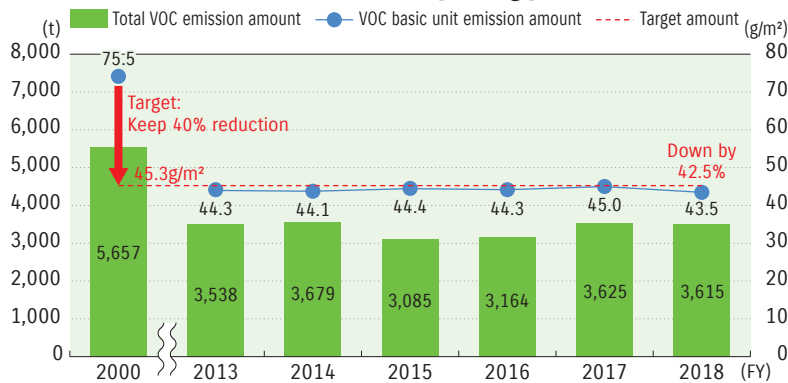
The total emission in FY2018 including painting of automobile bodies, bumpers, and motorcycles was 3,615t/year.

VOC base unit emission amount was 43.5g/m², down by 42.5% from FY2000, while the target is 40%.

We will continue to improve the painting method etc. to reduce VOC emissions.



VOC emission amount in painting process



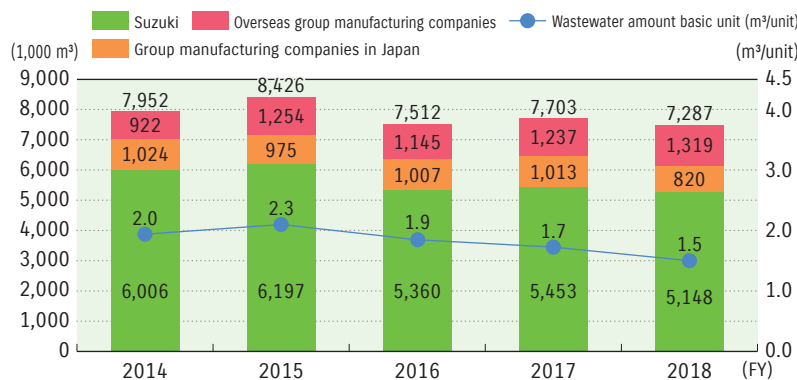
[Area subject to totalisation] Automobile body, motorcycle, domestic plants with each painting process of bumpers (Iwata, Kosai, Toyokawa, Hamamatsu, and Sagara Plants)

Control of water and soil contamination

● Purification of plant effluent

Production wastewater and sewage produced in plants are purified at the company's wastewater treatment facility before being released to rivers or public sewerage. Efforts are made in reducing substances of concern upon releasing, by setting individual standards stricter than the wastewater standards specified in laws and restrictions.

Trends in amount of wastewater of domestic and major overseas manufacturing plants



[Area subject to totalisation]

Suzuki: Takatsuka, Iwata, Kosai, Toyokawa, Hamamatsu, Osuka, Sagara and die Plants

Group manufacturing companies in Japan: Suzuki Auto Parts Mfg. (Suzuki Seimitsu Plant, Enshu Seiko Plant, and Hamamatsu Plant), Suzuki Akita Auto Parts, Suzuki Toyama Auto Parts, and SNIC (Ryuyo Pipe Plant, Ryuyo Seat Plant, Sagara Plant, and Hamakita Trim Plant) (9 plants of 4 companies)

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Thailand: Suzuki Motor (Thailand) Co., Ltd. and Thai Suzuki Motor Co., Ltd. (2 plants of 2 companies)

USA: Suzuki Manufacturing of America Corporation (1 plant of 1 company)

Hungary: Magyar Suzuki Corporation Ltd. (1 plant of 1 company)

Malaysia: Suzuki Motorcycle Malaysia SDN.BHD. (until FY2015) (1 plant of 1 company)

Philippines: Suzuki Philippines Inc. (1 plant of 1 company)

Pakistan: Pak Suzuki Motor Co., Ltd. (2 plants of 1 company)

Cambodia: Cambodia Suzuki Motor Co., Ltd. (1 plant of 1 company)

Vietnam: Vietnam Suzuki Corp. (2 plants of 1 company)

Colombia: Suzuki Motor De Colombia S.A. (1 plant of 1 company)

Myanmar: Suzuki (Myanmar) Motor Co., Ltd. and Suzuki Thilawa Motor Co., Ltd. (2 plants of 2 companies)

● Preventing the leakage of sewage

For the purpose of water quality management and maintenance, our analysis department periodically conducts analysis on plant effluent, groundwater, water used in factory processes, and industrial water to check the possibility of sewage leaking from any plant. If any abnormality should be found in the water quality, the relevant section will be immediately informed, and proper measures will be systematically carried out.

We were registered as the “Environmental Measurement Certification Business (Concentration)” of the Measurement Act in 1994. Since then, we have continued to conduct field measurements and verify the measured industrial wastewater/wastes, while promoting the group-wide activities for prevention of contaminant outflow.



Analysis

● Soil and Groundwater Protection

Efforts for prevention of the proliferation of soil contamination

From FY2015 to FY2016, all 16 facilities in our domestic plants and group manufacturing companies investigated geography and history in order to record the information about risks of soil contamination due to chemical substances etc. used in the past. Based on this investigation, upon making changes to character of land with risk of soil contamination, we conduct soil survey, and are making efforts in purifying and removing contamination appropriately when soil contamination is found.

In FY2018, we conducted soil survey 4 times in our domestic plants, and one soil contamination was found. Soil contamination was appropriately treated by excavation and removal.

Efforts for cleanup of groundwater

Since the organic chlorine compounds (trichloroethylene and cis-1, 2-dichloroethylen) were discovered in the groundwater at 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 a biological remediation in March 2015 for groundwater cleanup by using microorganisms to complete the sanitisation as early as possible. Groundwater is being cleaned up owing to the effect of this bio-remediation. We will aim to complete the cleanup of organic chlorine compounds by continuing the bio-remediation.

● Reduction of odour and noise

Although we strictly follow the relevant regulations or laws, the odour and noise released from our plants may make local residents uncomfortable. Compliance with the laws and regulations is the minimum required CSR (corporate social responsibility). Aiming to be fully trusted by the local community, we will continuously promote necessary measures for prevention of noise and odour and elimination of the potential sources of them.



Transportation

Suzuki implements environment-friendly transportation of products in cooperation with transportation companies. Efforts are made to reduce CO₂ emissions by considering optimum route and ways of transportation. Also, resources are efficiently used by actively implementing the 3Rs such as the use of returnable containers in transporting spare parts and knock-down parts, as well as the use of disposal materials as cushioning materials.

CO₂ reduction in domestic transportation

Enhancement of transportation efficiency by reviewing transportation route and packing style

● Discontinuing transportation for outsourcing

Until December 2018, some minivehicles produced at the Iwata Plant, were transported to the outsourced destinations for their modifications before transporting to each pre-delivery center. From January 2019, the modification process was moved to the Iwata Plant. By producing and modifying the model in one plant, transportation needed for outsourcing was discontinued.

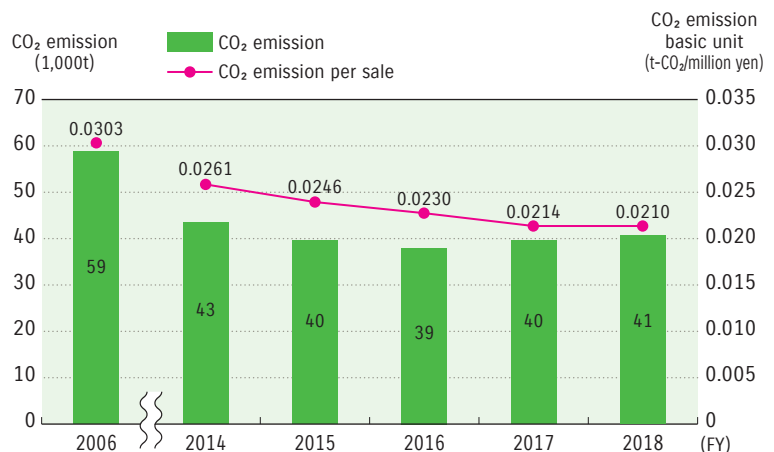


● CO₂ reduction in domestic transportation

We are trying to reduce transportation distance, improve transportation efficiency, promote modal shift, increase fuel efficiency of transportation vehicles, etc. in order to reduce CO₂ emissions in domestic transportation.

CO₂ emission in FY2018 was reduced by 31% compared to FY2006, and up by 2% year-on-year compared to 40,800t-CO₂. CO₂ emission basic unit per sales was improved by 31% compared to FY2006.

Trends in CO₂ emissions from domestic transportation



Effective use of resources

Reduction of packaging materials used for shipment of spare parts

● 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 FY2018, returnable containers were used in 30% of the whole shipping, which reducing approximately 129t of corrugated cardboard.



● Reuse of disposal materials

In order to prevent damages to spare parts during transportation, we reuse disposal material produced in plants to make cushioning materials. We reused approximately 9t of disposal mirror mat and 0.6t of disposal corrugated cardboard in FY2018.



Reuse of mirror mat

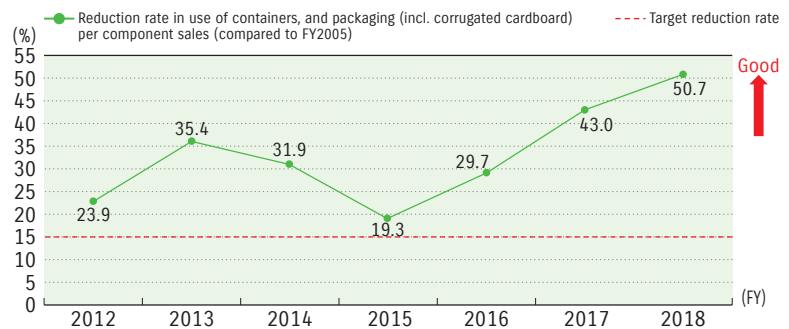


Reuse of corrugated cardboard

Initiative in reducing the use of containers and packaging for products

We are promoting to reduce the use of containers and packaging (including corrugated cardboard) for spare parts, components, outboard motors, etc. In FY2018, we reduced the use of containers and packaging (including corrugated cardboard) per component sales by 50.7% compared to FY2005 (continuously achieving the target reduction rate of more than 15% since FY2010).

Trends in the use of containers and packaging (includes corrugated cardboard) (from FY2012 to FY2018)





Efforts by Sales Distributors

Suzuki Group including the consolidated subsidiaries conducts environment management. Efforts made by sales distributors include: reducing CO₂ emissions through energy-saving in offices and promoting eco-driving; efficiently using resources of end-of-life vehicles as a contact for various recycling systems; and conserving environment by cooperating in local clean-up activities and environment events.

Reduction in CO₂ emission

Energy-saving activities of non-manufacturing domestic subsidiaries of the Suzuki Group

Directly-managed domestic sales distributors*¹ and non-manufacturing companies*² of the Suzuki Group have a common energy-saving goal “Aggressively promote energy-saving activities toward suppressing global warming by introducing energy-saving facilities”, and are actively promoting specific energy-saving activities and environment contribution activities in each region.

Goal

Aggressively promote energy-saving activities toward suppressing global warming by introducing energy-saving facilities

*1 56 companies including Suzuki Motor Sales Tokyo Inc., Suzuki Motorcycle Sales Inc., and Suzuki Marine Co., Ltd.

*2 6 companies including Suzuki Transportation & Packing Co., Ltd., Suzuki Business Co., Ltd., and Suzuki Engineering Co., Ltd.

Effective use of resources

Automobiles

Efforts for recycling law in Japan

● Efforts for Automobile Recycling Law

In accordance with Automobile Recycling Law*¹ enforced in January 2005, Suzuki has exercised its duty to collect and/or recycle shredder scraps (ASR*²), airbags, and Freons of end-of-life vehicles.

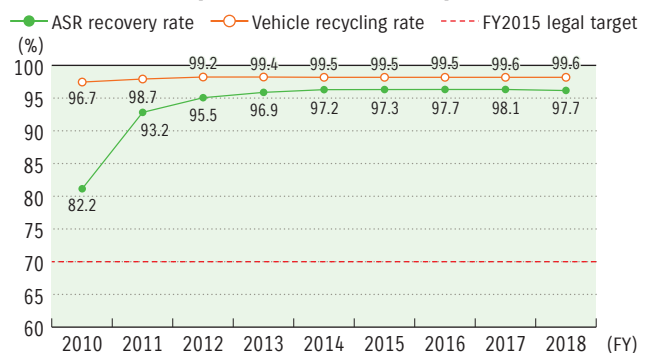
Implementation in FY2018 (from April 2018 to March 2019) is as below.

Collection and recycle of ASR

Our ASR recycling rate was as high as 97.7% in FY2018, continuously achieving or surpassing the legal target for FY2015 or later (70% or higher) since as early as FY2008. Vehicle recycling rate reached 99.6%*³.

We are promoting collection and recycling of ASRs through ART*⁴ organised by 13 automobile manufacturers, etc. (as of 31 March 2019), including Nissan Motor Co., Mazda Motor Corporation, and Mitsubishi Motors Corporation, for working together with nation-wide recycling companies for the purposes of conforming to the relevant regulations, properly disposing of waste, increasing the recycling rate, and reducing the disposal cost.

Trends in ASR recovery rate and vehicle recycling rate (from FY2010 to FY2018)



Collection and Recycle of Air Bags and Freons

In FY2018, our airbag recycling rate was 94.2%, continuously achieving or surpassing the legal target (85% or higher) since as early as FY2004. The amount of Freons that we collected and disposed of was 92,097.5kg.

For collection and recycle of air bags and collection and disposal of Freons, Suzuki and other auto makers organised the Japan Auto Recycling Partnership for working together with recycling companies throughout the nation.

We will make continuous efforts to promote the recycling activities, while designing easy-to-recycle products, saving and effectively using resources, reducing the amount of wastes, reducing the cost of recycling, and establishing a stable recycling system.

*1 Automobile Recycling Law: Formal name "Act on Recycling, etc. of End-of-Life Vehicles"

*2 Automobile Shredder Residue

*3 Calculated by adding to the percentage recycled and recovered up to the dismantling and shredding processes (approximately 83%, quoted from the May 2003 joint council report) the remaining ASR rate of 17% × ASR recovery rate of 97%

*4 Abbreviation for Automobile shredder residue Recycling promotion Team

Please refer to the following website concerning our automobile recycling initiative and recycling results (in Japanese language only)
<https://www.suzuki.co.jp/about/csr/recycle/index.html>

Efforts for recycling in overseas

In the European Union, according to the End-of-life Vehicle Directive (ELV Directive: 2000/53/EC), we are promoting collection and recycling of ELVS and batteries, etc. in accordance to laws, regulations, and conditions of each country.

In addition, we are obliged to provide disposal companies with the timely dismantling information on new model automobiles, and we give such information through the international information system IDIS (International Dismantling Information System) jointly organised with other automobile manufacturers.

Moreover, in accordance with the RRR (Reusability, Recyclability, and Recoverability) 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 in the European Union. To satisfy that condition, we were audited by an authorised auditing agency on our systems for collecting material data and verifying substances of concern. As a result, we acquired the certificate of conformance (COCOM) in August 2008 and the RRR Directive for all of our vehicles sold in Europe. Then, due to the revision of European RRR Directive (2009/1/EC), we were audited again by another authorised organisation and obtained a new COCOM in October 2011, which was updated in October 2013, October 2015, and October 2017, and our new models have received the type approval based on the revised Directive.

Promotion of 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 the original form. Since 2000, however, they have been collected after being shredded by a shredding machine, which has been installed in almost all of our distributors (with some exception). Additional bumper shredding machine were introduced or added in FY2012. As a result, the cubic volume of the (shredded) bumpers for transportation was reduced to 1/6 of the previous volume, allowing for reduction of CO₂ emission during transportation due to efficient transfer and handling of the downsized materials.

The collected bumpers are recycled and reused to produce such automotive parts as fuel filler hose cover, side deck insulator cover, battery holder, engine undercover, head rest, etc.

Number of collected bumpers in FY2018 increased by 7% year-on-year to 73,308 units.

Examples of parts using recycled materials



Fuel filler hose cover of Carry



Side deck insulator cover of Carry

Recycling of batteries

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

Lithium-ion batteries are employed by the low fuel consumption technologies of Ene-Charge, S-Ene Charge, Mild Hybrid, and Hybrid.

Since launching the WagonR equipped with Ene-Charge in 2012, Suzuki has established and is operating a system to collect and properly dispose of the used lithium-ion batteries when disposing of those vehicles at the end of their lives. In October 2018, in line with the start of free collection system of lithium-ion batteries with Japan Auto Recycling Partnership as the window, Suzuki took part in this system. By FY2018, total of 3,485 batteries were collected. For more details of collection and recycling of the used lithium-ion battery, access the following website. (in Japanese language only)

<https://www.suzuki.co.jp/about/csr/recycle/battery/index.html>

● Collecting and recycling of used lithium-ion batteries in overseas

We launched the Baleno equipped with SHVS mild hybrid system installed with the lithium-ion battery in Europe (EU+EFTA) in April 2016, and subsequently launched the Ignis and the Swift. We are promoting to build the network for collecting used lithium-ion batteries according to the EU "Directives for used batteries (2006/66/EC)", laws/regulations and conditions of each country.

In India, Maruti Suzuki has established a system to collect and recycle used lithium-ion batteries from when the company launched the Ciaz equipped with lithium-ion batteries for its Mild Hybrid system in 2018.

Rebuilt parts (reused parts) for repair*

For effective use of natural resources and reduction of customers' economic burden, Suzuki deals in rebuilt parts for automatic transmission (including CVT).

* Rebuilt parts are the aftermarket parts that are removed and collected at the time of repair, reproduced with the damaged or worn portions replaced, and finally inspected.

Motorcycles

Regarding voluntary recycling of motorcycles

We have voluntarily operated the "Motorcycle Recycling System" together with four domestic motorcycle manufacturing companies and 12 import business operators since October 2004 in order to ensure proper disposition and recycling of discarded motorcycles. We started the free-of-charge service to taken back end-of-life motorcycles in October 2011.

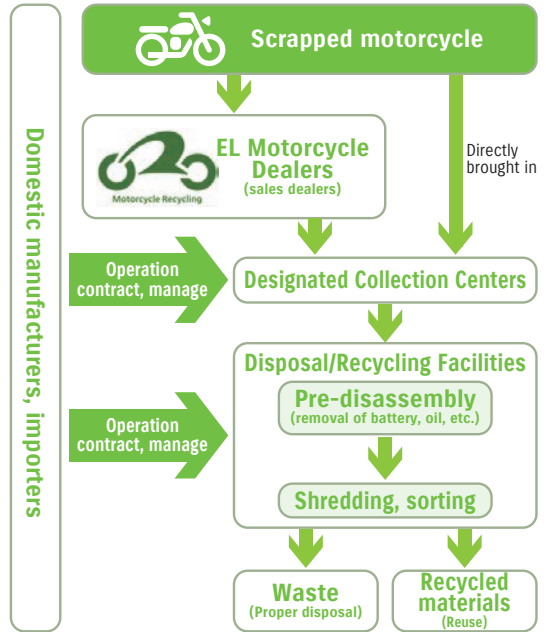
End-of-life motorcycles are taken back at "EL Motorcycle Dealers" and "Designated Collection Centers" throughout the nation for convenience of our customers. These discarded motorcycles are then collected at 14 "Scrapping/Recycling Facilities", and disassembled, shredded, and sorted. Those that can be used as recycled materials are reused, while other waste materials are properly disposed of.

The recycling rate in FY2018 is 97.9% of the weight basis, achieving the recycling rate target of 95%.

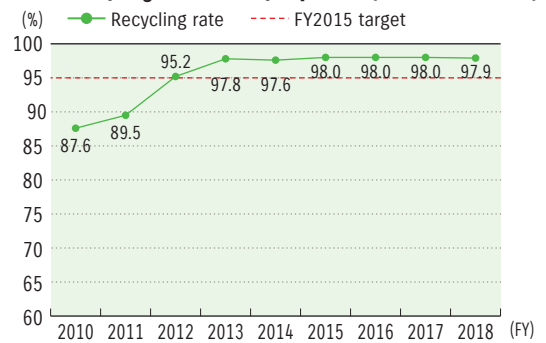
For more details, access the following websites.

For more details on Voluntary Motorcycle Recycling Efforts by Suzuki, access the following website. (In Japanese language only) <http://www1.suzuki.co.jp/motor/recycle/index.html>

For the details of Japan Automobile Recycling Promotion Center, access the following website. (for motorcycle recycle) <https://www.jarc.or.jp/en/motorcycle/>



Trends in recycling rate of motorcycle products (from FY2010 to FY2018)



Outboard motors

Voluntary efforts for recycling FRP* boats

Suzuki aggressively participates in a program called the "FRP Boat Recycling System" voluntarily promoted by the Japan Marine Industry Association together with other six major manufacturing companies.

The "FRP Boat Recycling System" was developed to the whole country in 2007 in order to prevent inappropriate scrapping of boats due to product characteristics (such as high strength, long durability, and widely and shallowly used) and to facilitate such scrapping for users. In the "FRP Boat Recycling System", scrapping FRP boats collected at the specified location are roughly disassembled. Then, FRP scraps are transported to an intermediate processing plant, further crushed, sorted, and finally baked to make cement (material thermal recycling).

This system is certified by verification tests of the Ministry of Land, Infrastructure, Transport and Tourism, and realises the recycling system at low cost by collecting, disassembling, and crushing FRP boats in wide area.

*FRP (fiber-reinforced plastic)

For more details, access the following websites.

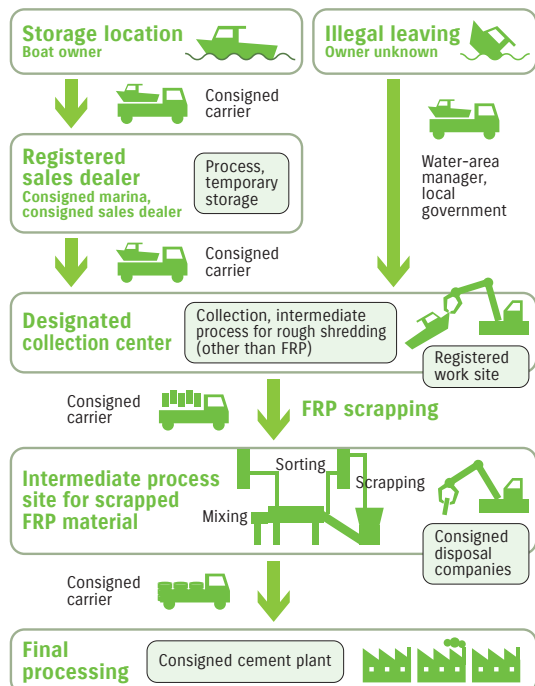
(In Japanese language only)

Suzuki Voluntary Actions for FRP Boat Recycling System (Details)

<http://www1.suzuki.co.jp/marine/marinelife/recycle/index.html>

Japan Marine Industry Association (Guide for FRP Boat Recycling System)

<https://www.marine-jbia.or.jp/recycle/index.html>



CSR Initiatives

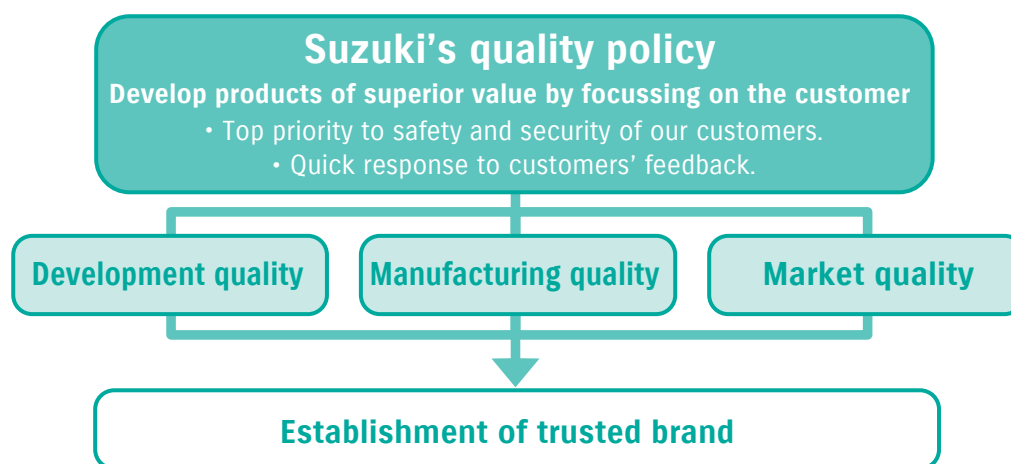
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Efforts for Product Quality

Suzuki Group is making efforts to give “the first priority to quality” as the most critical matter for “strengthening of manufacturing”. We are aiming at becoming a trusted brand by giving top priority to the safety and security of our customers, developing and manufacturing quality products that our customers can use with security, and quickly responding to feedback from our customers during after-sales services.

Suzuki's quality policy

In order to have our products used by our customers safely and securely, all departments involved in the entire process, including product development and design, manufacturing at production plants, sales to customers at markets, and the provision of after-sales services, are promoting actions cross-functionally to improve the quality from the viewpoint of customers.



Quality management system

Suzuki Group has adopted the international standard ISO9001 as its quality-management system. In addition to 5 plants in Japan, major overseas plants in India, Thailand, Hungary, etc., have also adopted the ISO9001.

Pak Suzuki Motor Co., Ltd., which is a production and sales subsidiary in Pakistan, also acquired the certificate in FY2018. As a result, the ratio of production at plants certified by ISO9001 against the entire global production of automobiles in the Suzuki Group in FY2018 (3,394,000 vehicles) reached approximately 99%. We will promote quality management in the entire Suzuki Group, and continue to make efforts to realise quality improvement.

Acquisition of ISO9001

	Country	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	Pakistan	Pak Suzuki Motor Co., Ltd.

	Country	Plant
10	Indonesia	PT. Suzuki Indomobil Motor
11	Thailand	Suzuki Motor (Thailand) Co., Ltd.
12		Thai Suzuki Motor Co., Ltd.
13	Vietnam	Vietnam Suzuki Corp.
14	Hungary	Magyar Suzuki Corporation
15	Colombia	Suzuki Motor de Colombia S.A.
16	China	Jinan Qingqi Suzuki Motorcycle Co., Ltd.
17		Changzhou Haojue Suzuki Motorcycle Co., Ltd



With Our Customers

Customer Relations Office

Suzuki's Customer Relations Office takes care of customer inquiries of various stages from consideration of purchasing products or how to use the products, to maintenance or disposing of products.

The Customer Relations Office, as a "window allowing for direct contact with customers", always keeps in mind to put ourselves in our customers' place and to provide quick, correct, and generous actions for various customer inquiries, and constantly makes efforts to improve customer services that assure customer satisfaction.

Improving correspondence quality

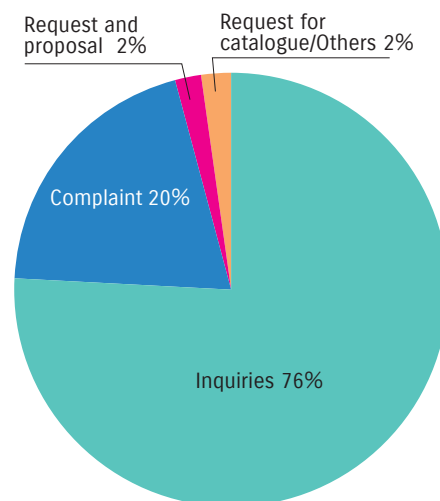
Automobile structures are getting more and more complex, such as with advanced driving assist systems that are rapidly becoming popular do to increase in consciousness for safety, as well as hybrid system and on-board information device linked with network. For the safety and reliability of customers, it is indispensable for them to fully understand the products. At the Customer Relations Office, each member is educated as needed so that they can make appropriate explanations regarding these new technologies. Also, we are always making efforts to give clear and concise explanations to various kinds of inquiries from customers who have just started driving, to customers who have been using Suzuki products for a long period of time, so that they can use our products safely and with peace of mind. In order to assure quick and appropriate actions for customers, tools such as the customer support system are maintained. In the case where on-the-spot customer services are required for purchase, maintenance, etc. of our products, we use the nationwide Suzuki Network to provide appropriate supports.

Improving products and service quality

We recognise that the voices of customers are "very important information" to improve the quality and services, 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 are 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. While not only collecting users' requests and opinions, but also fully examining the collected information, we often summarise potential customer needs and inform the relevant departments.

For providing more reliable and convenient services, the Customer Relations Office will continuously make efforts for further improvement of operations.

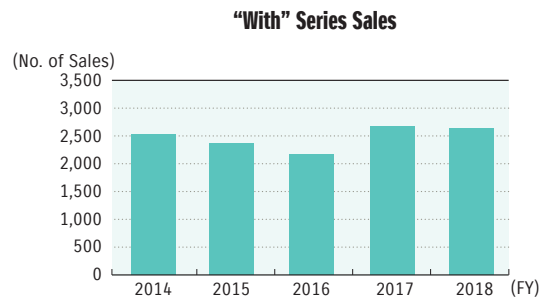
Breakdown of consultations received in FY2018



Welfare vehicles (“With” Series)

Sales of our “With” series welfare vehicles began in 1996. These vehicles are designed to provide seniors and the disabled with greater ease of entry and exit of the vehicle.

At present, there are two types, “Courtesy Type” and “Lifting Seat Type”, and four models are available. We are working to develop a lineup of welfare vehicles so that customer can select a vehicle suitable for specific needs and situations.



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 the wheelchair. The low floor vehicle allows the helper to easily support the passengers who require special care during getting on and off. This vehicle can accommodate either a manual wheelchair or motor chair. Spacia, Every Wagon, and Every has a wheelchair courtesy variant.



Spacia wheelchair courtesy vehicle

Lifting seat type vehicle

This type of vehicle enables the passenger seat for the person requiring nursing care to be moved up, rotated and moved down by remote control. Since the seat can be brought into a position that makes it easy for the person requiring nursing care to get in and out of, the stress on the assistant is reduced. The WagonR has a variant equipped with the lifting passenger seat.



WagonR lifting seat type vehicle

Motorised wheelchairs and electro senior vehicles

Our line of motorised wheelchairs and electro senior vehicles are designed to meet the purpose and needs of seniors and the disabled.

*Motorised wheelchairs and electro senior vehicles (Suzuki Senior Car and Motor Chair) are regarded as pedestrian traffic. A driver's license is not needed.

Senior Car

The electric wheelchair equipped with a user-controlling steering wheel began to be sold in 1985. This electric wheelchair is mainly designed to enable senior citizens to easily go out. It is capable of moving at adjustable speeds ranging from 1km/h to 6km/h.



ET4D



ET4E

Town Cart

The compact type of the senior car, "Town Cart", is capable of moving at adjustable speeds ranging from 1km/h to 6km/h. With the turning radius of 1.1 metres, it can provide small turns.



Town Cart

Motor Chair

This is a standard user-controlling type electric wheelchair, which began to be sold in 1974. Specially designed for the persons with impairment, this electric wheelchair is controlled by means of a joystick for direction and speed and is propelled by the two rear wheels, which enables 360-degree turning without moving back and forth. Since it can be used both indoors and outdoors, it expands the user's field of activities.



MC 3000S

Safe Driving Training Program "For Preventing Accidents"

In order for people to use our electric wheelchair in a safe manner, Suzuki is making efforts to promote better understanding of operation method by conducting face-to-face sales and showing how to operate an actual wheelchair. Furthermore, we conduct the "Suzuki Electric Wheelchair Safe Driving Program", which is a training session for the people who are currently using our electric wheelchair, working in conjunction with local police departments, traffic safety committee, etc. We try to improve the trainee's awareness of traffic safety and prevention of traffic accidents etc. through seminars and practical training.



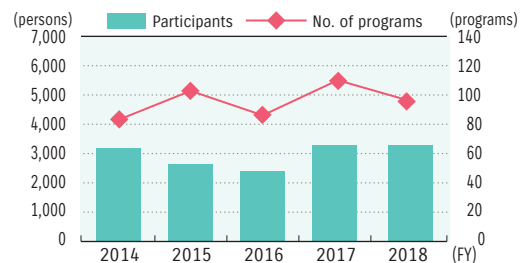
Furthermore, to enhance safety driving of first-time users of electric wheelchairs, Suzuki is promoting awareness of safety driving by handing out brochure and DVD for the safe usage of those products.

Number of brochure and DVD handed out

	FY2014	FY2015	FY2016	FY2017	FY2018	5-year Total
Brochure	12,477	10,000	8,153	8,000	16,000	54,630
DVD	3,280	5,958	4,772	5,160	2,040	21,210

Detail of brochure and DVD can be seen at the homepage of Electric Wheelchair Safety Promotion Association (in Japanese language only) <https://www.den-ankyō.org/>

Trends in Safe Driving Training Programs Conducted



Activities of Electric Wheelchair Safety Promotion Association

The Electric Wheelchair Safety Promotion Association was established by manufacturers and dealers to promote safe and proper use of electric wheelchairs for users. Program workshops contribute to smoother and safer traffic flow and help putting the electric wheelchairs to practical use. As a member of the association, Suzuki is promoting activities for using electric wheelchairs with ease.

Electric Wheelchair Safety Instruction Commendation System

Sponsored by the Traffic Bureau of the National Police Agency (NPA), the Electric Wheelchair Safety Instruction Commendation System promotes traffic safety public education and recognises and commends concerned parties that take an active role in the prevention of wheelchair related traffic accidents. Suzuki takes an active part in this commendation system as an organiser of the Electric Wheelchair Safety Promotion Association.



NPA Electric wheelchair Safety Instruction Commendation Result

FY2018	Excellent	Suzuki Motor Sales Miyazaki Inc.
	Great	Suzuki Motor Sales Minami Tokyo Inc.
		Suzuki Motor Sales Saga Inc.

Efforts for safety

Suzuki reinforces “efforts for safety technologies” and actively improves the safety so that every single person including pedestrian and bicycle, motorcycle, and automobile drivers can live in a safe mobility society with each other.













Suzuki Safety Support

Suzuki Safety Support was born from our wish to have everyone enjoy their cars safely.

In order to prevent accident and secure customer's safety in case of an accident, we will make our utmost effort to minimise even near-miss accidents through various driving-support technologies.



● Products installed with Suzuki Safety Support

Collision-mitigation braking	Dual Sensor Brake Support	Dual Camera Brake Support	Radar Brake Support II
Models	 Spacia  Jimny/Jimny Sierra  WagonR  Swift/Swift Sport  Alto  XBEE  Lapin  Escudo	 Hustler  Every/Every Wagon  Carry/Super Carry  Solio  Ignis	 SX4 S-CROSS  Baleno
Back-up Brake Support	Spacia/Alto/Lapin/XBEE	Solio/Every/Every Wagon	
False Start Prevention Function	●	●	
Rear False Start Prevention Function	Spacia/Alto/Lapin/XBEE	Solio/Every/Every Wagon/ Carry/Super Carry	
Lane Departure Prevention Function	Swift Sport/Escudo		
Lane Departure Warning Function	●	●	
Weaving Warning Function	●	●	
Preceding Car Departure Announcing Function	●	●	
High Beam Assist	Spacia/WagonR/Alto/Lapin/Jimny/Jimny Sierra/ Swift/Swift Sport/XBEE	Solio/Every/Every Wagon/ Carry/Super Carry	
Road Sign Recognition Function	Spacia/Lapin/Jimny/Jimny Sierra		
Head-up display	Spacia/WagonR		
Camera for all-direction monitor	Spacia/WagonR/Lapin/Swift/XBEE	Hustler/Solio/Ignis	
Adaptive Cruise Control	Swift/Swift Sport/Escudo	Solio	SX4 S-CROSS/ Baleno

*As of September 2019. For specific model and variant equipped with these technologies, please refer to each model's catalogue.

TOPICS

The Solio and the XBEE achieved top rating in JNCAP safety performance evaluation



Solio



XBEE



The compact passenger car Solio and Solio Bandit*¹, which feature our preventive safety technology “Suzuki Safety Support”, attained the top rating of ASV*²+++ (triple plus) in the FY2018 JNCAP*³ program of preventive safety performance assessment.

Also, the compact passenger car XBEE*⁴ attained the top rating of the Five Star Award in the FY2018 JNCAP program of collision safety performance assessment.

JNCAP*³ is an institution in which the Japan’s Ministry of Land, Infrastructure, Transport and Tourism and the National Agency for Automotive Safety & Victims’ Aid (NASVA) assess and disclose a result of a vehicle’s safety performance.

The Preventive Safety Performance Assessment assesses a vehicle’s overall performance of preventive safety system in four ranks based on assessment scores in six categories: the frontal Autonomous Emergency Braking System for vehicle; the frontal Autonomous Emergency Braking System for pedestrian; the Lane Departure Warning System; the system that provides the driver with information captured by rear-facing cameras; high-performance headlights; and the system that suppresses acceleration upon stepping on the wrong pedal.

The Collision Safety Performance Assessment assesses a vehicle’s overall collision safety performance in five ranks based on assessment scores in three categories: Occupant Protection Performance Assessment; Pedestrian Protection Performance Assessment; and Seatbelt Reminder Assessment.

Suzuki will introduce the preventive safety technology “Suzuki Safety Support” to various models to support safe and secure driving for our customers, and going forward, Suzuki will continue to strengthen efforts for safety technologies to enhance safety of cars.

Details of the assessment (NASVA homepage) <http://www.nasva.go.jp/mamoru/en/index.html>

*1 Car equipped with Suzuki Safety Support Package equipped with omni-directional monitoring camera package

*2 ASV: Advanced Safety Vehicle

*3 JNCAP: Japan New Car Assessment Program

*4 Car equipped with Suzuki Safety Support Package

Efforts for motorcycles

Activities on safety and crime-prevention in cooperation with motorcycle industry

As a member of Japan Motorcycle Promotion & Safety Association, Suzuki sends some instructors to various motorcycle safe riding schools and holds safe driving seminars such as "Good Rider Meeting", in cooperation with Motorcycle Safe Riding Promotion Committee.

Also, we are promoting the "Good Rider Anti-theft Registration" activity for registration of motorcycles to prevent theft.

We cooperate for training of trainers and promotion of "Motorcycle Safe Riding Trainer Training Session" and "Centralised Training Workshop for Special Trainers" organised by Japan Traffic Safety Association (JTSA) by sending instructors. In addition, we are also involved in the annual "National Motorcycle Safe Riding Competition" organised by JTSA by sending judges and motorcycles for the competition in order to widely enlighten safety for motorcycles.

On August 19 determined as "the Day of Motorcycle" according to the way of reading "819 (bike)" in Japanese, we hold events for appealing enjoyment of riding motorcycles and traffic safety in cooperation with motorcycle industry such as Japan Automobile Manufacturers Association, Inc. (JAMA).



Suzuki Safety School

Since FY2008, we hold Suzuki Safety School periodically at the motorcycle school area in Ryuyo Proving Ground to teach users of Suzuki motorcycles how to enjoy riding safely.

We accept a broad range of participants including beginners, return riders (who didn't ride their motorcycles for a long time), and experienced riders (who want to learn new traffic rules).

We hold this school as a practical event enabling people to learn, with fun, not only such basic techniques as "how to run, turn and stop", but also "hazard anticipation" and "driving on highways". We held this school 7 times in FY2018 and 176 persons participated.



Cooperation with “Hamamatsu, the hometown of the Motorcycle”

“Hamamatsu, the hometown of the Motorcycle” is an event to spread information, attractions, and the culture of Hamamatsu, where the domestic motorcycle industry was born, nationwide. This event started in 2003 and the year 2018 was its 16th time.

Suzuki is contributing to foster personnel resources to those who have dreams on motorcycle and take the lead in manufacturing in new generation, and to create the town where motorcycle lovers get together through touring project and industrial tourism by cooperating this event.



In-House Safe Driving Seminars

As a manufacturer and distributor of motorcycles, we regularly hold motorcycle driving safety seminars for our new employees, motorcycle commuters, related companies, employees of distributors, etc. We held this seminar four times in 2018 and 114 persons participated.

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



Sunday SRF* in Ryuyo Off-Road Seminar

To promote off-road motor sports, a technical riding school for a broad range of riders, from beginners to experienced riders, who purchased Suzuki's competition model DR-Z50 and RM series motorcycles, is held at the Ryuyo Off-Road Course every year.

A rider with International A License is invited as an instructor to provide one-on-one coaching session.

We had the school 9 times in 2018 and 284 participants in total.

Many Suzuki customers have taken part in this event and learned basic off-road riding techniques. This event will be held on a regular basis.

*SRF (Suzuki Riding Forum) is a club organisation aiming to upgrade the off-road riding technique of users of Suzuki competition model motorcycles for safe and proper use of them, as well as to familiarise the off-road motor sports in Japan through not only lessons in machine maintenance and riding technique, but also mental training.





With Our Business Partners

Suzuki intends to make a social contribution under the first paragraph of the mission statement: “Develop products of superior value by focussing on the customer”. In creating such valuable products, we believe that the procurement section’s role is to work in mutual cooperation with our business partners so that both parties may prosper. Those business partners are selected through an impartial procedure based on quality, cost, deadline delivery, technical development capabilities, risk management, and past track record. And we have an open door policy, which offers the chance of teaming up with Suzuki regardless of size, track record, or countries/regions.

Sustainable relationships

In creating trusting relationships with our business partners we aim to establish sustainable relationships. For that purpose, we regard the mutual communications as the most important factor, and are making efforts in mutual understanding by holding Procurement Policy Presentation once a year to our business partners to share Suzuki’s policy and product/production plans as well as to inform our procurement policy based on those plans.

Also, we are sharing ideas not only between the top and middle managements, but also between managements and individuals responsible for daily business operations.



Procurement Policy Presentation (March 2019)

Global procurement

We will accelerate global procurement activities by working with worldwide manufacturing bases. Previously, procurement activities were carried out mainly on individual local bases, but we have shifted to a more global-basis approach 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 more confident relationships.

Business Continuity Plan

In addition to earthquake-proof reinforcing of individual office buildings, we have started compilation of a business continuity plan (BCP). We regard the preparation for earthquakes, tsunami and other wide-scale disasters as part of our responsibility to local community, business partners, and customers. We recommend disaster measures such as quakeproofing to our partners located in areas that are likely to experience heavy damage. We are also prepared to aid our business partners in their recovery if they should fall victim to such disaster.

Efforts for compliance with laws and regulations, respect for human rights and environmental conservation

Suzuki is complying with laws and regulations of each country and region (for example, compliance with “Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors” and business operations according to the five principles for procurement in “Automotive Industry Appropriate Transaction Guidelines” in Japan), respect for human rights and environmental conservation. Also we establish Suzuki CSR Guidelines for Suppliers and request our business partners to practice efforts for compliance with laws and regulations, respect for human rights and environmental conservation.

● Basic policy regarding human rights

As stated in the “Suzuki Group Code of Conduct”, we believe that respect for human rights is the base for all corporate activities and thorough efforts are made even in the CSR activities. The Suzuki Group has no intention of taking part in any action that would lead to infringement of human rights. We will promote respect of human rights with our business partners.

(Initiatives concerning human rights)

- Prohibiting all types of harassments
- Safe and healthy working environment, and good employee relations
- Eliminating discrimination in employment
- Prohibiting child labour and forced labour
- Not using conflict minerals causing human rights infringement

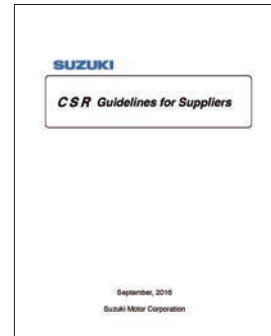
● **Suzuki CSR guidelines for our business partners**

Stakeholders including business partners of Suzuki are getting multinationalised and diversified as our business activities are developed globally. So, we are expected to fulfill social responsibilities with due considerations to other cultures and histories, as well as to follow legal and social norms of various countries.

Based on such social requests, we compiled basic concept and practices of social responsibilities that we should accomplish with our business partners as “Suzuki CSR Guidelines for Suppliers”. We are requesting our partners to comply to the guidelines upon making procurement throughout the Suzuki Group.

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/SUZUKICSRGuidelinesforSuppliers.pdf



(Initiatives to maintain workable guideline)

- Efforts are made in understanding the environmental conservation initiatives of our business partners by conducting research on greenhouse gas emissions and water usage amount once a year.
- Aimed to prevent one-sided cost reduction request and delay in payment to our suppliers throughout the whole supply chain, we are holding case-by-case presentation to widely notify about proper trading.
- Quality audit 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.

CSR Guidelines for Suppliers (excerpt)

<p>1.Safety / Quality</p> <ul style="list-style-type: none"> ● Providing products and services that meet customers’ needs ● Sharing appropriate information about products and services ● Ensuring safety of products and services ● Ensuring quality of products and service 	<p>3.Environment</p> <ul style="list-style-type: none"> ● Implementing environmental management ● Reducing greenhouse gas emissions ● Preventing air, water, and soil pollution ● Saving resources and reducing wastes ● Managing chemical substances
<p>2.Human Rights / Labor</p> <ul style="list-style-type: none"> ● Eliminating discrimination ● Respecting human rights ● Prohibiting child labor ● Prohibiting forced labor ● Not using conflict minerals causing human rights infringement ● Wages ● Working hours ● Dialogue with employees ● Safe and healthy working environment 	<p>4.Compliance</p> <ul style="list-style-type: none"> ● Compliance with laws ● Compliance with competition laws ● Preventing corruption ● Refusing relations with antisocial forces ● Managing and protecting confidential information ● Managing export trading ● Protecting intellectual property
	<p>5.Information Disclosure</p> <ul style="list-style-type: none"> ● Information disclosure to Stakeholders

● **Suzuki Green Procurement Guideline**

Please refer to p.49 for our initiatives for promotion of green procurement.

*Green procurement guideline

https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/suzukiGreenGuideline.pdf



With Our Employees

Under the mission statement “Develop products of superior value by focussing on the customer”, Suzuki takes actions to accomplish the mission that our every single employee thinks and acts by themselves and provides customers with products that will enrich their life.

We give the first priority to assurance of stable employment. Also, we try to improve work conditions in order to build healthy and a better working environment. Employees mutually help each other and try to be a person who can contribute to the society with the spirit of “Team Suzuki”, and the management and employees band together and build a refreshing and innovative company.

In addition, we strive to create systems and environments, focussing on the following points, in order to cultivate the corporate climate that employees go for a big future with motivation and ambition.

Create a safe and healthy workplace for our employees.

Create a system that fairly evaluates and supports human resources who try the higher goal.

Create good and stable relationships between the employer and employees.

Efforts for safety, health and traffic safety

Safety and Health

Suzuki is promoting the safety and health management activities through our basic safety concept.

Basic Safety Concept

- **Make Safety as first priority. (Safety First)**

The basis of corporate activities is “human”.

The first priority must be always given to safety that protects “human”.

- **All accidents are preventable.**

Managers must lead the workplace, having the strong belief “all labour accidents can be prevented”.

- **Safety is everyone's responsibility.**

While the corporate conducts what they should do, every single person must take responsible actions to protect themselves.

Let's make the climate where everyone follows the rules and mutually warns each other in the workplace.

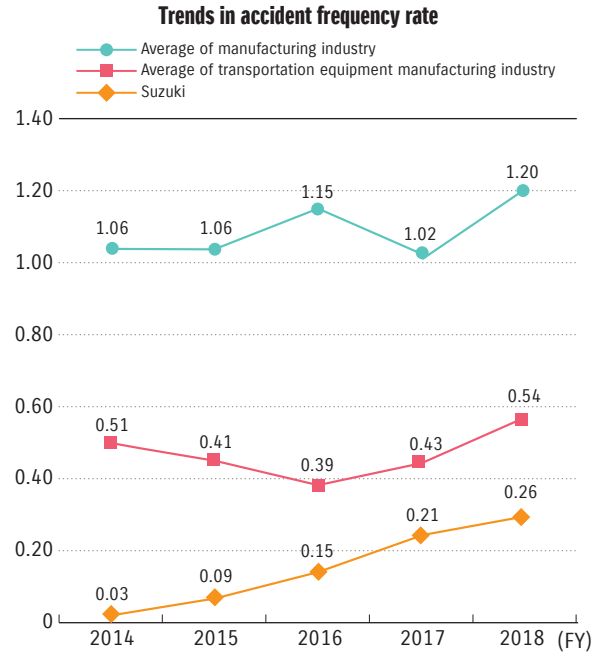
● **Safety and health control system**

The “Central Safety and Health Committee” to which representatives from offices and labour unions attend is held twice a year to determine basic policies related to corporate “work safety”, “labour health” and “traffic safety”.

In addition, the Central Safety and Health Committee conducts the central safety patrol once a year to raise safety awareness within the company through cross-functional safety activities by inter-department cross-checks. The Departmental Safety and 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.

● **Risk assessment activities**

Suzuki implements “risk assessment” mainly for prevention of risks as safety prefectch activities. Through these activities, we try to improve safety by identifying potential risks in operations and promoting countermeasures to prevent them. We have introduced risk assessment for the close call cases in 2001 and have been working on risk assessment in regular operations since 2013.



Health Management

Starting from April 1995, we require that all employees 40 years and older have medical and dental checkups for early detection and rapid cure of illness. As a follow up to health checks, we regularly carry out health education, nutrition instruction, etc.

We also provide the following programs as measurements for stress and mental health problems, which have been on the rise in recent years.

- Conduct “Stress Check” based on revised Industrial Safety and Health Act.
- Provide health information on mental health and others through the corporate intranet and seminars to allow employees to perform effective self-care.
- Provide mental health seminars by external industrial physicians mainly to supervisors and managers in order for them to take care of mental health of workers at each workplace.
- To make consultation easier, we opened a mental counseling corner by psychiatrists and clinical psychotherapists in our company medical clinic.
- Conduct mental health self-care education for younger generation, based on the year they entered the company.
- In addition to self-care education, conduct line care education for newly-positioned employees.

Traffic Safety

To encourage each and every employee to set an example in their driving that befits that of a member of an automobile and motorcycle manufacturer, we have implemented a number of programs like those described below, that are aimed at preventing traffic accidents that could occur not only on the job, but also off the job.

- Create commuting route accident maps
- Training in traffic carelessness and risk prediction by small group
- Instruction on and strict control of traffic rules not only on public roads, but also within the plant site
- Traffic safety education at the jurisdictional police stations
- Individual instruction with proper driving checks
- Alert employees to traffic safety before long holidays
- Ride together or instruct driving by using driving recorders
- Safety driving lectures for new employees
- Safety riding lectures of motorcycles (p.74)



Safety driving lectures for new employees (in cooperation with Kakegawa Driving School)

Efforts for career advancement

Suzuki feels that setting high goals is an excellent way to grow one's self and that such trial 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 capabilities. Suzuki implements the rich human resource development program that supports such individual challenging spirit.

Goal Challenge System

Suzuki feels that it is an excellent way to improve one's self that not simply waiting for instructions from the supervisor but voluntarily setting and striving for the goal in terms of accomplishment of the work. Our Goal Challenge System is 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 goals and improve motivation toward them. In addition, their supervisors can appropriately evaluate their goal attainment levels and recognise 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 setting system motivate employees' intentions to step up each rung of the corporate ladder.

Self-assessment System

This system is to grant employees 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 the career plan, and submit it to their supervisors and the Human Resources Department. The submitted contents are effectively utilised as the basic data for development and optimal assignment of human resources.

Rotation system

Suzuki implements systematic rotations of human resources by preparing the companywide personnel change plan in order to improve employees' knowledge and technical skills and activate our organisations. The goal we set in this system is to have all young employees of technical jobs, office jobs and sales jobs experience the transfer to different department(s) within 10 years after entering the company.

International training program

We have been implementing "6-month overseas training business trip expatriate" that send young employees to overseas affiliates since FY2015 in order to develop global human resources.

(FY2015~2018 total 27 persons...FY2015-6 persons, FY2016-6 persons, FY2017-5 persons, FY2018-10 persons)



Foreign language training program

In order to improve language skills of employees, we have introduced the system to allow young employees up to 7th year at the company to set the target score of TOEIC and to take a TOEIC test for free (examination fees are paid by the company).

In addition, we support improvement in language skills by introducing correspondence courses provided by external educational organisations, as well as opening in-house language seminars of English, Spanish, Chinese, Thai, Indonesian, etc. before and after work hours by inviting external teachers to the company. Suzuki provides employees who have completed such programs with a subsidy for a part of the expenses. 878 employees took the program in FY2018.

Secure and Comfortable Working Environment

We are pursuing a working environment where employees who bear business activities can maximise their motivations and abilities in a mentally and physically fulfilling condition. Various assistant systems are employed to help employees work actively through positively adaptating to diversifying working environment. Also, a comfortable working environment will improve employee's motivation to increase productivity.

Initiatives for shortening working hours

Initiatives are made to shorten working hours by introducing various systems so not to have our employees to become ill due to long working hours.

- Strict management of overtime working hours based on total working hours
- Introduction of flexible time system that bans early and late working hours
- Introduction of interval system between working hours to secure continuous resting time

Child-care shortening hours system

We have adopted a system to shorten daily working hours based on self-application by employees who need child-care for children in the third grade or younger. In FY2018, 232 employees used this system. The employees applying for this system may be exempted from overtime work in principle. Also, they can use the dedicated company's parking area, allowing them to use cars for easy pick-up of their children.

This system enabling employees with small children to choose from various working styles creates a working environment where employees with motivation and ability can keep working. We are enhancing awareness of child-care support in the entire workplace and promoting "employee-friendly working atmosphere" which can support those short-time workers.

Child-care and family-care leave system

We provide a variety of leave of absence programs including child-care leaves and family-care leave to employees who, due to personal reasons such as child-care, nursing care, have difficulty in working even though they have the will and ability to work. This system is used by many employees regardless of gender (104 employees used this system in FY2018).

The child care leave available after the maternity leave till the day before the child becomes 1 year old (the first birthday) can be extended for up to 12 months if there is an avoidable reason such as the child cannot enter any nursery schools.

Employees are allowed to take family care leave for up to 365 days in total per subject family member. Besides paid vacations, we have introduced the family and medical leave system applicable when caring for parents and children since April 2015.

		FY2014	FY2015	FY2016	FY2017	FY2018
Number of employees using child-care shortening hours system	Male	1	2	3	3	3
	Female	125	160	176	201	229
	Total	126	162	179	204	232
Number of employees using child-care leave system	Male	1	2	8	7	13
	Female	65	72	60	84	91
	Total	66	74	68	91	104
Reinstatement rate of employees using child-care leave system	Male	100.0%	100.0%	100.0%	100.0%	100.0%
	Female	98.5%	100.0%	90.0%	97.1%	95.9%
	Total	98.5%	100.0%	91.2%	97.3%	96.3%
Number of employees using family-care leave system	Male	1	2	4	1	4
	Female	2	0	2	1	2
	Total	3	2	6	2	6
Reinstatement rate of employees using family-care leave system	Male	100.0%	100.0%	25.0%	100.0%	33.3%
	Female	0.0%	-	100.0%	100.0%	100.0%
	Total	33.3%	100.0%	50.0%	100.0%	50.0%

Work and Family Balancing Support Handbook

Efforts are made to notify and promote the use of systems by making a handbook that comprehensively introduces various systems to balance work and family, including the above child-care shortening hours system and child-care and family-care leave system.



Re-employment system

Since July 1991, far earlier than the revision of the Law concerning Stabilisation of Employment of the Older Persons in April 2006, we have adopted a re-employment system for hiring people after the mandatory retirement age of 60 years old. This system offers employment to the people who are willing and able to work after retirement age of 60 years old. Now, they are using their abundant experience and acquired skills in each working place.

Consultation service, etc.

As a consultation service that specialises in human resources matters and consultations relating to safety, health, and mental health, the “Human Resources and Administration Consultation Service” is open. Plus, in addition to the consultation service, an “Improvement Proposal Box” is located at worksite cafeterias and offices, allowing every employee to easily make a proposal on work improvement or request for consultation.

We also have “Mental Consultation Room” with psychiatrist and psychotherapist.

Countermeasure for falling birthrate

In the society with declining birthrate, Suzuki actively supports employees who strive to balance the demands of work and parenting.

For example, we introduced the child-care shortening hours system in August 2018 and “child support allowance” which started in April 2015 for children of up to 6 years old was expanded to up to 15 years old in April 2018.

In addition, because sudden actions may be needed during daily child care, Suzuki allows employees to take paid half-day off up to 40 times per year.

Employment of people with disabilities

Suzuki strives to create a working environment where people with disabilities can work for long time at their ease. We allocate the dedicated person in charge of employment of people with disabilities in the Human Resources Department to provide individual consultations periodically and assign a consultant also to each workplace for caring for their problems.

● Deployment of an affiliate “Suzuki Support”

Suzuki Support Co., Ltd., a special affiliate company established in February 2005, has been conducting business activities for 14 years. As of the end of May 2019, 55 disabled employees including those having severe intellectual disabilities are brightly and vigorously performing janitorial service and stationery management service at Suzuki’s main office, employee dormitories and related facilities, as well as farm work at Suzuki’s farm.

Their sincere and cheerful attitude toward work greatly encourages all the people in Suzuki.

In line with the corporate philosophy, which is intended to make a contribution to society, Suzuki Support will further provide job assistance for people with disabilities in order for them to feel happy through working and to build their experience through social participation.

【Summary of Suzuki Support】

1. Company Name	Suzuki Support Co., Ltd.
2. Capital	10 million yen
3. Capital Investor	Suzuki Motor Corporation
4. Location	300 Takatsuka-cho, Minami-ku, Hamamatsu, Shizuoka
5. Establishment	February 2005
6. Business category	Office cleaning, farming
7. Representative	Takatoshi Okabe, President
8. Number of employees	88 (55 employees with disabilities)



Actions to promote participation by women

Suzuki established the action plan related to promotion of participation by women in order to realise the society where women can demonstrate their abilities and work successfully more. According to this action plan, we will increase hiring of women, reinforce training, improve work environment and establish the support system including child-care leave.

Suzuki Action Plan

We have been promoting creation of better work environment to build the workplace pleasant for employees. In addition to this conventional activity, we will increase hiring of women and support utilisation of and active participation by women, as well as promote improvement in work environment for women.

1. Term of plan

From 1 April 2016 to 31 March 2020

2. Our mission

Both new employment of women and the number of current female workers are less than that of male workers at Suzuki, so we need to “increase female employees”. As the first step to this mission, we will increase hiring of women and promote human resource development as a future leader.

3. Our goal

The ratio of women in regular employees fresh out of college in April of FY2020 shall be 25% or higher.

4. Actions taken

- (1) Reinforce public relations for recruitment in order to draw attentions to Suzuki from female students.
 - Distribute and post articles and movies of interviews with female employees and articles that introduce Suzuki’s “support system for a good balance between work and family” on the recruitment page of the website or recruitment brochure.
 - Participate in the program for supporting female students majoring in science and send our female employees to the lecture for supporting those female students in local high schools and junior high schools or other lecture meetings.
 - Organise the recruitment support team by female employees and send them to orientation meetings or other events for recruitment.
 - Hold the company tour for female students to provide them with opportunities for communication with our female employees.
- (2) Reinforce human resource development to support active participation by female employees.
 - Hold a private personnel interview at the training according to employment year of managerial hierarchy as an opportunity for consultation about individual career plans or the like.
 - Provide female assistant managers with the training to have them acquire necessary knowledge and skills as the next leader.
 - Hold a round-table talk between young female employees and active senior female employees.
- (3) Expand the system as the base for further active participation by female employees.
 - Hold an exchange meeting with employees taking child-care leave aimed to provide information toward reinstatement and have an exchange between employees.
 - We will flexibly take actions for support for a good balance between work and family according to individual situation of each employee.

Diversity (varieties of human resources)

Suzuki assigns a variety of human resources regardless of genders, ages and nationalities to any departments. In order to further promote diversity of human resources, we determine promotions of official positions by considering individual performance, capabilities, etc. regardless of genders. People from other countries are also employed according to the same recruitment standards applicable to Japanese workers.

We will maintain and improve our working environment so that a wide variety of human resources can work actively.

		FY2014	FY2015	FY2016	FY2017	FY2018
Employees	Male	13,347	13,467	13,603	13,711	13,808
	Female	1,404	1,465	1,535	1,558	1,623
	Total	14,751	14,932	15,138	15,269	15,431
Of which managers	Male	921	957	1,004	1,037	1,066
	Female	5	8	10	12	14
	Total	926	965	1,014	1,049	1,080
Employment rate of people with disabilities		2.09%	2.08%	2.04%	2.02%	2.14%
New employment	Male	496	532	674	541	445
	Female	75	103	120	101	118
	Total	571	635	794	642	563
Of which college graduates	Male	425	412	523	396	396
	Female	37	60	62	60	79
	Total	462	472	585	456	475
Turnover rate		4.3%	4.1%	3.8%	4.2%	3.9%

In-house education system

At Suzuki, enterprise education including seminars according to management hierarchy are conducted based on the policy of our mission statement by the Training Center (Suzuki Juku), a group in charge of education. Training Center also cooperates with engineering and manufacturing departments to conduct (specialised) training for individual occupational abilities needed for execution of operation.

Also, active efforts are made to enhance employee performances by educating specific knowledge and skills in each department to nurture human resources, as well as through e-learning, correspondence course, and language seminars.

Especially in seminars according to management hierarchy, main focus is emphasising education for “enhancing abilities of young employees”, “developing leaders in each management hierarchy”, and “systematically developing management class”.

Number of training participants (Suzuki Group)

2016	52,800
2017	59,500
2018	60,500

① Training for enhancing abilities of young employees

- Trainings according to the year of joining the company are conducted every year for young employees from 2nd to 7th year employees.

② Selected trainings for systematically developing management class

- Training for young assistant managers
 - “Assistant manager leader training”, which lets the participants discuss on management challenge and make presentation to the management top
 - “Global leader training”, which is focussed on English communication
- Selected training for managers
 - “Core management training”, which educates subjects needed for the management such as “leadership” and “organisation management”.



Position	Group Training (Off-JT)		In-House Training (OJT)	Voluntary Skill Development						
	Managerial Hierarchy Training	Training for Individual Occupational Abilities		Voluntary Self-Development	Small Group Activities					
Management Position (General Manager/Manager)	New General Managers Seminar	Manager Management Skill Improvement Seminar	Outside Training	Special Training	OJT	Correspondence Courses	Language Seminars	Proposal Activities	QC Circle Activities	
	Management Nurture Seminar									
	Line General Manager Seminar									
	Line Manager Seminar									
	Third-year Manager Seminar									
	New Manager Seminars New Expert/Technical Master Seminar									
Assistant Manager	Assistant Manager Leader Seminar	Basic Management Orientation for Assistant Manager	Outside Training	Special Training	OJT	Correspondence Courses	Language Seminars	Proposal Activities	QC Circle Activities	
	Global Leader Seminar									
	Line Assistant Manager Follow-Up Seminar									
	New Line Assistant Manager Seminar									
	Assistant Manager Third Year Seminar									Supervisor Third Year Seminar
	Assistant Manager Second Year Seminar									
	New Assistant Manager Seminar									New Supervisor Seminar
Foremen	Team Leader Follow-Up Seminar		Outside Training	Special Training	OJT	Correspondence Courses	Language Seminars	Proposal Activities	QC Circle Activities	
	New Team Leader Seminar									Third Year Foremen Seminar
										New Foremen Seminar
Employee	Seventh Year Employee Seminar		Outside Training	Special Training	OJT	Correspondence Courses	Language Seminars	Proposal Activities	QC Circle Activities	
	Sixth Year Employee Seminar									
	Fifth Year Employee Seminar									
	Fourth Year Employee Seminar									
	Third Year Employee Seminar									
	Second Year Employee Seminar									
New Employee	Practical Training (manufacturing/products)		Outside Training	Special Training	OJT	Correspondence Courses	Language Seminars	Proposal Activities	QC Circle Activities	
	Basic Orientation for New Employee									

Employee relations

Through mutual confidence, we have developed a good relationship with the Suzuki Labour Union, which represents Suzuki Employees. Among the labour union’s goals are stable employment and maintaining and improvement of work conditions. In order to meet these conditions, stable development of the company is required. When negotiating salaries, bonuses, labour hours, etc. as distributions of the results of corporate activities, we do share the same basic vector, which aims to stable development of the company while having discussions from different standpoints: the company and labour union.

The number of the labour union members is 16,225 as of the end of FY2018, and the unionisation rate of full-time employees (excluding managers and non-union members defined in the labour agreement) is 100%.

Employee communication

We arrange frequent labour-management consultations to ensure that employee ideas are reflected in all of our departments, such as research and development, design, manufacturing, sales, etc.

In addition to discussing requirements (salaries, bonuses, labour hours, etc.) we hold monthly discussions that regularly cover a wide range of issues such as management policies, production planning, working hours, welfare, safety and health, etc., and earnestly exchange ideas on what Suzuki and the labour union can do to deliver quality products to the customer.

	Frequency
Central Labour-Management Consultation	Monthly
District Labour-Management Consultation	Monthly

Building a stable relationship with the labour union in the Suzuki Group

The Suzuki Group has 130 member companies (manufacturers, non-manufacturers, sales companies) at home and abroad. It is our hope that those 130 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 cooperative relationship and smooth communication between labour and management, as well as the need for a fair and equal personnel management system, etc. We also work with the labour union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work climate which allows our 67,000 employees in 130 companies to enjoy working with a highly creative and stable labour-management relationship.

● Initiatives by Maruti Suzuki India Limited

For the development of the company through labour-management cooperation, Maruti Suzuki is working to establish healthy labour-management relationship based on discussions with the union. The company is making efforts in continuously strengthening mutual labour-management communication, such as by periodically holding meetings between the union and the president, plant managers, human resource managers, and other managers. Also, the company organises various events jointly with unions such as arrangement of plant tour for family members, sports meet, family day and many other events where all employees take part.

There are independent unions in each plant as per statutory requirements. All major policy changes affecting workers are discussed with union representatives. Such changes are communicated to all the workers directly and through union representatives.

	Frequency
Managing Director Communication with Department Heads	Quarterly
Managing Director Communication with Union	Monthly
Senior Management (Production and Human Resources) Communication with Associates, Supervisors and Workers	Monthly
Human Resources Managers and Plant Managers Communication with Union	Weekly



Labour-management meeting



Plant tour for family members



Family day



With Our Shareholders and Investors

Included in the FTSE4Good Index Series and the FTSE Blossom Japan Index for the first time

Suzuki Motor Corporation was included in the FTSE4Good Index Series and the FTSE Blossom Japan Index, global indexes for ESG (Environment, Social, and Governance) investments, for the first time.

On the back of increased criticism toward pursuing short-term profit in the capital market since the 2008 financial crisis, in the recent years, there has been increasing attention for ESG investments, which judges the company's investments by considering environment, social, and governance activities by the company, besides the conventional financial information including sales and income. Currently, there are various ESG indexes that are gaining attention from investors worldwide, which they widely utilise as their judgment criteria.

We believe that, in addition to our initiatives for ESG, our efforts to proactively and comprehensively announce those activities through this report (Suzuki CSR & Environmental Report) have also took part in the inclusion into the above indexes.

The Company will continuously be conscious of disclosing the efforts for ESG, and enhance communication with the stakeholders to consistently promote sustainable enhancement of corporate value.

Indexes included

● FTSE4Good Index Series

Created by FTSE Russell, a wholly owned subsidiary of London Stock Exchange Group, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong ESG practices. The FTSE4Good indexes are used by a wide variety of market participants focussed on ESG investments to create and assess responsible investment funds and other products.

More information about FTSE4Good Index Series
<https://www.ftserussell.com/products/indices/FTSE4Good>



FTSE4Good

● FTSE Blossom Japan Index

The FTSE Blossom Japan Index is an ESG index focussed on Japanese firms, which is adopted by the world's largest pension fund, Government Pension Investment Fund (GPIF), for ESG investments.

More information about FTSE Blossom Japan Index
<https://www.ftserussell.com/products/indices/blossom-japan>



FTSE Blossom
Japan

Improving corporate value

The automobile industry is undergoing a period of great transformation. In this period of transformation, it is necessary to have a concrete vision of what the Company should be 10 or 15 years in the future, as a long-term view, and go back to the present from there to consider what the Company should do from now, instead of merely continuing as we are.

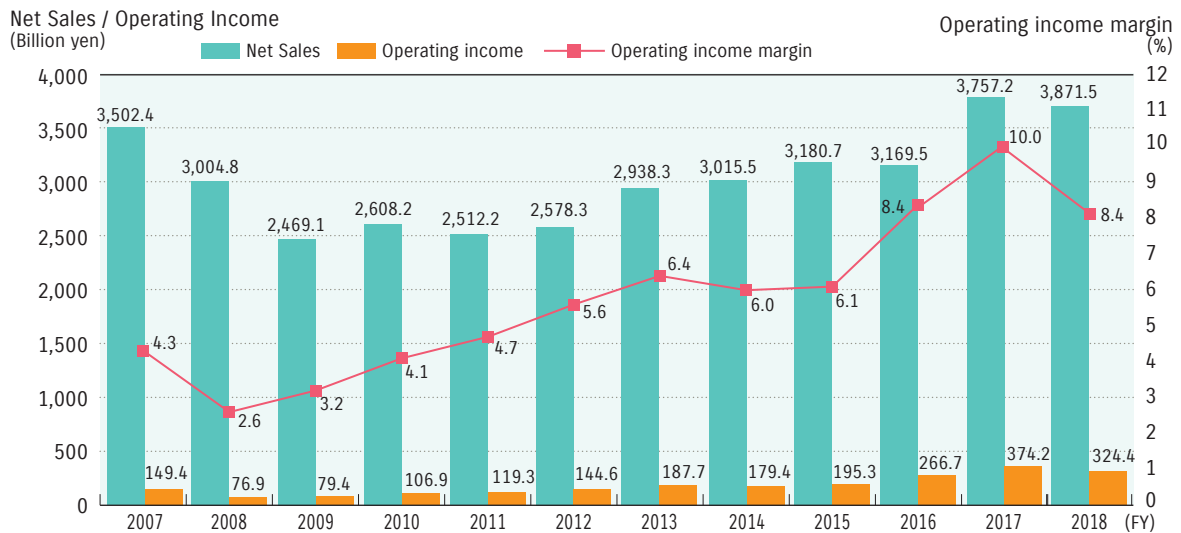
Around 2030, the Indian market may grow to a scale of 10 million units. If the Group can maintain its current share of 50%, it will have a size of 5 million units. With the assumption that the Group will sell 2 million units in other markets, overall sales of the Group will be 7 million units. These figures are theoretical values rather than a plan. The Group will continue to strive for future growth.

Also, we believe that committing to the Indian market will lead to our growth in other markets, through deploying the developed products worldwide.

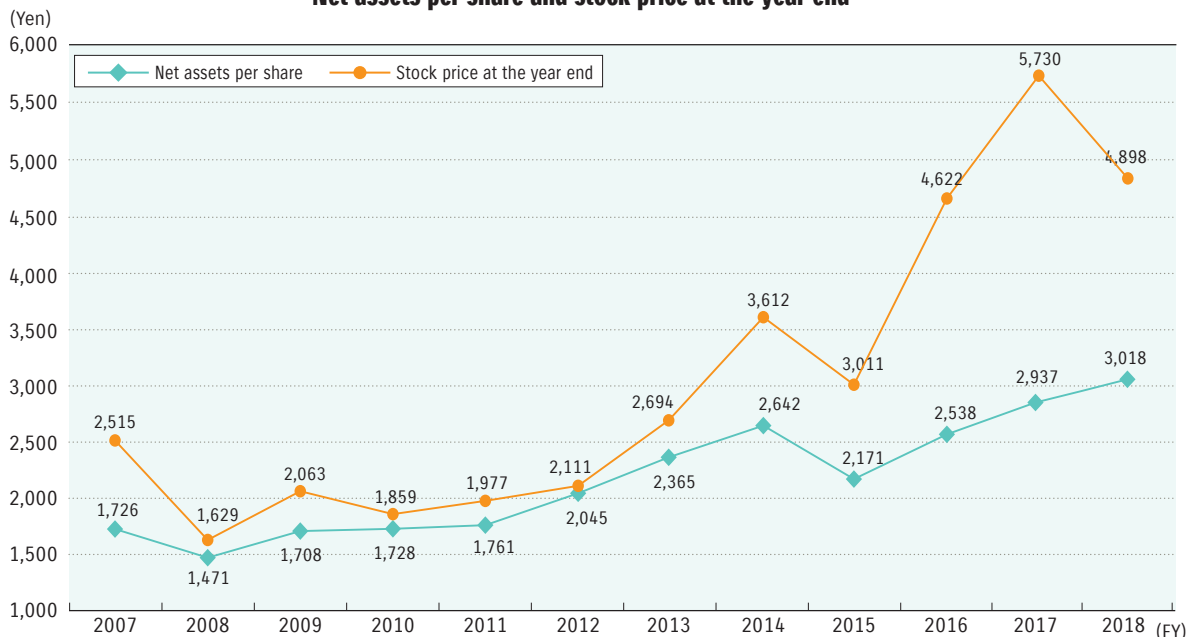
Compared with now, it is totally uncharted territory that is more than twice as large. All employees, including the management team, will be required to change their mindset and distribute effectively the management resources.

In that sense, the effort we make based on this long-term view are challenges that decide the Group's future, and they should be made promptly. We will commit ourselves to these challenges on a company-wide basis as Team Suzuki.

Changes in consolidated results



Net assets per share and stock price at the year end



For our shareholders and investors

Dividend policy

With respect to the annual dividends, although the consolidated financial results showed a considerable decrease, it decreased temporarily owing to accounting extraordinary loss for conducting recall campaign in Japan. The Company places shareholder return as one of the important management issues. Taking the above into consideration, from the view of stable dividend payout, the Company kept the annual dividends same as the previous fiscal year to ¥74.00 per share, and the year-end dividends to ¥37.00 per share.

In line with our basic policy, the surplus is distributed twice a year in the forms of the interim dividend and the year-end dividend. According to the resolution of our Board of Directors, the interim dividend is available for the shareholders as of 30 September every year as the record date, which is stipulated in our company contract. The decision-making meetings for the dividends are the Board of Directors for the interim dividend, and the shareholder meeting for the year-end dividend.

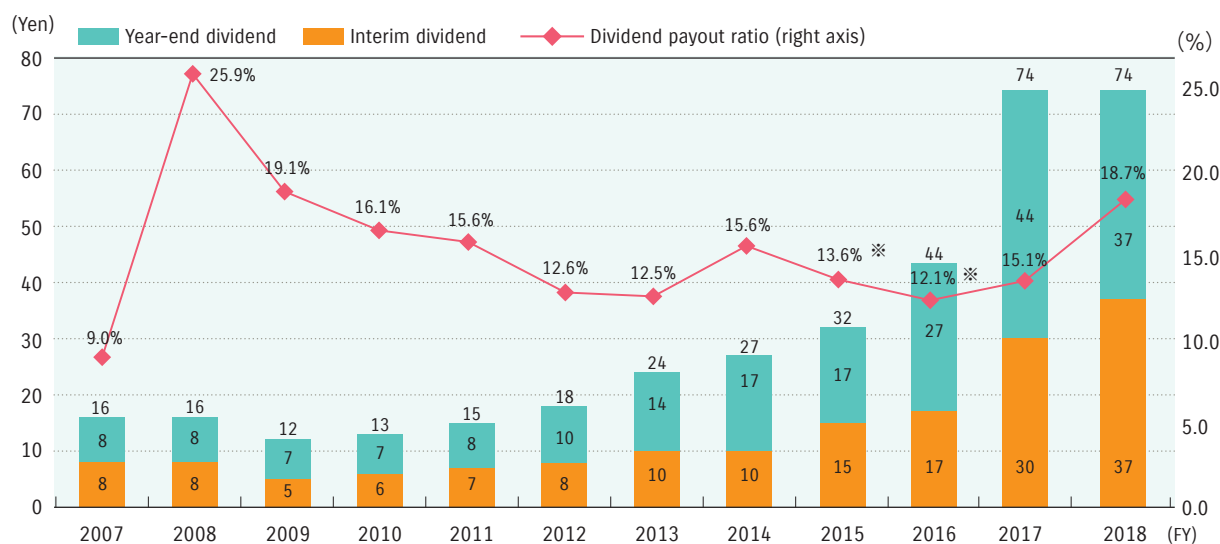
Shareholder return

With respect to acquisition of treasury shares, the Company acquired approximately 120 million shares worth approximately 460 billion yen of treasury shares in September 2015 upon termination of alliance with VW. As a result, there were shareholder returns in FY2015 with the overall return ratio exceeding 400%.

Also, with respect to the treasury shares held by the Company, we are making efforts in controlling dilution by not releasing them to the market. In March 2016, we have set the maximum treasury shares to be held by the Company to around 50 million shares, and cancelled approximately 70 million treasury shares. Upon issuing convertible bonds, we adopted a scheme to control dilution to the maximum, and due to this scheme, when bonds were converted as the stock price rose, we were able to control dilution to about half of normal schemes.

As of the end of March 2019, the treasury shares held by the Company is approximately 30 million shares, and our policy is to hold these shares to prepare for agile capital policies in the future.

Cash dividends per share



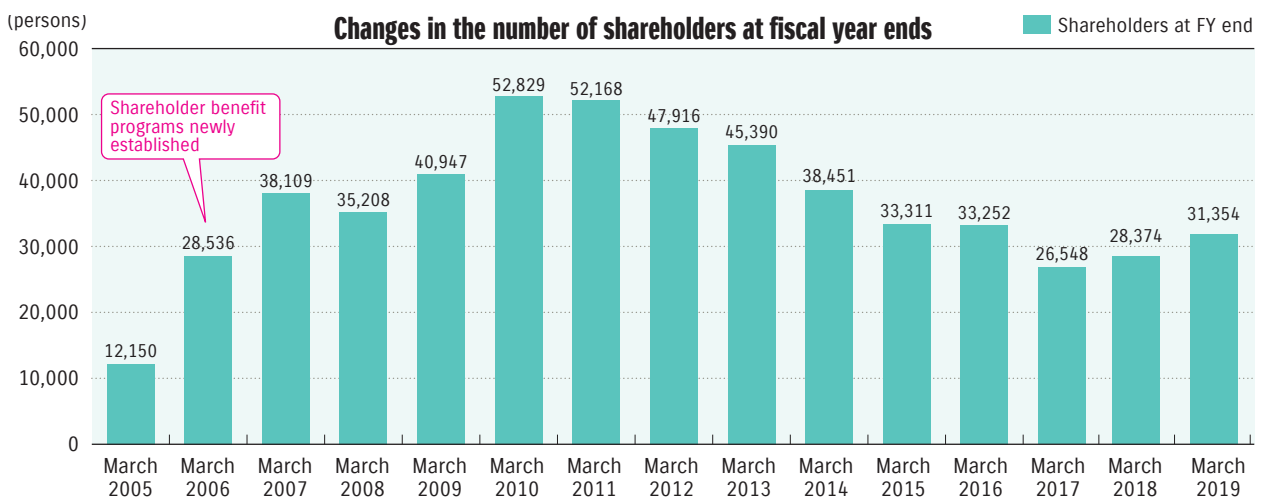
*The dividend payout ratio in FY2015 and FY2016 keeps more than 15%, based on net income after excluding gain on sales of investment securities.

Shareholder benefit program

As a token of appreciation for the shareholders' continuous support for Suzuki and in hope of further patronage of Suzuki's products, we offer a shareholder benefit program.

This program was established in December 2005 in commemoration of winning two awards: "RJC Car of The Year" and "2005-2006 Japanese Car of The Year" ("Most Fun" Prize) for the Suzuki's world strategic model "SWIFT" in hope of further patronage of Suzuki's shareholders.

With respect to the shareholder benefit gift, in order to offer a more attractive program, we renewed the gift content. We will continue to consider the gift content to enhance the program. The gift content was changed from the program as of 31 March 2019 as the record date.



Eligible shareholders

Shareholders who hold a minimum unit of shares (100 shares) as of 31 March every year

Gift content

2 sets of Shizuoka tea

As a company headquartered in Shizuoka and from the view of local production for local consumption, we offer Shizuoka tea, which is one of the famous products of the prefecture.



Shareholder benefit gift...2 sets of Shizuoka tea
(80g of tea leaves and 60g of tea bags)

Investor Relations*

Suzuki Group has been trying to be a company reliable for our stakeholders including shareholders, customers, business partners, local societies, employees, etc. that further contributes to international society and continues development through fair and efficient corporate activities. We will disclose the information defined by applicable laws and regulations immediately, correctly and fairly so that we can be more reliable for stakeholders and societies, also try to actively release the information considered to be effective in having us understood better and further improve transparency of the corporate.

IR materials on homepage

In particular, we provide investor relations information such as briefings, corporate information and data, which are required in making investment decisions, through the Global Suzuki homepage. (<https://www.globalsuzuki.com/ir/index.html>) Within the same website, we disclose the Suzuki Disclosure Policy which indicates Suzuki's basic policy on disclosure, internal system for timely disclosure and policy for constructive dialogue with shareholders. (<https://www.globalsuzuki.com/ir/home/pdf/disclosurePolicy.pdf>)

In FY2017, ESG Information was fulfilled and index was added to enhance retrieval of such information.

*IR (Investor Relations) means activities of a company to offer the company information necessary for investment for shareholders and investors in a timely, fair and continuous manner.

Open periodical seminar for analysts and institutional investors

The settlement briefing for analysts is held every quarter of the year. Voice file and the actual major Q&A at the briefing are uploaded on our website for the convenience of shareholders and investors (voice files are uploaded only on Japanese website in Japanese language).

In addition, investors' conference and other presentation meetings, domestic/international IR meetings, new model announcement shows (to invite analysts), and plant tour events for analysts are held as well.

Set-up of department for IR

For IR-related sections, we have Corporate Management/IR/Cost Management Dept. as an IR contact in the headquarters, and Tokyo IR Group as an IR contact in Tokyo under Corporate Planning Office, and Accounting Group of Finance Department under Finance for materials to be disclosed, such as brief note on the settlement of accounts.

IR for foreign investors

The following IR activities are conducted for foreign investors.

- Providing IR information for foreign investors on the website

The equivalent information to that on the Japanese IR page for domestic investors is disclosed in English (<https://www.globalsuzuki.com/ir/index.html>), such as the brief note on the settlement of accounts, presentation documents for explanatory meeting for investors, proxy statement, resolution notice of shareholders' meeting, timely disclosure by the Tokyo Stock Exchange, and IR news.

- Attending domestic IR conferences for foreign investors

- Providing English data on brief note on the settlement of accounts to TDnet (Timely Disclosure Network) Database Service of the Tokyo Stock Exchange

IR event for individuals

The Company periodically holds IR presentations for individual investors by officers or IR representative, along with the securities company. Presentations are also held for sales persons of the security company as needed.

Since the 142nd annual meeting of shareholders held in June 2008, we have been inviting shareholders to the Suzuki Plaza, after the meeting, for better understanding of Suzuki. The Suzuki Plaza is a facility, which has been open to the public since April 2009, for showing the history of Suzuki, introducing its worldwide business activities, and comprehensively explaining the automobile production process under the theme of Suzuki's way of manufacturing.



Suzuki Plaza



Visit to the Suzuki Plaza



With Local Communities

Cleanup activities

Participation in and cooperation with the Lake Hamana Environmental Network

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

The Lake Hamana Environmental Network receives entrustment from the Environmental Protection Bureau of Shizuoka Prefecture, and conducts constant and aggressive activities including an education program in relation to environmental conservation of Lake Hamana, reuse project of eelgrass and sea lettuce, and transmission of local environment information. As of April 2018, 72 groups and bodies such as local civic groups, schools, NPO corporations, and various trade associations and companies are registered in this Network, which is the "place for gathering" for environmental conservation of Lake Hamana.

In FY2018, Suzuki's employees and their family members (44 persons from 18 families in total) participated in activities such as "Lake Hamana Eco Kids Experience School 2018 in Bentenjima" and "Vegetables Making Experience" using natural eelgrass compost.

Through lectures and experiential learning such as observation, cleaning of waterside and farming, Suzuki will continue to encourage people to recognise the bountiful nature of the brackish water lake, Lake Hamana by participating in and cooperating with environment education and preservation activities.

● Lake Hamana Eco Kids Experience School 2018 in Bentenjima (4 August 2018)

The following activity was held at the Ikari Shoal.

- Observation of creatures and eelgrass in shallow water



● **Growing vegetables raised with compost made from eelgrass** (14 October 2018)

Field-making and seed-planting of vegetables at NPO Murachanet's field in Murakushi-cho



● **Growing vegetables raised with compost made from eelgrass** (13 January 2019)

Harvesting of radishes at NPO Murachanet's field in Murakushi-cho



Supporting activities to the local society

The Suzuki Group made the following supports to the local society in FY2018.

Japan	Suzuki Motor Corporation	Aid for heavy rain relief in July 2018	Donated a total of five million yen through the Japanese Red Cross Society as a support to the affected areas
		Aid for earthquake relief in Hokkaido	Donated a total of five million yen through the Japanese Red Cross Society as a support to the affected areas
		Aid for volunteer activities in the affected areas	Donated six units of Carry minitrucks as aid for volunteer activities in the affected areas to social welfare councils (located in the city of Kurashiki in Okayama, and Imabari, Uwajima, Ozu, and Seiyo in Ehime)
		Support for earthquake measures by the local governments	Donated a total of 30 million yen to the local governments (City of Iwata, Kakegawa, and Makinohara in Shizuoka) to their earthquake measures (accumulated total of 840 million yen)
Indonesia	Suzuki Motor Corporation Suzuki Indomobil Motor (SIM)	Aid for earthquake and tsunami relief	Donated a total of approximately 11 million yen, including two ambulance cars produced by SIM
India	Maruti Suzuki	Maintenance of water supply Public sanitation	Established self-sustainable water ATM (21 units in 20 locations), sewage line and household toilets (4,345 units in 26 locations)
		Maintenance of infrastructure at governmental schools	Improved infrastructure in 50 schools of Gurugram such as providing classroom equipment, refurbishing classrooms, and establishing toilets
		Maintenance of public facilities	Constructed and repaired paved roads (32km in 11 locations), established and repaired community halls
Pakistan	Pak Suzuki	Donation of trucks for mobile libraries	Donated Ravi (Carry) trucks for mobile libraries to 2 villages in the state of Gilgit Biltistan
		Installation of road signs	Installed 43 different traffic safety sign boards on surrounding roads of the company offices
		Donations of ambulance car	Donated an ambulance car based on APV to a hospital in the city of Gwadar



Support for local region by Maruti Suzuki

Educational supports

Introduction of Suzuki's Monozukuri (production) to local students

For the purposes of cultivation of human resources and activation of researches, we give "Suzuki Endowment Lectures" at a local university by sending lecturers from Suzuki. Also, we hold "Suzuki Lectures" to inform students on what are happening in the industrial world.

● Suzuki Endowment Lectures

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

Under the lecture titled "Advanced vehicle energy engineering", the Company is making efforts in research aimed to realise advanced vehicle with high environmental performance.

The study is conducted at the laboratory by integrating production, experiment, and analysis.

At the lecture of automotive engineering for students in the third year of mechanical departments, we are offering unique education which only a company can present; for example, we introduce functions, materials, manufacturing methods, and latest technologies of automobile parts while looking at actual parts.

- Lecture course : "Advanced vehicle energy engineering" presented by Suzuki
- Study theme : ①Study on technology for mitigating deterioration of catalyser for purifying exhaust gas
②Study on temperture estimation of motor
- Lecturer : Two employees are sent from Suzuki as specifically-appointed lecturers
- Term : 18 years from April 2003 to end of March 2021

● Suzuki Lectures

We hold lectures that introduce current industrial status and activities for problems at two universities; Shizuoka Sangyo University (Iwata Campus) and Tokoha University (Hamamatsu campus).

- FY2018 theme : Suzuki's initiatives in realising Team Suzuki and Strengthening of Manufacturing for management based toward the next 100 years
- Lecturer : Employees from each department, depending upon the theme
- Term : One lecture – 90~100 minutes, 14~15 times per year



Student Formula Japan

“The 16th Student Formula Japan” sponsored by Society of Automotive Engineers of Japan was held at Shizuoka Prefecture Ogasayama Nature and Sports Park (ECOPA) from 4 to 8 September 2018.

This competition is held every year to develop human resources that may contribute to promotion of automotive technologies and industries through cooperation of government, industrial, academic and private sectors, and teams of students compete with each other for their total abilities of manufacturing using vehicles that they design and manufacture.

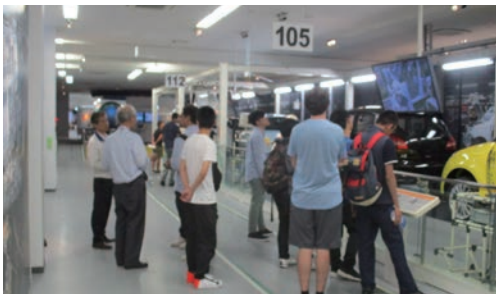
As a member of the Society, Suzuki cooperates in operation of this competition and supports participating teams. At the tournament held in 2018, 93 teams including 72 domestic and 21 overseas teams participated, and Kyoto Institute of Technology that we supported won the overall second prize and the Tokai University won the eighth prize.



Kyoto Institute of Technology

“Monozukuri” Workshop

We provide “Monozukuri Workshop on Transportation Devices” for universities in Japan and other countries and local corporate through Suzuki Plaza and plant tour. Workshops were held in FY2018 as listed on the right.



7/5 Nagoya University Summer Program (NUSIP)



12/14 Shizuoka University Asia Bridge Program

Date	University, workshop name	No. of participants
19 April	Shizuoka University industry innovation special lecture Suzuki Monozukuri Workshop	35
23 April	Iwata Minami High School tour of experiment facilities and Suzuki Plaza	44
26 April	Shizuoka University industry innovation special lecture Workshop of Suzuki's Global Business	19
14 June	Hamamatsu Agency for Innovation Core Human Resource Development Workshop Suzuki Plaza tour	30
5 July	Nagoya University Summer Program (NUSIP) Suzuki Plaza tour	43
6 July	Shizuoka University Faculty of Engineering Kosai Plant tour	55
2018 26 July	Core Human Resource Development Workshop Kosai Plant tour	43
31 August	Shizuoka University exchange students from Malaysia Kosai Plant tour	16
28 September	Shizuoka University Faculty of Engineering Career Design Training Kosai Plant tour	43
7 November	Gadjah Mada University and Udayana University of Indonesia Suzuki Plaza tour	17
9 November	TV telephone class with Setoya Elementary School of Fujieda	23
4 December	Shizuoka Institute of Science and Technology Monozukuri Workshop	82
14 December	Shizuoka University Asia Bridge Program (Hamamatsu) Monozukuri Workshop	18
2019 22 January	Shizuoka University Asia Bridge Program (Shizuoka) Monozukuri Workshop	20
23 January	Utsunomiya University Information Science Monozukuri Workshop	25
14 February	Shizuoka University of Art and Culture Monozukuri Workshop	17
Total		530

Kids Engineer

“Kids Engineer 2018”, an experiential study event sponsored by Society of Automotive Engineers of Japan was held on 27 July 2018.

Suzuki provided the classroom program “What's inside the motorcycle engine?” to learn the engine by actually disassembling and assembling the engine of the scooter Choi Nori for kids from 1st to 6th grades to get to know the fun of manufacturing.



Track and field training program

Aiming to train athletes who can compete in international competitions such as the Olympics and the World Championships, the Suzuki Hamamatsu Athlete Club has been producing Japanese national athletes for the past four consecutive Olympics from 2004 (Athens) to 2016 (Rio de Janeiro).

The top-level athletes including the Olympians such as Akihiko Nakamura (for Decathlon in Rio de Janeiro) and Ryohei Arai (for Javelin Throw in Rio de Janeiro) who are active inside and outside of Japan cooperate in track and field training program and lectures held in various regions. Based on their own experience, they contribute to the popularisation and development of the track and field in Japan, as well as enhancement of children's physical strength.

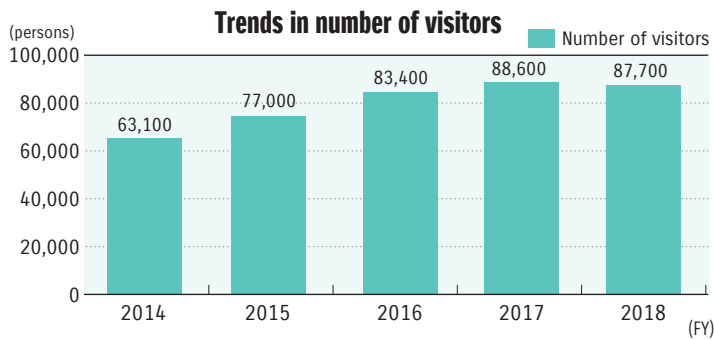
The Suzuki Hamamatsu Athlete Club will continue the activities to awaken children's interests in track and field, as well as emotions and dreams gained through sports.



Suzuki Plaza (<https://www.suzuki-rekishikan.jp/english>)

Since Suzuki started its business in 1909 and was organised as a corporate in 1920 as a loom manufacturer, we have been devoted ourselves to customer-oriented “Monozukuri” based on the word “valuable products for customers”. Our enthusiasm for “Monozukuri” does not change even today that 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 to the public. Visitors can see a lot of our products since our foundation including looms, motorcycles, and automobiles that had been developed with the times, and the current automobile manufacturing process from development to production. Approximately 700,000 persons have visited since it opened in 2009.



Suzuki Plaza

Introduction to Suzuki Plaza

Suzuki's history floor

You can see Suzuki's history which started with looms in 1909 and vehicles in old times such as the motorised bicycle engine launched in 1952 “Power Free”, the first mass-production minicar in Japan launched in 1955 “Suzulight”, the first Jimny (LJ10) launched in 1970, and the first Alto launched with the price of 470,000 yen in 1979, by elaborate presentation.



Loom from the time of foundation



Power Free



Suzulight

Suzuki's Monozukuri floor

Based on the current manufacture 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 powerful 3D theater “Factory Adventure”. In addition, there is a full-size assembly line and you can experience the simulated manufacturing site of automobiles.

There are various tricks including robots utilised at the plant, movie “World Adventure” that introduces manufacturing by Suzuki in foreign countries, sections that introduce the local Enshu area, etc., and not only car lovers but children who just start to get interested in automobiles can enjoy this facility.



Design room



Assembly line

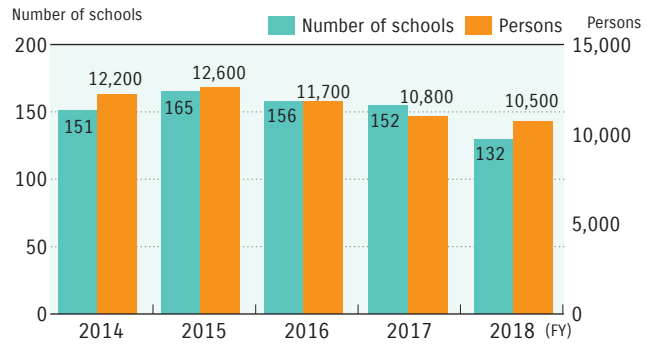


Enshu Corner

Field study

The Suzuki Plaza is utilised by a number of local elementary schools as a good place for field study on the automobile industry. By experiencing the "plant tour" where they can see Suzuki's manufacturing site and by also visiting the Suzuki Plaza that introduces the development phase before manufacturing automobiles, they can learn the manufacturing process of automobiles in details.

Trends in field study



Field study

Manufacturing event

We hold events for children as an opportunity to enhance our relationship with the local community and to have them interested in "manufacturing". Those events are related to the history and manufacturing spirit of Suzuki, allowing children to enjoy learning through experiencing in a different way from textbook-oriented study.



Manufacturing event

The Suzuki Plaza will continue to hold such events to stimulate children's interest in "manufacturing". We hope that we can help children deepen their knowledge of the automobile industry by accepting field trips of many elementary schools. And, we will continue to do our best to become the institution that makes local people happy.



Efforts by Domestic Plants and Technical Centers

Efforts by Kosai Plant

● Elementary school children's plant tour

We invited a total of 8,000 fifth-grade students from 97 elementary schools in Shizuoka Prefecture to the Kosai Plant tour as an out-of-classroom social lesson in FY2018.

In this plant tour, we introduced the conveyor systems and environment-friendly production of cars by showing the video about "how Suzuki automobiles are manufactured" and allowing children to see the assembly plant and wind-driven power generating facility.



● Plant autumn festival

We had an autumn festival on 29 September 2018 for promoting friendship among employees, their families, and local residents. It became a great success with about 1,800 people visiting the plant.

Local residents also showed performance such as "Te-Odori (posture dancing)" by the local community association and a concert by a music club of a junior high school.

In addition, various snack stands, character show, Mochinage (an event of scattering rice cakes for people who come to a festival) from the stage, etc. made the festival exciting.



● Exchange meeting with local community association

Believing that we could enhance mutual understanding with local residents by exchanging information, we hold the exchange meeting with the local community association (Kosai Plant tour) once a year. At this exchange meeting, we introduce the overview of the Kosai Plant. Also, in addition to the automobile assembly lines, incineration site is shown to visitors.



● 5S activities on roads around the Kosai Plant

As part of environmental conservation, we performed cleanup activities on roads around the plant three times in FY2018 together with affiliated companies located in the plant site (total of 150 persons). Also, employees and suppliers are strictly prohibited from littering and encouraged to raise environmental awareness.



● Traffic safety guidance around the Kosai Plant

We conduct traffic safety guidance at crossings on employees' commuter roads and around the plant, aiming to buckle-up seatbelts and improve traffic manners and prevent traffic accidents mainly at intersections.

In FY2018, 600 employees in total participated in this activity on streets and cooperated to building of safe and comfortable town.



● Participation in Lake Hamana Cleanup Campaign

We participated in Lake Hamana Cleanup Campaign and cleaned the Shirasuka coast. Approximately 32 employees participated in this cleaning through the Kosai branch of labour union in FY2018.



Efforts by Iwata Plant

● Voluntary cleanup around the plant

For the purpose of maintaining the clean environment in surrounding areas of the plant, we perform cleanup called "Cleaning Campaign" by picking up trash around the plant once a month.

Also, on the Environment Beautification Day of the city, we are making efforts in preserving environments around the plant by participating in beautification activities for the local society along with the local residents' association.



● Plant tour

We accept students from the local schools, as part of the outdoor studies program, and provide them with a plant tour. In FY2018, 296 students from 16 schools joined the plant tours.

Through touring manufacturing sites of welding and assembly processes, as well as presentation of plant history and overview, it is utilised as practical place to study the job site, improvements in safety and manufacturing point of view, flow of manufacturing, etc.



● Deepening exchanges with local residents

Aiming to "develop with the community", every year, the plant is holding exchanges of opinions for having mutual communication with the local community concerning Suzuki's environmental initiatives, etc.

The plant invites board members of local residents' association and other interested persons for the plant tour, provide them with information on our environmental initiatives and freely exchange opinions.

Also, we explain the implementation progress of the environmental measures at Iwata Plant to the local residents' association once per three months to further deepen mutual understanding.



● Traffic manner check & guidance

Traffic safety guidance activities are carried out periodically around the plant by the plant's traffic safety group members to enhance awareness on traffic safety and compliance to traffic rules, and improve traffic manners of employees.



● Plant autumn festival

We had an autumn festival on 29 September 2018 for promoting friendship among employees, their families, and local residents. We had about 2,100 visitors, and they greatly enjoyed, performance of kid's kagura (Shinto music and dance), character and dance shows, events planned by employees (Tug-of-war, Goldfish scooping), snack stands, Mochinage (an event of scattering rice cakes for people who come to a festival), etc.



● Participation in groundwater cultivation business

We participate in the annually-held groundwater cultivation business cosponsored by the Council for Groundwater Usage in Chuen Area and the Iwata City Environment Preservations Section, and work for forest conservation activities together with other companies by planting and thinning out trees.



Efforts by Sagara Plant

● Voluntary cleanup around the plant

We perform clean-up around the plant together with staff from cooperative companies three times a year for the purpose of maintaining local environment. 112 employees participated in this activity in FY2018.

In addition, we further promote environmental preservation by providing environmental education to employees and requesting vendors and suppliers for cooperation to our environmental activities.



● Deepening exchange 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 FY2018, the meeting was held in February 2019 with 19 representatives of local residents and person in charge of Makinohara area attending.



● Plant autumn festival

We had an autumn festival on 28 September 2018, for promoting friendship among employees, their families and local residents. Despite the rain, we had about 3,100 visitors and they enjoyed the concert by local junior high school students, minitruck market by the local society of commerce and industry, snack stands, character show, bingo games for children, etc.



● Saving industrial water

Water source of industrial water used at Sagara Plant is Oi River.

We are working on saving industrial water, so not to consume excess water from precious water source of Oi River. Through water-saving activities from April 2018 to March 2019, we were able to save 51,241m³/year of industrial water.



● Plant tour

We accept students mainly from the local elementary schools, as part of the outdoor studies program, and provide them with a plant tour.

In FY2018, 5,868 students from 97 schools joined the plant tours. Through presentation of plant overview and touring manufacturing sites of pressing, welding and assembly processes, it is utilised as place to study, ideas for safety, quality and manufacturing point of view, as well as flow of manufacturing cars.



● Traffic safety

Through traffic safety education at driving schools and traffic safety guidance on street, we are instructing traffic laws and manners as employees of automobile manufacturer that should become role models for the local residents.



Efforts by Hamamatsu Plant

● Picking up trash and cutting grass on pedestrian roads around the plant

In October, we picked up trash and cut grass on pedestrian roads around the plant. Approximately 20 employees participated in this environmental activity.

● Traffic safety guidance activities

In line with the local safety driving management association, we are conducting traffic guidance around the plant on 10th, 20th, and 30th of every month to enhance employees' driving manners and prevent accidents.

Efforts by former Toyokawa Plant

● Cleanup activity around the plant

On cleanup days in Toyokawa in May, the plant employees cooperated for environmental cleanup activities by picking up trash around the plant. Approximately 25 employees participated in this environmental activity.



● Community information exchange meeting

In June, we invited representatives of neighbourhood associations to our plant for frank exchange of views with them. We deepened their understanding of the plant through explaining our efforts for environmental improvement and showing our facilities, etc.



● Traffic safety guidance activities

Traffic safety guidance activities were performed on surrounding crossings once a month to improve employees' driving manners and prevent accidents.

● Plant autumn festival

With the plant scheduled to close in August 2018, we held the Final Festa in June to express our appreciation for the exchanges we made with the local citizens and for the production activities we made over the years, as well as to deepen exchanges between employees and their families.

Although the number of visitors slightly decreased to 2,125 persons due to the rain, they enjoyed the performance by the marching band of a local high school, VR experience system, and the show by characters popular with children.

They also enjoyed snack stands, lottery event and Mochinage (an event of scattering rice cakes for people who come to a festival) by our employees, which will be remembered as memories of the Final Festa.



Efforts by former Takatsuka Plant

● Voluntary cleanup around the plant

Plant employees voluntarily conducted cleanup around the plant ("Manner Improvement Activities at Takatsuka Plant").

This activity was a good opportunity to deepen exchanges and increase communication with local residents.



● Deepening exchange with local residents

On 3 July 2018 we invited board members of the local residents' association to our social gathering and plant tour for exchange of opinions and explanation of Suzuki's business activities and efforts for environmental preservation, as well as promotion of mutual communication.

● Traffic safety guidance on streets

The managerial staff performed traffic safety guidance on public streets around the plant once a month. They alerted employees during commuting and leaving work time to improve their driving manners and prevent traffic accidents.

● Noise monitoring activity on the west of the plant

We conducted monitoring activities (patrol early in the morning) on the west side of the plant to check noises from the plant.

In addition to measurement of noise with the instrument, audible check was also conducted. Through these activities, we ensured protection of local residents' living environment against noise.

Efforts by Osuka Plant

● Voluntary cleanup outside the plant

We conducted cleaning of roads outside the plant twice a year. We will conduct environmental education to employees every year and make efforts in preservation of the environment.



● Cleanup activities after local shrine festival

Every year in April, after the Mikumano Shrine Grand Festival, we perform cleanup activity around the shrine.

Our volunteering employees composed mainly of newly-joined employees performed cleanup activity again in FY2019 around the shrine.

We will continue to perform cleanup activities as well-established annual events.



● Deepening exchange with local residents (gathering with local residents' association)

We hold a plant tour and social gathering by inviting members of local community association once a year.

In FY2018, we had the gathering on 25 October and members of seven neighbourhood community associations participated.

At the gathering, we exchanged information including our efforts on the environment and the report on the voluntary cleanup activity, and deepened our communication.



● Plant autumn festival

We had an autumn festival on 29 September 2018 for deepening friendship with local residents.

Approximately 1,370 persons visited the festival.



● Efforts for traffic safety

We conduct traffic safety guidance activities at the front gate of the plant on 10th, 20th, and 30th of every month in order to improve driving manners, obey traffic laws, and conduct correct driving.

In addition, we participate in the traffic safety guidance on streets with local residents during the traffic safety campaign held in every season.



● Plant tour by local junior high school

As per request from the local Osuka Junior High School, we held a plant tour on 5 September 2018 for approximately 100 7th grade students.

In addition to tour of manufacturing process and exhibit of completed vehicles, we explained our activities for exchange with local residents and environmental initiatives.



Efforts by Motorcycle Technical Center (Ryuyo Proving Grounds)

● Opening Ryuyo Proving Grounds to the public for sports competitions

In FY2018, we opened the Ryuyo Proving Grounds to public sports competitions, in reply to a request by local sports groups, as follows.

- ① Shizuoka Triathlon Association (training program) (May 2018)
- ② Sunrise Iwata in Ryuyo triathlon competition (September 2018, Cancelled due to weather)
- ③ Iwata City Marathon Relay Race (December 2018)
- ④ Shizuoka Prefecture Fujinokuni bicycle event (March 2019)
 - Practice experience
 - Free solo run
 - Free team run

In this way we support local sports organisations and contribute to nurturing healthy young people by opening the Ryuyo Proving Grounds to all, from adults to elementary and junior high school students.



Sunrise Iwata in Ryuyo
(triathlon competition)



Shizuoka Prefecture Fujinokuni
bicycle competition

Efforts by Marine Technical Center

● Traffic safety guidance around the Marine Technical Center

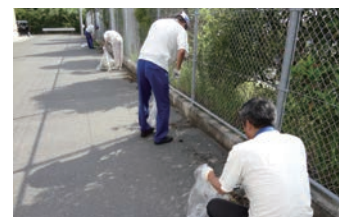
The Marine Technical Center conducts traffic safety guidance activities at the entrance of the center and intersections near the center four times a year in the morning of working days during the period of the spring/summer/fall/year-end traffic safety campaign. 2018 was the tenth year to hold these events. We hope that both our employees and neighbours of the center become more aware of traffic safety through these activities.



Traffic safety guidance (spring)

● Marine Technical Center Manner Improvement Activities

For the purpose of contributing to the local as well as volunteering and conducting environmental beautification, "Marine Technical Center Manner Improvement Activities" are carried out by picking up trash around the Marine Technical Center. The activity has held in FY2018 on 19 June.





Efforts by Domestic Sales Distributors

Asahikawa Suzuki Motor Sales Inc.

●Cleanup activities around the offices

As a beautification activity, since 2013, the company has been picking up trashes and pulling out weeds in pedestrian roads and green zones around all sales offices twice in months with no snow (between April to October). These activities have also become as opportunities to have communication with the local citizens.



Suzuki Motor Sales Keiyo Inc.

●Technology lectures at mechanic schools

Technology lectures were held in five mechanic schools in the prefecture (Chiba) to introduce Suzuki's state-of-the-art technologies and diagnosis systems. In addition to presentations using PowerPoints and movies, the students experienced the actual vehicles and systems. By taking in requests from the teachers, contents of the lectures are changed to meet each school's needs, aimed to offer valuable experiences for the students.



Suzuki Motor Sales Nagano Inc.

●Jobsite tour for people with disabilities

In June 2018, in response to the requests by the Hello Work Matsumoto (job centre), jobsite tour was held to promote working of people with disabilities. The tour was held in two sales offices namely Suzuki Arena Shinshu Hodaka and Suzuki Arena Shinshu Matsumoto. The employees showed carwash and the participants saw their job with enthusiasm and asked them questions.



Suzuki Motor Sales Hamamatsu Inc.

●Donations of parts for cars used in lectures to automobile technical college

Parts for seven units of WagonR which are used in lectures by the Tokai Automobile Technical College in Hamamatsu were donated. By renewing parts such as suspension parts which wear down as the cars are repeatedly assembled and disassembled in lectures, the company supports the students to continuously acquire their mechanical skills.



Suzuki Marine Co., Ltd.

●Participation in joint water-rescue drill

In June 2018, a joint water-rescue drill was held at Arai Benten Sea Fishing Park, with the Kosai City Fire-Defense Headquarters, Shizuoka Marina Association, etc. participating. Suzuki Marina Hamanako participated with rescue boats and conducted a rescue drill by cooperating with each participant.



●Marine Week (Boat Experience)

In August 2018, boat experience was held for children of areas around the Lake Hamana. After explaining the cautions before setting out, they actually got onto the boat, and deepened their interests for the lake and the boat.





Efforts by Overseas Group Companies

India

Maruti Suzuki India Limited

Maruti Suzuki recognises the need and responsibility to maintain harmonious relations with neighbouring communities and provide support for their economic and social development. Additionally, the company acknowledges its responsibility to address broader social issues relevant to the automobile industry in India namely road safety and skill development.

The company's social development projects in the areas of community development, road safety and skill development are aligned with national and international human development goals.

The company undertakes assessment during project design, and impact assessment during the project life-cycle, in order to ensure timely and efficient execution of its social development strategies.

CSR activities

1. Community development

Maruti Suzuki focusses on social development programs in 26 villages around its areas of operations in Gurugram, Manesar, Rohtak and Gujarat in order to support the local communities. In FY2018, the company continued to implement village development programs, created in consultation with village councils (panchayats), in the areas of water, sanitation, education and community assets.

a) Water and sanitation

Depending on local needs and in consultation with the community, the company works on providing safe drinking and solid and liquid waste management to adopted villages around its facilities. The key water and sanitation initiatives undertaken in FY2018 include:

- Provision of potable water through financially self-sustainable water ATMs (21 units in 20 villages)
- Laying of sewer lines
- Construction of household toilets (4,345 units in 26 villages)



- Collection and disposal of solid waste
- Partnership with Zydus Hospitals to establish a hospital in Sitapur



b) Education

In partnership with the local community and the government education department, the company supports on improving infrastructure in 50 schools in Gurugram. The key education related initiatives undertaken in FY2018 include:

- Provision of support teachers for select subjects
- Trainings for teachers
- Provision of teaching aids
- Renovation of classrooms
- Provision of drinking water
- Construction of toilets
- Partnership with Podar Education Network to establish a school in Sitapur

c) Community assets

Committed to improving overall quality of life of community members, the company facilitates repair work and revamping of existing infrastructure and creation of new facilities. The key common community assets undertaken in FY2018 include:

- Construction and renovation of paved roads (32km in 11 villages)
- Construction and renovation of community halls

2. Skill development

The automobile industry in India is growing steadily and is expected to continue creating demand for skilled workers. The company's skill development programs are aimed at providing the youth with dignified and rewarding employment in manufacturing and service sectors.

The company has aligned itself with the Government of India's vision of Skill India. As a school for pass-outs per industry requirements, the company upgrades workshops at Industrial Training Institutes (ITI), enhances industry exposure for trainers and students, and imparts soft skills to make students industry-ready. As of 31 March 2019, the company is supporting 110 ITIs across 27 states. The company is undertaking the following initiatives in skill trainings.

a) Japan-India Institute for Manufacturing (JIM)

Japan-India Institute for Manufacturing (JIM), the model Industrial Training Institute (ITI) set up by the company at Ganpat Vidyanagar in Mehsana, Gujarat, saw the first batch of 254 students pass out in FY2018. Conceived through collaboration between the Governments of Japan and India to create a pool of skilled manpower for the Indian manufacturing industry, JIM supports the Make in India and Skill India initiatives of the Government of India. The curriculum at JIM has been developed by the Association for Overseas Technical Cooperation and Sustainable Partnerships of Japan under guidance of Japan's Ministry of Economy, Trade and Industry.



b) Upgrade of Government ITIs

The company continued to support over 110 government ITIs across the country as per a five-year ITI development plan. Various intervention areas under this plan include upgrading workshop infrastructure, providing training on manufacturing trades, enhancing industry exposure for trainers and students, and imparting soft skills to make students industry-ready.

c) International Automobile Center of Excellence (i-ACE)

In FY2018, the company contributed to the setting up of International Automobile Center of Excellence (i-ACE), a state-of-the-art institute for automobile training and research in Ahmedabad, Gujarat. The model and curriculum for i-ACE has been developed in line with the industry requirements and projected skill gap in the sector. The offerings of this program are based on the automobile industry requirements and the existing level of training provisions in India.

3. Road safety

While enhancing customer and pedestrian safety by providing advanced safety features in vehicles ahead of regulations, the company has also been undertaking social initiatives targeting different aspects of road safety management.

a) Institute of Driving and Traffic Research (IDTR)

Maruti Suzuki continued its efforts to improve driving skills through the seven Institutes of Driving Training and Research (IDTRs) that it manages in association with state governments. The IDTRs use scientifically designed test tracks, driving simulators and a well-defined course curriculum to train new and existing drivers. In FY2018, 391,761 persons were trained under learner, refresher and evaluation courses.

b) Traffic Safety Management System (TSMS)

In partnership with Delhi Police, the company has implemented an advanced Traffic Safety Management System (TSMS) on a 19km stretch from Mayapuri to Sarai Kale Khan, an important urban arterial road in Delhi with high density traffic. The TSMS comprises 3D radars and high-resolution cameras that simultaneously capture traffic light and speed violations and transmit the information to the central control room of Delhi Police, from where an e-challan (e-penalty slip) is sent to the offender by SMS. The project has been completed by the company. Maruti Suzuki will provide technological support and functional expertise for a period of two years.

c) Automated Driving Test Centres

Maruti Suzuki has also partnered with the Transport Department of Delhi to set up 12 Automated Driving Test Centres to reform the drivers' license issuance system by making it more transparent, stringent and efficient. These centres are equipped with test tracks to evaluate driving skills as per the Central Motor Vehicles Act. They are being equipped with high resolution cameras to capture real-time footage of tests, in addition to a suite of analytics-based assessment tools and application of biometrics. As of 31 March 2019, four such centres have been made operational. Maruti Suzuki will provide technical support at these centres for a period of three years.

Pakistan Pak Suzuki Motor Co., Ltd.

Pak Suzuki, acting as a responsible corporate organisation, is committed to well-being of the society through its contribution in the field of education, health, promoting environmental care in particular and to improve quality of life of underprivileged people as a whole.

Education Support Program

Higher Secondary Certificate Scholarship

Pak Suzuki initiated Higher Secondary Certificate Scholarship Program in 2014. The aim is to generate a competition among students and encourage brilliant ones and to ensure that, nobody should be left without education due to financial constraints. Scholarship ceremonies were held on 23 April 2018 and 29 March 2019 respectively, in which Masafumi Harano, MD & CEO Pak Suzuki distributed scholarships among 145 selected students of government schools, colleges and universities (including Pak Suzuki employee’s children).

Mushtaq Ali Memon, District Education Officer (Bin Qasim Town) along with principals of government higher secondary schools, colleges and CSR Managing Committee members also attended the ceremonies. Plant visit, Kaizen and 5S training sessions were also arranged for the scholarship awardees.



NED scholarship awarding ceremony

Education plays a vital role in community development. Therefore in 2013 Pak Suzuki started Education Support Program. Pak Suzuki awarded total 14 scholarships to the needy students of NED University of Engineering & Technology on 16 May 2018 to help them to pursue their educational and career goals.



Health, Safety & Environment Awareness Session

Pak Suzuki organised the “Awareness Session on Health, Safety and Environment” on 13 July 2018 for company employee’s children and siblings. The purpose of this awareness session is to equip children with the knowledge of health importance and safety practices to be followed on regular basis and natural environment protection. Plant visit was also arranged for the participants. Total 37 participants attended the session. In closing ceremony, certificates and gift hampers were distributed to encourage children participation.



● **Donation of Ravi Pickup for mobile library**

Pak Suzuki has donated Ravi (Carry) Pickup for use as mobile library on 13 and 14 September 2018 to joint committee of Ghulkin and Passu villages in Hunza, Gilgit Biltistan. Hath Hath Japanese NPO has also contributed by providing more than 3,000 books (ranging from nursery to graduation level).

The donated mobile library will move around government and community schools and other education institutions located in Gilgit Biltistan (Passu, Ghulkin and other villages). The concept behind mobile library is to develop and enhance the book-reading interest and facilitate students as well as others to fulfill their needs by availability of books at their door step.

Head Corporate Planning on behalf of Pak Suzuki management, presented the vehicle documents and key to Ms. Mezenokemo, Head of Hath Hath Japanese NPO and Ms. Hajat Bibi, representative of local community.



● **Donation of used machines to PSTC and STEVTA**

59 used machines (lathe, drill, milling and CNC) were donated to Sindh Technical Education & Vocational Training Authority (STEVTA) and Pak Swiss Training Center (PSTC) on 19 and 20 November 2018. These used machines after overhauling will be used for students' practical training and skills development.

These institutes are engaged in human resource development by degree programs in different technologies. The passed out students are not only serving the industries and organisations at domestic level but also abroad the country as well.



● **Lower Secondary Scholarship Program**

To extend the support to local community by motivating and encouraging the needy and talented students to keep continue their education, Second Lower Secondary Scholarship awarding ceremony was held on 30 January 2019. Total 86 scholarships were awarded to Grade 6 and 7 students, selected from government schools.



● **Donation to TEVTA Bahawalpur**

In order to facilitate Vocational Training Program for Juvenile Imprisoned Trainees, the company donated water dispenser and safety items such as safety gloves, shoes, helmets, coverall, first aid boxes with medicines and fire extinguisher, etc. to Government Technical Education & Vocational Training Authority (TEVTA), Central Jail, Bahawalpur, Punjab, on 31 January 2019.

TEVTA is a leading partner in the development of the Punjab by empowering youth through technical education and vocational trainings at free of cost.



● **VTI training**

Pak Suzuki conducted training program for VTI's (Vocational Training Institutes) for motorcycle trade students in August 2018 in Lahore.

The purpose was to enhance the confidence level of VTI's students regarding Suzuki and give the technical knowledge in different fields about Suzuki brands engine, basic technical training and tuning procedures, etc. Total 17 students were trained during the period.



Traffic safety

● **Safe Driving Techniques Awareness Sessions**

Driving Awareness Session on "Safe Driving Techniques" was conducted in company for car carriers' owner, managers, supervisors and drivers in coordination with Marketing & Sales department, on 26 October 2018 and 1 March 2019 respectively.

The purpose of the sessions was to enhance the safety level of car carrier team to ensure their safe journey. Total 53 participants attended the sessions, and gifts and certificate of participation were distributed among participants.



● **Installation of road safety sign boards**

Pak Suzuki has installed 43 different driving safety awareness sign boards (including speed limit, wearing seat belt, avoiding usage of mobile phone during driving, etc.). The purpose is to create safety awareness among the commuters while driving and using this route in order to avoid accidents which could potentially cause life in danger or any financial losses. The project has been completed on 21 July 2018.



Environment

● **Plantation**

Pak Suzuki carried out plantation activity at Pakistan Council of Scientific & Industrial Research and Pak Swiss Training Centre on 7 December 2018. The project consisted of planting 300 saplings including Mango, Sapodilla and Neem at several locations for enhancing the beautification of centres to make the environment cleaner and healthier.



Community health

● Donation of medical equipment to Burns Centre

Pak Suzuki has donated electric boiler, ultrasound machine, tourniquet and surgical instruments sets to Burns Centre, Civil Hospital on 10 May 2018.

Burns Centre has been playing a vital role since 2005, in providing health care services, medical treatments, surgical procedures, etc. It is consisted of 66 beds facility with intensive care units (for male, female and pediatric), two operation theatres and emergency operation theatre, etc., facilitating not only patients from all over Pakistan but also from neighbouring countries of Iran and Afghanistan. Burns Centre caters burnt patients suffering from more than 50 percent burn injuries (even around 80 percent) and operate them all at free of cost. Burns Centre is also engaged in research and training of the medical professionals in the discipline of Burns Care and Plastic Surgery.



● Blood Donation Campaign

Pak Suzuki organised Blood Donation Campaign for two days, in collaboration with Indus Hospital on 3 and 6 August 2018. Total 325 donors donated their blood voluntarily. Out of 325 donors, 81 were from our nearby vendors and dealership. It is noticeable that 500ml of blood will eventually become helpful for saving three lives.

Tetsuya Fujioka, Plant Manager of Pak Suzuki visited the campaign and appreciated the contribution of the donors.



● Donation of ambulance car

Pak Suzuki has donated a Suzuki APV Ambulance to GDA Hospital Gwadar, for transporting patients to Karachi for advanced medical treatment.

GDA Hospital Gwadar with 50 bedded facility has been operational in May 2016 providing services through qualified, trained and experienced doctors, nurses, technicians and administrative staff. The hospital is equipped with all necessary facilities free of cost, including medical OPD, pharmacy, nursery intensive care units, laboratory, X-ray and ultrasound, peds ward, and operations theatres. The donation ceremony was held on 30 August 2018. Masafumi Harano, MD & CEO Pak Suzuki presented the symbolic key.



Indonesia PT. Suzuki Indomobil Motor

● Student plant visit

To contribute to enhancing student's interest and knowledge for industrial products, technology and manufacturing processes with country-leading technology, we invited students from elementary school to university to the factory tour at Suzuki plants.

In FY2018, more than 16,000 students from 187 schools visited Cikarang, Tambun, and Cakung Plants.

Suzuki believes this activity would be able to lead to future development in Indonesia.



● Suzuki Safety Movement "GESIT"

In order to reduce traffic accidents, the company conducted road safety education program for junior high school students named "Gerakan Suzuki Peduli Keselamatan / GESIT". In this program, the company invited students to Cikarang Plant and conducted road safety seminar and safety riding demo. The company also gave students an opportunity to see the production process of all-new Ertiga in Cikarang Plant. During FY2018 2,000 students were invited from 20 junior high schools located in areas surrounding Cakung and Cikarang Plants.

Suzuki hopes this program would lead to increase of families with a smile in Indonesia, to decrease serious traffic accidents.



● Donation for vocational schools

In order to support student education, the company conducted donation program for vocational schools. During FY2018, 9 units of car were donated for 9 schools all over Indonesia. The company also conducted training for teachers of the schools to increase their knowledge and skills about country-leading technology introduced for Suzuki automobiles.

Suzuki believes this donation program would contribute to increase of students who will be leaders of Indonesian automotive industry in the future.



● Donation for earthquake victims

As support to the victims of earthquake that struck Lombok in July and Palu in September 2018, the company donated 1 unit of APV ambulance to each city's Regional Board of Disaster Management. The company also repaired school buildings affected by disasters, and provided free service program for customers whose vehicles were affected. In addition, the company participated in the procurement of water purifier units initiated by Ministry of Industry of Republic of Indonesia by donating cash amounting 250 million Rupiah.

Suzuki hopes that the donation would contribute to earlier recovery at the earthquakes-affected area.



● Donation of ambulance car for the winner of Primary Health Care Facilities Competition

The company participated in improving health services for Indonesian people by giving APV ambulance for the winner of Primary Health Care Facilities Competition held by Ministry of Health of Republic of Indonesia.

Suzuki hopes this donation would lead to enhancing health services in Indonesia.



Vietnam Vietnam Suzuki Corp.

● Cleanup activities in the industrial zone

Japanese firms in the Loteco Industrial Zone (located in Bien Hoa, Dong), where Vietnam Suzuki's plant is located, are together conducting cleanup activities in the industrial zone and its surround areas. Every second Wednesday of each month, employees of Vietnam Suzuki including the local employees voluntarily participate early in the morning to conduct cleanup activities of litters. The activity enhances the conscience of the employees while also contributing to reduction of litters within the industrial zone by appealing to the surrounding areas about not littering.



New Zealand Suzuki New Zealand Ltd.

● Support for fundraising activities

The company supports Leukemia and Blood Cancer New Zealand, an organisation that raises a fund towards research and offers support to people who are suffering from leukemia and other blood related cancers. Suzuki New Zealand provided them with 4 vehicles for their public communication activities and the patients support.



● Support for local events

XRACE is an event for parents and kids. The participants try to complete physical challenges like tug-of-war, mental challenges like the memory challenge, knowledge based challenge like the music challenge, etc. Suzuki New Zealand sees the event as a great way for young New Zealand families to be involved in a healthy outdoor activities and to support this local event, the company provided 2 vehicles.



Hungary Magyar Suzuki Corporation Ltd.

● Supporting sports activities

For over 10 years, Magyar Suzuki has been supporting the growth of the next generation that will make renewal and innovation of football in Hungary. The Puskas-Suzuki Cup, the international club youth football tournament established with Puskas Academia and Magyar Suzuki, was held for the 12th time. The tournament provided the chance to experience international tournaments for the young and talented players.



● Traffic safety activities

In March 2019, Magyar Suzuki held a traffic safety event together with Accident Prevention Committee of Szentendre and police office of Esztergom to warn about the importance of safety driving. As one of the major car manufacturers in Hungary, the company has long been conducting activities together with the police in order to meet its responsibility in making people interested in the importance of traffic safety by making campaign posters, holding events, making movies and education programs of schools about traffic safety.



France

Suzuki France S.A.S.

● Supports for environment

To support and encourage environmental protection of seas and oceans, Suzuki is supporting the Tara Foundation which is conducting marine exploration with a team of scientists. Their latest two years worldwide tour expedition from 2017 to 2018 was to observe the biodiversity of coral reef and their evolution in front of climatic changes. Suzuki is providing two outboard motors during their mission and two S-Cross for their staff during the boat maintenance.



● Supports for sports activities

Suzuki France is in partnership with the disabled motorcycle racing champion, Stephane Paulus and is supporting his activities. Stephane was injured 14 years ago and founded in 2014 the Handi Free Rider association, helping disabled people to become motorcycle riders. With Stephane, Suzuki is sharing a lot of events, such as autograph session in MotoGP, stunt show, events for children, etc. Stephane Paulus is giving a lot of hope to people with disabilities and he is also the living proof that we can always follow our dreams.



Austria

Suzuki Austria Automobil Handels GmbH

● Workplace health promotion

It is very important for Suzuki Austria to improve the health and fitness of the employees. Franz Höfer, who is a multiple Austrian Triathlon State Champion and supported by Suzuki Austria, does every Wednesday evening a work out with the employees. He also gives advices for a healthy nutrition and organises various team building events.



Poland

Suzuki Motor Poland SP. Z.O.O.

● Support of safe motorcycle riding

Suzuki Motor School is a series of trainings organised on the racetracks at the beginning of each season. Under professional instructors' eyes owners of Suzuki motorcycles can uplift their skills in safe riding. In 2019 Suzuki Motor Poland carried the 13th edition of Suzuki Motor School, where 210 riders divided into 15 groups trained responsible and safe riding.



Supporting the development of human resources in overseas manufacturing companies

Suzuki participates in the trainee acceptance program led by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) and directly accepts trainees from overseas manufacturing companies to provide practical on-the-job training in individual sections of the company. Effective training in practical techniques and skills for overseas companies that support the manufacturing sector contributes to developing industries in developing countries and promotes mutual understanding and friendship between each other's countries.

Companies accepting overseas trainees (FY2018)

Country	Company Name
India	Maruti Suzuki India Limited
	Suzuki Motor Gujarat Private Limited
	Suzuki Motorcycle India Private Limited
Pakistan	Pak Suzuki Motor Co., Ltd.
Indonesia	PT. Suzuki Indomobil Motor
Philippines	Suzuki Philippines Inc.
Vietnam	Vietnam Suzuki Corp.

- Number of overseas trainees accepted in FY2018: 102 persons
- Accumulated total number of overseas trainees: 22,952 persons (from FY1983 to FY2018)

●Cultural exchanges with trainees

We are having cultural exchanges between overseas trainees and the employees twice a year, aimed for their exchange of communication and understanding of cultural differences. They visited sightseeing facilities in areas around Hamamatsu, where we are headquartered, and had an exchange by having lunch of their cuisines and playing games.



- Accumulated number of participants (from FY2014 to FY2019): 887
- Number of exchanges conducted: 11
- Locations of exchange: Hamanako Garden Park, Nihondaira, Non Hoi Park, Sunpu Takumi Shuku, etc.



Suzuki Foundation Activities

The Suzuki Foundation

Supporting scientific and technological research through the Suzuki Foundation since 1980



Symbol mark
of the Suzuki
Foundation

Policy

Coupled with today's worsening problems with energy, global warming, traffic accidents, etc., the need for automobiles that save energy and reduce environmental loads, as well as technologies for preventive safety and autonomous driving, is growing. Accordingly, the compact car industry is at the stage of further progress by satisfying such need of the time. In such situation, we believe that the compact car industry must make more efforts to quickly respond to the public need. For that purpose, further development of the related mechanical industries and cultivation of engineers are very important. The Suzuki Foundation was established with collaboration from Ministry of Economy, Trade and Industry and other various organisations to continuously support and finance those mechanical industries related to compact cars for promoting technological development and attracting young people to this industry. (The Suzuki Foundation was established in 1980, commemorating the 60th anniversary of Suzuki's founding, with the funds deposited with affiliated companies, and made new start as a public interest incorporated foundation on 1 April 2011.)

Foundation activities

● Grants for basic and original project

The Suzuki Foundation offers grants for basic and creative projects related to environmental, information, control, material and medical technologies, which are the framework of social development. We have contributed to the basic research for development of technologies by providing grants totalling 1,389,810,000 yen to 1,044 researchers (as of 1 April 2019) at universities, junior colleges, and research institutes.

● Grants for theme-based project assignments

We also finance projects that concentrate the combined intellect of researchers in finding solutions of high priority concerns such as global environmental conservation, natural energy resource saving, and automated driving. Since the start of our financial aid in 2003, we have financed 29 projects including the "Cooperative Automated Driving Technique based on Mutual Understanding between Automated Driving System and Human Operator." which amount to 277,740,000 yen to date (as of 1 April 2019).

● Grants for further development of findings and for overseas training of researchers

The foundation partially provides grants to symposiums and conferences held in Japan and other countries for the purpose of further development of findings from basic or creative scientific researches. So far (as of 1 April 2019), it has provided grants totalling 170,100,000 yen for 587 symposiums and conferences.



● Grants for joint project with foreign researchers

Based on the researchers exchange agreement between Shizuoka University and Budapest University of Technology and Economics (Hungary), the two universities tied up with the Suzuki Foundation in 1999 and have been working on this project. We have funded 16 researchers who came from Budapest University of Technology and Economics.

Also, in FY2018, the foundation had one exchange researcher each coming from the Indian Institutes of Technology to the Shizuoka University, and to the Toyohashi University of Technology, respectively.

● Grants to overseas automotive training centre

Grants of equipment and facility started from FY2017 for automobile designing, manufacturing, and service trainings held at the International Automotive Centre of Excellence (i-ACE), which is established in the state of Gujarat in India.

● Supporting Inter Academia

For international exchange activity, Shizuoka University and eight European universities hold international conferences (Inter Academia) for the purpose of mainly announcing the results from the researches conducted by students and instructors under social programs. Suzuki Foundation also actively supports those activities.

● Total assets and number and amount of grants

·Total assets: 10,840,880,000 yen (as of 31 March 2019)

·Number of grants in FY2018: 98 (Accumulated total: 1,679 as of 1 April 2019)

·Total amount of grants in FY2018: 124,860,000 yen (Accumulated total: 1,941,870,000 yen as of 1 April 2019)

Supporting public interest "Motoo Kimura Evolutionary Studies Fund"

It is our wish to find causes of disease and pursue good health so that we may all live pleasant and plentiful lives. In admiration of the efforts of Motoo Kimura who was nominated for a Nobel Prize for his research in evolutionary studies, the Motoo Kimura Evolutionary Studies Fund was established in December 2004 with the funds from Suzuki. This fund rewards those who have made a great contribution to the genetic science research.

Suzuki Education and Culture Foundation

Since 2000, Suzuki has been conducting granting activities through the Suzuki Education and Culture Foundation for making contributions to nurturing of healthy youths in the Shizuoka prefecture. The foundation was established through funds received from the Suzuki Group as a commemorative business for the 80th anniversary of Suzuki's founding.



Symbol mark of the Suzuki Education and Culture Foundation

Foundation activities

● Scholarships to high school and university students

The foundation offers scholarships to high school students living in Shizuoka Prefecture or university students who are graduates of high schools in Shizuoka Prefecture who have strong desire to learn but are unable to concentrate on their studies due to economic reasons. In FY2018, the foundation offered scholarships totalling 25,380,000 yen to 65 high school and 17 university students.

● Grants to Shizuoka University of Art and Culture for scholarship

Partial grants are made to Suzuki Scholarship Fund for Shizuoka University of Art and Culture, which is aimed to nurture human resources who can contribute to the society and to contribute to development of the Hamamatsu community.

In FY2018, the foundation made grants of 1,500,000 yen. Through their scholarship, Suzuki is making supports to university students in the Shizuoka Prefecture who have strong desire to learn.

● Management assistance for the Mundo de Alegria School for Japanese-South Americans

As assistance for foreign school, the foundation is supporting education of foreign children by making financial assistance to Mundo de Alegria School, a Japanese-South American school approved by the Shizuoka Prefecture (located in Yuto-cho, Nishi-ku, Hamamatsu, with 283 students from kindergarten to high school, of which 262 from Brazil, and 21 from Peru).

In order to compensate for the labour force of Japan, immigration laws were relaxed in 1990, and a number of Japanese-South American workers started living mainly in Hamamatsu.

Mundo de Alegria School is a school for the children of those workers. The school was established by individual funds in 2003, and 60 local companies including Suzuki have been assisting its management.

In FY2018, the foundation made 2 million yen of financial assistance. The foundation is supporting the school's aim to "nurture human resources who can live together in the Japanese society by building up education in their mother-tongue, mastering Japanese, and learning Japanese culture and habits".

● Total number and amount of grants (accumulated total as of 31 March 2019)

- Scholarships: 378 persons (300,540,000 yen)
- Grants to Shizuoka University of Art and Culture for scholarship: 8 (12,300,000 yen)
- Grants to schools for foreigners: 9 (94,500,000 yen)



TOPICS

Revealed symbol marks of three foundations related to Suzuki



Suzuki Foundation



Suzuki Education and Culture Foundation



Suzuki Michio Memorial Foundation

The three foundations related to Suzuki, the Suzuki Foundation, Suzuki Education and Culture Foundation, and Suzuki Michio Memorial Foundation*, have revealed their symbol marks.

Since the approval of the Suzuki Michio Memorial Foundation accepted in May 2018, the three foundations, including the Suzuki Foundation celebrating its 40th anniversary, and the Suzuki Education and Culture Foundation celebrating its 20th anniversary, each in 2020, have revealed their symbol marks to appeal their characteristics and activities to the society, and to become familiarised among many people.

The symbol marks of the Suzuki Foundation and the Suzuki Education and Culture Foundation were adopted from designs offered and applied among the students of the Shizuoka University of Art and Culture, while the symbol mark of the Suzuki Michio Memorial Foundation was designed in-house by the designer.

The foundations will further contribute to the society in each field by utilising these symbol marks.



Students of the Shizuoka University of Art and Culture whose designs were adopted

*Overview of the Suzuki Michio Memorial Foundation
The Suzuki Michio Memorial Foundation was established in January 2018 with private funds of Osamu Suzuki, Chairman, Suzuki Motor Corporation.

- Name: Suzuki Michio Memorial Foundation
- Operations: 1) Donation of welfare vehicles, etc. to facilities for disabled and elders
2) Supports for business to popularise and promote sports
- Chairman: Osamu Suzuki
(Chairman, Suzuki Motor Corporation)
- Location: 300 Takatsuka-cho, Minami-ku, Hamamatsu, Shizuoka 432-8611
- Establishment: Established on 30 January 2018, and accepted on 24 May 2018.
- Website: <https://www.smmfound.suzuki>
(in Japanese language only)

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Corporate Governance

Basic Policy on Corporate Governance

Through fair and efficient corporate activities, the Company always intends to be trusted by all our stakeholders including shareholders, customers, partner companies, local communities and employees, and to be a continuously growing company, while making a further contribution to the international community. In order to realise that intention, the Company considers that the enhancement of corporate governance is one of the most important issues for proper corporate management and is aggressively taking various kinds of measures.

Also, in order to be trusted further by society and stakeholders, we will disclose information quickly in 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 System

The Company has adopted the current system with the thought of traditional statutory auditor system being the foundation and establishment of Advisory Committee on Personnel and Remuneration, etc. and appointment of highly independent Outside Directors enables enhancement of governance.

[Board of Directors]

The Board of Directors consists of 7 members. As a general rule, the Board of Directors is held to discuss important management issues in addition to the matters stipulated in laws, regulations and the Articles of Association once a month, and as required. It arrives at a decision after sufficient discussion from the viewpoint of the compliance to laws, regulations and business ethics, etc. Moreover, the Board of Directors is trying to reinforce the monitoring of business execution. In addition, the Company has elected 2 Outside Directors who maintain high degree of independence and have no possibility of causing conflict of interest between them and shareholders to further enhance supervision to management and receiving beneficial advice and indication to the management of the Company based on rich experience and professional knowledge.

Also, the Company has introduced Managing Officers system for the purpose of enabling the agile execution of operation and clarifying individual responsibilities.

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.

[Executive Committee and other various meetings on management and execution of operation]

The Company holds meetings attended by Representative Directors and other Directors and Managing Officers concerned to quickly deliberate and decide important managerial issues and measures to be taken. In addition, the Company holds meetings attended by Directors, Company Auditors, Managing Officers and Executive General Managers, etc. to report and exchange information related to management. Both meetings are regarded as Executive Committee meetings and are held periodically and whenever necessary.

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 and grasp the situation on execution of operation.

In such way, the Company is enhancing efficiency of decision making at the Board of Directors meetings and supervision on execution of operation.

[Advisory Committee on Personnel and Remuneration, etc.]

Aimed to enhance fairness, clarity and objectivity upon electing candidates for Directors and Auditors, as well as deciding remuneration of Directors, as an advisory committee for the Board of Directors, the Company establishes "Advisory Committee on Personnel and Remuneration, etc."

The majority of the committee is Outside Directors/Company Auditors.

The Committee discusses issues such as election standards and adequacy of candidates for Directors and Auditors, as well as adequacy of system and level of Director's remuneration. The Board of Directors decides based on their results.

Decision for election and remuneration of Managing Officers are also based on results of the Committee's discussion.

[Corporate Governance Committee]

For sustainable growth and enhancing the mid- and long-term corporate value of the Group, the Corporate Governance Committee has been in place to advance compliance with laws and relations and examine matters including risk management as well as promote the implementation of measures and policies thereof.

[Company Auditor's Audit]

The Audit & Supervisory Board of the Company is composed of 5 Company Auditors including 3 Outside Company Auditors. Each Company Auditor complies with the audit standards for Company Auditors defined by the Board of Auditors, the audit policy, the segregation of duties, etc., and conducts an audit for the adequate management of the Company by attending the Board of Directors and other important meetings such as Management Meeting, inspecting documents including those circulated internally to obtain approval and the minutes of a meeting and receiving reports and comments about the business status from Directors, employees, etc.

In addition, Company Auditors endeavour to strengthen the cooperation with an Accounting Auditor by exchanging opinions and sharing information as required. For example, they receive a periodic report on the matters such as audit plan, the results of quarterly review and the implementation status of annual audit from an Accounting Auditor, understand the status of audit implementation through the attendance at an accounting audit, etc., and receive a report on the audit quality control activities of the audit corporation.

Moreover, Company Auditors confirm the audit plan and theme proposed by the Audit Division and a report on business audit made by the Division.

To assist the duties of Company Auditors, the Company established the Secretariat of Audit & Supervisory Board, a department of dedicated staff members, which is independent of the chain of command and Directors.

[Internal Auditing]

The structure of the Audit Division, an independent internal audit organisation, which reports directly to the President, was reinforced to have about 60 members this June.

Experts of each area of corporate business are assigned to the Audit Division to conduct a business audit of each department and the domestic and foreign affiliated companies of the Company based on audit plan. The business audit confirms arrangement and operation status of internal control such as the adequacy and efficiency of overall company business, the compliance with laws, regulations and internal rules and the management and maintenance status of assets through onsite audits and written survey. Based on the result, the Division provides advice and guidance until the improvement is made. The results of a business audit are periodically reported in conjunction with the proposed improvement plan for the findings to the Board of Directors and the Board of Auditors for the swift correction of the issues.

Moreover, as for the subsidiaries with internal audit department, the activity status of the department is confirmed. In addition, the audit plan and results are reported to obtain advice and guidance from the Company as required.

[Mutual cooperation of Supervision or Auditing by Outside Director or Outside Auditor for Internal Auditing, Auditor's Audit and Financial Audit, and relationship with departments of internal control]

The Outside Director receives the results of the Internal Auditing by the Audit Division, Company Auditor's Audit and Financial Audit, and the results of evaluation on internal control in terms of financial report at the Board of Directors. The Outside Company Auditor also receives the same results, and as stated later, strengthens cooperation with Independent Auditor and Audit Division.

Departments responsible for internal control report on plans and proposals, and operation on establishment of internal control to Outside Director and Outside Company Auditor at the Board of Directors as needed.

The outside Director and Outside Company Auditor periodically hold an opportunity to exchange opinions or information.

[Independence of Outside Directors and Outside Company Auditors]

As for independency when Suzuki elects the Outside Director and Outside Company Auditor, we follow "Standard for Independence of Outside Directors and Outside Company Auditors" established based on the criteria related to independency determined by Tokyo Stock Exchange. Suzuki reports all the elected Outside Directors and Outside Auditors to the Tokyo Stock Exchange as independent officers.

<The Standard for Independence of Outside Directors and Outside Company Auditors>

The Company will not elect any person who falls under any of the followings as a candidate Outside Director or Outside Company Auditor in order to ensure the independence:

1. Persons concerned with the Company and its subsidiaries ("the Group")
 - (1) With regard to Outside Directors, any person who is or was a person executing business (Note 1) of the Group at present or in the past,
 - (2) With regard to Outside Company Auditors, any person who is or was a Director, Managing Officer or employee of the Group at present or in the past, or
 - (3) A spouse or a relative within the second degree of kinship of the present Director or Managing Officer of the 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 followings:
 - ① A company of which major business partner is the Group (Note 2)
 - ② A major business partner of the Group (Note 3)
 - ③ A major shareholder having 10% or more of total voting rights of the Company
 - ④ A company for which the Group has 10% or more of total voting rights
 - (2) A person who is or was a representative partner or a partner of the Group's Accounting Auditor at present or in the past five years
 - (3) A person who receives a large amount of remuneration from the Group other than remuneration for Director/ Company Auditor (Note 4)
 - (4) A person who receives a large amount of donation from the Group (Note 5)
 - (5) A spouse or a relative within the second degree of kinship of the person who falls under category from (1) through (4) above

(Note 1) A person executing business : A director executing business, a managing officer, an executive officer or an employee

(Note 2) A company of which major business partner is the Group : A company which belongs to the group of the business partner who receives 2% or more of its consolidated net sales in the latest business year ended of the group from the Group in any of the business year in past three years

(Note 3) A major business partner of the Group : A company which belongs to the group of the business partner who makes payment 2% or more of the Group's consolidated net sales or provides the Group with 2% or more of loans of its consolidated total assets in the latest business year ended of the Group in any of the business year in past three years

(Note 4) A person who receives a large amount of remuneration : A consultant or legal or accounting expert who receives annual compensation 10 million yen or more (for the organisation, 2% or more of its annual total revenues) in any of the business year in past three years

(Note 5) A person who receives a large amount of donation : A person who receives annual donation 10 million yen or more (for the organisation, a person directly involved in activities which is the purpose of the donation) in any of the business year in past three years

Policy on Determining the Amounts of Remuneration

[Remuneration of Directors]

The remuneration of Directors (excluding Outside Directors) shall function as the incentive for the sustainable growth of the Company, and consists of the basic remuneration for the applicable job title (fixed compensation), bonus which is linked to the business performance of each fiscal year and restricted share-based compensation which correlates to the mid- and long-term share prices. The compensation for Outside Directors is limited to the basic remuneration (fixed compensation).

The Board of Directors held on 29 June 2017 resolved that the basic remuneration (fixed compensation) and bonus should be 750 million yen or less (including the amount for Outside Directors, which shall be 36 million yen or less) per year.

The basic remuneration (fixed compensation) for each Director shall be determined and paid based on the consideration of the duties and responsibilities of each Director. The bonus is paid based on the calculation method which is linked to an index determined by the Company, such as consolidated business performance.

To use it as an incentive to continuously improve the corporate value by sharing the same value between Directors and shareholders, the Company offers the restricted share-based compensation. The Board of Directors held on 29 June 2017 resolved that the annual upper limit shall be 300 million yen and 100,000 shares.

When the General Meeting of Shareholders passed the resolution of the above, according to the Article of the Association, the number of Directors shall be 15 or less. As of the end of the General Meeting of Shareholders, the number of Directors is eight (including 2 Outside Directors).

The Company has selected consolidated operating profit as the index to calculate a bonus from the viewpoint of the profitability of the Company.

As for the restricted share-based compensation, the entitlement requirements include the service as a Director of the Company for a certain period or longer. The amount is calculated based on the standards for applicable job title.

The standard breakdown of the remuneration of Directors (excluding Outside Directors) is 40% of the basic remuneration (fixed compensation), 30% of the bonus and 30% of the restricted share-based compensation.

The remuneration of Directors is determined at the Board of Directors based on the policy and standards on how to determine the remuneration of Directors by the Advisory Committee on Personnel and Remuneration, etc. of which majority of members is Outside Directors, as well as the results of the deliberation on the validation of the remuneration system and levels.

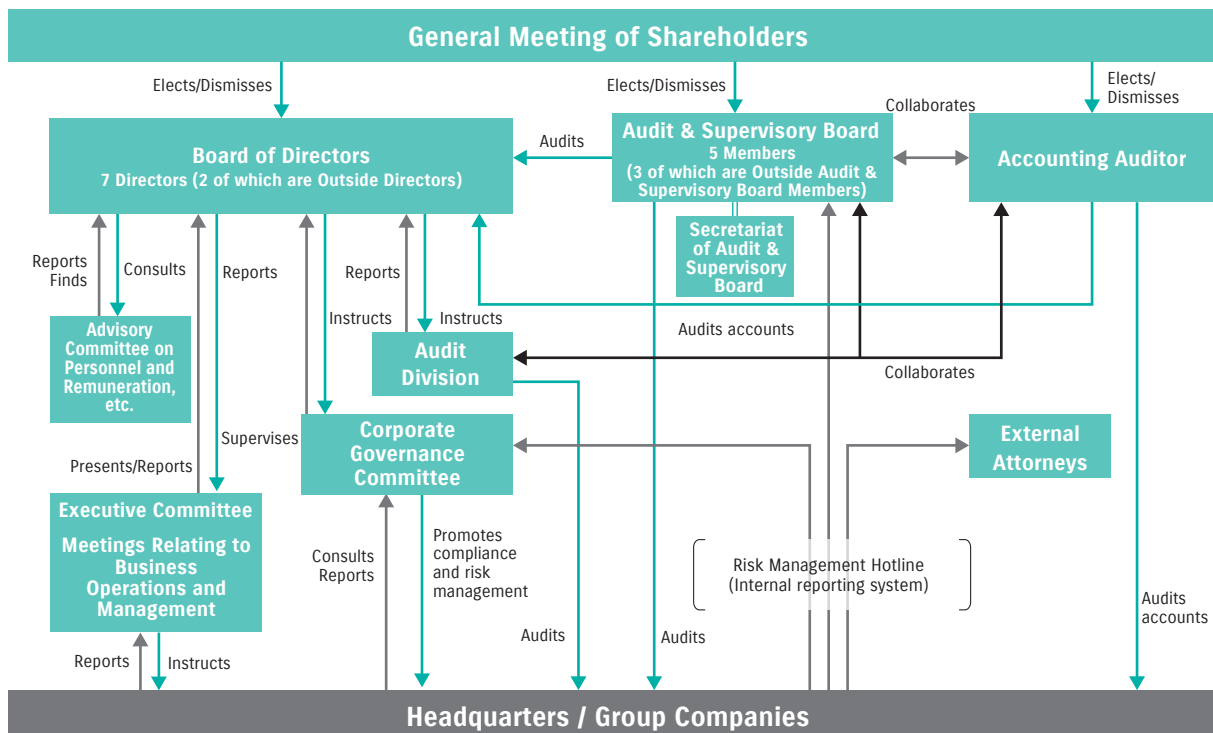
[Remuneration of Company Auditors]

The remuneration of Company Auditors shall be only the basic remuneration (fixed compensation), and the Ordinary General Meeting of Shareholders held on 29 June 2017 resolved that it should be 120 million yen or less per year. The amount to be paid should be fixed by the discussion by Company Auditors, within the extent.

When the General Meeting of Shareholders passed the resolution of the above, according to the Article of the Association, the number of Company Auditors shall be five or less. After the General Meeting of Shareholders, the number of Company Auditors is five.

Corporate Governance System

(As of 1 November 2019)





Compliance System and Risk Management System

The following is the basic policies regarding the systems to ensure the appropriateness of execution of duties (internal control systems), which were resolved at the Board of Directors Meeting of the Company.

Basic Policy

1. Systems to ensure that Directors' and employees' execution of their duties complies with laws and regulations and the Articles of Incorporation

- ① The Board of Directors shall formulate "The Suzuki Group Code of Conduct" to ensure Directors and Managing Officers and employees in the Company and the Group (Suzuki Group) execute their duties in a healthy manner as well as shall oversee the state in which the Code is fully known to the Group.
- ② A corporate governance committee, chaired by the Director or Managing Officer in charge of corporate planning, shall be established under the Board of Directors. The Corporate Governance Committee shall deploy measures for advancing in thorough compliance and promote efforts to address cross-sectional challenges in coordination with the relevant sections.
- ③ Executive General Managers shall clearly define the division of work among their responsible sections and establish work regulations and manuals that include compliance with laws and regulations related to their responsible duties, approval and decision procedures, and rules for the confirmation process by other sections. Executive General Managers shall ensure that the people concerned are fully aware of said regulations, manuals, rules, etc.
- ④ The Human Resources Department shall hold seminars about compliance and individual laws/regulations for executives and employees in a continuous manner in cooperation with the Corporate Planning Office, Legal Department, Engineering Department and other related departments.
- ⑤ To prevent violations of laws and regulation and take corrective measures at an early stage, a whistleblowing system (Suzuki Group Risk Management Hotline) that has both internal and external contact points, shall be established to allow executives and employees of the Suzuki Group to report on breach of laws and regulations or their possibility without any disadvantageous treatment to the whistleblower.
The Corporate Planning Office shall strive to make the whistleblowing system fully known and to promote its use.

2. Systems relating to the storage and administration of the information in relation to Directors' execution of their duties

The minutes of meetings of the Board of Directors and other information related to Directors' execution of their duties shall be retained and administered by responsible sections pursuant to laws, regulations and internal regulations, and shall be made available to Directors and Audit & Supervisory Board members for examination when the need arises.

3. Rules and other systems relating to management of the risk of loss

- ① Important matters regarding corporate management shall be decided after meetings of the Board of Directors, the Executive Committee, circular resolutions and other systems deliberate and evaluate their risks in accordance with the standard for deliberation.
- ② Executive General Managers shall establish work regulations and manuals that include preventive measures against risks that can be presumed in their responsible duties, and counter-measures in case of their occurrence. Executive General Managers shall ensure that the people concerned are fully aware of said regulations, manuals, measures, etc.
- ③ To prepare for a large-scale disaster, action manuals and business continuity plans shall be formulated, and drills shall be carried out.

4. Systems to ensure efficient execution of duties by Directors

- ① Important matters regarding corporate management shall be deliberated at the Executive Committee and other meetings prior to decision-making.
- ② The Board of Directors shall clarify responsibilities regarding the execution of Managing Officers' and Executive General Managers' duties, and shall supervise their execution.
- ③ The Board of Directors shall receive reporting from the person responsible for the execution of the duties, as necessary, on how the matters, which were decided at meetings of the Board of Directors, the Executive Committee and other meetings, are executed. In response to reports, the Board of Directors shall give necessary instructions.
- ④ The Board of Directors shall formulate mid-term management plans that include consolidated subsidiaries and regularly verify the progress of business plans for fiscal years as made by Executive General Managers in order to achieve the mid-term plan.
- ⑤ The Audit Department, which directly reports to President, shall audit the state of establishment and operation of internal controls, which are based on the basic policies, on a regular basis and shall report on the outcome to the Board of Directors.
The Board of Directors shall make Managing Officers and Executive General Managers attend meetings of the Board of

Directors, if necessary, and ask them to explain or report on issues that were detected in activities such as internal audits and whistleblowing. Accordingly, the Board of Directors shall give instructions for correction of the issues and require reporting on results.

5. Systems to ensure appropriateness of duties of the Corporate Group consisting of the Company and subsidiaries

- ① The Board of Directors shall formulate mid-term management plans that include consolidated subsidiaries, and the presidents of the subsidiaries shall make business plans in the fiscal years in order to achieve the mid-term plans.
- ② The Company shall set forth regulations for managing subsidiaries, which clarify the departments that are responsible for administering the subsidiaries, and receive reporting from subsidiaries on the situation of their business on a regular basis and on matters set forth in the regulations. Important matters related to the corporate management of subsidiaries shall be subject to prior approval from the Company.
- ③ The Corporate Governance Committee shall deploy thorough compliance and measures for risk management, which include consolidated subsidiaries, to the presidents of subsidiaries as well as give them necessary assistance in coordination with the relevant departments.
The Audit Department, directly reporting to President, shall regularly audit the state of dissemination of “the Suzuki Group Code of Conduct”, compliance, risk management and the state of establishment of a whistleblowing system as well as report the results to the Board of Directors.
The Board of Directors shall make the presidents of subsidiaries attend meetings of the Board of Directors, if necessary, and ask them to explain or report on issues that were detected in activities such as internal audits and whistleblowing. Accordingly, the Board of Directors shall give instructions for correction of the issues and require reporting on results.
- ④ The Corporate Planning section shall create awareness for the “Suzuki Group Risk Management Hotline” at subsidiaries to allow the Directors, Managing Officers and employees of subsidiaries to report directly to the Company on violations or possible violations of laws and regulations.

6. Matters for employees to support the business of the Audit & Supervisory Board Members when the Audit & Supervisory Board Member seeks appointment of the employees; matters for independence of such employees from the Directors; and matters for ensuring the efficiency of instructions given the employees

- ① The Company shall establish the Secretariat of Audit & Supervisory Board in which staff is dedicated to executing their duties under the direction of Audit & Supervisory Board Members.
- ② Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints can ask a change of their staff anytime, and Directors shall not refuse the requests without proper reason.
- ③ Transfers, treatments, disciplinary punishments, etc. of the staff in the Secretariat of Audit & Supervisory Board shall be subject to approval from Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints. Evaluation of personnel shall be conducted by Audit & Supervisory Board Members as appointed by the Audit & Supervisory Board.

7. Systems for reporting to the Audit & Supervisory Board Members

- ① Audit & Supervisory Board Members may attend the Executive Committee, other important meetings and various committees in addition to meetings of the Board of Directors to ask questions and express their opinions.
- ② In additions to delivering circular resolutions and other important documents to Audit & Supervisory Board Members, the Board of Directors, departments and the presidents of subsidiaries shall submit necessary information and report on the state of business and duties at the request of Audit & Supervisory Board Members.
- ③ Upon finding a fact that can cause serious damage to the Suzuki Group, the Board of Directors shall report on the fact to the Audit & Supervisory Board immediately.
- ④ The Audit Department, directly reporting to President, shall report on the results of internal audits to the Audit & Supervisory Board.
- ⑤ One of the contacts of the “Suzuki Group Risk Management Hotline” shall be Audit & Supervisory Board Members. In addition, the state of whistleblowing activities outside that of Audit & Supervisory Board Members shall be reported to Audit & Supervisory Board Members on a regular basis.
- ⑥ The Company shall not engage in disadvantageous treatment against those who reported to Audit & Supervisory Board Members, and shall ask the subsidiaries to treat them in the same way.

8. Matters regarding procedures for prepayment or redemption of expenses arising from the execution of duties of Audit & Supervisory Board Members and processing of other expenses or liabilities arising from the execution of such duties

The Company shall budget a certain amount of funds each year to pay expenses, etc. caused by the execution of Audit & Supervisory Board Members' duties. When Audit & Supervisory Board Members claim an advance payment of expenses and others related to the execution of their duties, the Company shall process the claim without delay.

9. Other System to ensure effecting auditing by the Audit & Supervisory Board Members

Audit & Supervisory Board Members may seek advice, etc. from lawyers and other external experts, if necessary, at the expense of the Company.

[Overview of Operation of the Systems for Ensuring Appropriate Execution of Duties]

The Company has been operating the above basic policies related to the systems for ensuring appropriate execution of duties.

Since our improper sampling inspection of fuel consumption and exhaust gas was revealed in August 2018, we have asked external experts (Nagashima Ohno & Tsunematsu) to conduct a thorough investigation about the final inspection. We have also submitted our report which contains preventative measures for such inspection based on the results of the investigation and advice of external experts (<https://www.suzuki.co.jp/release/d/2019/0412/>) to the Ministry of Land, Infrastructure and Transport and disclosed it on 12 April 2019 while we have decided to recall vehicles related to this case.

We acknowledge the seriousness of this series of issues which occurred consecutively after the improper measurement test of fuel consumption revealed in 2016, derived from our corporate culture, where we have lacked a sense of public interest and not sufficiently recognised the importance of final inspection and not taken compliance with laws and regulations seriously just like the external experts stated in their report.

To tackle the issues, we will take, and continue to take, preventive steps across the company, as well as strive to change our corporate culture and strengthen business fundamentals. We will do this by enhancing the management's commitment to quality assurance and establishing the Inspection Reform Committee where inspection work procedures are reviewed fundamentally and revised. We will also do this by enhancing the quality in the production department and by newly establishing the inspection division to improve the independence of the inspection department and self-auditing systems, and establishing systems of audit where the engineering division and audit department perform second- and third-tier audits. We will also conduct training provided by external experts for the employers about quality management and risk management, offer education to inspection personnel in a continuous manner and implement evaluation systems where inspection personnel are evaluated depending on their contribution to quality to improve senses of respect for rules. We will enhance systems where information on compliance is transmitted from the sites to the management.

The following is an overview of operation of the basic policies related to the systems for ensuring appropriate execution of duties in FY2018:

[Measures relating to compliance]

- The Company is integrating lessons on compliance without fail in training for all levels such as for managerial position and the annual training for employees after joining the Company. Training on laws, regulations, etc. concerning safety and environment is provided for engineers to sufficiently understand laws, regulations, etc. with which they are required to comply in carrying out their work. Further, E-learning and other formats are being used to raise awareness toward compliance related to business activities.

In addition to the above, with regard to the final vehicle inspection operations, the Company is making efforts to raise normative consciousness of the employees of the plant departments including mainly the inspectors engaged in the final vehicle inspections. It is doing this by giving lectures from the Chairman and the President, distributing the internal notification on compliance, and providing training on the type designation system.

- We regularly check laws and regulations in each domestic and overseas subsidiary regarding their operation, observe each company's activity toward compliance of the laws and regulations while we take necessary measures for such compliance.

As a lesson learned from the case regarding the improper measurement test of fuel consumption disclosed on May 18, 2016, we set the day as "Remember 5.18" so that we do not let our determination to not violate regulatory compliance fade away. Also, we perform thorough checks focussing on the staff of the engineering, manufacturing, and purchase departments to see whether they comply with laws and regulations by stopping operations for one day.

- Education, training, and urging posters at all worksites are some methods being used to ensure awareness of the "Suzuki Group Risk Management Hotline" in an effort to discover compliance issues early and to respond appropriately.

- The Corporate Governance 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 conducts deliberation for each issue, formulates required measures, and reports the details to the Board of Directors and the Audit & Supervisory Board Member as appropriate.

[Measures relating to risk management]

- The Company has constructed a system in which issues occurring or recognised in any department are deliberated on promptly by the Corporate Governance Committee or the Executive Committee, depending on their urgency and severity.
- Since smooth communication of information within the Group is effective for early discovery of problems, the top level of management is directly supervising the thorough application of these basic rules of information communication by all Directors, officers and employees: “Immediately give reports to your manager. Immediately contact your manager. Think for yourself, then consult;” and “Observe the actual site or object to plan measures and take action.”
- In regard to risks of legal violations, the Company is continuously identifying laws and regulations related to operations of the Company, domestic subsidiaries, and overseas subsidiaries. In addition to confirming the status of compliance, the Company is constructing corrective measures as necessary.
- Internal rules are constantly being developed in each department. The Company is working to strengthen systems for efficient and appropriate operations in compliance with laws, regulations, etc. We all have provided chances for ourselves to check each work procedure and make the necessary improvements regularly every year.
- In accordance with the Company’s “CSR Guidelines for Suppliers” to comply with laws and regulations, we are working with suppliers to fulfill our corporate responsibilities together, including those relating to human rights, labour and the environment, with the principle of safety and quality first in our mind.
- As part of measures to prepare for natural disasters, the Company held two trainings for tsunami evacuation assuming the occurrence of the Nankai Trough Megaquake. The Company also reviewed issue in our Business Continuity Plan (BCP) and made necessary revisions.

[Measures relating to efficiency improvements in Directors’ execution of their duties]

- To allow the Board of Directors to make decisions on vital management issues efficiently and quickly, such issues are deliberated at the Executive Committee attended by the Representative Directors and other concerned Directors, Managing Officers and others before being put to the Board of Directors. Also, in order to allow sufficient time for the Board of Directors to deliberate important issues related to management, meetings of the Board of Directors are operated to secure ample time in schedule and materials for the meetings are distributed in advance.
- The Company tries to clearly assign an executor to new management issues as they arise.
- The Company is aiming to improve efficiency and speed in decision-making by the Board of Directors through certain measures such as by delegating decisions on individual matters to Directors or Managing Officers through the approval system, by receiving monthly reports on the state of operations of each department, the state of progress of each department’s plans. etc., and by holding meetings of the Executive Committee attended by the Representative Directors and other concerned Directors, Managing Officers and others periodically and as the need arises to deliberate and make decisions on vital management issues and measures quickly.
- The internal audit department audits the state of establishment and operation of internal controls, which are based on these basic policies, on a regular basis and reports the results of audits to the Board of Directors.

[Measures for ensuring appropriate execution of duties at the Group]

- The Company has defined the Rules of Business Control Supervision for Affiliated Companies and established departments responsible for the management of each of its subsidiaries. Subsidiaries are managed and supervised to ensure regular provision of status reports and reports on other matters as defined by these Rules, and to ensure the receipt of approval from the Company ahead of any significant matters.
- Through the Suzuki Group Risk Management Hotline, the Company strives to identify compliance issues at subsidiaries.
- In accordance with the audit plan, through on-site auditing and investigation of written documentation, etc., the Company’s internal audit department with personnel thoroughly familiar with the various fields of the Company’s operation periodically audits the state of establishment and operation of internal controls, including the appropriateness and efficiency of business at departments of the Company and at domestic/overseas subsidiaries, the state of compliance with laws/regulations and internal rules, and the state of management/maintenance for assets. Based on audit results, the audit department provides advice and guidance for making reforms until they are complete. In addition, for subsidiaries that have an internal audit department, the Company’s audit department checks the activities of those internal audit departments, receives reports on audit plans and results, and provides advice and guidance as needed.

[Measures related to audits by Audit & Supervisory Board Members]

- The Company has established the Secretariat of the Audit & Supervisory Board, which is a full-time staff department independent from the chain of command of Directors, etc., to support the duties of Audit & Supervisory Board Members. Merit Rating of staff at the Secretariat of the Audit & Supervisory Board shall be performed by Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints, and approval from Audit & Supervisory Board Members whom the Audit & Supervisory Board appoints shall be obtained in advance of personnel transfers, etc.
- By having Audit & Supervisory Board Members attend meetings of the Board of Directors, the Executive Committee, corporate governance meetings, and other meetings related to business operations and management, the Company makes it possible for Audit & Supervisory Board Members to verify the decision-making process and receive any necessary reports, and express their opinions.
- The decision documents concerning the business operations of the Company and its subsidiaries are provided to the Audit & Supervisory Board Members, and when necessary, the business and business conditions are explained as necessary.
- The internal audit department properly reports results of audits to Audit & Supervisory Board Members, allowing for more efficient auditing to be carried out in joint collaboration between Audit & Supervisory Board Members and the internal audit department.
- The Suzuki Group Risk Management Hotline serves as a contact point with Audit & Supervisory Board Members for whistleblowing. Additionally, all of the reports received for other contacts are also reported to the Audit & Supervisory Board promptly so that information regarding various issues within the Company is shared with them.
- Expenses for the execution of duties of the Audit & Supervisory Board Members are independently budgeted and properly processed.

Protecting Personal Information

We fully recognise that personal information (information regarding our customers, business partners, shareholders, investors, employees, etc.) is a 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 establish the “Basic policy on protection of personal information” and work hard for protection of personal information. Details of handling of personal information are released on our public website: https://www.suzuki.co.jp/privacy_statement/index.html (in Japanese language only)

We establish the in-house rules and revise them as required according to revision of related laws etc. in order to handle personal information appropriately. To familiarise our employees with these rules, Suzuki provides education through employee seminars or enlightenment from the in-house homepage so that all employees thoroughly become aware of protection and appropriate handling of personal information. In addition, the “Basic policy on protection of personal information” is followed also at member companies of the Suzuki Group to thoroughly ensure protection of personal information. We will continuously review and improve the personal information protection system.

Activities on Information Security

As described in the section “Protecting Personal Information”, Suzuki prepares codes related to protection of personal information and those related to information control in order to manage information useful for the company including those provided by other companies.

In addition, we thoroughly ensure appropriate handling of confidential information by prescribing proper handling and leakage prevention of confidential information in the Suzuki Group Code of Conduct for employees.

As for information security, we promote improvement in work by introducing the information system and network, and determine the concept and rules to build, manage and operate such information system and network in order to prevent information leakage and unauthorised access, while improving availability of information.

Servers which may cause severe influence if it stops and those that save data important for security such as personal information are installed in the lockable server room with seismic countermeasure taken by seismic isolators etc.

Suzuki organises the confidential information control promotion meeting and reinforces the information control system of the entire Suzuki Group.

Disaster measures by Suzuki

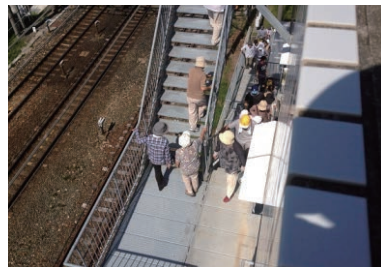
Suzuki takes various measures for natural disasters including Great Earthquake along the Nankai Trough to minimise influence of damages, giving top priority to “protecting employees’ lives” and “quickly restoring ourselves for our customers”. For example, we have taken various preventive measures such as earthquake-resistant measures for buildings and facilities, fire prevention measures, establishment of the disaster action manual and Business Continuity Plan (BCP) that include establishment of the disaster response organisation, and purchases of earthquake insurances.

Disaster prevention

While the Group has been taking various measures to prevent anticipated damage caused by Great Earthquake along the Nankai Trough, after experiencing the Great East Japan Earthquake, it has diversified production and research sites including overseas. Firstly, it is relocating plants and facilities to Miyakoda district in northern part of Hamamatsu from Ryuyo region in Iwata, Shizuoka since massive tsunami damages are anticipated in the region. The Group decided to found the test course of the motorcycle in the Aoya district of Tenryu-ku, Hamamatsu. Also, the Group has diversified its production of engine for minivehicle, which was concentrated to Sagara Plant, to Kosai Plant to mitigate risk. Further, the Group is expanding its research facilities in India partly in order to mitigate risk concerning product development facility for automobile in Sagara test course. In order to enhance performance of Disaster Prevention Headquarters, which is to be established upon disaster, the headquarters periodically conduct trainings with officers and each representative of the Disaster Prevention Headquarters attending in cooperation with consulting company specialised in disaster prevention. Through these initiatives, the Group will continue to enhance its preparedness against natural disasters.

Measures 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, and they are invited to see the facilities registered as shelter once a year. Also, we have a system for an earthquake to deploy watchmen on the roof of the headquarters, let them check occurrence of tsunami, and sound a siren to notify residents when tsunami is found. Manual and electric sirens are installed on the roof of the headquarters. The electric siren is designed to be operated even with the dedicated electricity generator in case of a power failure.



Observation of tsunami shelter in Suzuki Plaza (Hamamatsu)

Measures against earthquakes and tsunami taken by Suzuki for employees

Aimed to protect the lives of our employees, Earthquake Early Warning Systems are installed at the headquarters and each plant and manufacturing companies. Earthquake and tsunami evacuation drills are repetitively conducted with all employees participating. In this drill, when the Earthquake Early Warning System alerts, the employees secure their safety and the employees at offices with risk of tsunami evacuate to safe places where the water of tsunami cannot reach. We have a system to confirm safety of employees immediately when a disaster occurs via communication equipment such as satellite telephones and radios set at each plant and sales distributors all over Japan as an emergency communication tool. We conduct a drill for satellite telephones every month to be ready for an emergency.



In addition, relief method trainings are conducted by retired fire fighters in all offices since 2012, and repetitive trainings are continuously carried out. This enables our employees to arrest bleeding or treat injuries and convey in stretcher on their own upon large-scale disasters. (Total of 4,550 employees participated in 7 years (as of the end of June))

Furthermore, in order to confirm safety of off-duty employees, we introduce the "safety information system" in case an earthquake or tsunami occurs. In order to confirm safety of employees and their family, this system automatically sends “safety inquiry e-mail” to e-mail addresses that each employee has registered and those who receive the e-mail send a reply about their own safety situation.

Measures for fire disasters

At the headquarters and each plant, all unpredictable fires are treated as fire disaster. Regardless of how small the size of the fire, we conduct an initiative to find out the real cause of fire and thoroughly carry out effective measures. All cases of fire are shared throughout the Suzuki Group in an effort to cross-functionally take measures in preventing familiar disasters. A fire drill using fire extinguishers and fire hydrant is conducted at plants so that everyone in a worksite can perform first-aid firefighting to minimise damage caused by fire.

Also, water discharge drills by fire engine or small transportable pump are performed for promoting individual disaster prevention activities by the private fire brigade. Above all, the premises of headquarters, Kosai Plant, Iwata Plant, and Osuka Plant, are certified as cooperative business entities for local fire brigades by the city of Hamamatsu, Kosai, Iwata, and Kakegawa, respectively because of their contribution to reinforcement of local fire-fighting and disaster-prevention system etc.



Contribution to construction of storm surge barrier in coastal zone of Hamamatsu

Suzuki contributed 500 million yen by FY2014 to "Hamamatsu Tsunami Protection Measure Fund" that Hamamatsu founded for constructing the storm surge barrier as a measure for tsunami caused by an earthquake.

The Suzuki Suppliers Association organised by Suzuki's associated companies also decided to contribute 39.06 million yen in total for five years.

The Company also contributed 340 million yen in total to neighbouring eight cities and towns for disaster measures such as earthquakes and tsunami by the end of March 2019.

In addition, a total of 500 million yen was contributed to "Hamamatsu Sports Facility Align Fund" by FY2014 to cooperate with construction of a sports facility which has both tsunami evacuation base and urgent relief heliport functions in the accident.

Data

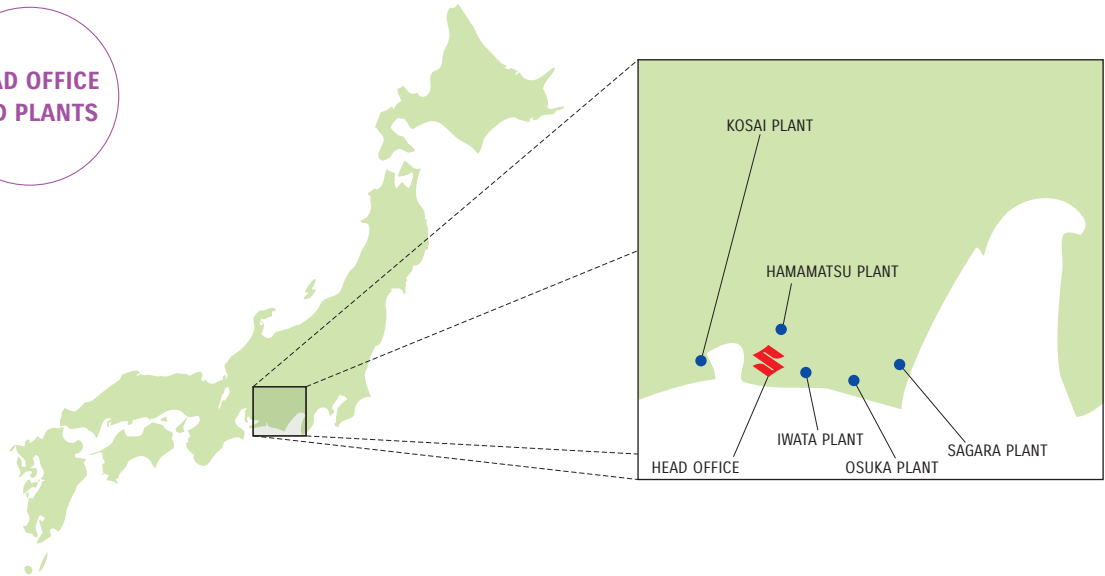
Company Profile	135
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Company Data	152

Company Profile (as of 31 March 2019)

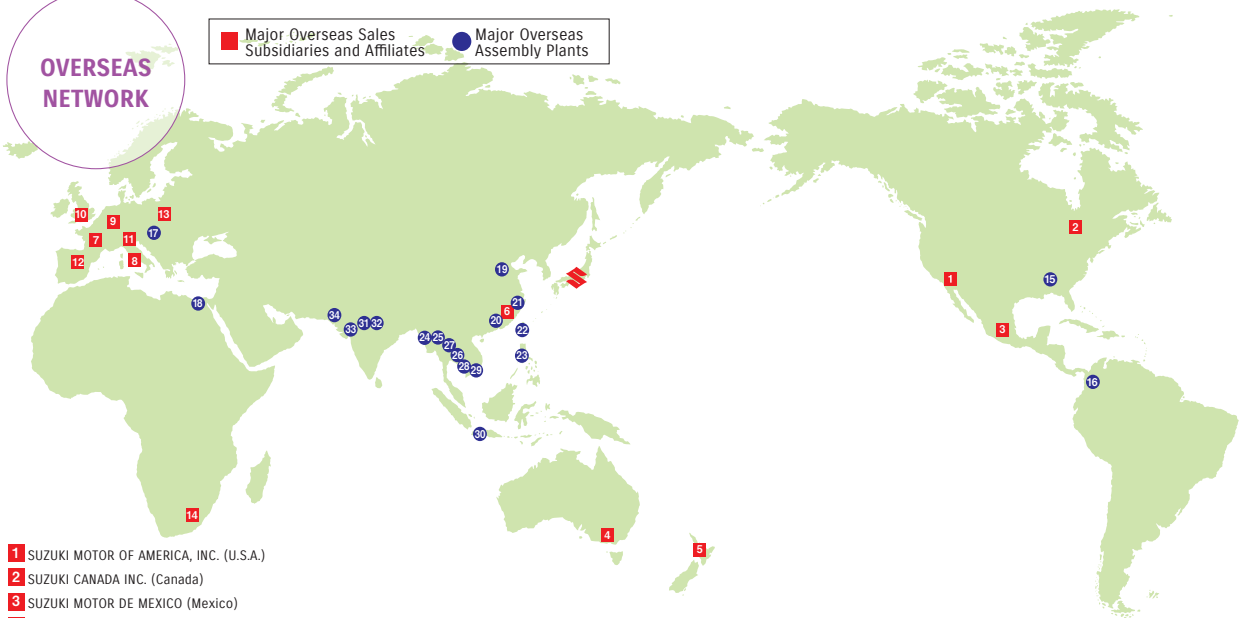
Company name: SUZUKI MOTOR CORPORATION
Date of incorporation: March 1920
Address of headquarters:
 300 Takatsuka-cho, Minami-ku, Hamamatsu,
 Shizuoka 432-8611, JAPAN
Representative Director and President:
 Toshihiro Suzuki

Main product line:
 Automobiles, Motorcycles, Outboard Motors,
 Motorised Wheelchairs, etc.
Capital: 138 billion yen
Employees: 15,431
 (consolidated 67,721)

HEAD OFFICE AND PLANTS

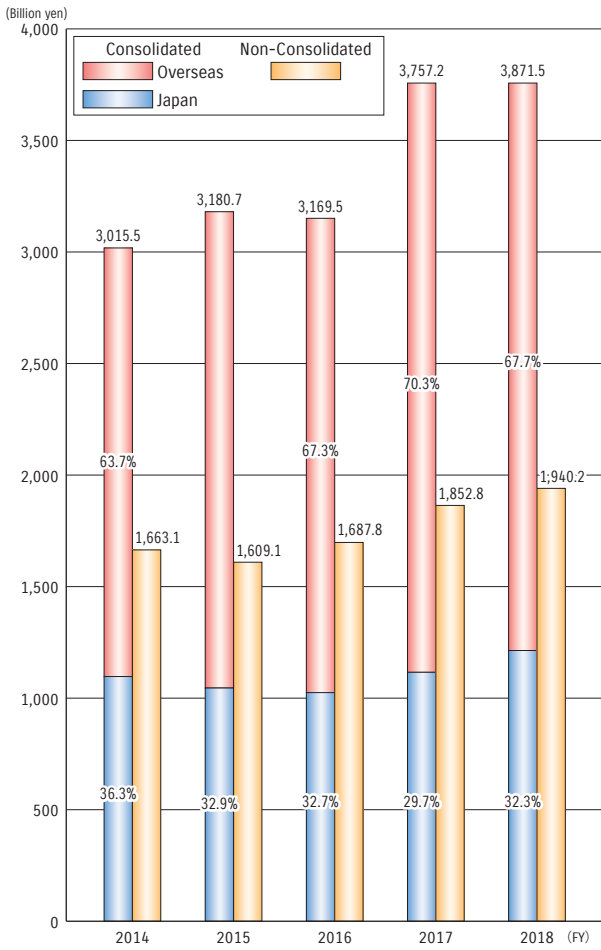


OVERSEAS NETWORK

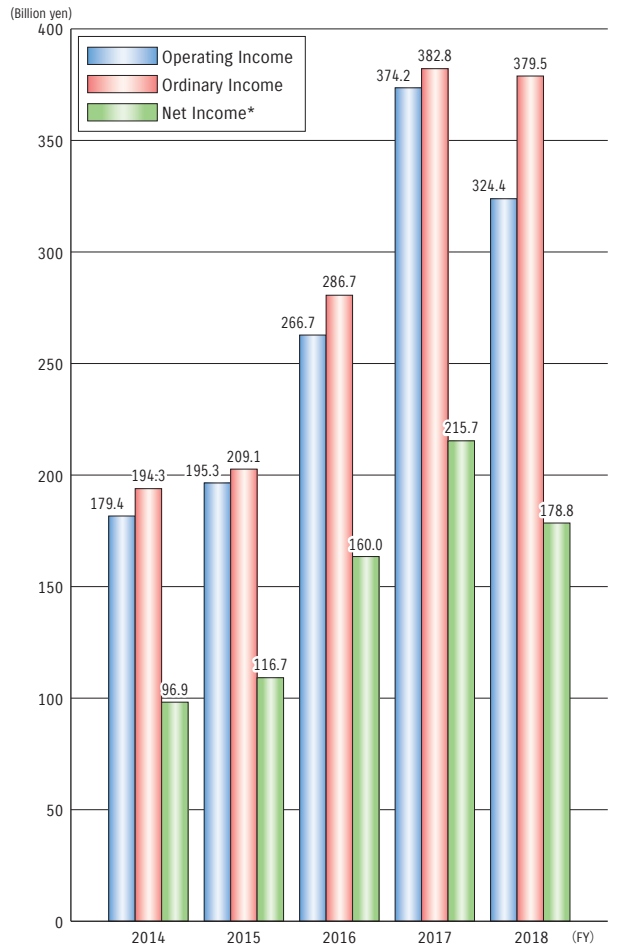


- 1 SUZUKI MOTOR OF AMERICA, INC. (U.S.A.)
- 2 SUZUKI CANADA INC. (Canada)
- 3 SUZUKI MOTOR DE MEXICO (Mexico)
- 4 SUZUKI AUSTRALIA PTY. LTD. (Australia)
- 5 SUZUKI NEW ZEALAND LTD. (New Zealand)
- 6 SUZUKI MOTOR (CHINA) INVESTMENT CO., LTD. (China)
- 7 SUZUKI FRANCE S.A.S. (France)
- 8 SUZUKI ITALIA S.P.A. (Italy)
- 9 SUZUKI DEUTSCHLAND GmbH (Germany)
- 10 SUZUKI GB PLC (U.K.)
- 11 SUZUKI AUSTRIA AUTOMOBIL HANDELS GmbH (Austria)
- 12 SUZUKI MOTOR IBERICA S.A.U. (Spain)
- 13 SUZUKI MOTOR POLAND SP. Z.O.O. (Poland)
- 14 SUZUKI AUTO SOUTH AFRICA (PTY) LTD. (South Africa)
- 15 SUZUKI MANUFACTURING OF AMERICA CORP. (U.S.A.)
- 16 SUZUKI MOTOR DE COLOMBIA S.A. (Colombia)
- 17 MAGYAR SUZUKI CORPORATION LTD. (Hungary)
- 18 SUZUKI EGYPT S.A.E. (Egypt)
- 19 JINAN QINGQI SUZUKI MOTORCYCLE CO., LTD. (China)
- 20 DACHANGJIANG GROUP CO., LTD. (China)
- 21 CHANGZHOU HAOJUE SUZUKI MOTORCYCLE CO., LTD. (China)
- 22 TAI LING MOTOR CO., LTD. (Taiwan)
- 23 SUZUKI PHILIPPINES INC. (Philippines)
- 24 SUZUKI (MYANMAR) MOTOR CO., LTD. (Myanmar)
- 25 SUZUKI THILAWA MOTOR CO., LTD. (Myanmar)
- 26 SUZUKI MOTOR (THAILAND) CO., LTD. (Thailand)
- 27 THAI SUZUKI MOTOR CO., LTD. (Thailand)
- 28 CAMBODIA SUZUKI MOTOR CO., LTD. (Cambodia)
- 29 VIETNAM SUZUKI CORP. (Vietnam)
- 30 PT. SUZUKI INDOMOBIL MOTOR (Indonesia)
- 31 MARUTI SUZUKI INDIA LTD. (India)
- 32 SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED (India)
- 33 SUZUKI MOTOR GUJARAT PVT. LTD. (India)
- 34 PAK SUZUKI MOTOR CO., LTD. (Pakistan)

◆ Net sales

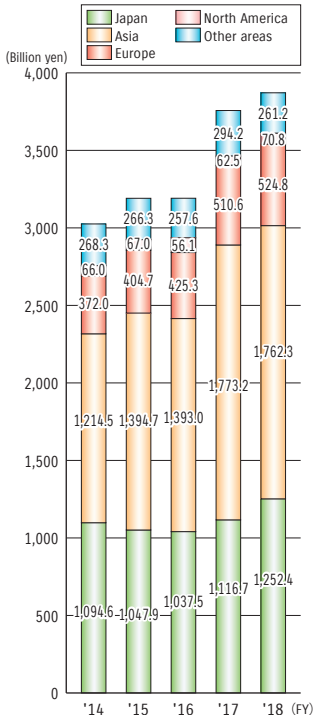


◆ Income (Consolidated)

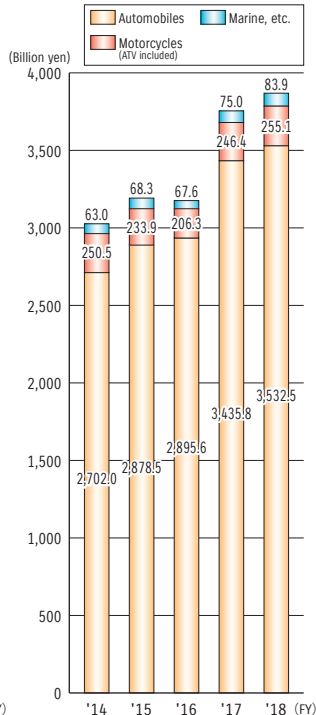


* Net income is Net income attributable to owners of the parent.

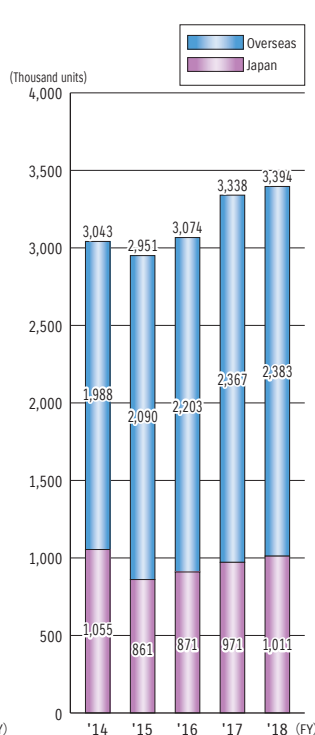
◆ Net sales by market (Consolidated)



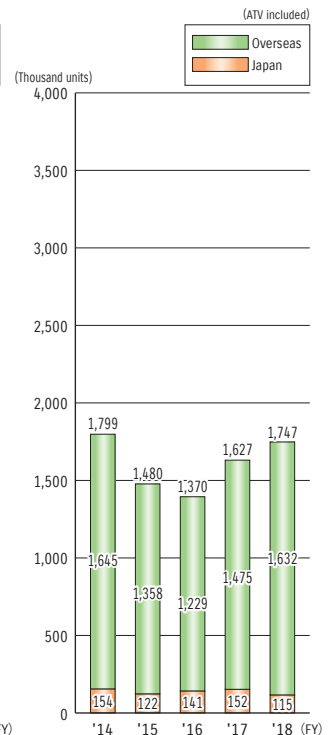
◆ Net sales by business (Consolidated)



◆ Automobile Production



◆ Motorcycle Production



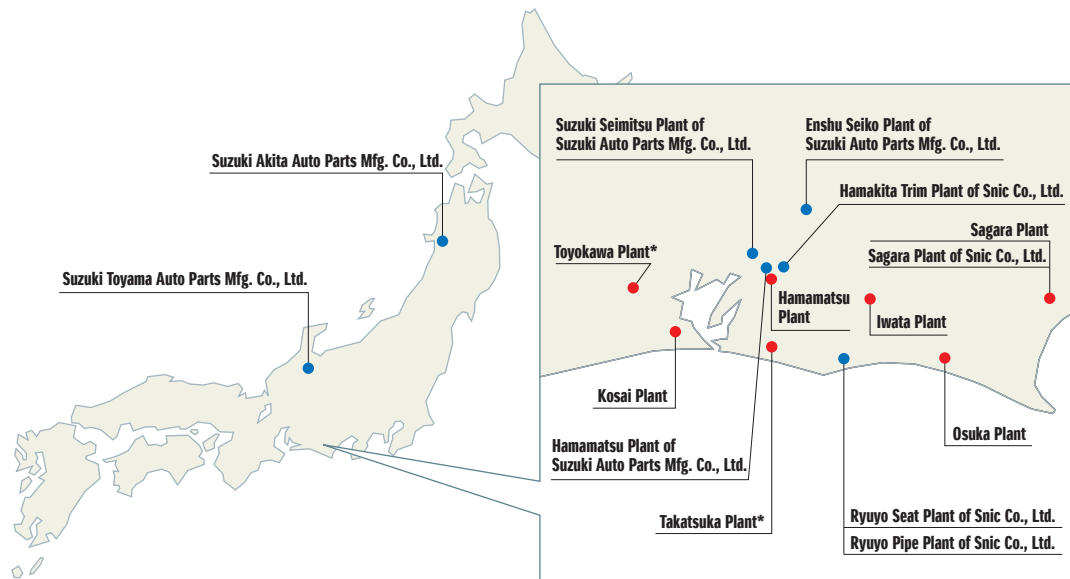
* Production in Japan: CBU+complete knocked-down (CKD) units.
 * Overseas production: line-off units at overseas plants.

Environmental Data

Water, air, PRTR, etc. data of Suzuki domestic plants and domestic group manufacturing companies

To be an environmentally-friendly company, Suzuki domestic plants and manufacturing group companies are actively participating in environmental preservation activities. This section shows our environment related data in FY2018.

Suzuki domestic plants and manufacturing group companies



* Takatsuka and Toyokawa Plants are until July 2018

<Environment-Related Data>

Suzuki domestic plants and manufacturing group companies follow laws, regulations and agreements for environmental control, and is promoting the reduction of environmental impact, based on the strictest regulation values. Moreover, in Suzuki domestic plants and manufacturing group companies, the in-house standard values are set to 70% of the strictest regulation values to aggressively reduce the environmentally unfriendly substances, as well as to prevent environmental incidents.

[How to see the environmental data chart]

- Among Water Pollution Control Law, Air Pollution Control Law, ordinances by local government and agreements on environmental pollution control, the strictest values are adopted as regulation values.
- 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 phosphorous	mg/L
-	Zinc	mg/L
-	Iron	mg/L

<Air pollution>

Item	Name	Unit
NOx	Nitrogen oxide	ppm
SOx	Sulfur oxide	K value
-	Particulate	g/Nm ³
-	Chlorine	mg/Nm ³
-	Hydrogen chloride	mg/Nm ³
-	Flourine and hydrogen flouride	mg/Nm ³
-	Dioxins	ng-TEQ/Nm ³
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

Suzuki's domestic plants

Kosai Plant



【Operations】 Final assembling of mini and compact passenger cars and assembling of automobile engines, outboard motors, etc.
【Plant site area】 1,190,000m²
【Building area】 472,000m²
【Number of employees】 2,440
【Location】 4520 Shirasuka, Kosai, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Toyo River 1,213,324m³, Ground water 288,285m³ Rain water: 0m³ Drain outlet: Kasago River 2,778,902m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.3~8.0	7.74
BOD	15	0.7~4.7	1.65
COD	30	4.0~13.6	6.56
SS	15	0.4~5.2	1.54
Oil content	2	0.0~Under 1.0	0.17
Lead	0.1	Under 0.005~Under 0.01	Under 0.006

Item	Regulation values	Results	Averages
Chrome	0.4	-	-
Total nitrogen	12	1.05~5.01	1.87
Total phosphorous	2	0.05~0.8	0.29
Zinc	1	0.11~0.15	0.13
Iron	10	Under 0.1	Under 0.1

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Small once-through boiler	150	12~42	21
	Small once-through boiler	150	18~28	23
	Once-through boiler	150	44~64	57
	Cooling and heating machine	150	41~54	50
	Cooling and heating machine	150	25~34	31
	Incinerator	200	88~100	94
	Electrodeposition drying furnace	230	42~55	49
	Electrodeposition drying furnace	230	20~21	21
	Final coating drying furnace	230	20~48	34
	Second coating drying furnace	230	36~39	38
	Second coating drying furnace	230	Under 13~14	14
	Final coating drying furnace	230	Under 12~12	12
	Second/final coating drying furnace	230	Under 10~Under 12	Under 11
	Electrodeposition drying furnace	230	76~150	113
	Gas engine generator	600	241~262	252
SOx (K value)	Incinerator	7	0.19~0.88	0.64
Particulates	Small once-through boiler	0.1	Under 0.005~Under 0.006	Under 0.005
	Small once-through boiler	0.1	Under 0.005~Under 0.006	Under 0.005
	Once-through boiler	0.1	Under 0.005~Under 0.008	Under 0.006
	Cooling and heating machine	0.1	Under 0.005~Under 0.006	Under 0.005
	Cooling and heating machine	0.1	Under 0.006	Under 0.006
	Incinerator	0.15	Under 0.006~0.021	0.01
	Electrodeposition drying furnace	0.2	Under 0.007~Under 0.008	Under 0.008
	Electrodeposition drying furnace	0.2	Under 0.005~Under 0.008	Under 0.007
	Final coating drying furnace	0.2	Under 0.010~Under 0.011	Under 0.011
	Second coating drying furnace	0.2	Under 0.008~Under 0.010	Under 0.009
	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 0.010~Under 0.012	Under 0.011
	Electrodeposition drying furnace	0.2	Under 0.005	Under 0.005
	Gas engine generator	0.05	Under 0.012~Under 0.013	Under 0.013

Substances	Facilities	Regulation values	Results	Averages
Fluorine	Aluminium melting furnace (low pressure casting ①)	3	0.5	0.5
	Aluminium melting furnace (low pressure casting ②)	3	0.4~0.5	0.5
	Aluminium melting furnace (die cast ①)	3	1~2.7	1.85
	Aluminium melting furnace (die cast ②)	3	0.5~0.7	0.6
	Aluminium melting furnace (die cast ③)	3	0.4~0.9	0.7
Chlorine	Aluminium melting furnace (low pressure casting ①)	30	Under 1	Under 1
	Aluminium melting furnace (low pressure casting ②)	30	Under 1	Under 1
	Aluminium melting furnace (die cast ①)	30	Under 1	Under 1
	Aluminium melting furnace (die cast ②)	30	Under 1	Under 1
Hydrogen chloride	Aluminium melting furnace (low pressure casting ①)	80	Under 5	Under 5
	Aluminium melting furnace (low pressure casting ②)	80	Under 5	Under 5
	Aluminium melting furnace (die cast ①)	80	Under 5	Under 5
	Aluminium melting furnace (die cast ②)	80	5	5
	Aluminium melting furnace (die cast ③)	80	Under 5~9	7
Dioxins	Incinerator	150	Under 6~7	7
	Aluminium melting furnace (low pressure casting ①)	1	0.000098~0.0021	0.0011
	Aluminium melting furnace (low pressure casting ②)	1	0.000012~0.000095	0.0000481
	Aluminium melting furnace (die cast ①)	1	0.000077~0.0054	0.002739
	Aluminium melting furnace (die cast ②)	1	0.000016~0.0072	0.003608
	Aluminium melting furnace (die cast ③)	1	0.000086~0.0032	0.001643
CO	Incinerator	5	0.0022~1.5	0.256
	Incinerator	100	1~15	8
	Coating Section	700	159	-
	Coating Section	700	139	-
	Coating Section	700	320	-
VOC	Coating Section	700	230	-
	Coating Section	700	-	-

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	36,000	0	210.0	0	0	0	0	0	11,000.0	25,000.0
53	Ethyl benzene	350,000	210,000.0	0	0	0	0	410.0	65,000.0	58,000.0	18,000.0
80	Xylene	390,000	200,000.0	0.1	0	0	0	210.0	52,000.0	63,000.0	77,000.0
83	Cumene	4,200	2,000.0	0	0	0	0	0	2,100.0	79	1.2
188	N,N-Dicyclohexylamine	2,100	0	0	0	0	0	240	0	0	1900.0
239	Organic tin compound	24,000	0	0	0	0	0	0	1,200.0	0	23,000.0
296	1, 2, 4 - trimethyl benzene	310,000	160,000.0	0	0	0	0	0	63,000.0	36,000.0	49,000.0
297	1, 3, 5 - trimethyl benzene	99,000	57,000.0	0	0	0	0	0	18,000.0	24,000.0	38.0
300	Toluene	420,000	170,000.0	0	0	0	0	4.4	27,000.0	79,000.0	150,000.0
302	Naphthalene	10,000	5,800.0	0	0	0	0	0	4.7	4,600.0	0.8
309	Nickel compounds	11,000	0	740.0	0	0	0	3000.0	3,700.0	0	3200.0
355	Bis phthalate (2-ethylhexyl)	380,000	0	0	0	0	0	0	0	2,000.0	380,000.0
374	Hydrogen fluoride and its water-soluble salt	4,200	0	0	0	0	0	0	0	4,200.0	0
392	Normal-hexane	71,000	460.0	0	0	0	0	0	520.0	2,900.0	67,000.0
400	Benzene	12,000	66.0	0	0	0	0	0	0	870.0	11,000.0
407	Poly (oxyethylene) alkyl ether (alkyl group: C12 - C15)	4,400	0	330.0	0	0	0	0	0	4,000.0	0
411	Formaldehyde	6,500	3,300.0	0	0	0	0	700.0	700.0	7,300.0	0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Iwata Plant



【Operations】 Final assembling of mini passenger/commercial cars
 【Plant site area】 298,000m²
 【Building area】 147,000m²
 【Number of employees】 946
 【Location】 2500 Iwai, Iwata, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Tenryu River 186,252m³, Ground water 413,928m³ Rain water: 0m³ Drain outlet: Akuro River 700,429m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	6.8~7.9	7.4
BOD	20(15)*	0.2~12.9	6.6
SS	40(30)*	0.3~7.1	3.7
Oil content	3	0.1~1.1	0.6
Lead	0.1	Under 0.005	Under 0.005
Chrome	2	Under 0.1	Under 0.1
Total nitrogen	100	2.3~21	11.8
Zinc	1	Under 0.1~0.5	0.3

*Values in the bracket () suggest daily average.

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler 3	130	-	-
	Cooling and heating machine 1	150	82~110	96
	Cooling and heating machine 2	150	69~85	77
	Electrodeposition drying furnace in line 1	230	46~69	58
	Final coating drying furnace in line 1	230	Under 15~26	22
	Electrodeposition drying furnace in line 2	230	-	-
Particulates	Boiler 3	0.25	-	-
	Cooling and heating machine 1	0.1	-	-
	Cooling and heating machine 2	0.1	Under 0.005	Under 0.005
	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
	Electrodeposition drying furnace in line 2	0.2	-	-
VOC	Final coating drying furnace in line 2	0.2	-	-
	Second coating booth in line 1	700	120	120
	Final coating booth in line 1	700	150	150
	Second coating booth in line 2	700	42	42
	Final coating booth in line 2	700	100	100
	Bumper coating booth	700	240	240

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	16,000.0	0	120.0	0	0	0	0	0	4,600.0	11,000.0
53	Ethyl benzene	130,000.0	75,000.0	0	0	0	0	0	5,700.0	40,000.0	10,000.0
80	Xylene	150,000.0	68,000.0	0	0	0	0	0	4,500.0	36,000.0	45,000.0
188	N,N-Dicyclohexylamine	1,100.0	0	0	0	0	0	0	0	0	1,100.0
239	Organic tin compound	3,600.0	0	0	0	0	0	180.0	0	0	3,400.0
296	1, 2, 4 - trimethyl benzene	110,000.0	61,000.0	0	0	0	0	0	5,400.0	20,000.0	29,000.0
297	1, 3, 5 - trimethyl benzene	3,500.0	19,000.0	0	0	0	0	0	1,600.0	14,000.0	0
300	Toluene	250,000.0	100,000.0	0	0	0	0	0.2	780.0	63,000.0	87,000.0
302	Naphthalene	2,800.0	1,500.0	0	0	0	0	0	0	1,300.0	0
309	Nickel compounds	1,700.0	0	220.0	0	0	0	980.0	0	0	520.0
392	Normal-hexane	40,000.0	81.0	0	0	0	0	0	0	820.0	39,000.0
400	Benzene	7,000.0	9.1	0	0	0	0	0	0	150.0	6,800.0
411	Formaldehyde	3,100.0	1,500.0	0	0	0	0	370.0	370.0	3,800.0	0
412	Manganese and its compounds	3,300.0	0	190.0	0	0	0	1,100.0	0	0	2,000.0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Sagara Plant



[Operations] Assembling of compact cars and automobile engines, casting and machining of main engine parts
[Plant site area] 1,970,000m²
[Building area] 274,000m²
[Number of employees] 1,805
[Location] 1111 Shirai, Makinohara, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Oi River 594,651m³, Ground water 3,308m³ Rain water: 0m³ Drain outlet: Hirugaya River 336,747m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.4~7.6	7.5
BOD	20(15)*	2.2~10	6.9
SS	40(30)*	1~14	6.5
Oil content	2.5	0.5~1.3	0.7

*Values in the bracket () suggest daily average.

Item	Regulation values	Results	Averages
Lead	0.1	0.01	0.01
Chrome	1	0.04~0.1	0.1
Total nitrogen	120(60)*	9.5~28	20.1
Total phosphorous	16(8)*	2.9~7.8	4.5
Zinc	1	0.05~0.26	0.1

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Cooling and heating machine 1	150	70~92	81
	Cooling and heating machine 2	150	79~83	81
	Cooling and heating machine 3	150	79~100	90
	Cooling and heating machine 4	150	77~87	82
	Heat-treating furnace	180	36~45	41
	Melting furnace 1	180	27~33	30
	Melting furnace 2	180	30~35	33
	Electrodeposition drying furnace	230	15~27	21
	Second/final coating drying furnace	230	57~62	60
	Particulates	Cooling and heating machine 1	0.1	0.005~0.006
Cooling and heating machine 2		0.1	0.006	0.006
Cooling and heating machine 3		0.1	0.007	0.007
Cooling and heating machine 4		0.1	0.006~0.007	0.007
Heat-treating furnace		0.2	0.010~0.012	0.011
Melting furnace 1		0.2	0.005	0.005
Melting furnace 2		0.2	0.005	0.005
Electrodeposition drying furnace		0.2	0.013~0.016	0.015
Second/final coating drying furnace		0.2	0.014	0.014

Substances	Facilities	Regulation values	Results	Averages
Fluorine	Melting furnace 1	3	0.3~0.7	0.5
	Melting furnace 2	3	0.6	0.6
	Melting furnace 3	3	0~1	0.5
Chlorine	Melting furnace 1	30	1	1
	Melting furnace 2	30	1	1
	Melting furnace 3	30	1	1
Hydrogen chloride	Melting furnace 1	80	5	5
	Melting furnace 2	80	5	5
	Melting furnace 3	80	5	5
Dioxins	Aluminium machining dust pre-treatment	1	0.00047	0.00047
	Melting furnace 1	1	0.12	0.12
	Melting furnace 3	1	0.0000079	0.0000079
	Diecast melting furnace	1	0.0026	0.0026
VOC	Coating section 1	400	82	82
	Coating section 2	400	59	59
	Coating section 3	400	22	22
	Coating section 4	700	200	200

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	40,000.0	0	400.0	0	0	0	0	0	12,000.0	28,000.0
7	n-Butyl acrylate	3,000.0	3,000	0	0	0	0	0	0	0	0
53	Ethyl benzene	60,000.0	37,000.0	0	0	0	0	0.3	5,200.0	5,800.0	12,000.0
80	Xylene	120,000.0	41,000.0	0	0	0	0	1,300.0	6,300.0	30,000.0	52,000.0
83	Cumene	5,900.0	5,500.0	0	0	0	0	0	36.0	380.0	0
188	N,N-Dicyclohexylamine	1,800.0	0	0	0	0	0	560	0	0	1,200
239	Organic tin compound	6,400.0	0	0	0	0	0	320.0	0	0	6,000.0
296	1, 2, 4 - trimetyl benzene	110,000.0	56,000.0	0	0	0	0	0	4,000.0	15,000.0	36,000.0
297	1, 3, 5 - trimetyl benzene	23,000.0	16,000.0	0	0	0	0	180.0	2,500.0	1,700.0	2,600.0
300	Toluene	220,000.0	32,000.0	0	0	0	0	5.4	1,800.0	57,000.0	130,000.0
302	Naphthalene	3,100.0	1,800.0	0	0	0	0	0	6.1	1,200.0	7.2
309	Nickel compounds	4,400.0	0.2	580.0	0	0	0	2,500.0	1.6	0.1	1,300.0
355	Bis phthalate (2-ethylhexyl)	6,900.0	0	0	0	0	0	0	0	0	6,900.0
392	Normal-hexane	48,000.0	370.0	0	0	0	0	0	590.0	9,400.0	38,000.0
400	Benzene	9,700.0	82.0	0	0	0	0	0	0	2,000.0	7,600.0
411	Formaldehyde	1,000.0	510.0	0	0	0	0	120.0	120.0	1,200.0	0
412	Manganese and its compounds	8,100.0	0	490.0	0	0	0	2,800.0	0	0	4,900.0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Headquarters (Takatsuka Plant)



【Operations】 Headquarter operation
Assembling of motorcycle engines and machining of parts (until July 2018)

【Plant site area】 183,000m²

【Building area】 163,000m²

【Number of employees】 9,238

【Location】 300 Takatsuka-cho, Minami-ku, Hamamatsu, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Tenryu River 935m³ (until July 2018) Rain water: 0m³ Drain outlet: Horidome River 349,246m³ (until July 2018)

*Excludes water pumping for measures against contamination of ground water in the headquarters

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.3~7.4	7.4
BOD	30(20)*	1	1
SS	40(30)*	2.0~5.6	3.8
Oil content	5	0.5	0.5
Total nitrogen	120(60)*	0.5~2.0	1.2
Total phosphorous	16(8)*	0.06~0.12	0.1
Zinc	1	0.1	0.1

* Values in the bracket () suggest daily average.

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	LPG-fuelled air conditioner	150	75	75
Particulates	LPG-fuelled air conditioner	0.1	-	-

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
53	Ethyl benzene	12,000	27.0	0	0	0	0	0	4.9	12,000.0	280.0
80	Xylene	58,000	120.0	0	0	0	0	0	3.5	56,000.0	1,700.0
296	1, 2, 4 - trimethyl benzene	39,000	10.0	0	0	0	0	0	5.8	38,000.0	1,100.0
297	1, 3, 5 - trimethyl benzene	4,100	2.5	0	0	0	0	0	1.7	4,000.0	150.0
300	Toluene	160,000	540.0	0	0	0	0	0	0.4	150,000.0	3,000.0
309	Nickel compounds	1,500	0	0	0	0	0	0	1,100.0	0	450.0
392	Normal-hexane	34,000	150.0	0	0	0	0	0	0.3	34,000.0	770.0
400	Benzene	8,200	1.4	0	0	0	0	0	0	8,000.0	270.0
438	Methylnaphthalene	3,400	8.8	0	0	0	0	0	0	1,800.0	0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Hamamatsu Plant



【Operations】 Machining and assembling of motorcycle engines, assembling of motorcycles
【Plant site area】 177,000m²
【Building area】 61,000m²
【Number of employees】 620
【Location】 8686 Miyakoda-cho, Kita-ku, Hamamatsu, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Tenryu River 48,063m³, Ground water 17,727m³ Rain water: 0m³ Drain outlet: Public sewerage 66,000m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.0~9.0	6.1~7.4	6.6
BOD	600	13~150	82
SS	600	37~140	89.0
Oil content	30	1~8	4.5
Lead	0.1	Under 0.01	Under 0.01
Chrome	2	Under 0.04	Under 0.04
Total nitrogen	240	-	-
Total phosphorous	32	-	-
Zinc	2	0.19~0.51	0.35

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	150	62~85	73.5
Particulates	Boiler	0.4	-	-

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
53	Ethyl benzene	6,100	4,800.0	0	0	0	0	46.0	7.2	1,100.0	170.0
80	Xylene	8,100	5,000.0	0	0	0	0	0	22.0	2400.0	760.0
296	1, 2, 4 - trimethyl benzene	2,500	1,400.0	0	0	0	0	6.0	3.1	810.0	300.0
300	Toluene	44,000	22,000.0	0	0	0	0	0	1,300.0	18000.0	2,000.0
308	Nickel	2,400	0	0	0	0	0	0	1,700.0	0	700.0
309	Nickel compounds	2,600	0	0	0	0	3.2	13.0	1,800.0	0	750.0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Toyokawa Plant

Stopped production in July 2018 upon transfer of production to the Hamamatsu Plant

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Ground water 62,021m³ (until July 2018), Toyo River (drinking water) 2,510m³ (until July 2018)

Rain water: 0m³ Drain outlet: Public sewerage and Shira River 73,232m³ (until July 2018)

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.1	7.1
BOD	25(20)*	0.8	0.8
SS	70(50)*	2	2
Oil content	5	0.5	0.5
Chrome	2	0.02	0.02
COD (total amount)	20.63	1.44~9.58	5.5
Total nitrogen (total amount)	15.58	0.98~5.28	3.1
Total phosphorous (total amount)	2.06	0.16~1.07	0.6
Zinc	2	0.09	0.09

* Values in the bracket () suggest daily average.

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Absorption type cooling and heating machine 1	150	62~85	73.5
	Drying furnace 1	0.4	-	-
Particulates	Drying furnace 2	0.4	-	-
	Absorption type cooling and heating machine 1	0.1	-	-
VOC	Coating booth 1	700	-	-
	Coating booth 2	700	-	-
	Coating booth 3	700	-	-

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
53	Ethyl benzene	4,400	3,100.0	0	0	0	0	86.0	34.0	970.0	160.0
80	Xylene	6,600	3,600.0	0	0	0	0	98.0	6.1	2,000.0	790.0
296	1, 2, 4 - trimethyl benzene	3,100	1,500.0	0	0	0	0	13.0	3.1	1,100.0	480.0
300	Toluene	24,000	12,000.0	0	0	0	0	160.0	970.0	9,100.0	2,100.0
392	Normal-hexane	1,100	6.0	0	0	0	0	0	0	540.0	530.0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Osuka Plant



【Operations】	Cast parts manufacturing, etc.
【Plant site area】	151,000m ²
【Building area】	55,000m ²
【Number of employees】	382
【Location】	6333 Nishi Obuchi, Kakegawa, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Ground water 1,412,876m³ Rain water: 0m³ Drain outlet: Nishi-Otani River 209,253m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.5~6.8	7.2
BOD	15(10)*	0.1~2.3	0.7
SS	15(10)*	0.0~3.2	0.5
Oil content	2	0	0
Lead	0.1	Under 0.005	Under 0.005
Chrome	2	Under 0.1	Under 0.1
Total nitrogen	120(60)*	2.3~4.5	3.7
Total phosphorous	16(8)*	0.12~0.24	1.69
Zinc	1	Under 0.1~0.16	Under 0.1

* Values in the bracket () suggest daily average.

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

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
	Waste gas cleansing equipment	0.2	Under 0.005	Under 0.005
Chlorine	Waste gas cleansing equipment	30	Under 1	Under 1
	Aluminium melting furnace 1	30	Under 1	Under 1
	Aluminium melting furnace 2	30	Under 1	Under 1
	Aluminium melting furnace 3	30	Under 1	Under 1
Hydrogen chloride	Waste gas cleansing equipment	80	Under 5	Under 5
	Aluminium melting furnace 1	80	Under 5	Under 5
	Aluminium melting furnace 2	80	Under 5~10	Under 6
	Aluminium melting furnace 3	80	Under 5	Under 5
Fluorine	Waste gas cleansing equipment	3	0.6	0.6
	Aluminium melting furnace 1	3	Under 0.3~0.6	0.45
	Aluminium melting furnace 2	3	Under 0.3~2.3	0.9
	Aluminium melting furnace 3	3	0.6~0.7	0.65
Dioxins	Waste gas cleansing equipment	1	-	-
	Aluminium melting furnace 1	1	0.0024	0.0024
	Aluminium melting furnace 2	1	0.00091	0.00091
	Aluminium melting furnace 3	1	0.00016	0.00016

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
80	Xylene	2,600	1,400	0	0	0	0	0	34	1,100	0
87	Chromium, trivalent chromium and their compounds	2,400	0	0	0	0	0	48	360	0	2,000
300	Toluene	6,200	3,000	0	0	0	0	0	1,300	1,800	0
412	Manganese and its compounds	120,000	0	0	0	0	0	2,300	0	0	110,000
453	Molybdenum and its compounds	1,200	0	0	0	0	0	25	0	0	1,200

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Group manufacturing companies in Japan

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

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Tenryu River 38,035m³ Rain water: 0m³ Drain outlet: Public sewerage 38,035m³

<Water Quality Data (at drain outlets)>

Wastewater is transferred to Hamatsu Plant of Suzuki Motor Corporation for treatment

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

There is no PRTR target substance subject to performance reporting.

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Aluminium melting furnace	180	9~54	32
Particulates	Aluminium melting furnace	0.2	0.02	0.02
Chlorine	Aluminium melting furnace	30	0.7~0.9	0.8
Hydrogen chloride	Aluminium melting furnace	80	1.1~7.6	4.4
Fluorine and hydrogen fluoride	Aluminium melting furnace	3	0.7~1.1	0.9
Dioxins	Aluminium melting furnace	1	0~0.0083	0.0042

Suzuki Seimitsu Plant of Suzuki Auto Parts Mfg. Co., Ltd.

[Operations] Casting, heat treatment and gear-cutting of automobile parts
[Location] 500 Inooya, Inasa-cho, Kita-ku, Hamamatsu, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Tenryu River (drinking water) 6,826m³, Ground water 137,574m³ Rain water: 0m³ Drain outlet: Inooya River 116,192m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.3~7.8	7.5
BOD	15	1.1~10	3.7
SS	20	0.2~2.2	0.8
Oil content	5	0.5~1.7	0.6
Total nitrogen	60	5.9~13	10.7
Total phosphorous	8	0.06~0.07	0.06
Zinc	1	0.05~0.22	0.08

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Continuous carburising furnace	180	10~12	10.2
	Annealing furnace	180	10~18	10.8
	Water cooling and heating machine	150	41~59	57
SOx (K value)	Continuous carburising furnace	17.5	0.09~0.1	0.09
	Annealing furnace	17.5	0.07~0.09	0.09
	Water cooling and heating machine	17.5	0.07~0.16	0.12
Particulates	Continuous carburising 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

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

There is no PRTR target substance subject to performance reporting.

Enshu Seiko Plant of Suzuki Auto Parts Mfg. Co., Ltd.

[Operations] Machining of automobile parts
 [Location] 1246-1 Yamahigashi, Tenryu-ku, Hamamatsu, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Ground water 73,920m³ Rain water: 0m³ Drain outlet: Futamata River 73,920m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	6.5~8.2	6.9~7.5	7.2
BOD	10	1~3.9	2
COD	35	2.1~6.6	4.2
SS	15	1.0~2.0	2.0
Oil content	3	0.5~1.0	0.5
Chrome	2	0.05~0.1	0.1
Total nitrogen	100	1.2~2.0	1.5
Zinc	2	0.05~0.3	0.1

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Gas fuelled absorption type cooling and heating machine	150	22~28	25
	Aluminium central melting furnace	80	1	1
Hydrogen chloride	Aluminium central pre-melting furnace	80	Under 0.5~0.9	0.7
	Casting of pistons	80	0.8~1.0	0.9
Chlorine	Aluminium central melting furnace	30	Under 1	Under 1
	Aluminium central pre-melting furnace	30	Under 1	Under 1
	Casting of pistons	30	Under 1	Under 1
Fluorine	Aluminium central melting furnace	3	Under 0.6~0.8	0.7
	Aluminium central pre-melting furnace	3	Under 0.6~1.5	1
	Casting of pistons	3	Under 0.6	Under 0.6

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
300	Toluene	1100	710	0	0	0	0	350	0	0	0
71	Ferric chloride	9300	0	0	0	0	0	0	0	0	0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, 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

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Omata Spring water source (drinking water) 13,066m³, Ground water 43,222m³ Rain water: 0m³ Drain outlet: I River 56,288m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.3~8.4	7.7
BOD	20	1.1~5.3	3.2
SS	30	4.5~12.0	8.3
Oil content	4	0.5~0.8	0.7
Total nitrogen	18	0.8~5.6	3.2
Total phosphorous	1.9	0.07~0.27	0.17
Zinc	2	0.01~0.28	0.17

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	180	82~88	85
SOx (K value)	Boiler	0.49	0.01	0.01
Particulates	Boiler	0.3	0.0004~0.0008	0.0006

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	2,500	0	0	0	0	0	0	2,500	0	0
71	Ferric chloride	2,000	0	0	0	0	0	0	2,100	0	0
80	Xylene	2,400	130	0	0	0	0	0	0	2,300	0
296	1, 2, 4 - trimethyl benzene	3,300	50	0	0	0	0	0	0	3,200	0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (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

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Ground water 489,522m³ Rain water: 0m³ Drain outlet: Oyabe River 489,522m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	6~8	6.8~7.6	7.2
BOD	15	1.4~11.0	4
SS	15	1.6~14	5.2
Oil content	5	0.5~2.6	0.6
Lead	0.02	0.001~0.002	0.0015
Chrome	2	0.02	0.02
Total nitrogen	120 (60)	1.3~6.4	2.31
Total phosphorus	16 (8)	0.06~0.36	0.2
Zinc	2	0.05~0.13	0.07

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	150	80~110	88.9
	Melting furnace (2.5t/h)	180	30~32	31
SOx (K value)	Boiler	17.5	0.008~0.22	0.098
	Melting furnace (2.5t/h)	17.5	0.0067~0.0068	0.0068
Particulates	Boiler	0.3	0.0001~0.008	0.0044
	Melting furnace (2.5t/h)	0.2	0.0035~0.01	0.00675
Dioxins	Melting furnace (2.5t/h)	5	0.013	0.013
	Melting furnace 15	1	0.00000039	0.00000039
	Melting furnace 16	1	0.0000003	0.0000003
	Melting furnace 0	1	0	0

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
309	Nickel compounds	1,500	0	140	0	0	0	230	0	0	1,100
438	Methylnaphthalene	2,500	13	0	0	0	0	0	0	2,500	0

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Snic Co., Ltd. Sagara Plant

[Operations] Manufacture of automobile interior parts
 [Location] 1111 Shirai, Makinohara, Shizuoka

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Sent to Sagara Plant of Suzuki Motor Corporation for treatment

<Environment-Related Data>

<Major water source and drain outlet>

Included in the Sagara Plant of Suzuki Motor Corporation

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
298	Tolylene diisocyanate	470,000	0	0	0	0	0	0	0	470,000	
448	Methylenebis (4, 1-phenylene) diisocyanate	110,000	0	0	0	0	0	0	0	110,000	
297	Trimethyl benzene	1,000	1,000	0	0	0	0	0	0	0	

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Snic Co., Ltd. Ryuyo Seat Plant

[Operations] Manufacture of automobile interior parts
 [Location] 1403 Higashi Hiramatsu, Iwata, Shizuoka

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

No applicable facilities

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Tenryu River 25,762m³, Ground water 0m³
 Rain water: 0m³ Drain outlet: Tenryu River 25,762m³

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
297	1, 3, 5 - trimethyl benzene	1,400	1,400	0	0	0	0	0	0	0	
298	Tolylene diisocyanate	490,000	0	0	0	0	0	160	0	490,000	
448	Methylenebis (4, 1-phenylene) diisocyanate	92,000	0	0	0	0	0	40	0	92,000	

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Snic Co., Ltd. Ryuyo Pipe Plant

[Operations] Manufacturing of automobile pipe parts
[Location] 6-2 Minami Hiramatsu, Iwata, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Tenryu River 22,052m³ Rain water: 0m³ Drain outlet: Tenryu River 20,029m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	6.9~7.5	7.2
BOD	25(20)*	Under 1~9.1	5.1
SS	50(40)*	1.8~8	4.9
Oil content	5	Under 0.5~1.0	0.8
Total nitrogen	120(60)*	1.0~15	8
Zinc	2	0.0~0.1	0.05

* Values in the bracket () suggest daily average.

<Air Pollution Data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

<PRTR Target Substances (accumulated values calculated according to PRTR Law)>

Substance No.	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	18,000	180	0	0	0	0	0	440	0	17,000
308	Nickel	5,700	57	0	0	0	0	0	140	0	5,500
412	Manganese and its compounds	2,200	22	0	0	0	0	0	54	0	2,100

* Since the calculation was made with two effective digits, the amount may not be consistent with the total of the right columns (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal, and Product inclusion).

Snic Co., Ltd. Hamakita Trim Plant

[Operations] Manufacture of automobile interior resin parts
[Location] 5158-1 Hiraguchi, Hamakita-ku, Hamamatsu, Shizuoka

<Environment-Related Data>

<Major water source and drain outlet>

Water source: Ground water Rain water: 0m³ Drain outlet: Gojinya River 435m³

<Water Quality Data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	6.8	6.8
BOD	160(120)	1.6	1.6
SS	200(150)	32.6	32.6
Oil content	2.5	Under 2.5	Under 2.5
Zinc	2	0.2	0.2

<Air Pollution Data (Air Pollution Control Law, 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.

3-year data of Scope 1, 2, and 3

		Unit	FY2016	FY2017	FY2018
Whole value chain	(Total of Scope 1, 2, and 3)	million tons of CO ₂	72.42	78.63	88.22
Direct emissions from corporate activities	(Scope 1)	million tons of CO ₂	0.56	0.6	0.62
Indirect emissions from energies	(Scope 2)	million tons of CO ₂	0.56	0.61	0.62
Other indirect emissions	(Scope 3)	million tons of CO ₂	71.3	77.42	86.98

*1 Calculation range: Suzuki Motor Corporation, 66 domestic manufacturing and non-manufacturing subsidiaries, and 32 overseas manufacturing and non-manufacturing subsidiaries.

*2 CO₂ conversion coefficient: As for electric power, the value released by each power company was used for Japan and conversion coefficient of IEA (CO₂ Emissions From Fuel Combustion 2018 edition) was used for overseas. The conversion coefficient of IPCC2006 (2006 IPCC Guidelines for National Greenhouse Gas Inventories) was used for other than electric power, and the value released by suppliers was used for city gas.

History of Environmental Initiatives

1970	Mar.	Demonstrated 10 units of Carry Van electric vehicles at the Osaka Expo.
1971	July	Established an Environmental Protection Section in Facilities Group of Production Engineering Dept. to take environmental measures in our production processes.
1977	Apr.	Built the Suzuki Group Safety & Hygiene and Pollution Issues Council.
1981	Dec.	Held "Energy Saving Symposium" with Machinery Industry Promotion Foundation (now Suzuki Foundation).
1989	Aug.	Established an Environmental Issue Council to promote company-wide environmental conservation activities.
1990	Mar.	Installed Freon collectors at domestic distributors to collect specific Freon contained in car air conditioner refrigerant for reuse.
1991	Dec.	Totally abolished the use of specific Freon (contained in polyurethane foamed components, such as seats).
1992	Jan.	Started displaying material names on resin parts.
		Developed a continuously variable transmission (SCVT) which was installed on Cultus Convertible.
	Oct.	Developed a natural gas-fuelled scooter.
	Nov.	Established a Waste Countermeasure Group in Production Engineering Development Dept. to promote reduction and reuse of wastes.
1993	Dec.	Launched electric vehicles Alto and Every.
	Mar.	Prepared an "Environmental Protective Activities Plan".
	May	Reorganised an Environment & Industrial Waste Group by integrating the Environmental Protection Section and the Waste Countermeasure Group to enhance environmental protection activities.
1994	Dec.	Completed the replacement of Freon used in car air conditioner refrigerants.
	June	Started collecting and recycling used bumpers replaced by dealers.
	Aug.	Installed a facility to recycle sludge contained in wastewater to reuse it as asphalt sheets. Started reusing casting sand waste (generated at foundries) as cement materials.
1995	Jan.	Renewed the waste incinerator to reduce waste and reuse heat waste (steam).
	Aug.	Introduced co-generation facilities into the Kosai Plant to promote energy saving activities.
1996	Apr.	Launched electric power-assisted bicycle Love.
	May	Prepared the "Environmental Protective Activities Plan (follow-up version)".
	Dec.	Introduced co-generation facilities into Sagara Plant.
1997	Mar.	Developed a natural gas-fuelled WagonR.
	May	Launched electric vehicles Alto and Every with major enhancements.
	Oct.	Won the Technical Innovation Award for our 4-stroke outboard motor at the Chicago Boat Show.
	Dec.	Issued a "Vehicle Disassembly Manual" and distributed it to distributors.
1998	Feb.	Introduced co-generation facilities into Osuka Plant. Prepared an "Initiative Voluntary Action Plan for the Recycling of ELVs".
	Apr.	MAGYAR SUZUKI (Hungary) obtained the ISO14001 certification.
	July	Kosai Plant obtained the ISO14001 certification.
	Oct.	Launched a new mini vehicle equipped with a lean-burn engine which achieved 29.0km/L fuel consumption in 10x15 mode. Won the Technical Innovation Award for our 4-stroke outboard motor for the second consecutive year.
	Dec.	Developed an environmentally friendly pipe bending technology.
1999	Mar.	Developed a new catalyst for motorcycles and adopted it on a scooter Let's II.
	May	Launched fuel-efficient Alto with "Sc lean-burn" CVT.
	June	Launched natural gas-fuelled (CNG) WagonR.
	Aug.	Launched new model of Every electric vehicle.
	Sept.	Osuka and Sagara Plants obtained the ISO14001 certification.
	Oct.	Launched Alto equipped with Idling Stop System (Engine Auto Stop Start System). Won "The Best Concept Car" special award for Suzuki PU-3 COMMUTER at the Tokyo Motor Show. Launched full-model change of the electric power-assisted bicycle Love.
	Nov.	MARUTI UDYOG (India) (currently: MARUTI SUZUKI INDIA LIMITED) obtained the ISO14001 certification. Launched ultrasonic compact washing machines "SUC-300H & 600H" that adopt ultrasonic waves for washing instead of organic solvent.
	Dec.	Launched natural gas-fuelled (CNG) Every.
2000	Jan.	Developed a compact bumper crushing machine in-house.
	Dec.	Toyokawa Plant obtained the ISO14001 certification.
2001	Jan.	Totally abolished the use of lead (used in painting processes of domestic motorcycle and automobile plants).
	Mar.	Expanded the sale of the bumper crushing machine nationwide.
	Apr.	Established an Environmental Planning Group that handles environmental matters related to products, technology, manufacturing and logistics. Established an Environmental Committee (as an alternative to Environmental Issue Council) to enhance the environmental protection efforts.
	Aug.	Achieved the target of drastic reduction in landfilled solid waste to zero-level.
	Oct.	Started mutual cooperation with GM in the fuel cell technology field.

2002	Jan.	Won the "Excellent Environmentally-Friendly Concept Car Award" from the Automotive News magazine (USA) for our electric vehicle concept car Covie at the Detroit Motor Show.
	Mar.	Launched the "Idling Stop (Engine Stop)" campaign.
	Jul.	Put the direct-injection turbo engine which realised both excellent fuel efficiency and high output power to practical use for the first time in mini cars.
2003	Jan.	Announced a hybrid engine car Twin for the first time in mini passenger cars. Announced a new concept resource-saving scooter Choinori.
	Mar.	Iwata Plant obtained the ISO14001 certification. Takatsuka plant obtained the ISO14001 certification.
		Installed a wind-driven power generating facility at the Inasa Training Center.
	Jul.	Became a member of IMDS (International Material Data System).
	Sept.	Issued a "Green Procurement Guideline". Launched certified ultralow-emission vehicle.
2004	Jan.	Jointly established Japan Auto Recycling Partnership and ART with other manufacturers.
	Feb.	Installed 2 units of wind-driven power generating facility at the Kosai Plant.
	Jul.	Announced the motorcycle recycling fees. Announced the end-of-life automobile recycling fees.
		Aug.
2005	Jul.	Developed "Hyper Alumite" that has improved corrosion resistance and durability, with the anodised aluminium film smoothed on the aluminium material surface.
	Aug.	Participated in "Team Minus 6%".
	Oct.	Participated in the "FRP Boat Recycling System" promoted by the Japan Boating Industry Association and announced the recycling fees.
2006	Sept.	Developed MIO, an electric wheelchair equipped with a fuel cell, and exhibited it at the International Home Care & Rehabilitation Exhibition.
2007	Oct.	Developed the fuel cell motorcycle Crosscage and exhibited it at the Tokyo Motor Show.
	Nov.	Established Suzuki Environment Control Regulations.
2008	June	Received the Minister's award for the newly-developed fuel-cell electric vehicle SX4-FCV.
	July	Exhibited SX4-FCV at Environmental Showcase held in International Media Center for Hokkaido Toyako G8 Summit. Set up Suzuki Plaza to introduce Suzuki's history and manufacturing know-how to the public.
2009	Apr.	Received Local Industry Contribution Award (Ichimura Award) for development and practical application of high-speed plating system realising low cost and low environmental impact.
	Sept.	Maruti Suzuki India Limited greatly reduced CO ₂ emission by shifting the transport method from the trailer to the double-deck merchandise train and received the Golden-Peacock Eco Innovations Award.
	Oct.	Developed the plug-in hybrid automobile Swift Range Extender and the fuel cell scooter BURGMAN Fuel Cell Scooter and exhibited them at the Tokyo Motor Show as reference exhibits.
2010	May	Plug-in hybrid Swift (Swift Range Extender) acquired the type approval of the Ministry of Land, Infrastructure, Transport and Tourism.
	Sept.	Electric scooter e-Let's was developed and the research for driving on public roads started for productisation.
2011	Mar.	Whole Vehicle Type Approval was acquired for the first time in the world as a fuel cell scooter.
	May	Received Engineering Development Award of the 61st JSAE EXPOSITION AWARD for development of the rear lower arm made of aluminium-extruded material that realised weight reduction by low costs.
2012	Feb.	Established a joint venture together with Intelligent Energy Holdings for development and manufacture of fuel cell systems.
	July	Developed light polypropylene resin material which excels in material colouring for automobiles.
	Sept.	Developed fuel efficiency improvement technologies ENE-CHARGE, new idling stop system (Engine Auto Stop Start System) and ECO-COOL.
	Nov.	Received 2013 RJC Car of the Year for its next-generation environment technology SUZUKI GREEN technologies.
2013	Mar.	Established "Suzuki Environmental Plan" and "Suzuki Biodiversity Guidelines".
	July	Developed DUALJET engine that realises both excellent fuel efficiency and strong driving.
	Nov.	Decided to install the mega-solar system in the Nakazato Industrial Park in Makinohara.
2014	Jan.	Developed new transmission Auto Gear Shift with excellent fuel efficiency.
	Aug.	Developed S-ENE CHARGE which has further evolved the ENE-CHARGE.
2015	June	Developed and launched 2-cylinder 0.8L diesel engine in India.
2016	Jan.	Sagara Plant Received the FY2015 Energy Conservation Grand Prize <Energy Conservation Case Example Category>.
	Apr.	Suzuki Makinohara Solar Power Plant completed.
	Nov.	Developed Suzuki's unique parallel hybrid system which is matched with Auto Gear Shift.
2017	Mar.	Began public road driving of Burgman Fuel Cell scooter by earning license plate in Japan.
	Apr.	Suzuki, Toshiba and Denso reached basic agreement to establish joint venture company for production of automotive lithium-ion battery packs in India. Won the Contribution Prize of the 49th Ichimura Prizes in Industry for the "Development of Resin Material with Superb Appearance and Application to Pre-coloured Interior Parts".
		Nov.
	Dec.	Established Suzuki Environmental Plan 2020 with newly-set target such as reduction in CO ₂ emissions.
2018	Mar.	Toyota and Suzuki reach basic agreement toward mutual supply of hybrid and other vehicles in India.

Company Data

1. Production and Sales Volume

			Unit	FY2014	FY2015	FY2016	FY2017	FY2018	
Automobile	Production unit		Thousand units	3,043	2,951	3,074	3,338	3,394	
		Domestic production		1,055	861	871	971	1,011	
		Overseas production		1,988	2,090	2,203	2,367	2,383	
		India		1,308	1,424	1,585	1,781	1,850	
	Sales unit		Thousand units	2,867	2,861	2,918	3,224	3,327	
		Domestic sales		756	630	639	668	725	
		Overseas sales		2,111	2,231	2,279	2,556	2,602	
		India		1,171	1,305	1,445	1,654	1,754	
	Sales unit of hybrid models*			Thousand units	55	249	389	462	561
	Sales unit of welfare vehicle "With" series			Units	2,519	2,351	2,168	2,636	2,636
Motorcycle	Production unit		Thousand units	1,799	1,480	1,370	1,630	1,747	
		Domestic production		154	122	141	152	115	
		Overseas production		1,645	1,358	1,229	1,478	1,632	
	Sales unit		Thousand units	1,766	1,501	1,367	1,580	1,744	
		Domestic sales		67	61	62	60	57	
		Overseas sales		1,699	1,440	1,305	1,520	1,687	

*Hybrid models include mild hybrid, S-ENE CHARGE, and SHVS.

2. Financial Information (Consolidated)

Net sales			Billion yen	3,015.5	3,180.7	3,169.5	3,757.2	3,871.5
	Automobile			2,702.0	2,878.5	2,895.6	3,435.8	3,532.5
	Motorcycle			250.5	233.9	206.3	246.4	255.1
	Marine, etc.			63.0	68.3	67.6	75.0	83.9
	Domestic sales			1,094.6	1,047.9	1,037.5	1,116.7	1,252.4
	Overseas sales			1,920.8	2,132.8	2,132.0	2,640.5	2,619.1
	Europe			372.0	404.7	425.3	510.6	524.8
	North America			66.0	67.0	56.1	62.5	70.8
	Asia			1,214.5	1,394.7	1,393.0	1,773.2	1,762.3
	Others			268.3	266.3	257.6	294.2	261.2
Operating income			Billion yen	179.4	195.3	266.7	374.2	324.4
Ordinary income				194.3	209.1	286.7	382.8	379.5
Net income				96.9	116.7	160.0	215.7	178.8
Capital expenditures			Billion yen	194.5	171.5	198.8	213.4	268.9
Depreciation expenses				134.4	168.3	163.4	150.9	148.9
R&D expenses				125.9	130.6	131.5	139.4	158.1
Interest-bearing debt				554.7	529.3	639.9	577.9	375.4
Total assets			Billion yen	3,252.8	2,702.0	3,116.0	3,340.8	3,402.0
Net assets				1,701.4	1,187.7	1,387.0	1,595.2	1,715.9
Shareholders' equity ratio			%	45.6	35.4	35.9	38.8	40.9
Net income per share, Basic			Yen	172.67	234.98	362.54	488.86	395.26
Cash dividends per share (annual)				27.00	32.00	44.00	74.00	74.00
ROE			%	6.9	9.6	15.4	17.9	13.3

3. Employee Information

		Unit	FY2014	FY2015	FY2016	FY2017	FY2018	
Number of employees		Person	14,751	14,932	15,138	15,269	15,431	
	Male		13,347	13,467	13,603	13,711	13,808	
	Female		1,404	1,465	1,535	1,558	1,623	
	Managers		Person	926	965	1,014	1,049	1,080
		Male		921	957	1,004	1,037	1,066
		Female		5	8	10	12	14
New employment		Person	571	635	794	642	563	
	Male		496	532	674	541	445	
	Female		75	103	120	101	118	
	College graduates		Person	462	472	585	456	475
		Male		425	412	523	396	396
		Female		37	60	62	60	79
Employment rate of people with disabilities		%	2.09	2.08	2.04	2.02	2.14	
Turnover rate		%	4.3	4.1	3.8	4.2	3.9	
Number of employees (consolidated)		Person	57,409	61,601	62,992	65,179	67,721	
Number of employees using child-care shortening hours system		Person	126	162	179	204	232	
	Male		1	2	3	3	3	
	Female		125	160	176	201	229	
Number of employees using child-care leave system		Person	66	74	68	91	104	
	Male		1	2	8	7	13	
	Female		65	72	60	84	91	
Reinstatement rate of employees using child-care leave system		%	98.5	100.0	91.2	97.3	96.3	
	Male		100.0	100.0	100.0	100.0	100.0	
	Female		98.5	100.0	90.0	97.1	95.9	
Number of employees using family-care leave system		Person	3	2	6	2	6	
	Male		1	2	4	1	4	
	Female		2	0	2	1	2	
Reinstatement rate of employees using family-care leave system		%	33.3	100.0	50.0	100.0	50.0	
	Male		100.0	100.0	25.0	100.0	33.3	
	Female		0.0	-	100.0	100.0	100.0	
Accident frequency rate		%	0.03	0.09	0.15	0.21	0.26	

4. Others

Others	Number of outside directors	Person	2	2	2	2	2
	Number of consolidated subsidiaries	Company	133	136	136	131	130
	Number of affiliates		35	33	32	31	28

5. Major outside associations the company participates

Japan Automobile Manufacturers Association, Inc., Society of Automotive Engineers of Japan, Japan Business Federation

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412-1	Operations that have been subject to human rights reviews or impact assessments	8,75,76
412-2	Employee training on human rights policies or procedures	83
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	26~30,91~117
413-2	Operations with significant actual and potential negative impacts on local communities	-
GRI 414: Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	75,76
414-2	Negative social impacts in the supply chain and actions taken	75,76
GRI 415: Public Policy		
415-1	Political contributions	-
GRI 416: Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	67~74
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Recalls, etc.*
GRI 417: Marketing and Labeling		
417-1	Requirements for product and service information and labeling	-
417-2	Incidents of non-compliance concerning product and service information and labeling	-
417-3	Incidents of non-compliance concerning marketing communications	-
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-
GRI 419: Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	-

*In Japanese Language only.