



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

# Suzuki CSR & Environmental Report 2020 CONTENTS

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## Editorial Policy

### About this report

Suzuki CSR & Environmental Report 2020 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 FY2019 (from 1 April 2019 through 31 March 2020). However, this report also contains descriptions on some activities taking place before or after that time period.

### Date of Publication

March 2021  
(Date of previous publication: January 2020, Scheduled date of next publication: Summer 2021)

### Referred Guidelines

"Environmental Reporting Guidelines 2018" 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

We would like to express our deepest condolences to those who have passed away due to the novel coronavirus (COVID-19) infection, and sympathies to those who are being treated. We would also like to express our sincere gratitude to all medical staff and others who are working hard every day to secure lifelines.

Additionally, we sincerely apologize for the enormous inconvenience and concerns our improper conducts regarding the final vehicle inspection in the plants has caused to our shareholders. The entire company is uniting together around the efforts of the management team in order to raise companywide awareness and improve our organizational culture to ensure thorough compliance with laws and regulations in all operations of the Company. Among these efforts, with regard to the final inspection operations, we made progress on a wide scope of initiatives, including collection of feedback from worksites, reduction of the burden of inspectors by increasing the number of inspectors, and improvement of inspection facilities, and we have promoted the relevant measures so that more reliable and accurate inspections can be performed. Moving forward, we will continue to work on further improvements.

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, instead of merely continuing as we are.

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 as per below.

As for environment, we clearly recognize climate change as a risk and an opportunity related to the business of the Company. For example, while various regulations including those for exhaust gas and CO<sub>2</sub>/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 CO<sub>2</sub> while in use. We have the strength in developing and popularizing these technologies, and by continuing to enhance these technologies, we are able to make climate changes into a big opportunity.

In April 2020, we announced our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We will work to enhance disclosure regarding climate change.

Furthermore, in November 2020, we announced the Suzuki Environmental Vision 2050, a long-term vision toward tackling environmental issues, which presents the ideal appearance of the Company in 2050.

As for society, we will proactively address contributions to the community, investment in people, development of human resources, and work safety, while giving the highest priority to safety and quality, so that we can live up to the expectations of the stakeholders.

As for governance, we will review our compliance system and risk management system from the ground up to cover all operations of the Company, and strengthen our oversight of internal control.

The Company celebrated its 100th anniversary in March 2020. Over the last 100 years, Suzuki has taken on many challenges in the areas of looms, motorcycles, automobiles, outboard motors and more. The Suzuki of today was created through these challenges. We are grateful to our shareholders, customers, business partners, employees, and all of our stakeholders, and it has truly been “a hundred years of feeling nothing less than the deepest gratitude.”

We will keep striving to make and provide valuable products and services, and promote efforts for enhancing corporate value based on long-term prospects, while continuing to take on new challenges for the next 100 years. We look forward to the continued support and encouragement of our stakeholders.

Representative Director and President  
Toshihiro Suzuki

## <Special Topics> Suzuki announces the Suzuki Environmental Vision 2050

### Suzuki Environmental Vision 2050 - Smaller, Fewer, Lighter, Shorter, Neater -

“Smaller, fewer, lighter, shorter, and neater”: these are the words which Suzuki has been holding since the early 1990s to express the base of manufacturing. While maximizing the value offered to customers, these words are meant to make things smaller with fewer resources, with lighter weight, in shorter time and distance, and neater as much as possible.

We believe that this “smaller, fewer, lighter, shorter, and neater” concept applies to the initiatives toward tackling global environmental issues including climate change, water shortage, and resource depletion. For example, our specialized small cars, with their small and lightweight bodies, not only do they emit less CO<sub>2</sub> but also minimize resources needed to produce them, and thus they have contributed in conserving resources as well.

Under the Suzuki Global Environment Charter, which sets Suzuki’s philosophy and basic policy toward the environment, we have made the Suzuki Environmental Plan 2020, and the Suzuki Group has been working for environmental conservation, aiming to contribute to the society and become a company loved and trusted throughout the world. As the requests for long-term initiatives toward the environment such as the climate change is increasing, and on the occasion of the Company’s 100th anniversary, we have set the Suzuki Environmental Vision 2050 as a compass toward 2050, in order to become a sustainable company that would continue contributing to the society for the next 100 years.

Based on the “smaller, fewer, lighter, shorter, and neater” concept, Suzuki will aim to realize our ideal future which makes environmental impact from our business activities smaller and fewer, makes environmental load lighter, shortens the time to tackle various environmental issues, and keeps the earth bountiful and beautiful.



## Environmental Vision 2050 and Milestone 2030

With regard to four significant environmental themes (Mitigation of climate change, Air conservation, Water resource conservation, and Resource circulation), the Group set the Environmental Vision 2050 as a challenging goal to be tackled toward 2050, and Milestone 2030 as a milestone toward realizing the goal.

### ● Mitigation of climate change

In the recent years, abnormal climates are frequently occurring, which are considered to be caused by global warming. In order to suppress such impact of climate change, the Paris Agreement was adopted. The Paris Agreement aims for net zero emission of greenhouse gas in the second half of this century, in order to suppress increase in global average temperature to less than 2°C compared to pre-industrial revolution.

In line with the philosophy of “Smaller, fewer, lighter, shorter, and neater”, Suzuki has been continuously making products that emit less CO<sub>2</sub> while also emitting less CO<sub>2</sub> upon making them. Going forward, Suzuki will be conscious of a challenge that we must reduce CO<sub>2</sub> in a higher level and promote our efforts toward achieving the 2°C target by setting climate science based reduction targets.



### Targets for mitigating climate change



#### <CO<sub>2</sub> emitted from products>

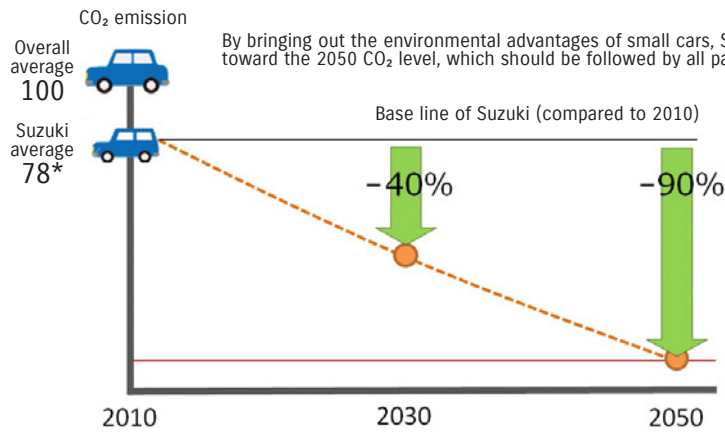
[Environmental Vision 2050]

- Reduce CO<sub>2</sub> emitted from new automobiles by 90% in Well-to-Wheel base compared to FY2010 by 2050

[Milestone 2030]

- Reduce CO<sub>2</sub> emitted from new automobiles by 40% in Well-to-Wheel base compared to FY2010 by 2030

\*Well-to-Wheel: A method in considering CO<sub>2</sub> emitted from excavating and refining fuel as well as in generating electricity, in addition to CO<sub>2</sub> directly emitted from the tailpipe of vehicles upon driving.



\*Based on Suzuki research on relative value with CO<sub>2</sub> emission of general passenger cars as 100.

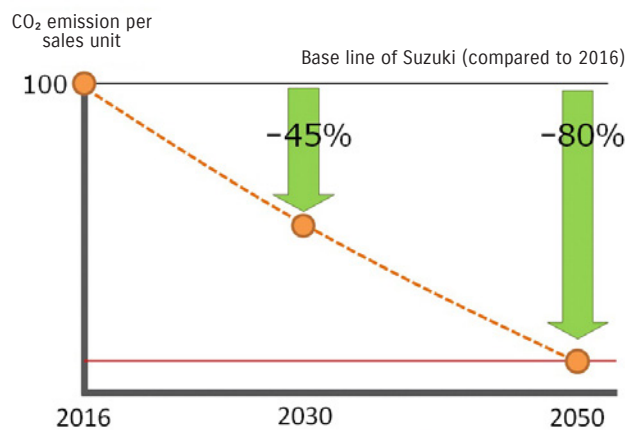
#### <CO<sub>2</sub> emitted from business activities>

[Environmental Vision 2050]

- Reduce CO<sub>2</sub> from business activities by 80% in base unit per sales unit compared to FY2016 by 2050

[Milestone 2030]

- Reduce CO<sub>2</sub> from business activities by 45% in base unit per sales unit compared to FY2016 by 2030



#### ● Air conservation

Suzuki has been promoting efforts for air conservation such as by introducing low emission cars to meet the requests of each country. Because Suzuki has its main markets in emerging countries including India and Southeast Asia, we would like to contribute more in air conservation. For example, by promoting our efforts for in-house generation and procurement of electricity that derive from renewable energies, we will contribute not only in global reduction of CO<sub>2</sub> emission, but also in conserving air environment of areas that Suzuki expands its business\*. Also, with regard to products, in addition to introducing powertrain that suit the situation of energy infrastructure in each market, we will promote reduction of volatile organic compounds (VOC) that are emitted during the production process, etc.

## Targets for conserving air environment



[Environmental Vision 2050]

- Minimize air-polluting substances emitted from business activities and products by 2050

[Milestone 2030]

- By 2030:
  - Reduce use of fossil fuel in business activities and expand use of renewable energies
  - Contribute in improving air-pollution in each country/region by promoting development of clean products
  - Reduce volatile organic compounds (VOC) from manufacturing and products

\* Sulfur oxide and nitrogen oxide emitted upon burning fossil fuel are considered to be one of the causes of air pollution. Electricity made through burning fossil fuel emit air-polluting substances during the generation stage. Under such background, air pollution in emerging countries that are highly dependent on thermal generation are becoming serious.

### ● Water resource conservation

Water resource is the root of all lives while at the same time, it is the base of economic activities for the humanity. However, fresh water that can be used by the humanity is limited to only 0.01% of water on earth. Also, due to the recent climate changes and the population growth, it is forecasted that supply and demand of water resource will run out in the future. Especially in Suzuki's main markets of India and Southeast Asia, due to rapid industrialization, overuse and contamination of water are appearing.

Taking such regionality into concern, Suzuki will evaluate water risks of each base and supplier, and promote management of water resources depending on the level of risks. We will also promote thorough reduction of water usage and purification of water discharge toward sustainable use of limited water resources.

## Targets for efficient use of water resource



[Environmental Vision 2050]

- Realize use of sustainable water resources through minimizing load on water environment by 2050

[Milestone 2030]

- By 2030:
  - Implement reduction of water withdrawal and purification of discharged water at all manufacturing sites through specifying water risks surrounding Suzuki

### ● Resource circulation

Along with rising global population and economic growth in emerging countries, consumption of natural resources is increasing globally. If such situation continues, there is a possibility that resource depletion and environmental contamination due to increased wastes from heavy consumption might become serious. Especially, there are strong worries for future resource depletion of useful resources including rare metals used on secondary (rechargeable) batteries for propulsion of electric vehicles. Circulation use of such resources is requested. Also, in regions with insufficient establishment of structures for treatment of end-of-life vehicles, they may lead to illegal dumping and improper treatment of vehicles and parts. Therefore, there are worries for various issues including environmental contamination and health damage due to leakage of hazardous materials.

Taking such situation into concern, Suzuki will not only make efforts to make systems for its own vehicles, but for all vehicles for safe collection and treatment of renewable resources from end-of-life vehicles without putting load on the environment.

## Targets for realizing circulatory society



[Environmental Vision 2050]

- Promote reduction, recycle, and proper treatment of wastes from manufacturing activities and products through globally expanding recycling technologies and systems developed in Japan by 2050

[Milestone 2030]

- By 2030:
  - Globally expand automobile recycling system
  - Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electric vehicles
  - Mitigate waste discharge amount at global manufacturing sites
  - Reduce plastic packaging materials

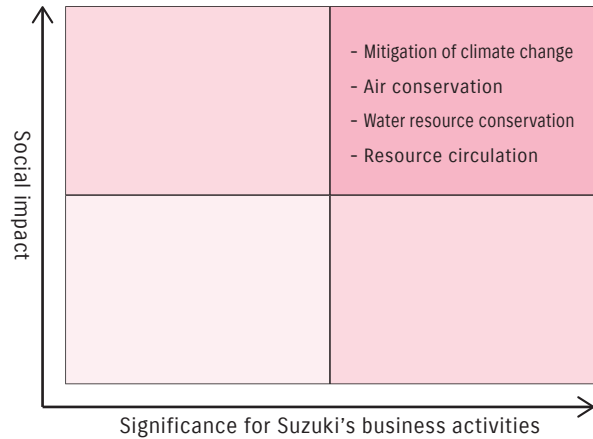
## Upon establishing the Suzuki Environmental Vision 2050

### ● Establishment process

- ① Assessment of Suzuki's current environmental efforts (specifying materiality)
  - Under the Suzuki Global Environment Charter, which sets Suzuki's philosophy and basic policy toward the environment, Suzuki aims to contribute to the society and become a company loved and trusted throughout the world, and established the Suzuki Environmental Plan 2020. The Group is tackling together for environmental conservation.
  - In 2019, in order to enhance our contribution to the society, we specified the key issues (materiality) of these initiatives from two aspects: significance for the stakeholders such as customers and investors (social impact) and significance for the Suzuki Group.
  - Upon specifying the key issues, we reported to the management and exchanged opinions, thereby confirming the issues to be tackled by throughout the Group.

- ② Establishment of the Suzuki Environmental Vision 2050
  - The specified key issues (materiality) were discussed many times at the Environmental Committee participated by the management, taking into concern the impact on our business, trends in environmental policies worldwide, and mid- to long-term requests from the stakeholders. Consequently, environmental issues that should be tackled by Suzuki toward 2050 were focused into four areas: mitigation of climate change, air conservation, water resource conservation, and resource circulation.
  - Finally, the details of these four areas were approved by the management and then put together in the Suzuki Environmental Vision 2050.

### Materiality assessment



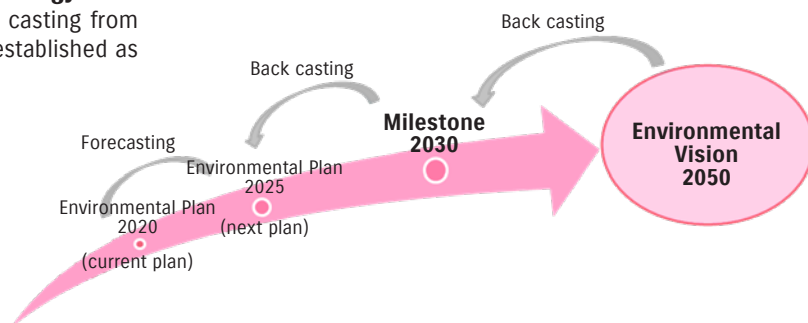
### Consideration process



### ● Overall image of Suzuki's environmental strategy

The Group placed Milestone 2030 by back casting from the Environmental Vision 2050, which was established as our ideal appearance in the future.

The path toward the Milestone 2030 will be established every 5 years as the Suzuki Environmental Plan. The plans will include detailed action plans, which the Company will promote.



### Announcement of support for TCFD

In April 2020, we announced our support for the final report disclosed by the Task Force on Climate-related Financial Disclosures (TCFD) which was established by the Financial Stability Board. In line with the recommendations of TCFD, we will work to enhance disclosure regarding climate change.



## Corporate Philosophy

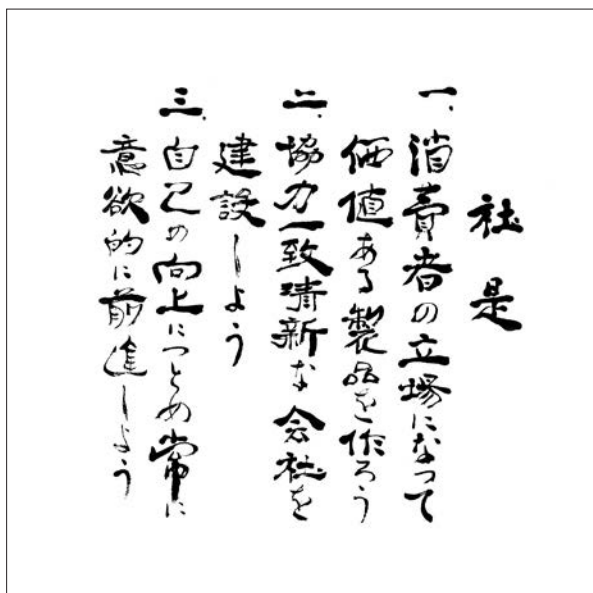
### Basic policy for company management

The Group has been placing “Develop products of superior value by focusing 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 emphasizing the “Smaller, Fewer, Lighter, Shorter, and Neater” concept in all areas while complying with laws and prioritizing safety and quality.

### Mission statement

In 1962, Suzuki established the “Mission Statement” which indicates the corporate policy of Suzuki.



#### Suzuki Group mission statement (established in 1962)

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

Each statement sets goals to strive for accomplishing corporation's social missions (product-making), for the corporate organization that the one belongs to (company-making), and for the one's own self (person-making).

With the motto “products of superior value”, which is mentioned in the first paragraph of the statement, all employees of the Suzuki Group are making daily efforts in creating value-packed products.

### Smaller, Fewer, Lighter, Shorter, and Neater

“Smaller, fewer, lighter, shorter, and neater” has been used for long years and it has become established as words to simply express Suzuki's philosophy and culture.

“Smaller” leads to enhanced efficiency by making things compact, “fewer” optimally distributes resources by omitting wastes, “lighter” slims down for enhanced efficiency, and “shorter” speeds up decision-making, action and reporting, communication, and consultation processes.

In addition, the meaning behind “neater” is that all activities are for the best interest of our customers, that the customers can be satisfied for the first time once we meet all criteria of performance, quality, cost, dependability, safety and reliability, and compliance.

In order to provide products of superior value by focusing on the customer, the Company will continue conducting the “smaller, fewer, lighter, shorter, and neater” in manufacturing and all other operations.

## Suzuki Group Code of Conduct

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

The code of conduct is important in promoting 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 internal website, conducting employee trainings, etc.

### Suzuki Group Code of Conduct (excerpt)

For Our Customers	(1) Realization 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 focusing 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 realize that actions of each and every one of us have a great effect on our earth’s future, and 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 organizations 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 organize 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"> <li>Occupational health and safety</li> <li>Traffic safety</li> <li>Environmental conservation</li> <li>Respect for human rights</li> <li>Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of product quality (development, production, sales, and service)</li> <li>Reduction of CO<sub>2</sub> emissions</li> <li>Development and popularization of environmental technologies</li> <li>Development and popularization of safety technologies</li> <li>Corporate governance and compliance</li> <li>Stable growth of sales and income</li> </ul>
	High	<ul style="list-style-type: none"> <li>Effective use of resources (raw materials, energy, and water)</li> <li>Diversity</li> <li>Educational support</li> <li>Contribution to the local communities</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of corporate value</li> <li>Nurturing of human resources</li> <li>Stable labor/management relations</li> <li>Enforcement of risk management</li> </ul>
		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 realize 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>	<p>(Environment) Environmental Plan 2020 →P.19 Efforts for environmental conservation (Design, Development, and Procurement) →P.37 (Efforts in Production and Offices) →P.56</p> <p>(Social) Efforts for safety →P.79 Efforts for motorcycles →P.81 Efforts for safety, health and traffic safety →P.85 Efforts by Domestic Plants and Technical Centers →P.110 Efforts by Domestic Sales Distributors →P.116 Efforts by Overseas Group Companies →P.117</p>
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>(Social) Educational support activity →P.105 Efforts by Domestic Sales Distributors →P.116 Efforts by Overseas Group Companies →P.117 Suzuki Foundation Activities →P.127</p>
 <p>Achieve gender equality and empower all women and girls</p>	<p>(Social) Diversity (varieties of human resources) →P.89</p>
 <p>Ensure availability and sustainable management of water and sanitation for all</p>	<p>(Environment) Environmental Plan 2020 →P.19 Effective use of resources (Efforts in Production and Offices) →P.59</p> <p>(Social) Supporting activities to the local society →P.102 Efforts by Overseas Group Companies →P.117</p>
 <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<p>(Environment) Environmental Plan 2020 →P.19 Reduction in amount of CO<sub>2</sub> emitted (Design, Development, and Procurement) →P.37 (Efforts in Production and Offices) →P.56</p>
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>(Social) Suzuki CSR guidelines for our business partners →P.84 Diversity (varieties of human resources) →P.89</p>
 <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p>(Environment) Environmental Plan 2020 →P.19</p> <p>(Social) Suzuki Foundation Activities →P.127</p>
 <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<p>(Social) Welfare vehicles ("With" Series) →P.77 Efforts by Domestic Plants and Technical Centers →P.110 Efforts by Overseas Group Companies →P.117</p> <p>(Governance) Disaster measures by Suzuki →P.143</p>



SDGs	Relative sections in Suzuki's CSR activities
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Ensure sustainable consumption and production patterns</p>	<p>(Environment)                      Environmental Plan 2020 →P.19                      Effective use of resources                      (Design, Development, and Procurement) →P.46                      (Efforts in Production and Offices) →P.59                      (Transportation) →P.68                      (Efforts by Sales Distributors) →P.70</p> <p>(Social)                      Suzuki CSR guidelines for our business partners →P.84</p>
 <p>13 CLIMATE ACTION</p> <p>Take urgent action to combat climate change and its impacts</p>	<p>(Environment)                      Environmental Plan 2020 →P.19                      Reduction in amount of CO<sub>2</sub> emitted                      (Design, Development, and Procurement) →P.37                      (Efforts in Production and Offices) →P.56                      (Transportation) →P.66                      (Efforts by Sales Distributors) →P.69</p> <p>(Social)                      Efforts by Domestic Sales Distributors →P.116                      Efforts by Overseas Group Companies →P.117</p>
 <p>14 LIFE BELOW WATER</p> <p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	<p>(Environment)                      Suzuki Clean Ocean Project →P.13                      Environmental Plan 2020 →P.19</p>
 <p>15 LIFE ON LAND</p> <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>	<p>(Environment)                      Environmental Plan 2020 →P.19</p> <p>(Social)                      Efforts by Domestic Plants and Technical Centers →P.110                      Efforts by Overseas Group Companies →P.117</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <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>	<p>(Social)                      Suzuki CSR guidelines for our business partners →P.84</p>

**TOPICS**

**Start of the Suzuki Clean Ocean Project  
- Developed the world's first Micro-Plastic Collecting Device for outboard motors**

2020 is the 10th year of our continuous activities to clean the waterside. On this occasion, we have reviewed what we can do to newly determine our direction, and started the Suzuki Clean Ocean Project, a new initiative focused on marine plastic waste.

The project includes the following commitments based on our previous efforts.



Symbol mark of the Suzuki Clean Ocean Project

**[Project 1.] Continue the waterside clean-up activities to collect marine plastic waste**

The Suzuki Group always appreciates that both of our lives and our marine business are made up of water, and our employees and their families have been voluntarily cleaning rivers, sea, lakes, etc. where outboard motors are used. Such clean-up activities were first held in 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” and called for our overseas dealers. The total number of participants have exceeded 8,000 people from 26 countries. 2020 is the 10th year of the campaign, and going forward, we will continue the clean-up activities throughout the world and further develop the campaign.



Clean-up activities conducted worldwide (photos taken in 2019)

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.



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

**[Project 2.] Reduce plastic packaging of outboard motors and marine genuine parts**

To reduce plastic waste from our business activity, we have started taking action towards reducing the plastic packaging of Suzuki outboard motor products. We adopted alternative packaging materials to some of the products manufactured in June 2020. We are currently assessing their feedback from the market.

For part of the Suzuki marine genuine parts, we have started replacing packaging materials from plastic to paper beginning with October 2020 shipment. Approximately 2.3 tons of plastic will be reduced every year if all packaging of marine genuine parts are replaced to eco-friendly materials.

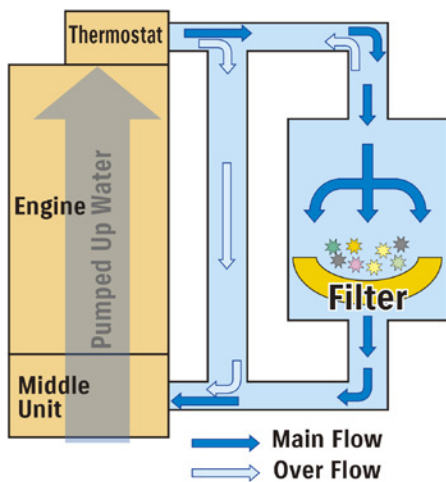


Conventional packaging material (left) and paper packaging (right) of Suzuki marine genuine parts

**[Project 3.] Develop the world's first\* Micro-Plastic Collecting Device for outboard motors**



Outboard motor installed with Micro-Plastic Collecting Device

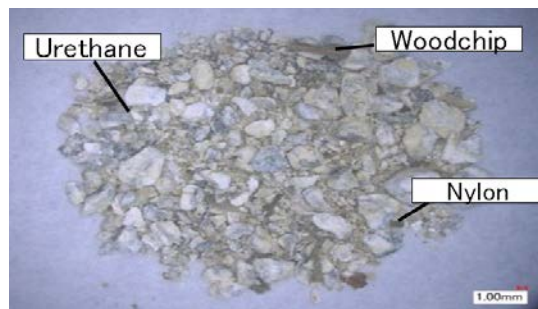


Marine plastic waste has become a significant environmental issue in the recent years and a huge amount of such wastes that has not been gathered correctly flow into the ocean. They are then broken down into micro-plastic under the natural environment and their impact on the ecological system is also becoming a concern.

To tackle these issues, we focused on the structure of the outboard motor, which pumps up tons of seawater to cool the engine and then returned to the ocean. We developed a collecting device which collects micro-plastic waste utilizing the returning water. Through this device, micro-plastic waste around the water surfaces can be collected just by running the boat.

\*Suzuki research as of 1 October 2020.

The device can be installed to a return hose easily, and it does not affect the engine performance since it only utilizes the returning water that have already been used to cool the engine. According to the monitoring research conducted in Japan, micro-plastic waste was found within the substances collected through the filter. The research is also being conducted abroad and further improvements will be made. We plan to introduce the device as an optional part from 2021 and incorporate it into the standard feature in the future.



Actual micro-plastic waste collected during the monitoring research



Propelling the Suzuki Clean Ocean Project is one of our initiatives to solve social issues listed in the SDGs (Sustainable Development Goals). It also expresses Suzuki's commitment to pursue its brand slogan of "THE ULTIMATE OUTBOARD MOTOR" in the environmental aspect.

In order to clean the ocean, Suzuki will promote the Suzuki Clean Ocean Project together with partners and boat users all around the world under these three commitments.

## Policy for stakeholders

Main stakeholders	Policy	Ways of dialogue and communication
Customers	<b>For Customer Satisfaction</b> 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"> <li>· Marketing activity (sales and after-service)</li> <li>· Customer Relations Office</li> <li>· Customer events</li> <li>· Safety driving lectures, etc.</li> </ul>
Business Partners	<b>For Prosperous Coexistence</b> 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"> <li>· Presentation of procurement policy</li> <li>· Procurement activity</li> <li>· Co-development</li> <li>· Trading of opinions between the management or persons in charge, etc.</li> </ul>
Shareholders & Investors	<b>For Improvement of Corporate Value</b> 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"> <li>· Annual General Meeting of Shareholders</li> <li>· Presentation for institutional investors</li> <li>· IR events for individual investors</li> <li>· Publication of various reports, etc.</li> </ul>
Employees	<b>For Comfortable and Worthwhile Workplaces</b> Create a workplace based on the following points that allows for employee self-improvement and advancement. <ol style="list-style-type: none"> <li>1. Create a safe and healthy workplace for employees.</li> <li>2. Create a system that fairly evaluates and supports those who want to take the initiative in advancing their careers.</li> <li>3. Create a good and stable employer-employee relationship.</li> </ol>	<ul style="list-style-type: none"> <li>· Safety and health committee</li> <li>· Consultation desk</li> <li>· Goal-challenging system</li> <li>· Self-actualization system</li> <li>· In-house education and training program</li> <li>· Labor-management consultations, etc.</li> </ul>
Local Community	<b>For a Community-Friendly Company</b> 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"> <li>· Local contribution activities in each domestic and overseas office</li> <li>· Educational support activity</li> <li>· Suzuki Plaza, etc.</li> </ul>
Environment	<b>For Global Environmental Conservation</b> 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"> <li>· Establishment, promotion, and reporting of Environment Plan 2020</li> <li>· Opening of and participation into various environment events</li> <li>· Environment education and lectures, etc.</li> </ul>

## 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 labor and forced labor
- Not using conflict minerals causing human rights infringement

## 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 focused 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

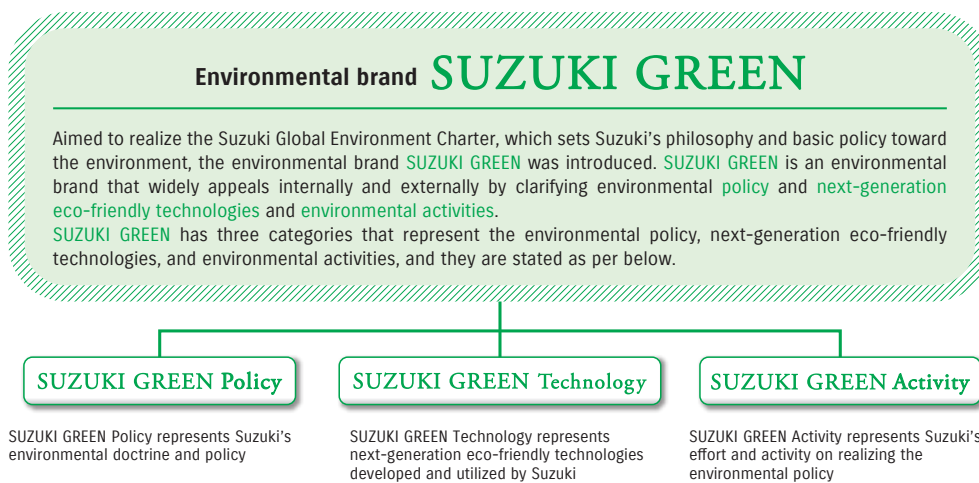
The FTSE Blossom Japan Index is an ESG index focused on Japanese firms. The index is constructed so that industry weights align with the Japanese equity market and uses the globally established FTSE4Good Index Inclusion Rules which are drawn from existing international standards including the UN Sustainable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

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



FTSE Blossom  
Japan

# Environmental Initiatives



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# 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

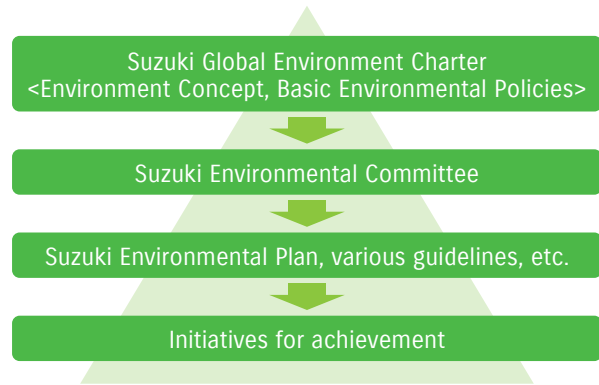
**Suzuki Global Environment Charter** (Established in 2002 and revised in 2006)

### [Environmental Concept]

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

### [Basic Environmental Policies]

- Strictly observe environmental laws and also follow our own standards.
- 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.



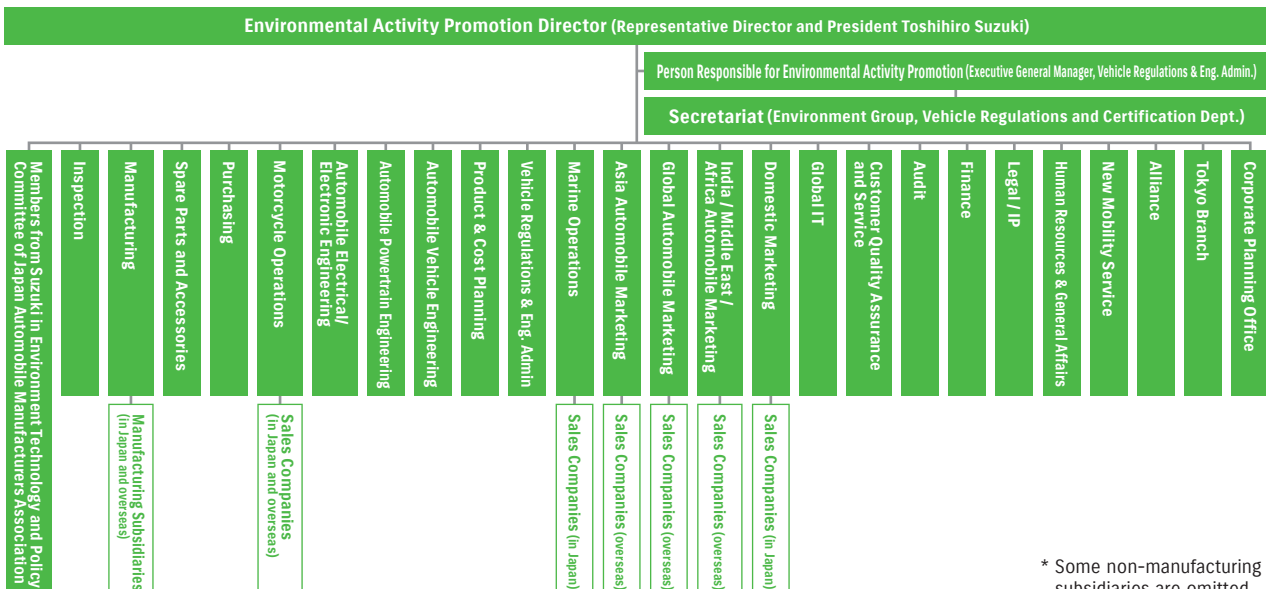
## Suzuki Environmental Organizational Chart

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 Organizational Chart

As of November 2020



\* Some non-manufacturing subsidiaries are omitted.



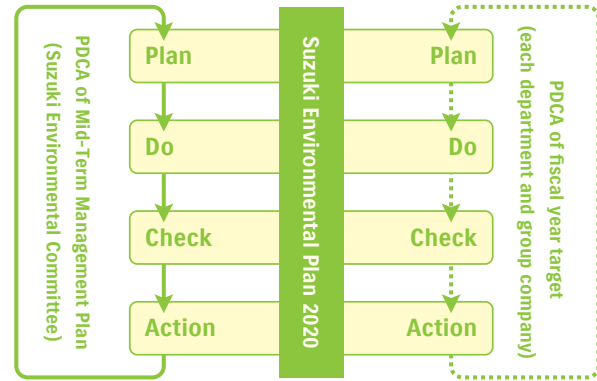
## Environmental plan

### 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 FY2012 to FY2015 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 recognize 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, as a company that reached its 100th year in 2020 since its foundation, Suzuki is tackling as Team Suzuki including all group companies in Japan and overseas, in order for the Company to continue contributing to the society and become sustainable company for the next 100 years, following the 4 themes listed in the Suzuki Environmental Plan 2020: 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 FY2019			
Control of global warming	Improvement in fuel efficiency	Realize 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"> <li>For the New Carry compact truck introduced in Indonesia, K15B 1.5L engine which combines high output and fuel efficiency was installed.</li> <li>For the New Alto introduced in Pakistan, R06A 660cc engine, which combines superior fuel efficiency and strong driving performance was installed onto a body that has the same overall length and width as the Alto minicar sold in Japan.</li> <li>Newly-developed R06D which has improved thermal efficiency and adopted new technologies including dual injection system and cooled EGR was installed on NA variants of the new Hustler and the minor-changed WagonR minicars.</li> <li>Hustler and WagonR were also installed with newly-developed CVT that combines superior fuel efficiency and brisk driving through weight reduction and high efficiency.</li> </ul>
				Outboard motors	<ul style="list-style-type: none"> <li>For DF300B, the engine’s thermal efficiency was increased by adopting systems including the Direct Air Intake, which directly takes in outside air, while the transfer’s thrust efficiency was increased by adopting the Suzuki Dual Prop System.</li> </ul>

Concrete implementation/target		Major implementation in FY2019			
Control of global warming	Improvement in fuel efficiency	Realize 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	<ul style="list-style-type: none"> <li>&lt;Weight reduction in the whole body&gt;</li> <li>· New lightweight, high-rigidity platform was adopted for the body of the new Hustler minicar.</li> <li>· The Hustler also adopted lightweight, high-tensile steel on 40.4% (weight ratio) of the body. The use of even stronger super-high tensile steel was expanded to 15.6%, achieving body weight of 181kg for the 2WD variant.</li> <li>· As for its doors, it achieved weight reduction by 400g/unit by abolishing front door sash, and 400g/unit by thinning the rail of front window regulator.</li> <li>&lt;Weight reduction of suspension&gt;</li> <li>· The new Hustler adopted the mini segment platform following the Alto, Alto Lapin, and WagonR, resulting in weight reduction through optimization of suspension frame structure.</li> </ul>
				Motorcycles	<ul style="list-style-type: none"> <li>· Katana achieved weight reduction by thinning the resin parts through flow analysis and optimization of structure.</li> <li>· Access125 and Burgman Street achieved weight reduction through reviewing frame parts structures and steel thickness.</li> </ul>
				Outboard motors	<ul style="list-style-type: none"> <li>· For DF300B, weight reduction was achieved such as by expanding the use of low gravity materials through dividing the top cover into two pieces.</li> </ul>
			Reduce running resistance of the whole vehicle such as air resistance and rolling resistance	Automobiles	<ul style="list-style-type: none"> <li>&lt;Reduction of rolling resistance&gt;</li> <li>· Rolling resistance of the new Hustler was reduced by adopting dedicated tires.</li> <li>&lt;Reduction of air resistance&gt;</li> <li>· The new Hustler reduced air resistance by 12% compared to its initial development stage by adjusting the shape of front bumper and A-pillar as well as adopting new mirrors, while maintaining its design.</li> </ul>
	Reduce CO <sub>2</sub> emissions amount in use of products globally	[Automobiles] Reduced by 28% (compared to FY2005)			· Reduced by 25%
		[Motorcycles] Reduced by 20% (compared to FY2005)			· Reduced by 21%
		[Outboard motors] Reduced by 10% (compared to FY2005)			
Development of next-generation vehicles	Develop electric vehicles suitable for small cars	Develop hybrid vehicles and electric vehicles for mini/compact cars			<ul style="list-style-type: none"> <li>· Newly developed the 48V Mild Hybrid System and installed them on Vitara, SX4 S-CROSS, and Swift Sport for the European market.</li> <li>· Developing electric vehicle for the Indian market based on results of public road testing conducted in India.</li> </ul>
	Develop lightweight, compact, and low-cost air-cooled fuel cell vehicles	[Motorcycle FCV] Implement the test on public roads in Japan, Europe, etc.			
[Automobile FCV] Promote advanced development					· Promoting advanced development of fuel-cell vehicle.

Concrete implementation/target		Major implementation in FY2019
Control of global warming	<p>CO<sub>2</sub> reduction activities in production</p> <p>CO<sub>2</sub> reduction in production by Suzuki Group in Japan and overseas</p> <p>Reduce CO<sub>2</sub> emission per global production volume* by 10% (compared to FY2010) * Value calculated by converting the ratio of the CO<sub>2</sub> emission amount per unit (automobiles, motorcycles, and outboard motors manufactured in plants in Japan) to global production volume of automobiles</p>	<ul style="list-style-type: none"> <li>Reduced by 4.6%</li> </ul>
	<ul style="list-style-type: none"> <li>Improved transportation efficiency by reviewing transportation routes and packing style</li> <li>Improved fuel efficiency of transportation vehicles by introducing eco-drive support equipment, teaching employees economical driving, etc.</li> </ul>	<ul style="list-style-type: none"> <li>For some minivEHICLE products, transportation distance was shortened by moving the modification process from outsourced destinations to the company plants, thereby abolishing transportation needed for outsourcing.</li> </ul>
	<p>Reduce CO<sub>2</sub> emission per sale by 14% (compared to FY2006)</p>	<ul style="list-style-type: none"> <li>Reduced by 29.1%</li> </ul>
	<p>CO<sub>2</sub> reduction activities in sales activities etc.</p> <p>CO<sub>2</sub> reduction activities by sales and non-manufacturing subsidiaries in Japan</p> <p>Actively promote energy-saving activities by introducing power-saving and energy-saving equipment, etc. in order to regulate global warming</p>	<ul style="list-style-type: none"> <li>At 55 domestic sales companies and 7 non-manufacturing subsidiaries*, the common energy-saving target is set as “actively promote energy-saving activities by introducing power-saving and energy-saving equipment, etc., in order to regulate global warming”, and continuous activities for energy-saving, water-saving, waste reduction are conducted during their business operations.</li> <li>Also, at 54 domestic automobile sales companies, each company has introduced the Environment Management System. The companies are tackling for improvements in reduction of environmental load and compliance to environmental laws and restrictions.</li> </ul> <p>*                      · Domestic sales companies: Suzuki Motor Sales Tokyo, Suzuki Motor Sales Kinki, Suzuki Motorcycle Sales, etc.                      · Non-manufacturing subsidiaries: Suzuki Business, Suzuki Transportation &amp; Packing, Suzuki PDC (East Japan, Central Japan, West Japan), Suzuki Engineering, and Suzuki Marine.</p>
Promotion of environmental conservation etc.	<p>Air pollution</p> <p>Introduce low-emission vehicle appropriate for circumstances in each country</p>	<p>Automobiles</p> <p>&lt;Japan&gt; All models of both mini and compact cars have satisfied the new long-term regulations.                      &lt;Europe&gt; All models have satisfied the EURO6 regulations.                      &lt;India&gt; All models have satisfied the BS6 regulations.                      Successively comply with emission control regulations in other countries.</p>
		<p>Motorcycles</p> <ul style="list-style-type: none"> <li>Launched models conforming to EURO5 regulations in Europe (V-STROM 1050), and the third regulation in Japan (KATANA, GIXXER, GIXXER 250).</li> </ul>
		<p>Outboard motors</p> <ul style="list-style-type: none"> <li>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.</li> <li>3STAR was obtained for the US CARB regulation.</li> <li>DF300B has been developed as the model conforming to local regulations.</li> </ul> <p>*1: Environmental Protection Agency                      *2: California Air Resources Board                      *3: Recreational Craft Directive</p>

Concrete implementation/target		Major implementation in FY2019			
Reduction of VOC in car interior	[Automobiles] Globally promote the use of alternative materials that generate less VOC in order to improve environment in car interior	<ul style="list-style-type: none"> <li>VOC emissions in the interior of the new Hustler has achieved level lower than the VOC concentration for car interiors specified as the target value of the voluntary efforts in the automobile industry.</li> </ul>			
	[Painting on body] Maintain reduction of VOC emission per painting area by 40% (compared to FY2000)	<ul style="list-style-type: none"> <li>Reduced by 42.9%</li> </ul>			
Reduction of VOC in the painting process	Development/design considering recycling	Continue the design using recycled materials	Automobiles	<Exterior parts> <ul style="list-style-type: none"> <li>Recycled materials were used for dash outer silencer and front hood silencer of the new Hustler.</li> <li>Also, easily-recyclable thermoplastic resin were used for its bumper, radiator grille, splash guard, garnishes, and fender lining.</li> </ul> <Interior parts> <ul style="list-style-type: none"> <li>Recycled materials were used for dash silencer and floor carpet of the new Hustler.</li> <li>Also, easily-recyclable thermoplastic resin was used for its seat under box.</li> </ul>	
			Motorcycles	<ul style="list-style-type: none"> <li>Recycled materials were used for many pre-colored resin parts including frame covers and rear fenders of GIXXER SF/GIXXER SF250, GIXXER/GIXXER250, and Access125.</li> </ul>	
		Continue the design to reduce materials	Automobiles	<Exterior parts> <ul style="list-style-type: none"> <li>Bumper and radiator grille of the new Hustler were thinned.</li> </ul>	
			Motorcycles	<ul style="list-style-type: none"> <li>Use of materials was reduced for KATANA by thinning resin parts through flow analysis and optimization of shape.</li> </ul>	
	Effective use of resources	Continue the design to reduce materials	Outboard motors	<ul style="list-style-type: none"> <li>DF300B was made to be easily disassembled and number of parts was reduced by changing parts using rivets, insert nuts, and bolts to screws.</li> </ul>	
			Automobiles	<Exterior parts> <ul style="list-style-type: none"> <li>Easily-recyclable thermoplastic resin were used for bumper, radiator grille, splash guard, garnishes, and fender lining of the new Hustler.</li> </ul> <Interior parts> <ul style="list-style-type: none"> <li>Easily-recyclable thermoplastic resin were used for its interior panel, door trim, interior trim, and seat.</li> </ul>	
		Development/design considering recycling	Increase the use of thermoplastic resin components	Automobiles	<Exterior parts> <ul style="list-style-type: none"> <li>Easily-recyclable thermoplastic resin were used for bumper, radiator grille, splash guard, garnishes, and fender lining of the new Hustler.</li> </ul> <Interior parts> <ul style="list-style-type: none"> <li>Easily-recyclable thermoplastic resin were used for its interior panel, door trim, interior trim, and seat.</li> </ul>
				Outboard motors	<ul style="list-style-type: none"> <li>Thermoplastic resin were used for large exterior resin parts including oil pan cover of DF300B.</li> </ul>

Concrete implementation/target		Major implementation in FY2019																		
Promotion of recycling ELVs/ components Effective use of resources Promotion of 3Rs (Reduce, Reuse, Recycle)	[Japan] Maintain 70% or higher ASR recycling rate	· ASR recycling rate: 96.7% (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 in the recent 3 years (units)] <table border="1"> <thead> <tr> <th>FY2017</th> <th>FY2018</th> <th>FY2019</th> </tr> </thead> <tbody> <tr> <td>68,240</td> <td>73,308</td> <td>80,273</td> </tr> </tbody> </table>		FY2017	FY2018	FY2019	68,240	73,308	80,273											
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	68,240	73,308	80,273																	
	[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. 6,147 used lithium-ion batteries were collected and recycled from ELVs collected up to FY2019. · 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. [Number of used lithium-ion batteries collected and recycled from ELVs (units)] <table border="1"> <thead> <tr> <th>FY2012</th> <th>FY2013</th> <th>FY2014</th> <th>FY2015</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>21</td> <td>105</td> <td>356</td> </tr> <tr> <th>FY2016</th> <th>FY2017</th> <th>FY2018</th> <th>FY2019</th> <th>Total</th> </tr> <tr> <td>397</td> <td>733</td> <td>1,853</td> <td>2,682</td> <td>6,147</td> </tr> </tbody> </table>		FY2012	FY2013	FY2014	FY2015	0	21	105	356	FY2016	FY2017	FY2018	FY2019	Total	397	733	1,853	2,682
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397	733	1,853	2,682	6,147																
[Overseas] Conform to local automobile recycle laws	<India> · Maruti Suzuki established a joint venture MSTI with Toyota Tsusho in October 2019 for proper dismantling and recycling of ELVs, ahead of its law enforcement in India. It aims to reduce littering of vehicles and parts, and also to tackle environmental issues including global warming and soil/water contamination. · Promoting collection and recycling of lithium-ion batteries from vehicles equipped with lithium-ion batteries. <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 <Vietnam> · Promoting collection and recycling of oil, tires, 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 10.9% 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)	· Suppressed use of one-way materials by preventing returnable materials from running out through conducting individual management of returnable materials and clarifying their locations. · Reviewed the specification and reduced the weight of packaging materials that are heavy and used in large amount. · Weight of packaging materials for the shipment of KD parts: Reduced by 11.6% compared with FY2015																		

Concrete implementation/target		Major implementation in FY2019	
Promotion of 3Rs (Reduce, Reuse, Recycle)	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"> <li>Reduced by 41.2%</li> </ul>
	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"> <li>Continue the level less than 0.5% (zero-level)</li> </ul>
		[Group] Continue the zero-level landfill waste. Maintain a level of less than 0.5% (compared to FY2002)	<ul style="list-style-type: none"> <li>Did not achieve level less than 0.5% (zero-level)</li> </ul>
	Water resources	Thoroughly save water at plants and offices	Plant in Japan
Office			<ul style="list-style-type: none"> <li>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.</li> <li>Promotion of the use of automated faucets in washrooms.</li> </ul>
Reinforcement of environmental management	Globally reinforce environmental management		<ul style="list-style-type: none"> <li>Global acquisition of ISO14001 certificate is being promoted.</li> <li>Newly-included the Sagara Proving Grounds which is next to the Sagara Plant.</li> </ul>
	Reinforcement of management of substances of concern	Globally conform to regulations concerning chemical substances	<ul style="list-style-type: none"> <li>Started using [GRMS 2], a database of legal information with the purpose of collecting information regarding overseas restrictions of substances of concern.</li> <li>Completed to meet GHS label of 18 countries including Japan.</li> <li>Measures to exclude 4 substances of phthalate substance (plasticizer) restricted under the REACH (EU) are continued.</li> <li>Started to meet PFOA restricted in POPs treaty.</li> <li>Streamlined internal rules for clarifying procedures to meet restrictions including REACH.</li> </ul>
		Build the global system to manage substances of concern	<ul style="list-style-type: none"> <li>Implemented audit on overseas production bases (4 bases) with the purpose of completely banning the use of asbestos.</li> <li>Newly introduced the Green Procurement Guideline in 3 bases.</li> <li>Internally disclosed information on auditing plan, results, and reporting situation of audit for overseas manufacturing sites.</li> <li>Implemented to meet RRR certification audit at Maruti Suzuki India.</li> </ul>
	Implementation of LCA (Life Cycle Assessment)	[Automobile] Implement LCA for new model and model change vehicles in Japan	<ul style="list-style-type: none"> <li>LCA was conducted for the new Hustler, and the calculation results were published on the company homepage.</li> </ul>
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"> <li>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.</li> </ul>	



Concrete implementation/target		Major implementation in FY2019
Reinforcement of environmental management Expansion of environmental communication	Efforts for biodiversity	<ul style="list-style-type: none"> <li>· The activities of Suzuki were introduced in “Japan Business &amp; Biodiversity Partnership”, which is issued by the Japan Business Federation as sample cases.</li> <li>· Cooperated with cleanup activities of each office and local cleanup activities.</li> <li>· The Marine Operations conducted clean-up activities of oceans, rivers, and lakes worldwide as the CLEAN-UP THE WORLD CAMPAIGN.</li> <li>· Conducted tree planting activities at the Suzuki’s Forest and Hamamatsu Storm Surge Barrier.</li> <li>· Continued FSC certification of Shimokawa Proving Grounds.</li> <li>· Introduced Suzuki’s environmental information including CO<sub>2</sub> emission amount, as well as environmental initiatives such as forest certification.</li> </ul>
		<ul style="list-style-type: none"> <li>· 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.)</li> </ul>
	Enhancement of environmental education	<ul style="list-style-type: none"> <li>· A lecture about “environmental activities required for automobile companies” was held for new engineers.</li> <li>· A lecture about “environmental efforts by Suzuki” was held at two universities in Shizuoka Prefecture.</li> <li>· Introduced Environmental Household Accounts Book recommended by the Ministry of the Environment to the Suzuki employees.</li> </ul>
		<ul style="list-style-type: none"> <li>· Continue the in-house eco-driving education</li> <li>· Eco-driving seminar was conducted primarily for new employees. Accumulated number of participants is 7,908.</li> <li>· Awareness in eco-driving was promoted by recording values of fuel efficiency in the operation record book of company cars.</li> </ul>
	<ul style="list-style-type: none"> <li>· Participate in and cooperate on environment-related events held by environmental NPO and local communities</li> <li>· Cooperated with the local community establishment support (NPO) “Lake Hamana Environmental Network”, and employees’ families participated in “Lake Hamana Eco Kids Experience School 2019 &amp; Lake Hamana Harbor Ring” and “Lake Hamana Plastic Wastes Issues Education Children Environmental Workshop”, which are events aimed at providing environmental education.</li> </ul>	
Disclosure of environmental information	<ul style="list-style-type: none"> <li>· Prepare “Suzuki CSR &amp; Environmental Report” (in Japanese and English) to transmit the information about environment conservation activity to societies</li> <li>· The “Suzuki CSR &amp; Environmental Report 2019” (in Japanese and English) was prepared and published on the Web.</li> <li>· The digest version (in Japanese) was distributed as booklets.</li> </ul>	



## 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.

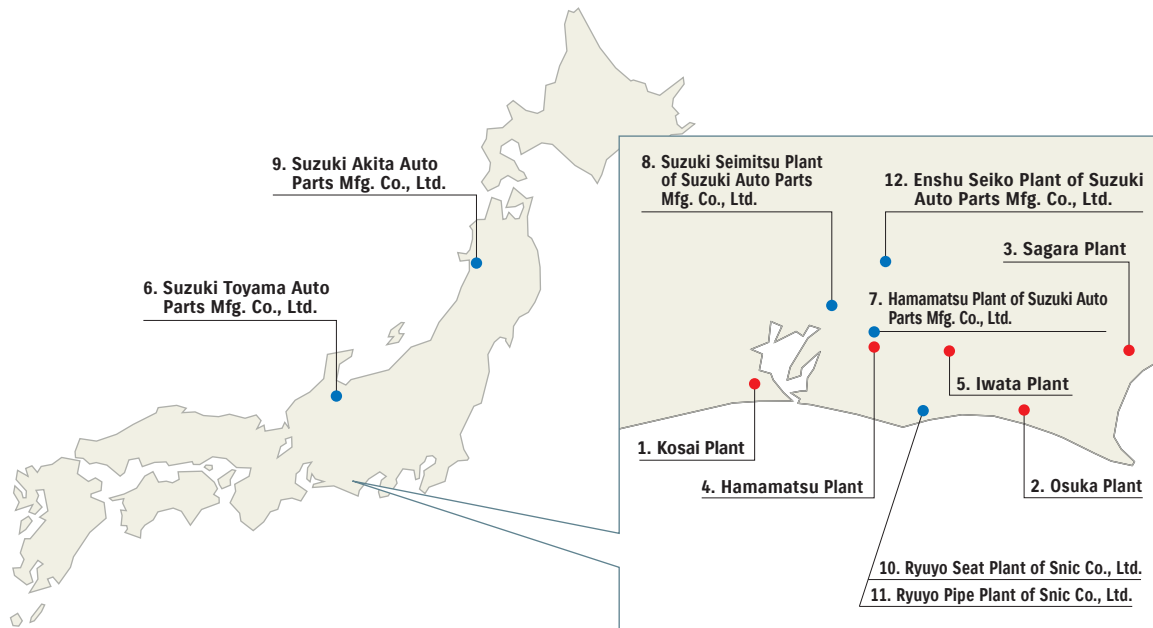
Suzuki has already completed acquiring ISO14001 certifications in bases that account for 99.3% of CO<sub>2</sub> emerged from global production. We will introduce the way of environmental management at all plants, and promote ISO14001 at plants that have not yet acquired its certification.

### Efforts at manufacturing sites (Japan)

#### ● Introduction situation in domestic plants and manufacturing subsidiaries

All domestic plants already acquired the ISO14001 certificate by March 2003. As for the domestic manufacturing subsidiaries, 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 2020. 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 subsidiaries

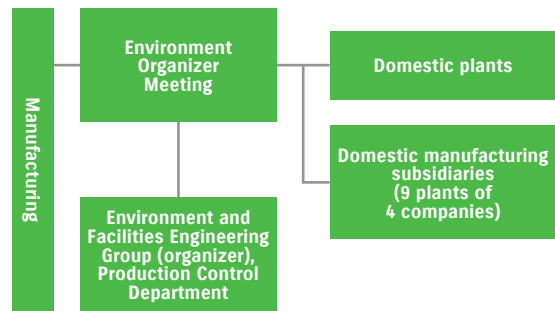


● **Manufacturing: Environment Organizer Meeting**

Suzuki holds Environment Organizer Meeting in order to improve environmental management of domestic plants and manufacturing subsidiaries.

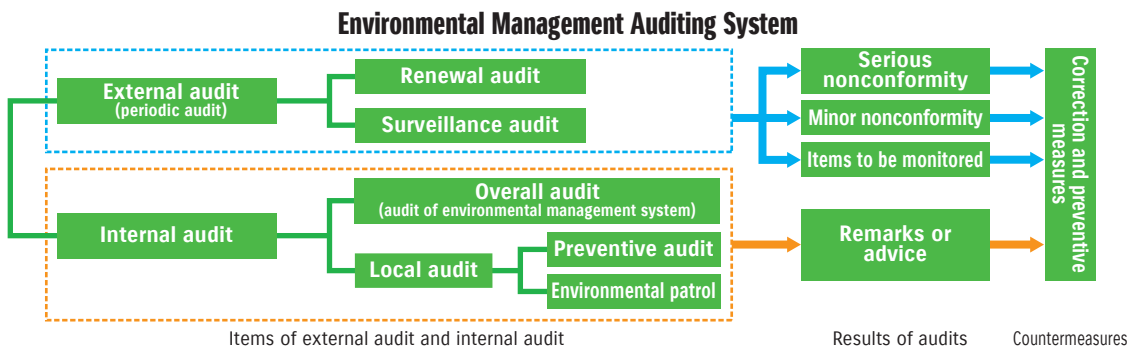
At this meeting, engineering managers and members of domestic plants and manufacturing subsidiaries (9 plants of 4 companies) get together to discuss improvements for environment conservation plan and matters related to domestic plants and Group manufacturing subsidiaries while seeing actual systems on actual sites.

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



● **Environmental audit**

At Suzuki's domestic plants and the manufacturing subsidiaries, 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.

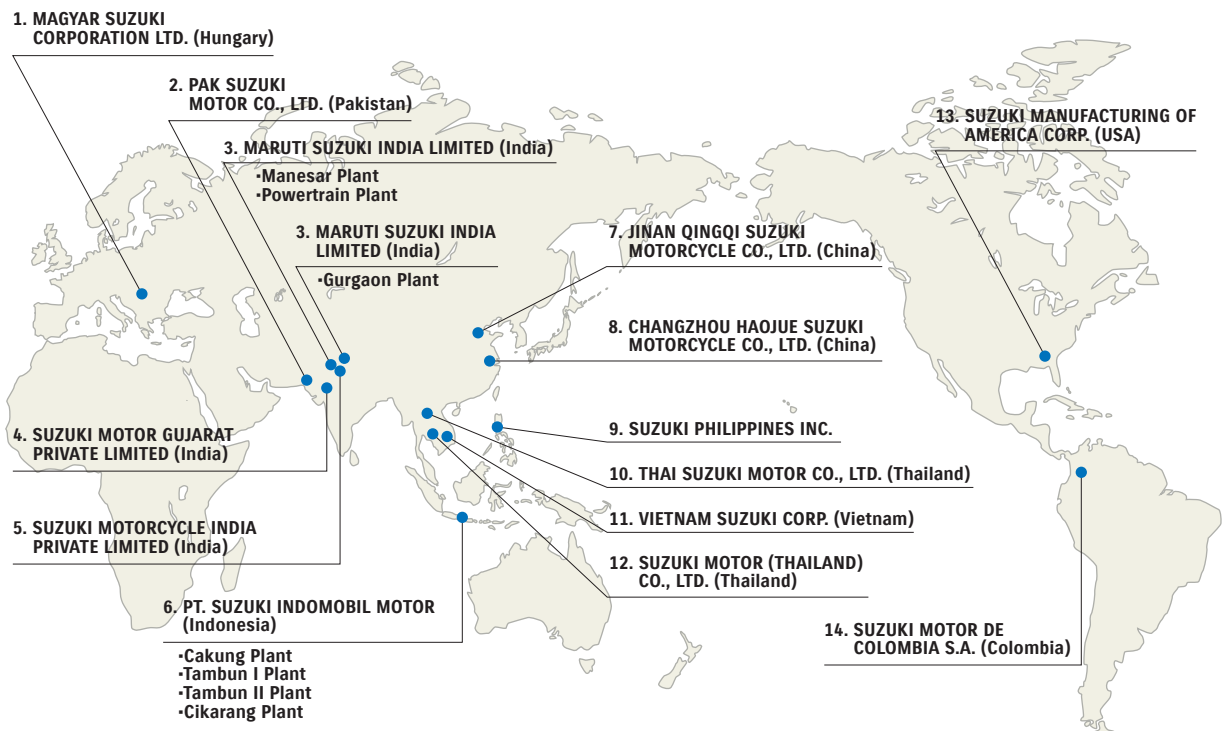


## Efforts at manufacturing sites (overseas)

### ● Situation of certification in overseas Group companies

As for overseas Group manufacturing subsidiaries, MAGYAR SUZUKI CORPORATION LTD. obtained the certification in April 1998 for the first time in our Group. As of the end of October 2020, 14 overseas manufacturing companies (19 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 cycle. Sales distributor that introduced this system is progressively promoting the activity centering 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 152 employees as pollution prevention managers, 39 as energy managers, and 276 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 manufacturing subsidiaries.

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

## Situation concerning environmental laws, regulations, etc.

In FY2019, there were 22 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.

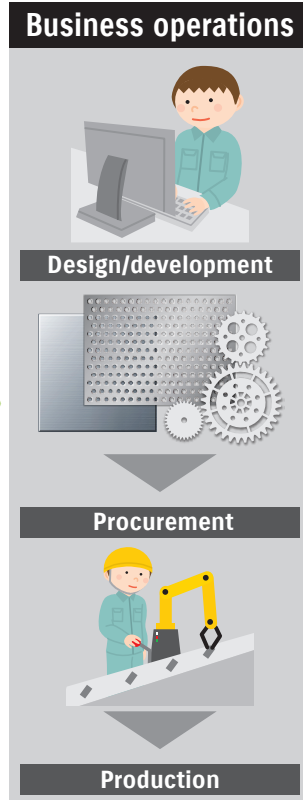
\*Significant spills: Spills that are recorded as spills from organization such as exceeded amount of wastewater, emission gas, odor, chemical substances (including oil), and wastes that are restricted by laws and regulations, as well as soil and groundwater contamination.

## Influence and initiatives to environment caused by business operations

INPUT at domestic offices of Suzuki Motor Corporation				
	Unit	FY2017	FY2018	FY2019
Electricity	1 million kWh	506.3	508.7	492.4
Fossil fuel	10,000 GJ	204.4	177.2	180.4

INPUT at domestic manufacturing plants*1 of Suzuki Motor Corporation				
	Unit	FY2017	FY2018	FY2019
Supply of fuel etc.	Unit			
Purchased power	1 million kWh	420.2	417.4	401.0
Wind power (Kosai Plant)		1.43	1.51	1.76
Small-scale water power		0.039	0.034	0
LPG	1,000 t	21.2	18.2	17.3
City gas	1 million m <sup>3</sup>	18.5	16.7	18.6
Kerosene	1,000 KL	0.130	0.246	0.309
Fuel oil A		0.62	0.09	0
Light oil		9.4	7.0	6.4
Gasoline	KL	145.1	108.0	115.0
Supply of water	Unit			
Industrial waterworks	1 million m <sup>3</sup>	1.97	1.96	2.12
Waterworks	1,000 m <sup>3</sup>	84.2	55.0	45.3
Well water	1 million m <sup>3</sup>	1.26	1.24	1.03
Supply of raw materials	Unit			
Iron	1,000 t	573.9	606.9	563.9
Aluminum		46.1	54.5	49.4
Resin		37.2	38.8	36.8
Copper		9.0	9.5	9.0
Lead		6.7	6.8	6.6
Supply of chemical substances	Unit			
PRTR substance	t	3,913	4,310	3,692



OUTPUT at domestic offices of Suzuki Motor Corporation				
	Unit	FY2017	FY2018	FY2019
CO <sub>2</sub> emissions amount	1,000 t	359.8	340.7	324.7

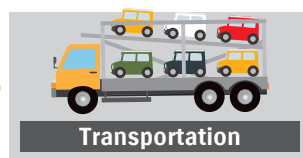
OUTPUT at domestic plants*1 of Suzuki Motor Corporation				
Release to atmospheric air	Unit	FY2017	FY2018	FY2019
CO <sub>2</sub>	1,000 t	313	275	263
SO <sub>x</sub>	t	15	8	5
NO <sub>x</sub>	t	102	75	76
PRTR substance	t	1,070	1,384	1,277
VOC emissions	t	3,625	3,615	3,404
Ozone-depleting substance** (CFC-11 conversion)*	t	0.003	0.001	0.0002
Release to sewer etc.	Unit	FY2017	FY2018	FY2019
Displacement to rivers, lakes and reservoir	10,000 m <sup>3</sup>	548	440	424
Displacement to sewers	10,000 m <sup>3</sup>	0.2	7.1	9.8
PRTR substance	t	2.3	3.3	1.2
Treated as waste materials	Unit			
Recycling amount	1,000 t	114	115	104
(PRTR substance in the above)	t	15.8	17.0	13.8
Landfill waste amount	t	0.74	0.46	0.17

\*1: [Area subject to totalization]  
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 (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".

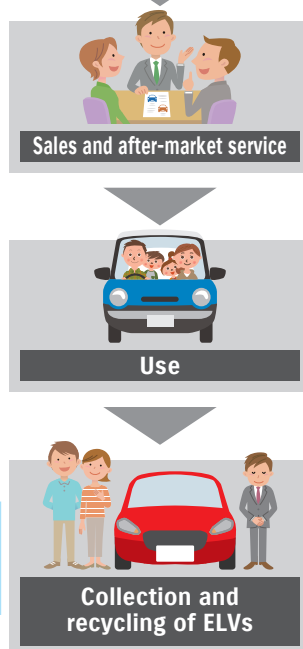
INPUT				
	Unit	FY2017	FY2018	FY2019
Supply of fuel etc.	Unit			
Fuel (light oil, etc.)	10,000 GJ	57.7	59.3	56.0



OUTPUT				
	Unit	FY2017	FY2018	FY2019
CO <sub>2</sub> emissions amount	1,000 t	39.7	40.8	38.5

RECYCLE				
Collection of ELVs (automobiles)				
<ASR>	Unit	FY2017	FY2018	FY2019
Total weight of collection	1,000 t	55.4	58.1	60.4
Collected vehicles	1,000 units	423.4	438.4	450.7
Weight of recycled materials	1,000 t	53.0	55.3	57.1
Recycling rate**	%	98.1	97.7	96.7
<Airbags>	Unit	FY2017	FY2018	FY2019
Total weight of collection	1,000 kg	87.5	105.9	127.2
Collected vehicles	1,000 units	289.4	326.0	353.6
Weight of recycled materials	1,000 kg	82.1	99.7	120.2
Recycling rate**	%	93.8	94.2	94.5
<CFCs>	Unit	FY2017	FY2018	FY2019
Weight of collection	1,000 kg	90.6	92.1	89.5
Collected vehicles	1,000 units	394.1	402.3	403.9
Recycling implementation rate of automobiles				
	Unit	FY2017	FY2018	FY2019
Recycling rate**	%	99.7	99.6	99.4
Collection of ELVs (motorcycles)				
	Unit	FY2017	FY2018	FY2019
Recycling rate**	%	98.0	97.9	97.8

\*4: Recycling rate is calculated on weight basis.



Sales and Registration				
No. of sold/registered vehicles in Japan				
<Sales of automobiles>	Unit	FY2017	FY2018	FY2019
Automobile sales	1,000 units	668	725	672
Hybrid vehicle sales	350	382	348	
Ratio of hybrid vehicle sales	%	52.4	52.7	51.7
<Sales of motorcycles>	Unit	FY2017	FY2018	FY2019
Motorcycle sales	1,000 units	60	57	49
Fuel cell motorcycle registrations**	units	8	0	0
Electric motorcycle sales	units	8	3	0

\*5: Registration by the manufacturer

Reference: Global Sales				
<Global sales of automobiles>	Unit	FY2017	FY2018	FY2019
Automobile sales	1,000 units	3,224	3,327	2,852
Hybrid vehicle sales**	462	561	500	
Ratio of hybrid vehicle sales	%	14.3	16.9	17.5

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

## Expansion of environmental communication

### Efforts for biodiversity

Suzuki introduced the environmental brand **SUZUKI GREEN** to realize 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 recognize the possibility of business activities etc. giving unavoidable influences on biodiversity, which has provided our life with enormous natural blessings (ecosystem service) since the birth of humanity, as well as for us to try to reduce such influences, and make efforts to ensure sustainable usage.

Suzuki has conducted many actions to reduce influences on biodiversity in 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](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 on 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 harmonized with beautiful natural environment.

##### [Emphasized efforts for biodiversity]

#### • Reduction of environmental loads generated through business operations and products

- ① Promote energy saving, resource saving, and 3Rs at business steps from product development to recycling.
- ② Promote improvement in fuel efficiency and R&D of next-generation automobiles in order to reduce greenhouse gas.
- ③ Work on reducing the use of substances of concern through the supply chain.

#### • Expansion of environmental communication

- ① Promote environmental beautification and environment conservation activities under cooperation with local communities.
- ② Work on making appropriate recognition and behavior for biodiversity to penetrate into all employees.
- ③ Work on announcing environmental information and self-conservation activities widely to the society.



Lake Hamana Environmental Experience Workshop for Children

### Specific actions

Reduction of environmental loads generated through business operations and products		Expansion of environmental communication	
①	Internal publication on results of the reduced energy from individual plants Effective utilization of resources through recyclable design Continuation of zero-level of landfill waste and enhancement of water saving consciousness Improvement of transportation efficiency and reduction of packing materials Increase 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 organized 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



● **Environment and ecosystem of the surrounding areas**

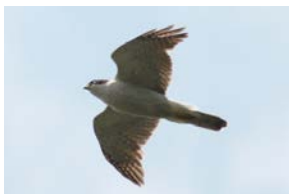
In 2018, we conducted research on waters as well as creatures and plants living in waters of rivers of which more than 5% of their water amount come from water released from our five domestic plants. As a result, we confirmed that there are 164 species of creatures and plants living, of which 14 species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

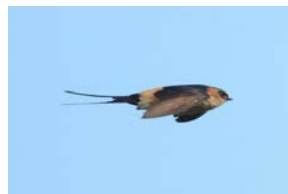
\*2 Species that are listed as endangered in the red lists of International Union for Conservation of Nature and Natural Resources and the Ministry of the Environment, as well as red lists and regulations of Prefectures and Cities.



Northern Goshawk



Peregrine Falcon



Red-rumped swallow



Potamogeton pusillus



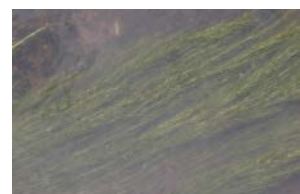
Japanese eel



Japanese rice fish



Fourspine sculpin



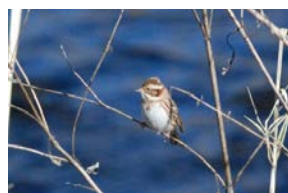
Potamogeton panormitanus



Soft-shelled turtle



Japanese Brown Frog



Rustic Bunting

— Waters impacted by drain waters  
— Rivers  
— Protected areas



● 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 (13 times of planting and 16 times of undergrowth clearing), and participated by 1,500 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 8 activities were held by FY2019 with 287 participants, and 930 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 utilization of abundant natural resources. Now it aims to become a "future city with best harmonization between people and forests".

Moreover, a 300-ha forest located in the proving grounds was also recognized 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 realizing 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 CO<sub>2</sub> 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](http://www.rinya.maff.go.jp/j/kokuyu_rinya/kokumin_mori/katuyo/kokumin_sanka/hojin_mori/index.html)

Suzuki's environmental contributions in FY2018 through these forests are evaluated as follows.

#### Suzuki's environmental contribution through forest conservation (FY2018)

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 <sup>3</sup> /year	1,409m <sup>3</sup> /year
② Contribution to prevention of sediment discharge	5,557m <sup>3</sup> /year	51m <sup>3</sup> /year
③ Contribution to absorption/fixation of carbon dioxide	1,677.0CO <sub>2</sub> t/year	17.3CO <sub>2</sub> 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 (5.5m<sup>3</sup>/truck)
- ③ 5,295 persons of annual CO<sub>2</sub> emission from one person (t/year)

● **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 13,600 participants have conducted the cleanup activities 186 times until March 2020 and collected 76 minitruck loads 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

**Participation in environment-related fairs**

● **Participation in environment-related fairs**

Suzuki participated in the following environment-related fairs in FY2019.

Events/Reports	Period	Location	Major organiser
<b>G20 Ministerial Meeting on Energy Transitions and Global Environment for Sustainable Growth</b>	15 to 16 June 2019	Karuizawa Prince Hotel (Karuizawa, Nagano)	Agency for Natural Resources and Energy, Ministry of Economy, Trade and Industry
<b>G20 International Media Center Exhibition</b>	27 to 30 June 2019	INTEX Osaka (Osaka)	Economic Affairs Bureau, Ministry of Foreign Affairs of Japan
<b>The 46th Tokyo Motor Show 2019 FUTURE CXPO</b>	24 October to 4 November 2019	MEGA WEB (Tokyo)	Japan Automobile Manufacturers Association



G20 International Media Center Exhibition

## 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 FY2019, such meetings and events took place 6 times at domestic plants in Japan. Also, 435 plant tours were conducted at domestic plants.



Plant/community exchange meeting

## 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





## Design, Development, and Procurement

We are making efforts in reduction and suppression of CO<sub>2</sub> 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 CO<sub>2</sub> 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 tackling for reduction of greenhouse gas by setting CO<sub>2</sub> reduction goals from products and their production.

##### ● Efforts for products

Suzuki works toward manufacture of eco-friendly products. We promote reduction of CO<sub>2</sub> 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 17.5% of units sold globally.



#### Sales units of models equipped with hybrid system\*

(Thousand units)

	FY2017 Global automobile sales units			FY2018 Global automobile sales units			FY2019 Global automobile sales units		
		Of which hybrids*	Hybrid ratio		Of which hybrids*	Hybrid ratio		Of which hybrids*	Hybrid ratio
Japan	668	350	52.4%	725	382	52.7%	672	348	51.7%
India	1,654	85	5.2%	1,754	127	7.2%	1,436	110	7.7%
Others	902	26	2.9%	848	29	3.5%	744	42	5.7%
Total	3,224	461	14.3%	3,327	539	16.2%	2,852	500	17.5%

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

##### ● Efforts for business operations

The target of global CO<sub>2</sub> reduction is set in the Suzuki Environmental Plan 2020, and we promote reduction of global CO<sub>2</sub> emissions per production volume\* at all of our manufacturing bases in the world by 10% from FY2010 by 2020 through saving energy and improving production efficiency.

\*Value converted to global automobile production units based on CO<sub>2</sub> emissions ratio per unit of automobile, motorcycle and outboard motor in Japan.

##### ● Environmental Vision 2050 and Milestone 2030 to meet climate changes

In line with the philosophy of “Smaller, fewer, lighter, shorter, and neater”, Suzuki has been continuously making products that emit less CO<sub>2</sub> while also emitting less CO<sub>2</sub> upon making them. By looking further into plans that come after the Suzuki Environmental Plan 2020, the Company has set climate science based reduction targets in the below Environmental Vision 2050 and Milestone 2030, toward achieving the 2°C target in the Paris Agreement, which was adopted at the United Nations Framework Convention on Climate Change.

###### ▶ CO<sub>2</sub> emitted from products

[Environmental Vision 2050] Reduce CO<sub>2</sub> emitted from new automobiles by 90% in Well-to-Wheel base compared to FY2010 by 2050

[Milestone 2030] Reduce CO<sub>2</sub> emitted from new automobiles by 40% in Well-to-Wheel base compared to FY2010 by 2030

\*Well-to-Wheel: A method in considering CO<sub>2</sub> emitted from excavating and refining fuel as well as in generating electricity, in addition to CO<sub>2</sub> directly emitted from the tailpipe of vehicles upon driving.

###### ▶ CO<sub>2</sub> emitted from business activities

[Environmental Vision 2050] Reduce CO<sub>2</sub> from business activities by 80% in base unit per sales unit compared to FY2016 by 2050

[Milestone 2030] Reduce CO<sub>2</sub> from business activities by 45% in base unit per sales unit compared to FY2016 by 2030

Going forward, the company will establish the Suzuki Environmental Plan 2025 toward realizing the above Environmental Vision 2050 and Milestone 2030.

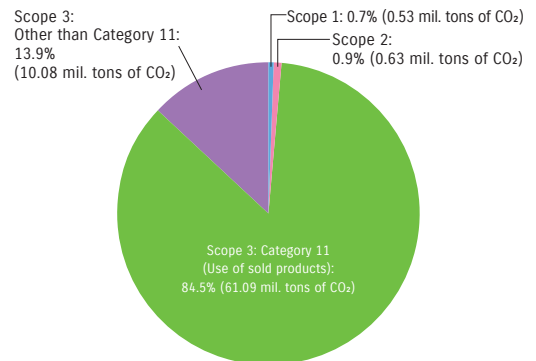
## Disclosure of GHG emissions occurred in the entire value chain

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 CO<sub>2</sub> emissions generated through the entire value chain during FY2019 stood at 72.33 million tons, of which the emissions falling under Scope 3 (other indirect emissions than those classified into Scope 2)\*1 were 71.17 million tons that include 61.09 million tons of CO<sub>2</sub> emissions classified into “Category 11 (Use of products sold by Suzuki)”\*2 accounting for as much as 84.5% of the total emissions through the overall value chain.

Recognizing that it is very important to reduce the CO<sub>2</sub> 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 FY2019 GHG emissions**



Total amount of GHG emissions released from the entire value chain: 72.33 mil. tons of CO<sub>2</sub>  
 [Calculation range] Suzuki Motor Corporation and 69 domestic and 31 overseas manufacturing and non-manufacturing subsidiaries  
 [Calculation period] From April 2019 to March 2020

\*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.

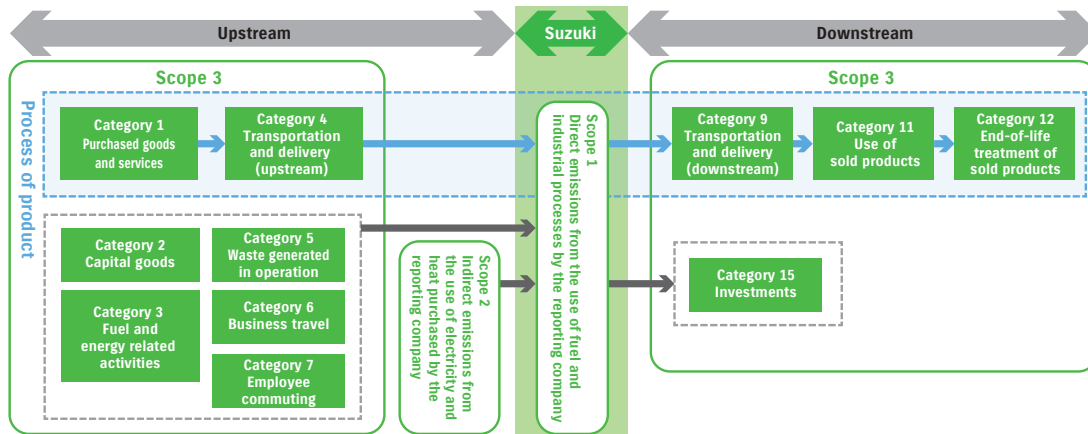
\*2 Category 11: This indicates the life cycle GHG emissions from Suzuki’s products sold in the fiscal year.

\*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](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



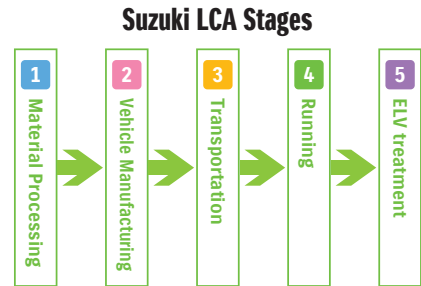
Classification	Items	Descriptions
Scope 1	Direct emissions	Direct emissions from the use of fuel and industrial processes by the reporting company
Scope 2	Indirect emissions from energies	Indirect emissions from the use of electricity and heat purchased by the reporting company
Scope 3*	Other indirect 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.

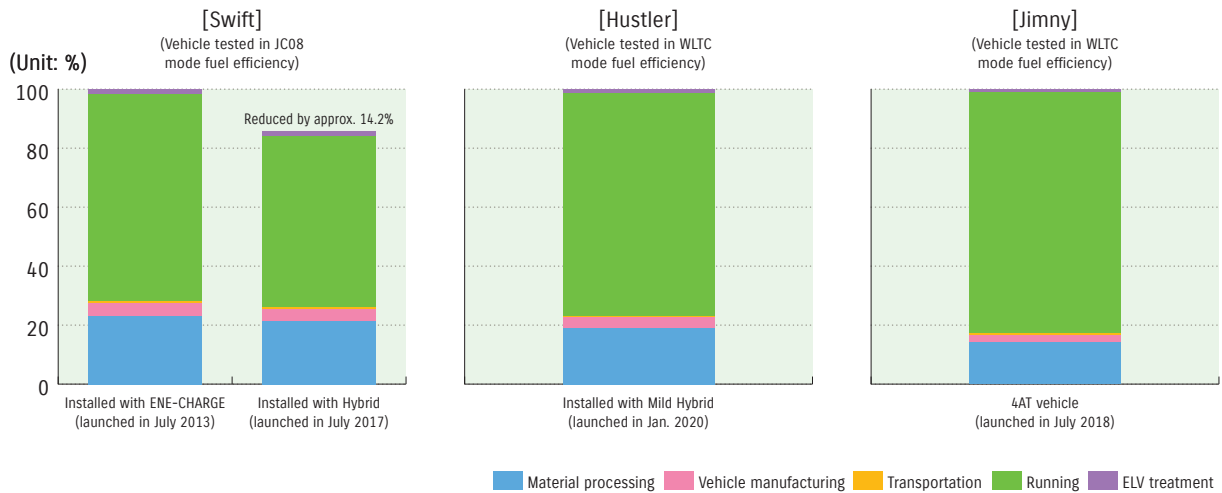


### Calculation of CO<sub>2</sub> emission of products using Life Cycle Assessment (LCA)

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 utilizing their results to product development and business activity.

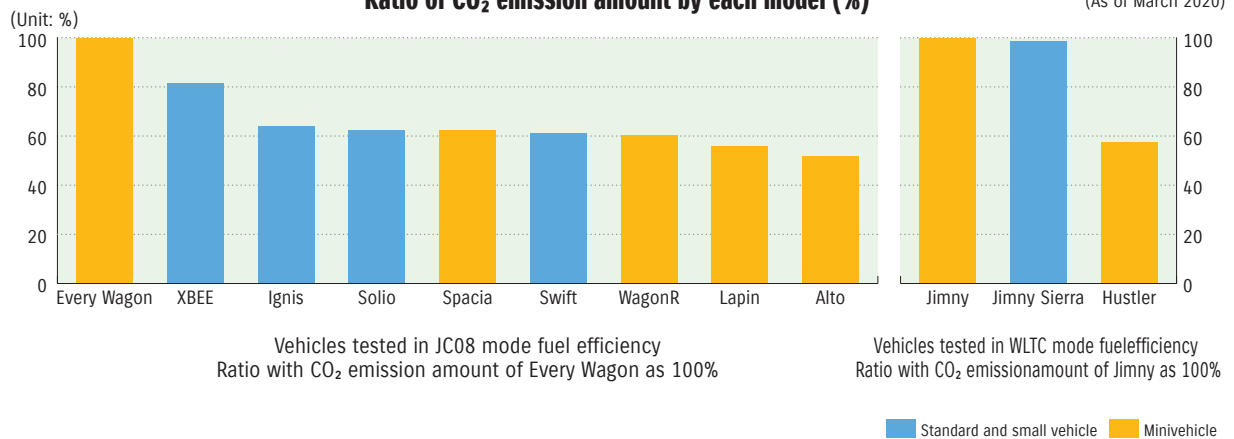


### Ratio of CO<sub>2</sub> emission amount of Suzuki vehicles by lifecycle stages



\*Since fuel efficiency testing mode was changed from JC08 to WLTC in October 2018, Hustler and Jimny only show the results of new models.  
 \*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 tires, engine oil, and batteries.

### Ratio of CO<sub>2</sub> emission amount by 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 37 prototype electric vehicles was conducted in India by October 2019. Through gathering valuable insights as well as critical inputs based on customer perspectives, the Company will verify the vehicle's performance and reliability, and feedback these data for developing electric vehicle.



## TOPICS

### Establishment of consortium for swappable batteries for electric motorcycles

The four motorcycle companies of Suzuki Motor Corporation, Honda Motor Co., Ltd., Kawasaki Heavy Industries Ltd., and Yamaha Motor Co., Ltd. have established the Swappable Battery Consortium for Electric Motorcycles on 4 April 2019, aiming to popularize electric motorcycles in Japan, and the companies began their cooperation.

The motorcycle industry is considering popularizing electric motorcycle by means of eco-friendly and highly-convenient mobility. Increasing cruising distance, shortening charging hours, and cost of vehicles and infrastructure are the issues in spreading electric motorcycles.

As one of the many ways in overcoming these issues, the consortium is promoting to consider standardizing swappable batteries and their system, and is aiming to create technological synergy and scale merit.

Through the activities of the consortium, it aims to realize low carbon society by having various discussions throughout the motorcycle industry and popularizing electric motorcycles.

## TOPICS

### Building lithium-ion battery plant for automobiles in India

It has become a significant issue to meet environmental needs in India, and it is becoming a necessity to popularize affordable, eco-friendly vehicles.

The three companies of Suzuki Motor Corporation, Toshiba Corporation, and Denso Corporation have established a joint venture Automotive Electronics Power Private Limited in 2017. The India's first lithium-ion battery pack plant for automobiles is being constructed in the land next to Suzuki Motor Gujarat Private Limited located in the state of Gujarat, and it is preparing for operation.

In October 2020, the company name was changed to TDS Lithium-ion Battery Gujarat Private Limited, taken from the initial of three companies: Toshiba (T), Denso (D), and Suzuki (S). Going forward, the company will contribute in sustainable development of automobile industry of India by starting full production in Gujarat, and realizing stable supply of lithium-ion batteries and popularizing eco-friendly vehicles in India.



## Improvement in fuel efficiency

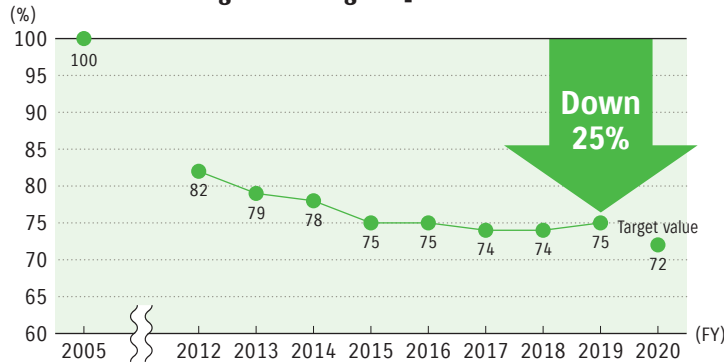
### Automobiles

#### ● Global average CO<sub>2</sub> emission amount of new models\*1

In order to reduce CO<sub>2</sub> emissions, which is considered to be the main causes of climate change, Suzuki is aiming to reduce global average CO<sub>2</sub> emission amount of new models by 28% compared to FY2005. (Suzuki's major markets of Japan, India, and Europe are the areas of target)

With respect to FY2019 results, it decreased by 25%.

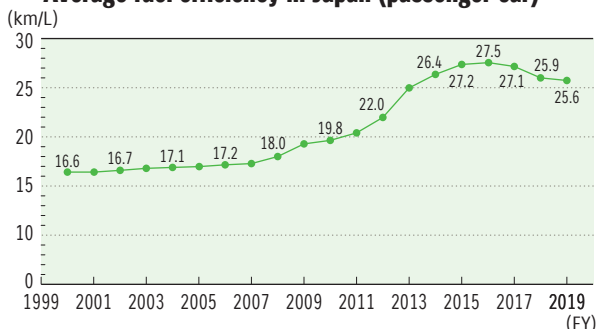
Trends in reduction of global average CO<sub>2</sub> emission amount of new models



\*1 Global average fuel efficiency is based on values in Japan, India, and 30 European countries.  
 \* Calculated based on CO<sub>2</sub> emission amount (fuel efficiency) that were measured under specified method of each country.

#### ● Trends in average CO<sub>2</sub> emission amount (average fuel efficiency for Japan) of major markets

Average fuel efficiency in Japan (passenger car)\*2

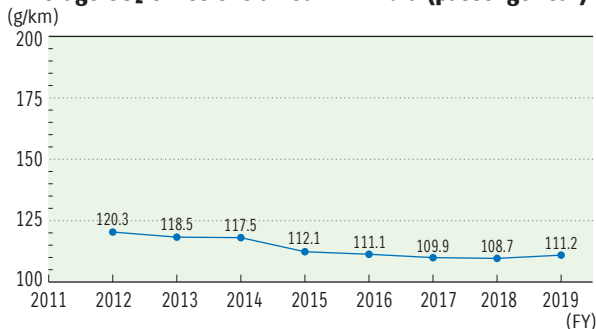


\*2 Includes values converted from 10.15 mode or WLTC mode to JC08 mode

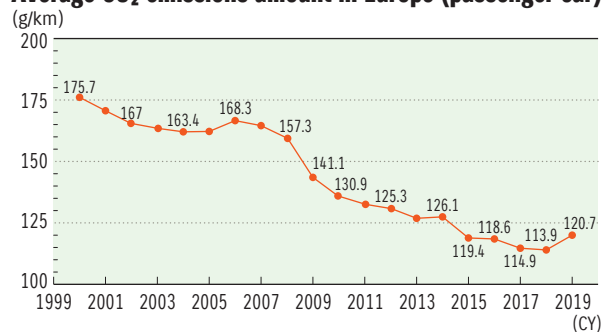
#### [Japan]

Domestic corporate average fuel efficiency in FY2019 increased by 1% compared to FY2018, owing to increase in ratio of SUV models. The Company will promote improving average fuel efficiency through lining up models installed with fuel-efficient engines for 2020.

Average CO<sub>2</sub> emissions amount in India (passenger car)



Average CO<sub>2</sub> emissions amount in Europe (passenger car)



#### [Europe]

Europe's corporate average CO<sub>2</sub> emission amount in 2019 increased compared to 2018 owing to increase in sales of relatively heavier models within the Suzuki lineup. The Company aims to reduce CO<sub>2</sub> emission amount through introducing and selling models installed with new engines and hybrid technologies.

#### [India]

Average CO<sub>2</sub> emission amount increased compared to FY2018 owing to increase in CO<sub>2</sub> emission amount for some models as a result of reducing emission gas (new emission gas restriction: BS6\*3). In addition to lining up models installed with mild hybrid, the Company will make efforts in reducing CO<sub>2</sub> by improving fuel efficiency of powertrains.

\*3 Bharat Stage 6 emission standards

**Toward achieving the Suzuki Environmental Plan 2020, the company is promoting development and lineup of models that combine high-efficiency powertrains or electrification technologies (cooperation with other OEM) with compact car technologies.**

● Major fuel efficiency improvement technology

Powertrain technology

- ① Hybrid system
- ② Fuel-efficient engine



R06D engine

- ③ Auto Gear Shift (AGS)
- ④ Newly-developed CVT for minivehicles



Image: New Hustler HYBRID X

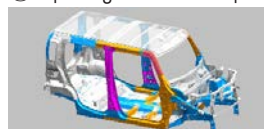
Weight reduction of body

- ⑦ HEARTECT
- ⑨ Improved suspension
- ⑩ Super-high tensile steel plate



Front suspension

Rear suspension

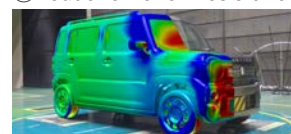


Others

- ⑤ Cool-storage air-conditioning system (ECO-COOL)
- ⑥ Idle-stop
- ⑧ Eco-driving assistance system



- ⑪ Reduction of air resistance



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

As of June 2020

Fuel efficiency improvement technology		Outline	Major new models launched in FY2019/2020	
①	Hybrid system	Mild hybrid system	Hybrid system that realizes high efficiency by generating electricity during deceleration and assisting the engine with such electricity upon acceleration.	New Hustler
	Hybrid system	Hybrid system	Compact system that realizes motor assistance and EV driving, and both high fuel efficiency and strong driving.	Swift HYBRID SZ
②	Fuel-efficient	DUALJET engine	Engine that realizes both power and environmental performances by increasing thermal efficiency through adopting two injectors per cylinder and homogenizing the air-fuel mix. Newly-developed engines: K12D, R06D	Ignis (European specification)
		BOOSTERJET engine	Direct-injection turbo engine that realizes high output and torque. Newly-developed engines: K14D	Vitara (European specification)
③		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.	Super Carry X
④		Newly-developed CVT for minivehicles	Newly-developed high-efficiency CVT that combines superior fuel efficiency and brisk driving by weight reduction and adoption of high-efficiency 2-port oil pump belt.	
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, realizing 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.	New Hustler HYBRID X
⑨		Improved suspension	Suspension that realized 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.	
⑪		Reduction of air resistance	Styling with reduced air resistance by optimizing shapes of platforms and parts while maintaining design.	

\*Photographs shown above are for illustrative purposes only. \*Descriptions in green are technologies categorized as SUZUKI GREEN Technology.

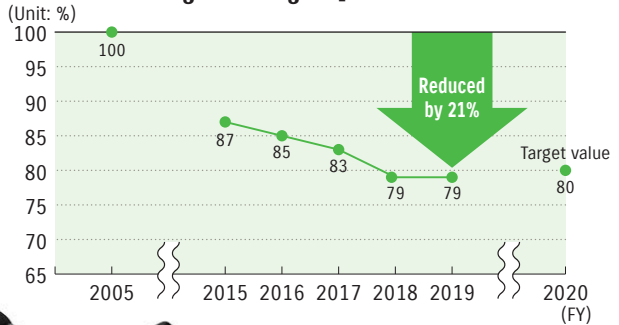


Motorcycles

● Global average CO<sub>2</sub> emission amount of new models

We are trying to improve fuel efficiency and reduce CO<sub>2</sub> emission amount through the improvement in the combustion and reduction of friction loss and weight reduction.

Trends in reduction of global average CO<sub>2</sub> emission amount of new models



● Major fuel efficiency improvement technology

Powertrain technology

① SEP engine



② Dual spark technology



③ Injection system



Image: KATANA

Others

⑥ Eco-driving assistance system

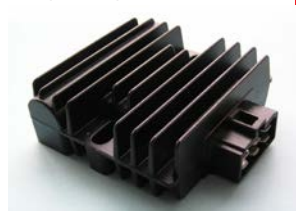


⑦ LED headlight

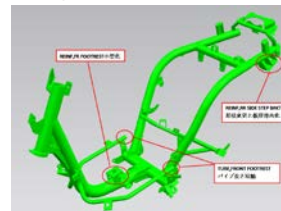


Reduction of body weight

④ Open-type rectifier



⑤ Improvement in frame



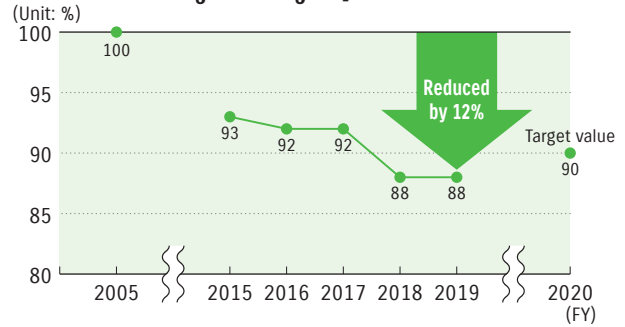
Technologies and actions for fuel efficiency improvement		Outline	Major new models launched in FY2019	
①	SEP engine	Engine that realized low fuel consumption without loss of power by improving fuel efficiency and reducing friction loss.	GIXXER	
②	Dual-spark technology	Mechanism equipped with two spark 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 realize optimum control under various conditions and realize both powerful performance and high fuel efficiency. *O <sub>2</sub> sensor, water-temperature sensor, intake air-temperature sensor, throttleposition sensor, intake air-pressure sensor, and crank position sensor	KATANA	
④	Open-type rectifier	Realized high fuel efficiency with reduced mechanical losses by generating minimum needed amount of electricity with magneto.	GIXXER	
⑤	Improvement in frame	Optimized wall thickness and cross-sectional shape.	Access 125	
⑥	Eco-driving assistance system	Eco-drive indicator allows the driver to check fuel-efficiency indicator and fuel-efficient driving at a glance.	BURGMAN 400 ABS	
⑦	LED headlight LED tail lamp	Aimed to reduce power consumption and increase the service life.	KATANA	

\*Photographs shown above for illustrative purposes only. \*SEP: Suzuki Eco Performance

Outboard motors

● Global average CO<sub>2</sub> emission amount of new models

Trends in reduction of global average CO<sub>2</sub> emission amount of new models



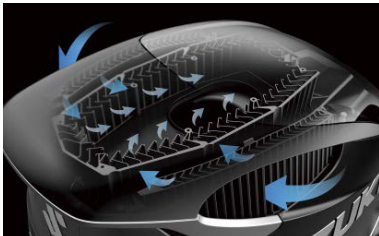
● Major fuel efficiency improvement technology

Engine technology

① Lean burn control system



② Direct intake system



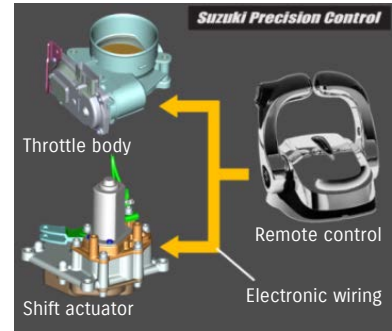
Others

③ Dual injector system



DF300B

④ Precision control



⑤ Dual prop system



Technologies and actions for fuel efficiency improvement		Outline	Major new models launched in FY2019	
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.	DF300B	
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.	DF300B	
③	Dual injector system	System equipped with two fuel-injection units per cylinder that realizes the optimum amount and time of fuel injection in order to promote the atomization of fuel and reduce combustion temperature.	DF300B	
④	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.	DF300B	
⑤	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 realized.	DF300B	

\*Photographs shown above are for illustrative purposes only. \*Descriptions in green are technologies categorized as SUZUKI GREEN Technology.



## Initiatives for Freon

### ● Converting to refrigerant with low global warming potential

Since HFC-134a refrigerant currently used in car air-conditioners has a high global warming potential, we are now developing a next-generation air-conditioning system using an environmentally-friendly HFO-1234yf refrigerant that has an extremely low global warming potential. We are also promoting to introduce models that meet restrictions of air-conditioning refrigerant of each country and region. In FY2019, the new Hustler was launched in Japan by installing HFO-1234yf refrigerant air-conditioning.

## TOPICS

### Newly-developed ultrasonic welder AUH30CW won the Eco-Friendly Award

The newly-developed ultrasonic welder AUH30CW was exhibited at the JAPAN PACK 2019 (Japan Packaging & Manufacturing Technology Show 2019) held in 29 October at the Makuhari Messe (Chiba Prefecture). It received the Eco-Friendly Award for its compact design and economy including its performance in largely saving electricity since it is not necessary to pre-heat the device.

AUH30CW is an industrial machine that enables quick and easy welding of materials such as plastic and vinyl by using friction heat from ultrasonic vibration. It can be used in various usages including blister pack, food pack, non-woven fabric, and thin resin parts with safe, and simple welding operation. At the exhibition, the machine was highlighted by wide range of industries including packing and food machine manufacturers.



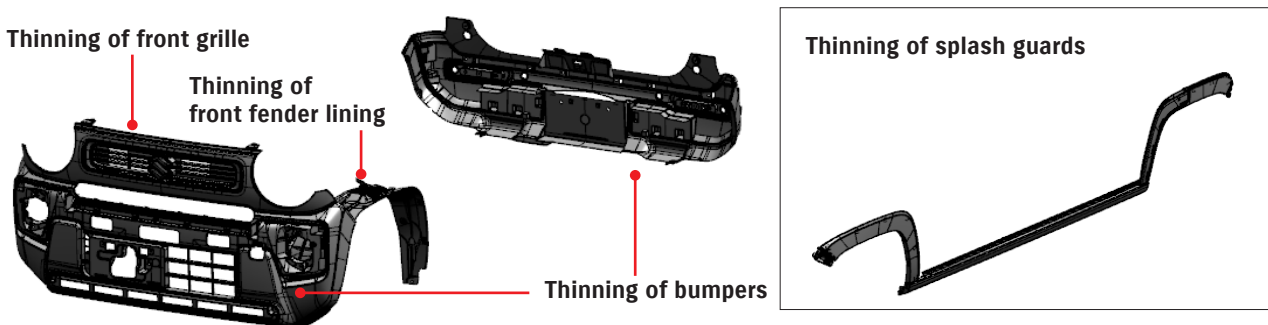
## Efficient use of resources

### 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 Hustler launched in January 2020 have been slimmed.



#### 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 color and by coloring the resin material, it creates appearance equivalent to painted resin, thereby enabling reduction of CO<sub>2</sub> and VOC by abolishing painting process.

Bio PC was first adopted for the interior color panel of Hustler launched in 2014, and since then, it has been adopted on interior parts of Alto Lapin, Spacia, WagonR, Jimny, Swift, and XBEE. With the Bio PC adopted on Hustler as its first generation, the second generation with improved shock resistance, and the third generation with improved shock resistance and appearance were developed and expanded the models using them. They were adopted again on interior parts of the second-generation Hustler launched in January 2020, and the total amount used in all models per year amounts to 200t.

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



First-generation Hustler



Second-generation Hustler



Swift



WagonR



Spacia



XBEE

● Expanding adoption of thermoplastic resin parts

**Recyclable design (automobile)**

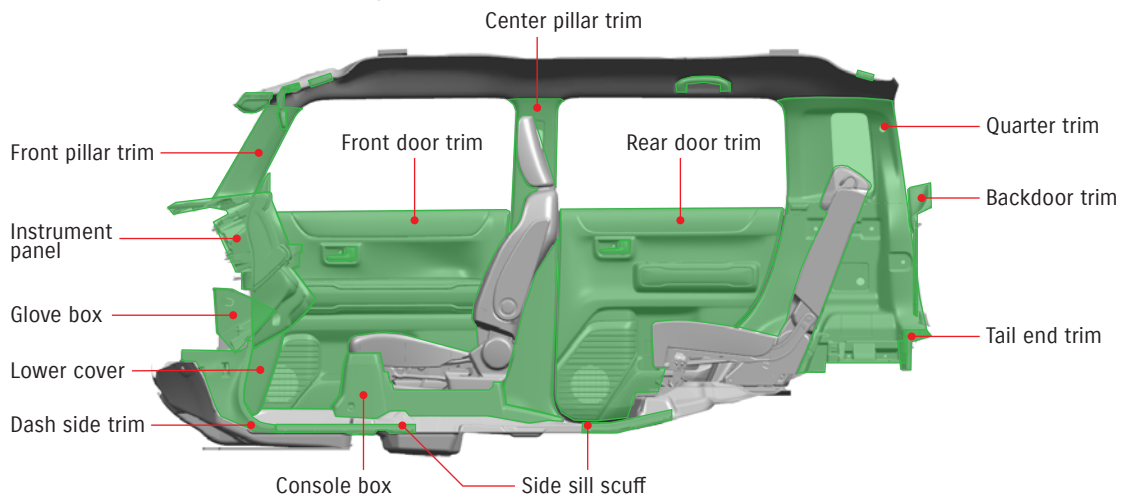
Recyclable vehicle design is an important factor to allow for easy recycling of end-of-life cars.

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 Hustler)**



**Major components using recyclable resinous materials (example: interior of Hustler)**



**Motorcycles**

**Development and design with consideration to weight reduction**

For resin parts used on the KATANA launched in May 2019, their thickness was set below 1.5mm compared to the standard thickness of 2.5mm by making flow analysis and optimization of shape, resulting in reduction of material.

It realized weight reduction by 14.8g (-22%) compared to similar model using a lower bracket cover (GSX-S1000F).



**Expansion of adoption of recycled resin material**

Suzuki is making efforts to incorporate recycling in the design and development of motorcycles. We employed recycled PP\* resin materials for the following 4 models in FY2019.

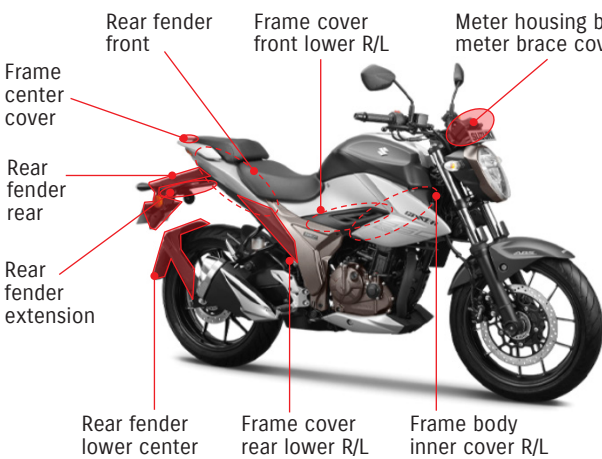
\* PP: Polypropylene

**Major components using recycled resinous materials (example: Access 125)**



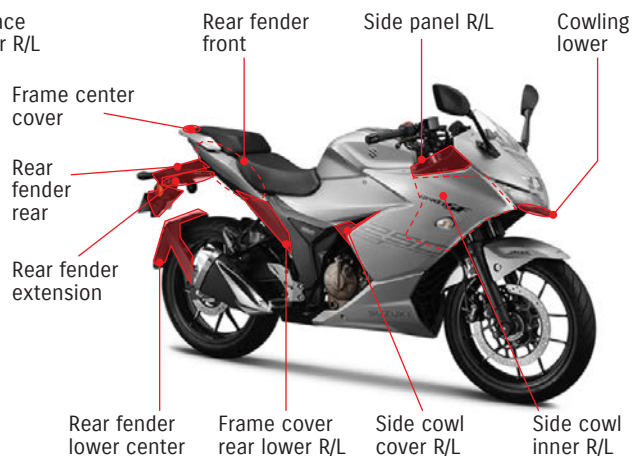
Adopted pre-colored recycled PP resinous materials for 3 exterior resin parts

**Major components using recycled resinous materials (example: GIXXER/GIXXER 250)**



Adopted pre-colored recycled PP resinous materials for 14 exterior resin parts

**Major components using recycled resinous materials (example: GIXXER SF250)**



Adopted pre-colored recycled PP resinous materials for 14 exterior resin parts

**Outboard motors**

**Expansion of adoption of thermoplastic resin parts**

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: DF300B exterior)**



## Efforts for environmental conservation

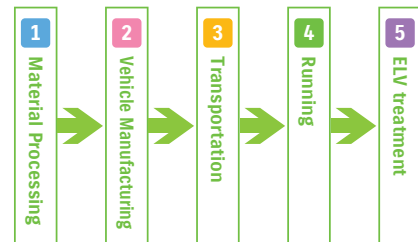
### Automobiles

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

Suzuki is promoting to reduce environmental load throughout the life cycle by calculating LCA of not only CO<sub>2</sub> but also of air-polluting substances other than CO<sub>2</sub>.

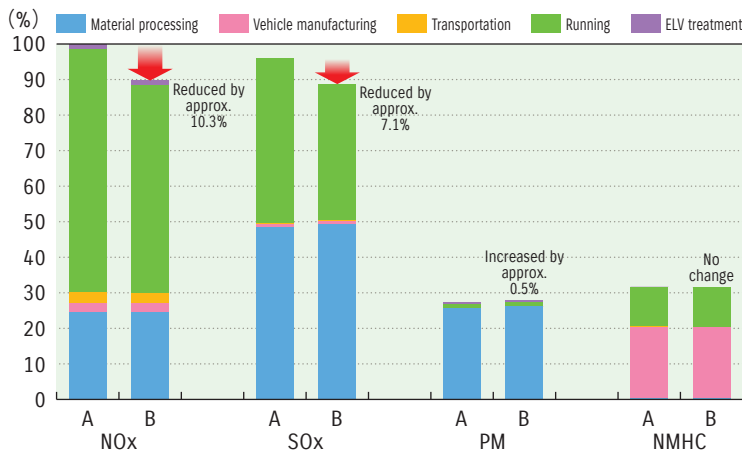
Through promoting electrification, weight reduction, and increase in thermal efficiency of engines, they especially contribute to reduction of air-polluting substances during the running stage.

#### Suzuki LCA Stages



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

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



A: Previous model installed with ENE-CHARGE (launched in July 2013)  
B: New model installed with Mild Hybrid (launched in July 2017)

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

## Control of air pollution

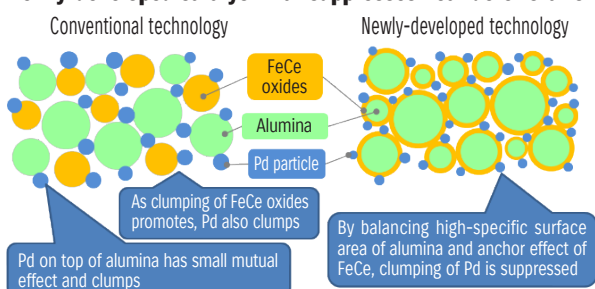
### Automobiles

#### Reduction of hazardous elements within exhaust gas

In order to satisfy emission control regulations that are getting more stringent in all over the world, while improving combustion technologies of engines, we have been promoting improvement in performance of 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.

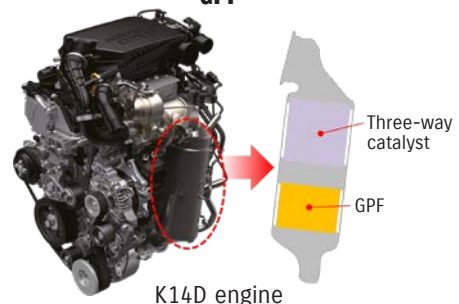
We are making efforts for cleaning emission gas throughout the world by adopting purification technologies that meet each market needs such as zone-coated catalyst which concentrates precious metal effective for the purification performance in cold engine start at the front section of the catalyst, newly-developed catalyst that suppresses heat deterioration, and gasoline particulate filter (GPF) which takes out PM (particulate matter) of direct-injection turbo engines.

#### Newly-developed catalyst that suppresses heat deterioration



Suppresses heat deterioration of palladium (Pd), which excels in purification performance, by highly dispersing iron (Fe) and cerium (Ce) oxides in micro size

#### GPF



K14D engine

Cleans emission gas by collecting PM (particulate matter) included in emission gas

**TOPICS**

**Maruti Suzuki introduced India's first BS6\*<sup>1</sup>-compliant light commercial vehicle, Super Carry S-CNG\*<sup>2</sup>**

On 22 May 2020, Maruti Suzuki launched the CNG variant of a light truck, Super Carry S-CNG. Installed with dual ECU and intelligent injection system, Super Carry S-CNG is the first light commercial vehicle in India to comply with BS6 restriction.

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 (CH<sub>4</sub>) that emits less CO<sub>2</sub> and NO<sub>x</sub> during combustion compared to oil and coal\*<sup>3</sup>, so it is expected to suppress expansion of global warming and air pollution.

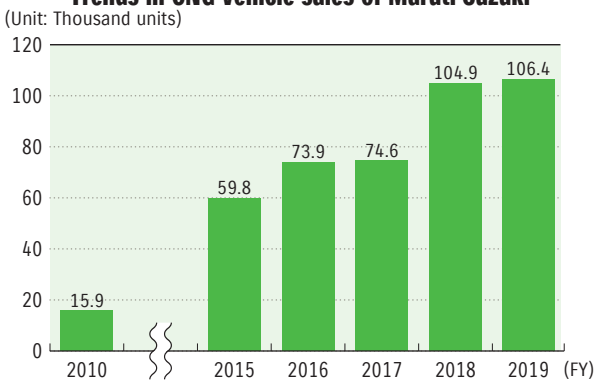
As of September 2020, Maruti Suzuki offers CNG variants on 7 models other than Super Carry, including Alto, WagonR, and S-PRESSO.

\*1 BS6 (Bharat Stage 6): Emission gas restriction introduced in India in April 2020, which is equivalent to Euro6 emission gas restriction of Europe.

\*2 CNG (Compressed Natural Gas)

\*3 Reference: Institute of Energy Economics, Japan

**Trends in CNG vehicle sales of Maruti Suzuki**



Super Carry S-CNG

**Motorcycles**

**● Reducing exhaust gas**

Efforts are made to reduce emission gas, and the Company is meeting Euro5 restriction introduced in Europe from 2020.

For V-STROM 1050 launched in Europe from February 2020, it meets Euro5 restriction in Europe by changing cam profile, optimizing spark timing, and adopting high cell catalyst (increased from 300 to 400 cells).



**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.

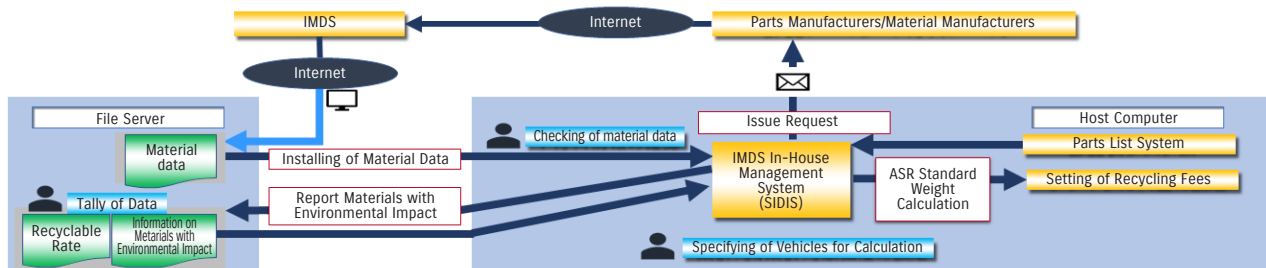


## Meeting substances of concern

### ● 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 not only the four heavy-metal substances (lead, mercury, hexavalent chromium, and cadmium) targeted by European ELV Directive, but also restricted substances specified in the regulations such as REACH regulation (Registration, Evaluation, Authorization and Restriction of Chemicals). We verified the compliance with laws and regulations related to substances of concern on additional 25 models of automobiles and motorcycles in FY2019. Also, by utilizing the in-house system called the SIDIS (Suzuki IMDS Data Inhouse System) renewed in the previous year, the above operations are operated more efficiently to swiftly meet fast changing regulations for substances of concern. SIDIS is also used independently by Maruti Suzuki, and from FY2019, management of IMDS started 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. Plus, we are promoting a scheduled introduction of the "Suzuki Green Procurement Guideline" to bases that have not started its operation (FY2019 result: 3 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 (FY2019 result: 4 bases).

### ● Conformance to regulations concerning chemical substances

We are promoting the shift in 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), as well as PFOA (fluorine compound) prohibited in the POPs under cooperation with our suppliers. We completed to meet the labels in line with the international GHS (Globally Harmonized System of Classification and Labelling of Chemicals) system in 18 countries and regions including Japan (EU is counted as one region), and we also started providing SDS (Safety Data Sheet) on the company homepage (<http://www.suzuki-sds.jp/msds/ProductManagement/productList/suzuki>).

### ● 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 FY2019, we achieved the target for 7 models including the new Hustler and the minor-changed Ignis.

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

#### Models achieving better values than the cabin VOC concentration guideline values in FY2019



New Hustler



Ignis (minor-changed model)

\*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, Labor 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

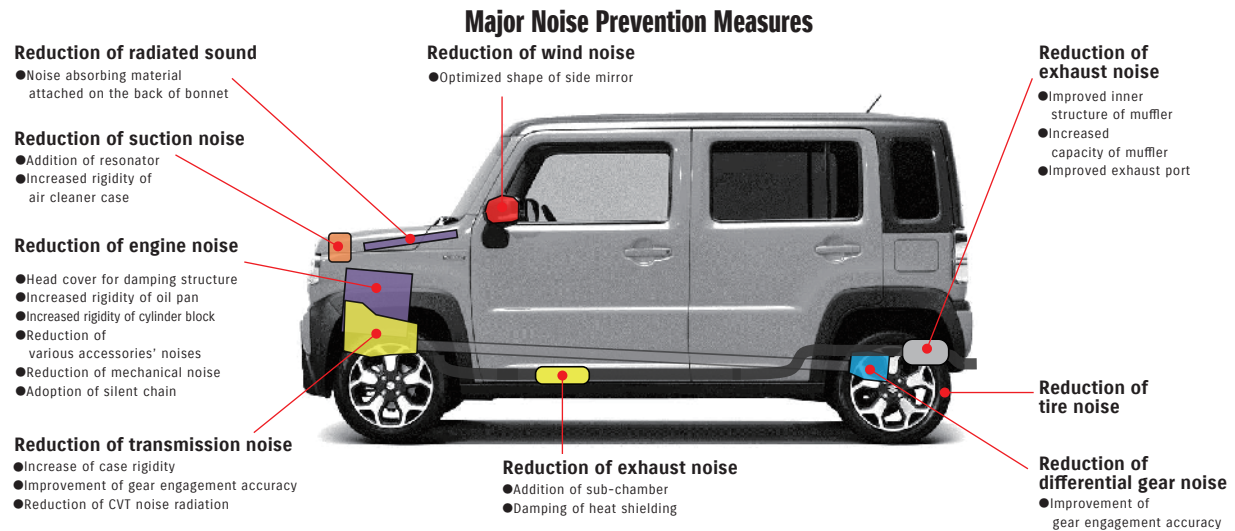
### Automobiles

#### ● 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 tires. At the same time, we are optimizing 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.

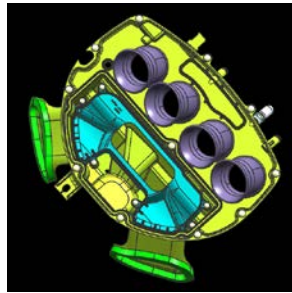
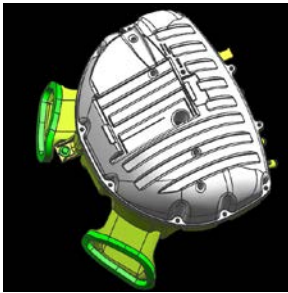
**Motorcycles**

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

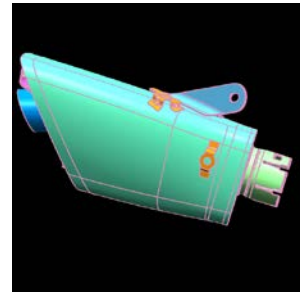
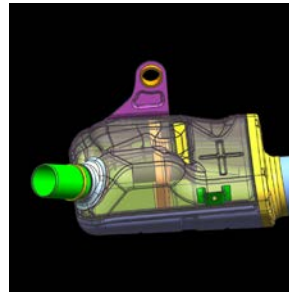
**● Example of applied product**

The following describes our noise reduction efforts, taking an example of KATANA.

To conform to the latest domestic noise regulation, KATANA adopts a structure with high noise reduction, while designing to keep it within a minimum weight increase.



① For air cleaners, the upper case has a rib structure for securing rigidity. Also, separators are placed within the tunnels leading to both sides of intake to increase damping performance of intake noise.



② As for mufflers, they are made of main silencer and sub silencer, both placing glass wool inside the muffler wall, to reduce radiated sound and increase damping performance.

## Promotion of environment conservation with our business partners

### Understanding situation of CO<sub>2</sub> 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 high purchasing amount. Through the research, we are making efforts in understanding their trends in CO<sub>2</sub> emissions and water consumption amount, and situations of CO<sub>2</sub> reduction target and water risk evaluation.

In FY2019, 112 companies of our business partners, which account for approximately 73% of our domestic purchasing amount, have cooperated to the research. Of these companies, those setting CO<sub>2</sub> reduction targets for climate changes accounted for 86%, those evaluating physical risks including overflow and drought within the company for water risks were 81%, and those evaluating restriction and reputation risks concerning restrictions for water usage and company reputations were 74%. 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 92% 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, Authorization 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](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 CO<sub>2</sub> 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 CO<sub>2</sub> emitted

### Reduction of CO<sub>2</sub> emission in manufacturing activity

#### ● CO<sub>2</sub> emissions amount per global production units

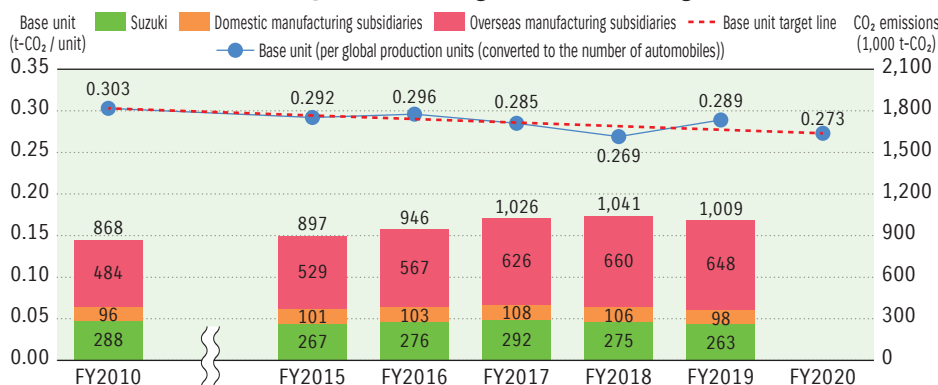
The “Paris Agreement”, which is a new international framework aimed at reducing greenhouse gas to suppress global warming, has been enacted, and governments of various nations and companies worldwide are promoting actions to reduce the emission of greenhouse gases in order to realize the target of controlling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

We consider that it is important to globally promote a reduction of CO<sub>2</sub> emissions from plants in order to reduce the effects of greenhouse gas emissions, and we are making efforts to reduce the amount of CO<sub>2</sub> emissions per production unit (converted to the number of automobiles) of Suzuki’s global manufacturing units by 10% (against FY2010) by 2020 in accordance with the “Suzuki Environmental Plan 2020”.

The total amount of CO<sub>2</sub> emissions from manufacturing activity in FY2019 of Suzuki’s global manufacturing units was 1,009,000 t-CO<sub>2</sub>/year (up by 16% compared to FY2010, and down by 3% compared to the previous fiscal year), that of Japan was 361,000 t-CO<sub>2</sub>/ year (down by 6% compared to FY2010 and by 5% compared to the previous fiscal year), and that of overseas was 648,000t-CO<sub>2</sub>/year (up by 34% compared to FY2010 and down by 2% compared to the previous fiscal year). The amount of CO<sub>2</sub> emissions per production unit of all Suzuki’s global manufacturing units was 0.289 t-CO<sub>2</sub>/vehicle (down by 5% compared to FY2010 and up by 7% compared to the previous fiscal year), that of Japan was 0.367 t-CO<sub>2</sub>/vehicle (down by 5% compared to FY2010 and up by 1% compared to the previous fiscal year), and that of overseas was 0.258 t-CO<sub>2</sub>/vehicle (unchanged compared to FY2010 and up by 11% compared to the previous fiscal year).

CO<sub>2</sub> emission amount per manufacturing unit in FY2018 exceeded the final FY2020 reduction target, but FY2019 could not achieve the target. Although some plants in Japan started switching from LPG to city gas, and solar power generators were expanded in overseas, decrease in global production units (down 10% from the previous year) worsened the energy efficiency. As for FY2020, the Company will further promote initiatives toward achieving the target such as by expanding the switch to city gas in domestic plants, high efficiency of air-conditioning, and expanding solar power generators in overseas.

CO<sub>2</sub> emission performance at global manufacturing bases\*



CO<sub>2</sub> emissions by plant

Plant	CO <sub>2</sub> emissions by plant (1,000 t-CO <sub>2</sub> )
Iwata Plant	34.9
Kosai Plant	103.0
Osuka Plant	44.7
Sagara Plant	88.7
Hamamatsu Plant	8.8

\*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 CO<sub>2</sub> emissions, considering said portion to be contribution to reduction of CO<sub>2</sub> 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 totalization]  
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)), 4 domestic manufacturing subsidiaries, and 17 overseas manufacturing subsidiaries

[CO<sub>2</sub> 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

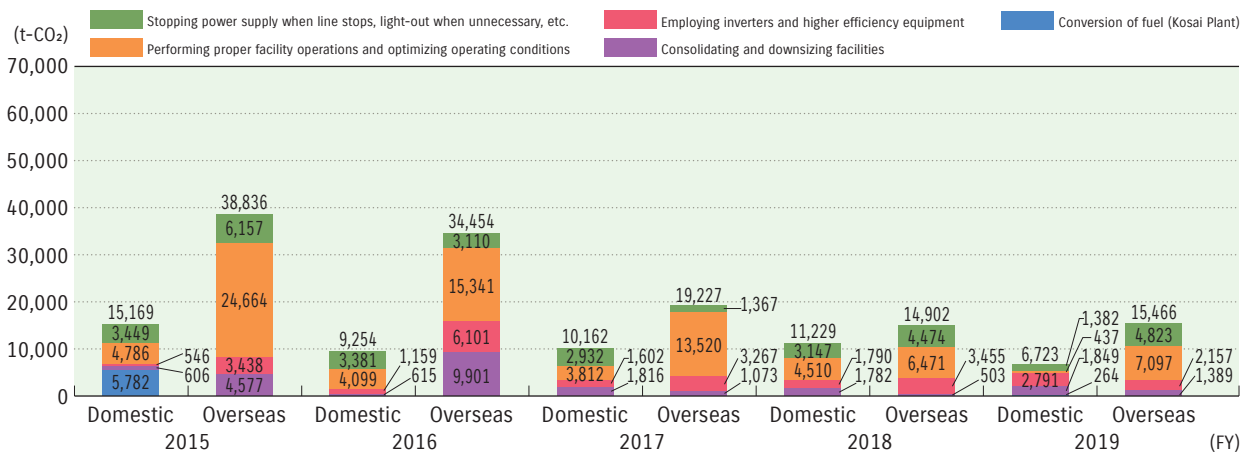
Large energy-saving effects were acquired by switching from LPG to city gas at Osuka Plant, reducing defect within the cast process of Sagara Plant, and fixing air leakage in each plant.

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 utilizing 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.

CO<sub>2</sub> reduction amount of domestic and overseas plants and reduction amount by activities are as per below.

Total CO<sub>2</sub> reduction amount by activities conducted globally



[Area subject to totalization]  
Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)) and 16 overseas manufacturing subsidiaries

●Promoting the use of renewable energies

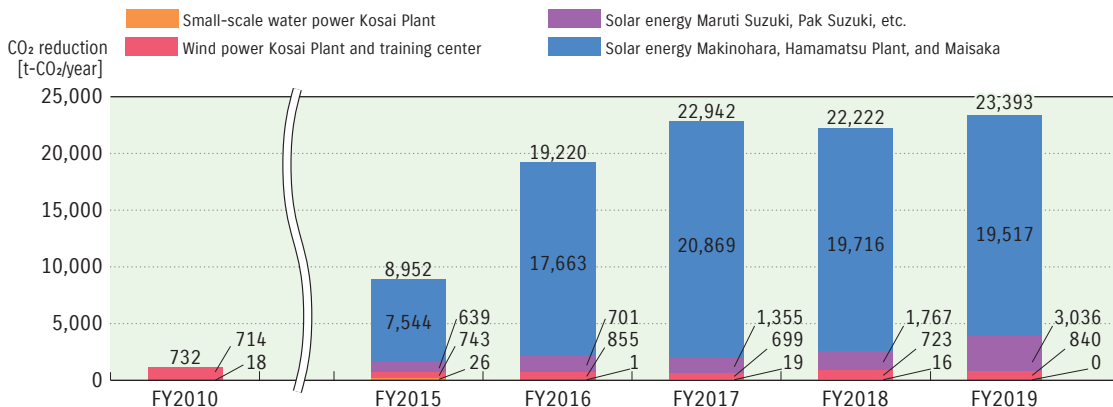
As part of global warming countermeasure, Suzuki is introducing two wind force power generation systems and a small-scale hydraulic power generation system (using industrial water receiving pressure) into Kosai Plant, installing one wind force power generation system in a training center and solar power 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 renewable energies, both in Japan and overseas.

Electric power generated by renewable energies

Renewable Energy Type	Electric power generation [kWh]
Wind power (Kosai Plant, training center)	1,765,568
Small-scale water power (Kosai Plant)	0
Solar energy generation (Maruti Suzuki, Pak Suzuki, etc.)	4,182,130
Solar energy generation (Makinohara, Hamamatsu Plant, and Maisaka)	41,002,334

CO<sub>2</sub> reduced by renewable energies



## Reduction of CO<sub>2</sub> 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.

#### Partial adoption of automatic air conditioning control system installed with AI "Smart-DASH"

In FY2018, Smart DASH<sup>®</sup> was introduced in one floor of a data center and reduced power consumption by approximately 24.9%. The same system was also introduced in another floor of a data center.

#### Adoption of high-efficiency air conditioning facility "FMACS<sup>®</sup>-V hybrid (LL)"

One unit of FMACS<sup>®</sup>-V hybrid (LL) indirect outside air-cooling air conditioning system, which is said to reduce energy used for air conditioning in data center by up to 63%, was introduced. We plan to replace the present air conditioning system with FMACS<sup>®</sup>-V hybrid (LL).

### ●Promotion of CO<sub>2</sub> emission reduction at offices

We determined the standard of employee behavior in FY2008, and all of our employees are getting together to promote energy saving at offices and reduction of CO<sub>2</sub> emissions. In addition, we put the progress of each activity in relation to the standard of employee behavior on the in-house homepage so that individual employee can check the result of their activities.

#### Standard of employee behavior

We have established a standard of employee behavior (for In-house Cost Cutting Activities), which covers a wide range of activities, for the purpose of promoting energy saving and CO<sub>2</sub> reduction by individual employees.

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

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

#### Visualization of energy consumption specified in the standard of employee behavior

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 behavior 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.

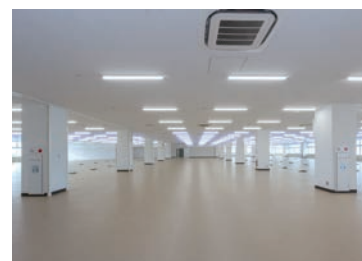
By far, we changed up to approximately 80% of the light in offices to LED.

### ●Other efforts

#### Reduction of moving within the company by utilizing IT

We are making in efforts in reducing energy consumption from moving within the company by proactively utilizing TV conference system, Web conference system, and remote work environment.

Total reduction of moving hours totaled approximately 3,000 hours/year.



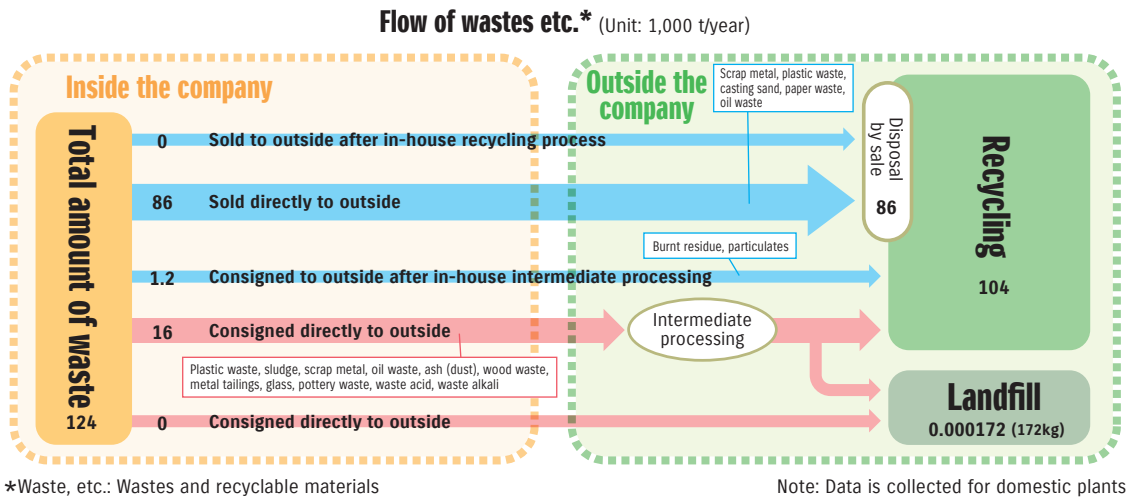
Introduction of LED lights

#### 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 focusing on eco-drive at the headquarters and each plant/office on an as needed basis. So far, 8,435 persons in total participated in the seminar.

## Effective use of resources

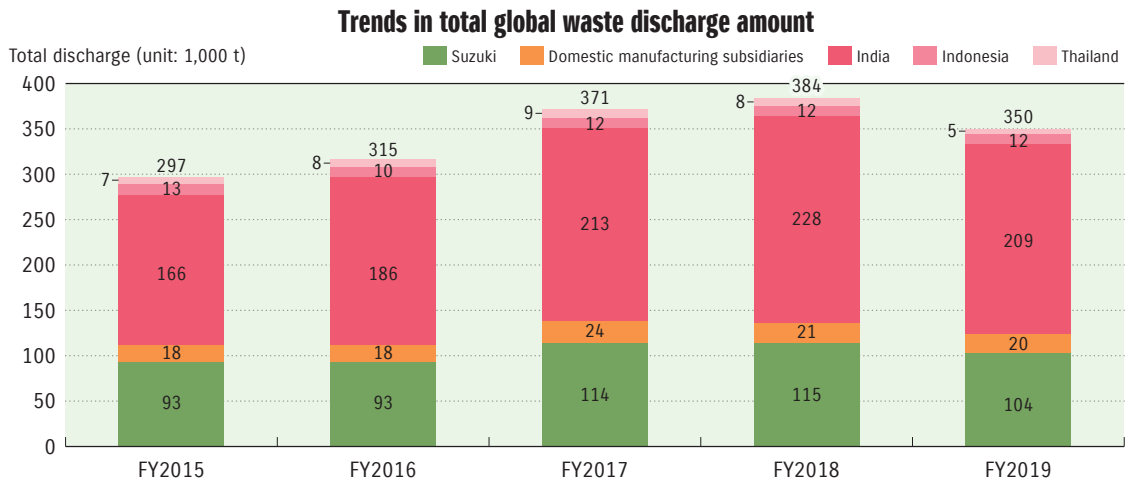
### Effective use of resources in production activities



### Reduction of waste materials

#### Total waste discharge amount

The total waste discharge amount at Suzuki and domestic manufacturing subsidiaries was 124,000 tons (down 9% from the previous year), and the global total waste including Japan was 350,000 tons. Also, there are no exports/imports of hazardous wastes specified in the Basel Convention.



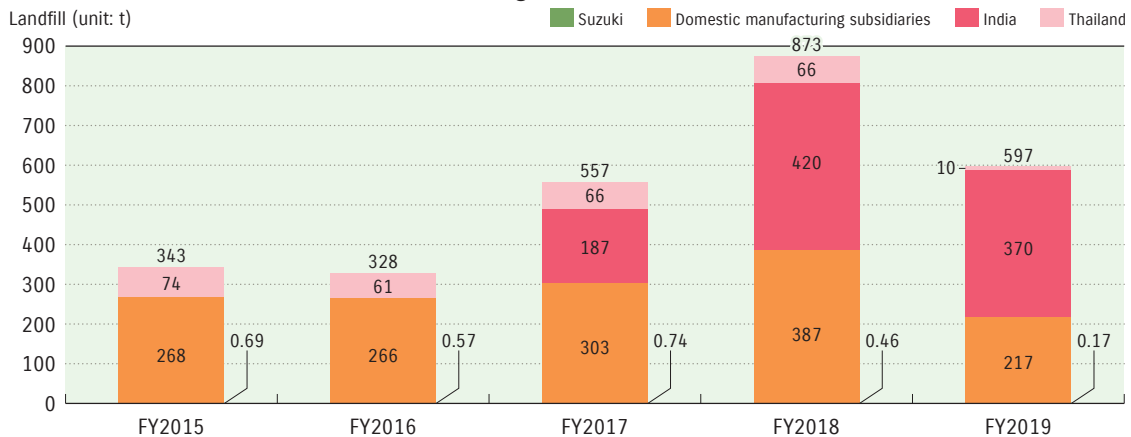
[Area subject to totalization]

Suzuki Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (India, Indonesia, and Thailand)

## Reduction of landfill amount

While Suzuki continued the zero-level\*<sup>1</sup> landfill amount with 0.17t, domestic manufacturing subsidiaries did not achieve the zero-level landfill amount with 217t. Global landfill amount\*<sup>2</sup> was 597t (down 32% from the previous year). We plan to achieve zero-level of domestic manufacturing subsidiaries in FY2020 by reviewing their waste disposal method.

### Trends in global landfill amount



\*1 Definition of the zero-level

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

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

\*2 Data of major overseas plants is included from FY2013.

[Area subject to totalization]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 5 overseas manufacturing subsidiaries (India and Thailand)

## ● 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 authorized by the Ministry of the Environment.

At Suzuki's domestic plants, PCB wastes equivalent to 1,233 units of vehicles have been disposed by the end of March 2020.

## 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 computerization 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 FY2019, 1,006 tons of paper wastes were recycled.



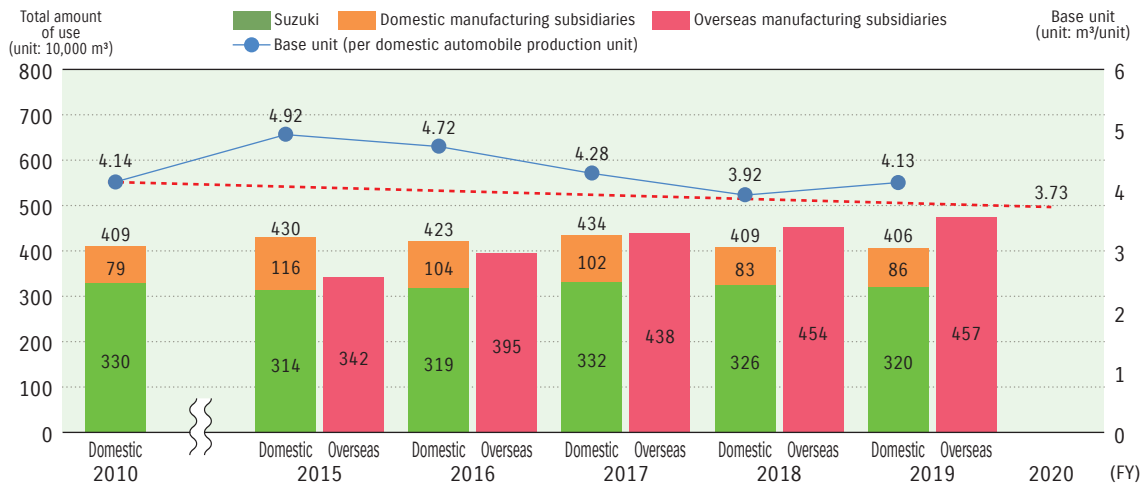
## Efficient use of water resources in production activities

### ●Reduction of amount of water used

Since FY2016, we have been working toward 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 utilizing 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 in FY2019 in Japan decreased by 0.7% compared to the previous year, resulting in 4.06 million m<sup>3</sup>, and base unit increased by 5.3% year-on-year from 3.92m<sup>3</sup>/unit to 4.13m<sup>3</sup>/unit.

### Trends in amount of water used globally



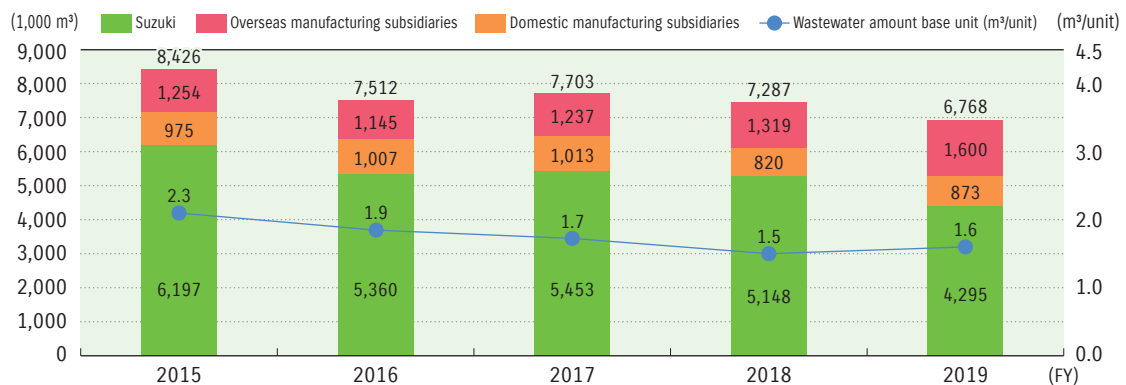
[Area subject to totalization]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 17 overseas manufacturing subsidiaries

### ●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



[Area subject to totalization]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 16 overseas manufacturing subsidiaries

**TOPICS**

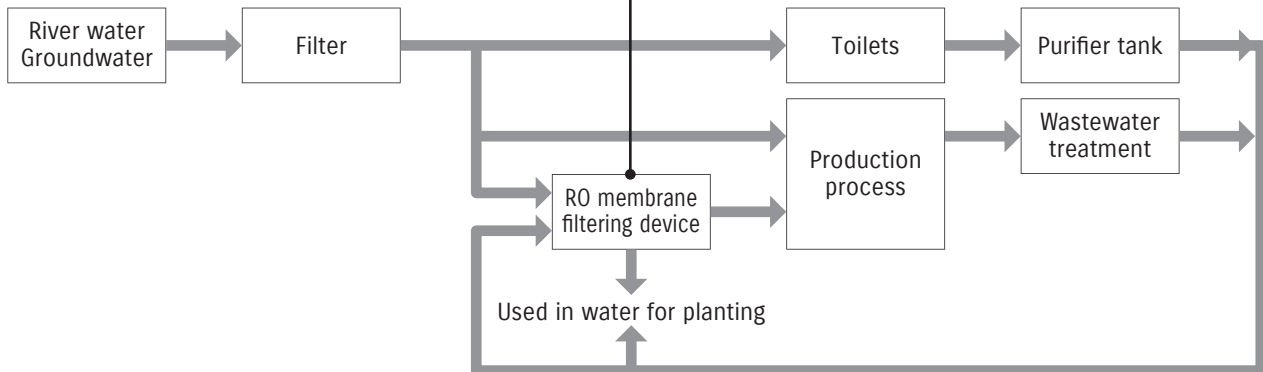
**Reusing wastewater and reducing landfill waste at Suzuki Motor Gujarat**

**Protecting water resources through reusing wastewater**

The state of Gujarat located in the northwestern part of India has a drying zone climate with few rains, and the state is facing shortage of water. To deal with water shortage issue, since its start of production in February 2017, Suzuki Motor Gujarat started initiatives to reuse wastewater from production processes as industrial water by purifying them through RO membrane filtering device. Reuse of wastewater from toilets started in May 2019, and from July 2019, up to 100% of wastewater is reused. From these efforts, use of new water amount in FY2019 was 1.0m<sup>3</sup>/unit.

Suzuki Motor Gujarat is contributing in protecting water resources by proactively making efforts for reusing wastewater.

RO membrane filtering device



**Reduction in landfill waste**

Various types of wastes are generated from automobile plants. Since its start of production in February 2017, Suzuki Motor Gujarat has contracted with cement company to recycle paint residue generated from painting process, which is regarded as hazardous wastes in the Indian law, and sludges generated from wastewater treatment into cement materials. All other wastes were treated as landfill wastes, but from April 2019, large amount of those wastes are being switched to recycling to reduce landfill waste.



Cement company truck loading wastewater treatment sludge

**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.

## Efforts for environmental conservation

### Control of chemical substances

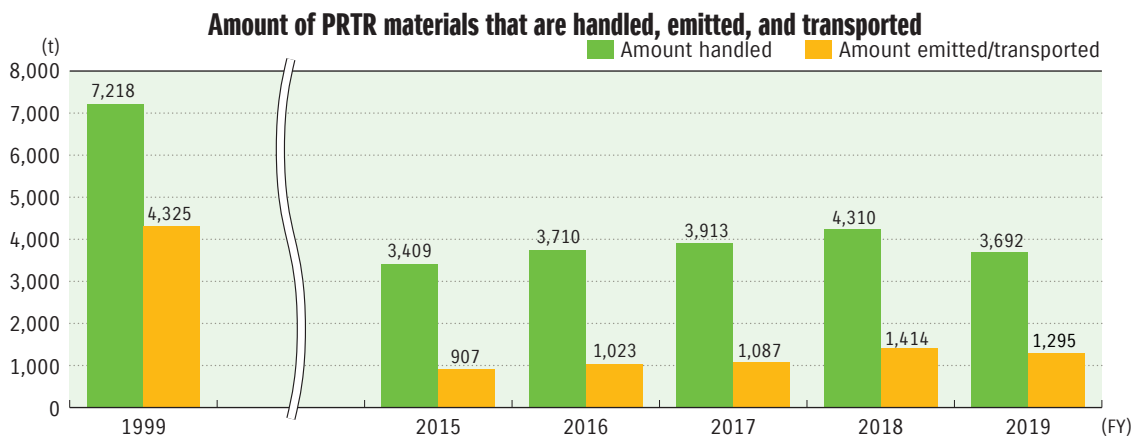
#### ● Purchasing new substances

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 behavior, 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 1,295 tons in FY2019.

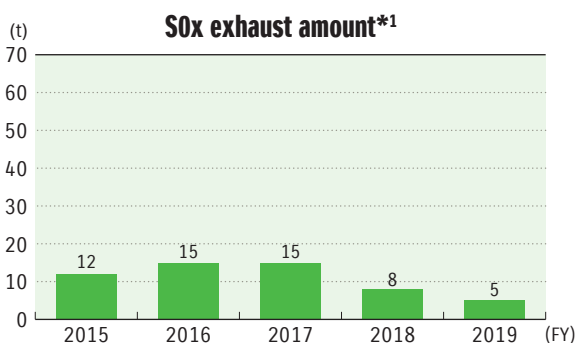


[Area subject to totalization]  
Headquarters, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), Motorcycle Technical Center, and Marine Technical Center

### Control of air pollution

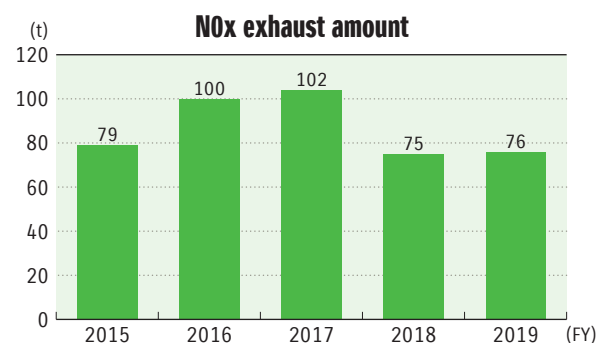
#### ● Control of SOx and NOx emissions

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 totalization]  
Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant



[Area subject to totalization]  
Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant

● **VOC reduction in the painting process**

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

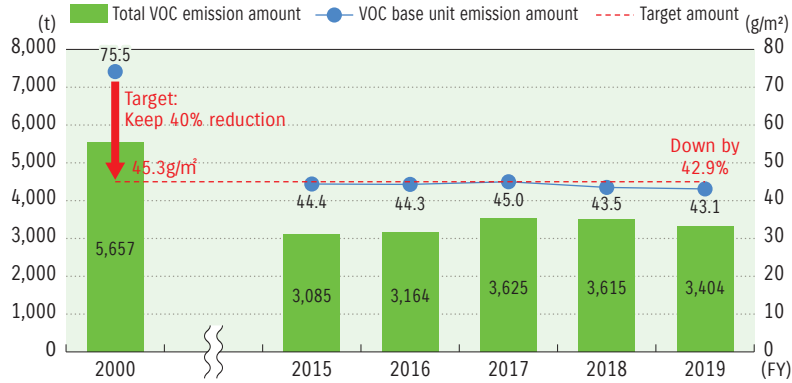
The total emission in FY2019 including painting of automobile bodies, bumpers, and motorcycles was 3,404t/year.

VOC base unit emission amount was 43.1g/m<sup>2</sup>, down by 42.9% 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 totalization]  
 Domestic plants with each painting process of automobile body, motorcycle, and bumpers  
 (Iwata Plant, Kosai Plant, Toyokawa Plant (until July 2018), Hamamatsu Plant, and Sagara Plant)

## Control of water and soil contamination

### ● 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 domestic manufacturing subsidiaries 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 FY2019, we conducted soil survey 3 times in our domestic plants, and 2 soil contamination was found. Soil contamination was appropriately sanitized and removed by excavation and removal, and sanitizing the area.

#### 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 sanitization 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 odor and noise

Although we strictly follow the relevant regulations or laws, the odor 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 odor and elimination of their potential sources.





# Transportation

Suzuki implements environment-friendly transportation of products in cooperation with transportation companies. Efforts are made to reduce CO<sub>2</sub> 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.

## CO<sub>2</sub> reduction in domestic transportation

### Enhancement of transportation efficiency by reviewing transportation route and packing style

#### ● Discontinuing transportation for outsourcing

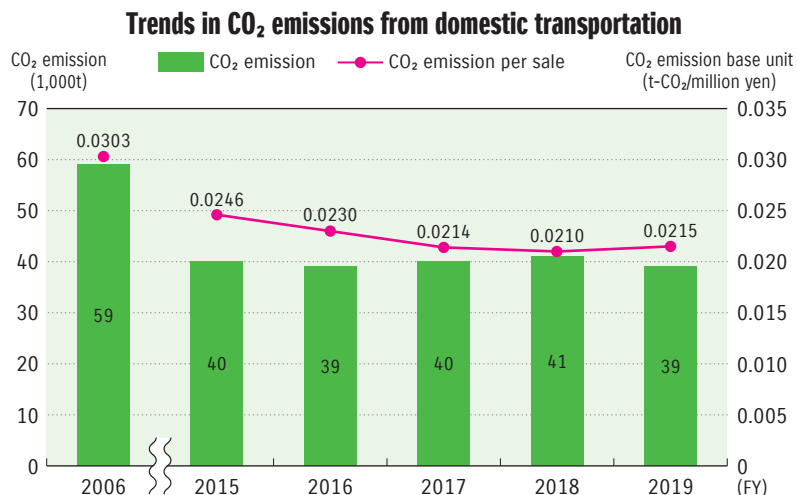
Until December 2018, some minivehicles produced at the Iwata Plant were transported to the outsourced destinations for their modifications before transporting to each pre-delivery center. From January 2019, the modification process was moved to the Iwata Plant. By producing and modifying the model in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



#### ● CO<sub>2</sub> 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 CO<sub>2</sub> emissions in domestic transportation.

CO<sub>2</sub> emission in FY2019 was reduced by 34% compared to FY2006, and by 6% compared to previous year to 38,547t-CO<sub>2</sub>. CO<sub>2</sub> emission base unit per sales was improved by 29% compared to FY2006.

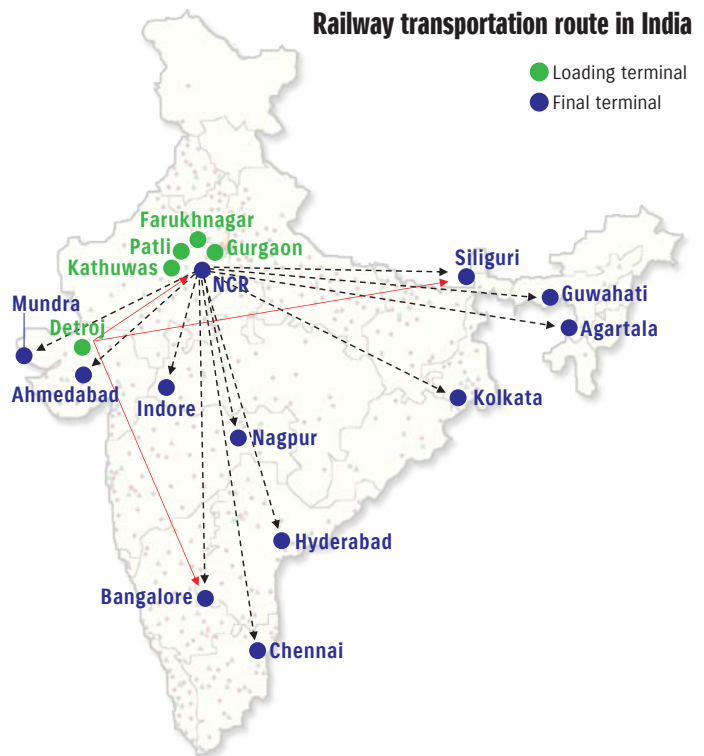


**TOPICS**

**Maruti Suzuki offsets 3,000 tons of CO<sub>2</sub> emissions in 6 years by transporting cars via rail mode**

In order to reduce CO<sub>2</sub> emissions from transporting cars completed at the plants, Maruti Suzuki utilizes railway in part of its domestic transportation. Starting from March 2014, in FY2019, the company transported 178,000 units, and the total units transported in 6 years accumulated to 670,000 units, reducing approximately 3,000 tons of CO<sub>2</sub> emissions. This is equivalent to saving transportation of 100,000 units by truck, or 100 million liters of fossil fuel.

As of July 2020, Maruti Suzuki utilizes 5 loading terminals and 13 destination terminals. It has helped to reduce traffic congestion, CO<sub>2</sub> emissions, and fossil fuel, and is promoting transportation of large amount of cars in faster time.



## 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 FY2019, returnable containers were used in 32% of the whole shipping, which reduced approximately 130t 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 6.1t of disposal mirror mat and 0.7t of disposal corrugated cardboard in FY2019.



Reuse of mirror mat

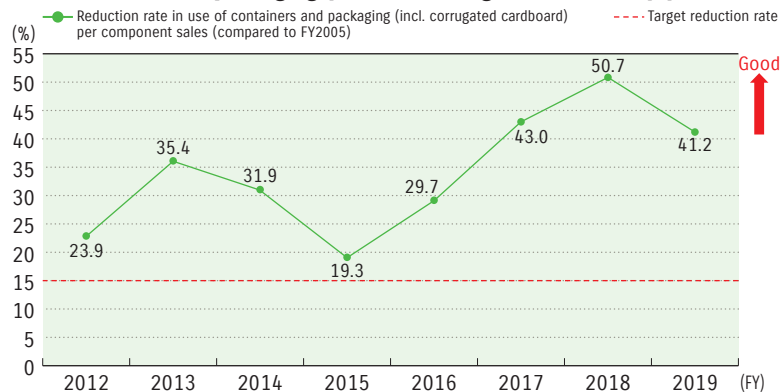


Reuse of corrugated cardboard

### 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 FY2019, we reduced the use of containers and packaging (including corrugated cardboard) per component sales by 41.2% 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 FY2019)**





## Efforts by Sales Distributors

Suzuki Group including the consolidated subsidiaries conducts environment management. Efforts made by sales distributors include: reducing CO<sub>2</sub> 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 CO<sub>2</sub> emission

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

56 domestic sales companies and 6 non-manufacturing companies\* have a common energy-saving goal “Aggressively promote energy-saving activities toward suppressing global warming by introducing energy-saving facilities”, and are actively promoting energy-saving activities.

Also, each 54 domestic automobile sales companies have introduced the Environmental Management System. They are making improvements in energy-saving, water-saving, reduction of environmental load such as wastes, and compliance to environmental laws and restrictions.

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

\*56 domestic sales companies: Suzuki Motor Sales Tokyo Inc., Suzuki Motor Sales Kinki Inc., Suzuki Motorcycle Sales Inc., Suzuki Marine Co., Ltd., etc.  
6 non-manufacturing companies: Suzuki Business Co., Ltd., Suzuki Transportation & Packing Co., Ltd., Suzuki PDC East Japan, Suzuki PDC Central Japan, Suzuki PDC West Japan, 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\*<sup>1</sup> enforced in January 2005, Suzuki has exercised its duty to collect and/or recycle shredder scraps (ASR\*<sup>2</sup>), airbags, and Freons of end-of-life vehicles.

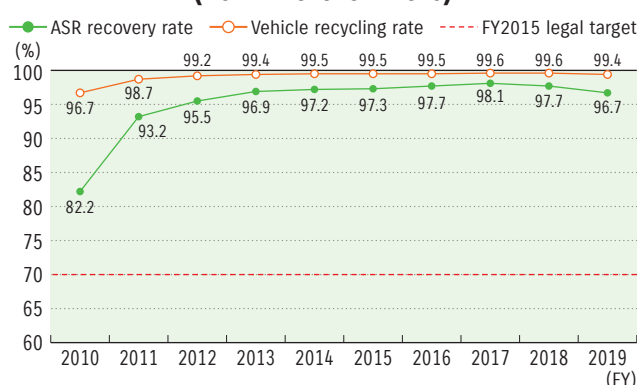
Implementation in FY2019 (from April 2019 to March 2020) is as below.

##### Collection and recycle of ASR

Our ASR recycling rate was as high as 96.7% in FY2019, continuously achieving or surpassing the legal target for FY2015 or later (70% or higher) since as early as FY2008. Vehicle recycling rate reached 99.4%\*<sup>3</sup>.

We are promoting collection and recycling of ASRs through ART\*<sup>4</sup> organized by 13 automobile manufacturers, etc. (as of 31 March 2020), 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 FY2019)



##### Collection and Recycle of Air Bags and Freons

In FY2019, our airbag recycling rate was 94.5%, 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 89.5t.

For collection and recycle of air bags and collection and disposal of Freons, Suzuki and other auto makers organized 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 India, Maruti Suzuki established a joint venture MSTI with Toyota Tsusho in October 2019 for proper dismantling and recycling of ELVs, ahead of its law enforcement in India. It aims to reduce littering of vehicles and parts, and also to tackle environmental issues including global warming and soil/water contamination.

Collection and recycling of used lithium-ion batteries is currently being promoted.

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 organized 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 authorized 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 authorized organization and obtained a new COCOM in October 2011, and since has been updating every other year, 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 CO<sub>2</sub> 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 FY2019 increased by 9.5% year-on-year to approximately 80,000 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 FY2019, total of 6,147 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.

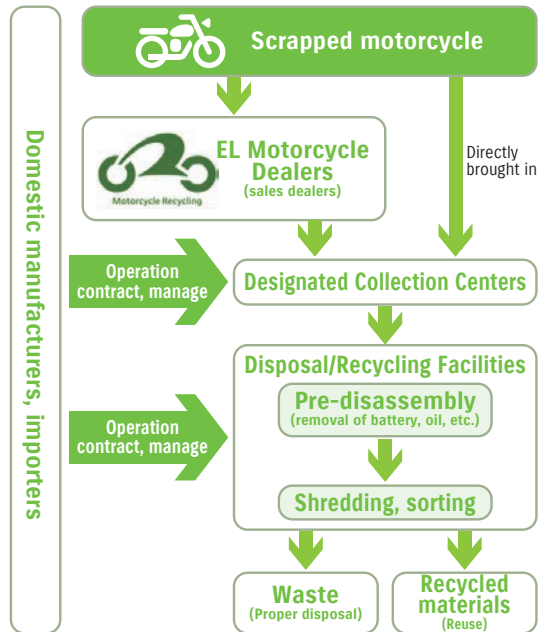
End-of-life motorcycles are taken back at “EL Motorcycle Dealers” and “Designated Collection Centers” throughout the nation for convenience of our customers. These discarded motorcycles are then collected at 14 “Scrapping/Recycling Facilities”, and disassembled, shredded, and sorted. Those that can be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

The recycling rate in FY2019 is 97.8% of the weight basis, achieving the recycling rate target of 95%.

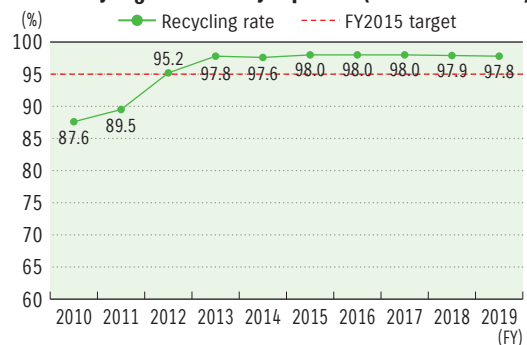
For more details, access the following websites.

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 recycling) <https://www.jarc.or.jp/en/motorcycle/>



Trends in recycling rate of motorcycle products (from FY2010 to FY2019)



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 six other 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 realizes 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.

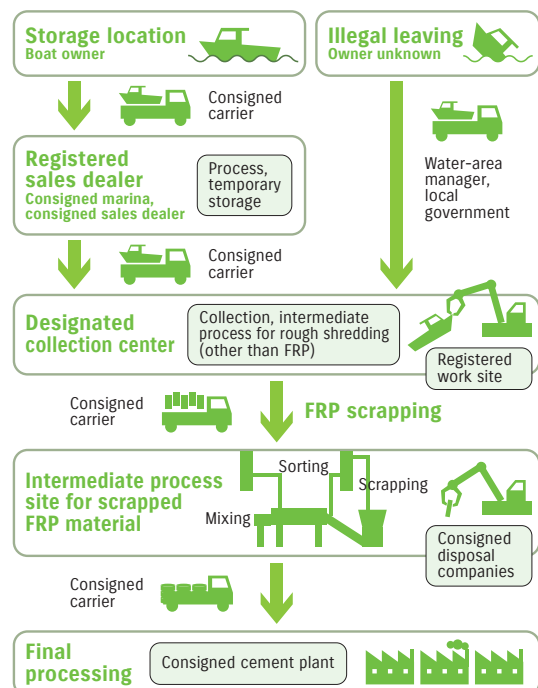
(In Japanese language only)

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>



**TOPICS**

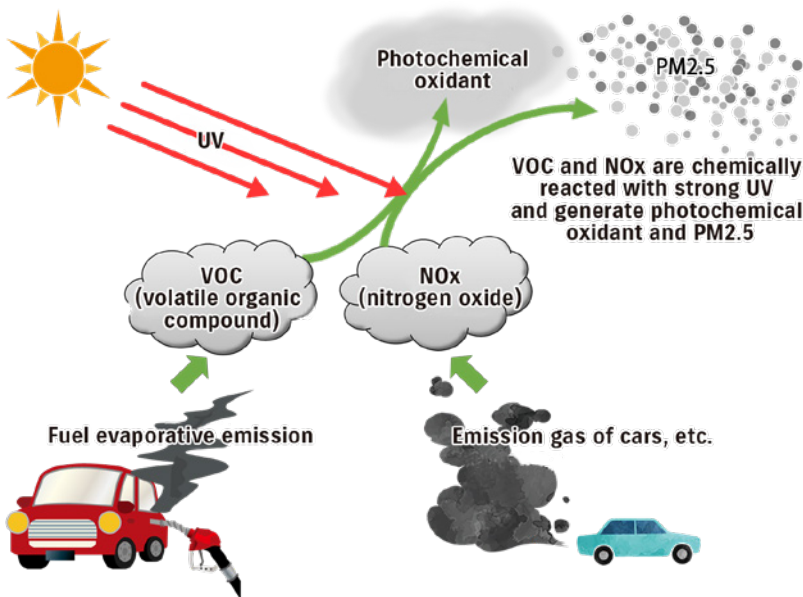
**Gas station of Suzuki Business installed fueling machine that collects fuel evaporative emission generated during fueling**



The R-1 Hamamatsu Self SS, a gas station of Suzuki's non-manufacturing subsidiary Suzuki Business Co., Ltd., is installed with fueling machine that collects fuel evaporative emission generated during fueling.

Fuel evaporative emission is one of the substances of cause for air-polluting substances such as photochemical oxidant and PM2.5. It is a substance that has negative impact on atmospheric environment such as cause for odor unique to gasoline.

The R-1 Hamamatsu Self SS of Suzuki Business will contribute to conservation of atmospheric environment by suppressing fuel evaporative emission, while aiming for human- and earth-friendly gas station which the fuelers themselves can fuel their cars at ease.



◇ How fuel evaporative emission are collected ◇

**Without collecting function**

Conventional fueling nozzle



Fuel evaporative emission are not collected and emitted into the air from area around the vehicle's fuel filler

**With collecting function**

Nozzle that collects fuel evaporative emission



Fuel evaporative gas are collected while fueling, so it's eco-friendly and odorless

Reference: Ministry of the Environment (in Japanese language only)  
<http://www.env.go.jp/air/osen/voc/e-as/>

Reference: Ministry of the Environment (in Japanese language only)  
[http://www.env.go.jp/air/osen/voc/e-as/file/eas\\_flyer.pdf](http://www.env.go.jp/air/osen/voc/e-as/file/eas_flyer.pdf)

Genuine car navigation system for the new Hustler launched in January 2020 has a new function which displays gas stations installed with fueling machine that collects fuel evaporative emission, and it is updated in a timely manner. Suzuki will cooperate in popularization of gas stations that consider atmospheric environment.

# CSR Initiatives

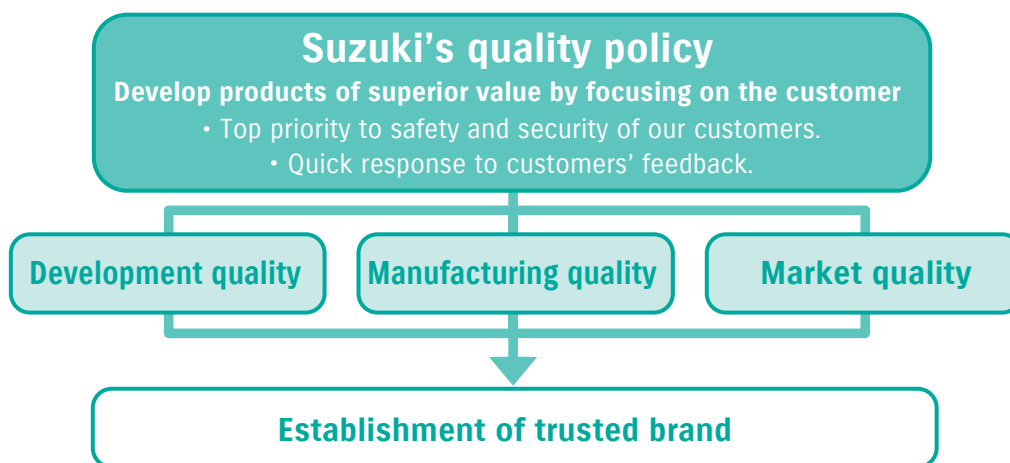
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## Efforts for Product Quality

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, Indonesia, Thailand, Hungary, etc., have also adopted the ISO9001. Suzuki Manufacturing of America Corp., which is a subsidiary for production of ATV in the USA, also acquired the certificate in FY2019.

As a result, the ratio of production at plants certified by ISO9001 against the entire global production of automobiles in the Suzuki Group in FY2019 (2,967,000 vehicles) reached approximately 99.6%. We will promote quality management in the entire Suzuki Group, and continue to make efforts to realize 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	USA	Suzuki Manufacturing of America Corp.
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

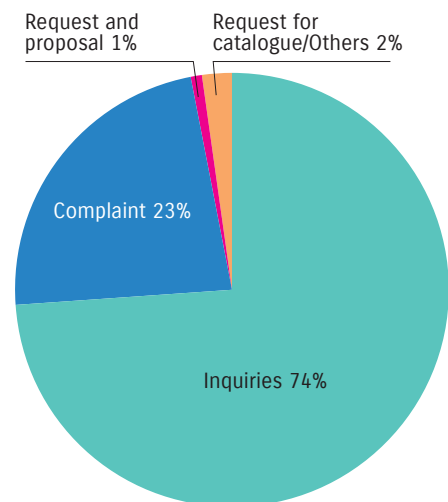
Automobile structures are getting more and more complex, such as with advanced driving assist systems that are rapidly becoming popular due to increase in consciousness for safety, as well as hybrid system and on-board information device linked with network. For the safety and reliability of customers, 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 recognize 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 is carefully handled and collected into a data integration system for efficient information management and posted on our intranet system, with the personal data carefully protected. Also, we have established a system enabling such information to be promptly fed back to the relevant persons in charge depending on the criticality of the information. While not only collecting users' requests and opinions, but also fully examining the collected information, we often summarize 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 FY2019





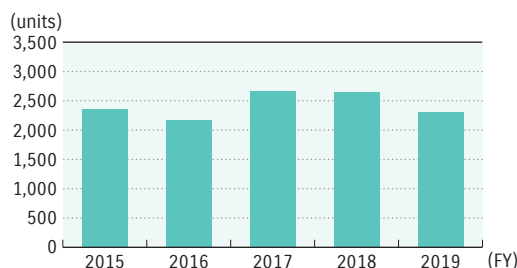
## Welfare vehicles (“With” Series)

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.



“With” Series Sales



### Wheelchair courtesy vehicle

Wheelchair courtesy vehicles make it easy for persons requiring special care to get into and out of the rear of the vehicle while seated in 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

## Motorized wheelchairs and electro senior vehicles

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

\*Motorized 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”, considers its use in city areas. It is capable of moving at adjustable speeds ranging from 1km/h to 6km/h. With the turning radius of 1.1 meters, 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. It enables 360-degree turning without moving back and forth by directly propelling the two rear wheels with two separate motors. 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.



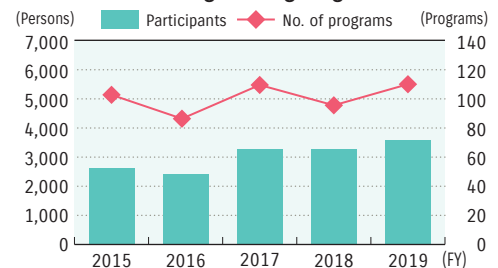
Furthermore, to enhance safety driving of first-time users of electric wheelchairs, Suzuki is promoting awareness of safety driving by handing out brochure for the safe usage of those products.

**Number of brochures handed out**

	FY2015	FY2016	FY2017	FY2018	FY2019	5-year Total
Brochure	10,000	8,153	8,000	16,000	12,100	54,253

Detail of brochure can be seen at the homepage of Electric Wheelchair Safety Promotion Association (in Japanese language only). <https://www.den-ankyo.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. It aims to contribute to safety of road traffic by promoting safe and healthy use of electric wheelchairs and their popularization. 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 education and PR activities. It recognizes 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 organizer of the Electric Wheelchair Safety Promotion Association.

**NPA Electric wheelchair Safety Instruction Commendation Result**

FY2019	Excellent	Suzuki Motor Sales Nagano Inc.
	Great	Suzuki Motor Sales Kochi 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 minimize even near-miss accidents through various driving-support technologies.

SUZUKI  
Safety Support

#### ● Products installed with Suzuki Safety Support

(As of November 2020)

Installed model	 Alto	 WagonR	 Spacia	 Hustler	 Swift	 Solio
Collision-mitigation braking	Dual Sensor Brake Support	Dual Sensor Brake Support	Dual Camera Brake Support	Dual Camera Brake Support	Dual Sensor Brake Support	Dual Camera Brake Support
Back-up Brake Support	●	●	●	●	●	●
False Start Prevention Function	Front/Rear	Front/Rear	Front/Rear	Front/Rear	Front/Rear	Front/Rear
Lane Departure Prevention Function				●	●	
Lane Departure Warning Function	●	●	●	●	●	●
Weaving Warning Function	●	●	●	●	●	●
Adaptive Cruise Control			● (follows at safe distances between vehicles in all speed range)	●	● (follows at safe distances between vehicles in all speed range)	● (follows at safe distances between vehicles in all speed range)
Road Sign Recognition Function			●	●	●	●
Head-up Display		●	●			●
High Beam Assist	●	●	●	●	●	●
Preceding Car Departure Announcing Function	●	●	●	●	●	●
Blind Spot Monitor					●	
Rear Cross Traffic Alert					●	
Camera for all-direction monitor		●	●	●	●	●

\*Each system functions under certain condition. For detail, please check their instructions.

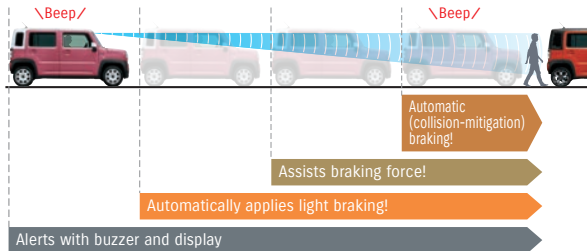
\*Systems vary depending on model, variant, and specification. For detail, please refer to each model's catalogue.

● Main systems of Suzuki Safety Support



**Dual Camera Brake Support** : Collision-mitigation braking that even detects pedestrian at nighttime

By detecting vehicle and pedestrian in front of the vehicle, the system alerts the driver with sound and display when it judges that there's a possibility of crash. The system automatically applies light braking when the possibility of crash rises. When the driver applies brake during this stage, the system assists the driver's braking force. If the possibility of crash rises further, the system automatically applies hard braking to avoid or mitigate crash.

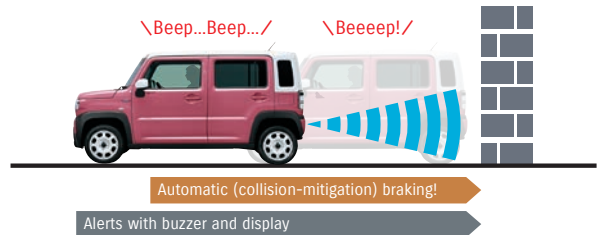


\*Automatic (collision-mitigation) braking function applies hard braking, so please make sure that all passengers are fastened with seatbelts before driving. \*The vehicle moves with creep after automatic (collision-mitigation) braking, so please step on the brake pedal.



**Back-up Brake Support** : Collision-mitigation braking functions even when backing-up

Four ultrasonic sensors installed within the rear bumper measure the distance from obstacles behind the vehicle, and alerts the driver of getting closer with four levels of buzzer. If the possibility of crashing into the obstacle behind rises, the system automatically applies brake to avoid or mitigate crash.

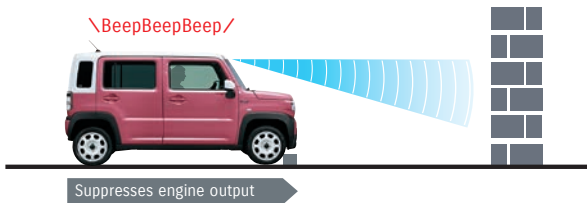


\*The vehicle moves with creep after automatic (collision-mitigation) braking, so please step on the brake pedal.



**False Start Prevention Function** : Avoids sudden start due to misstep

If the driver steps on the accelerator pedal hard in places such as parking lot with walls in front, and the gearshift in D, M, or L (including S mode), the system automatically suppresses engine output up to approximately five seconds. This contributes in avoiding crash due to sudden start or sudden acceleration.

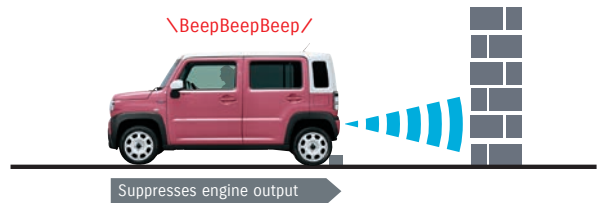


\*The system has no function to apply brake and stop the vehicle.



**Rear False Start Prevention Function** : Avoids unintended back-up due to mis-selection of gear

If the driver steps on the accelerator pedal hard despite the obstacle behind and the gear position in R (reverse), the system automatically suppresses engine output to prevent sudden back-up. This contributes in avoiding crash due to accidental mis-operation.



TOPICS

Started offering aftersales sudden start prevention system, Misstep Acceleration Prevention System

Suzuki started offering aftersales sudden start prevention system called the Misstep Acceleration Prevention System from August 2020. The system is offered as aftersales parts for the WagonR\*<sup>1</sup>, and the Company plans to expand the lineup.

The Misstep Acceleration Prevention System can be installed onto a vehicle that the driver currently uses\*<sup>2</sup>. The system alerts with lamp and buzzer if it detects an obstacle in front or behind upon start. If it detects that the accelerator pedal is stepped hard under such condition, it suppresses engine output.

Suzuki is making efforts in popularizing the Suzuki Safety Support preventive safety technologies toward the future with no accidents. The Misstep Acceleration Prevention System offers peace of mind to customers who are favoring the vehicle for a long time.



Ultrasonic sensor (front)

\*Sensor color is only black.



Ultrasonic sensor (rear)



Display

\*Display is lit for explanatory purpose.

[Function]

- Alerting upon detection of obstacle in front or behind, and suppressing acceleration
- Suppressing acceleration when backing-up with no obstacle behind

[Specification]

- Ultrasonic sensors (2 each in front and rear)
- Display size: Width 77mm x Length 44mm x Height 35mm

\*1 For FX variant sold from September 2012 to July 2014, excludes model installed with Radar Brake Support, 5MT, 20th Anniversary Model, lifting seat type vehicle, and Stingray.

\*2 The system may not be installed under certain conditions, and the dealer for installing the system is limited. Please consult with your nearest distributor or dealer.



## 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 Special Trainer Training Session” and “Centralized Training Workshop for Special Trainers” organized by Japan Traffic Safety Association (JTSA) by sending instructors. In addition, we are also involved in the annual “National Motorcycle Safe Riding Competition” organized by Japan Motorcycle Promotion & Safety Association 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 Grounds 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 4 times in FY2019 and 145 persons participated.



### Suzuki Under-30 Safety School

In 2019, Suzuki Under-30 Safety School was held for the first time in 9 areas (Hokkaido, Tohoku, Kanto, Chubu, Kinki, Chugoku, Shikoku, Kyushu, and Okinawa) for beginner riders aged 30 or younger who purchased Suzuki motorcycles.

The school holds simple lecture and riding lesson as a fundamental course for safety riding. The participant enjoyed learning fundamental practices of running, cornering, and stopping, to braking and mid-speed balancing. They were held 9 times in 2019 and 90 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 2019 was its 17th time.

Suzuki is contributing to foster personnel 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 once in 2019 and 8 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 6 times in 2019 and 218 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 organization 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 familiarize 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 focusing on the customer”. In creating such valuable products, we believe that it is our role 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, delivery deadline, technical development capabilities, risk management, and past track record. We also 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 tackling such initiatives together with our business partners for their early 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”, thorough efforts are made by the Suzuki Group (Suzuki Motor Corporation and domestic/overseas Group companies) to respect human rights. The Suzuki Group has no intention of taking part in any action that would lead to infringement of human rights even in procurement activities. 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 labor and forced labor
- Not using conflict minerals causing human rights infringement

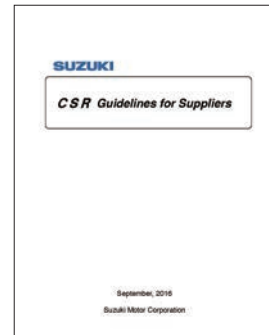
● **Suzuki CSR guidelines for our business partners**

Stakeholders including business partners of Suzuki are getting multi-nationalized and diversified as our business activities are developed globally. Therefore, 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 with 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](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 is 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)**

**1. Safety/Quality**

- 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

**3. Environment**

- Implementing environmental management
- Reducing greenhouse gas emissions
- Preventing air, water, and soil pollution
- Saving resources and reducing wastes
- Managing chemical substances

**2. Human Rights/Labor**

- 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

**4. Compliance**

- 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

**5. Information Disclosure**

- Information disclosure to stakeholders

● **Suzuki Green Procurement Guideline**

Please refer to p.55 for our initiatives for promotion of green procurement.

\*Green procurement guideline

[https://www.globalsuzuki.com/corporate/environmental/green\\_policy/pdf/suzukiGreenGuideline.pdf](https://www.globalsuzuki.com/corporate/environmental/green_policy/pdf/suzukiGreenGuideline.pdf)



# With Our Employees

Under the mission statement “Develop products of superior value by focusing 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 a healthy and 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, focusing 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 challenge 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 “people”.

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

- **All accidents are preventable.**

Managers must lead the workplace, having the strong belief “all labor 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**

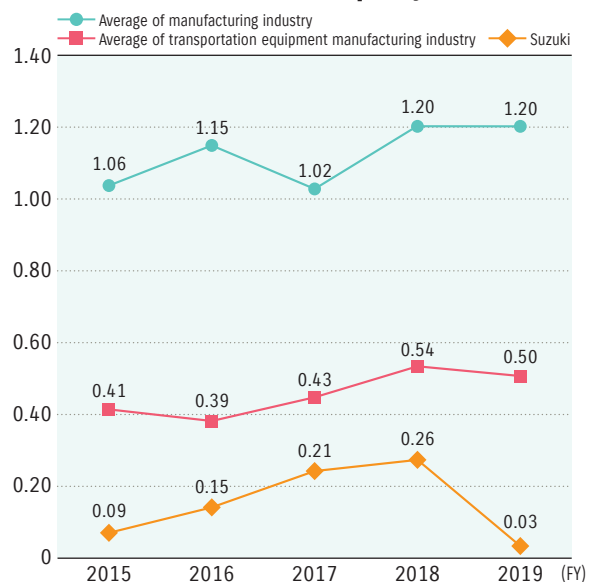
The “Central Safety and Health Committee” to which representatives from offices and labor unions attend is held twice a year to determine basic polices related to corporate “work safety”, “labor health” and “traffic safety”.

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 crosschecks. 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 prefetch 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.

#### Trends in accident frequency rate



## Health management

Under the health declaration by the President, the Company is tackling health activities as Team Suzuki.

### Health Declaration

The Suzuki Group will aim toward making working environment where all employees can work happily and lively by helping each other. To promote safety and health of all employees, who are the handlers of corporate activity, the Company will tackle health activities as Team Suzuki.

- Promoting structure

With the Representative Director and President as the top, the Human Resources Department will be the promoting organizer. Upon its promotion, the organizer will proactively take in opinions from experts including health-promoting industrial doctor, public health nurse, and nurse, and cooperate among the company and the worker's union.

- Focused initiatives

1. Making of working environment where employees can work healthily – Early detection, early care –

The Company has been making efforts in early detection and early care by calling for periodical health diagnosis and 100% achievement of re-inspection.

The Company will work toward maintaining and enhancing the working environment by preventing lifestyle-related illness especially from younger employees.

2. Improving mental health

In addition to conducting stress check, the Company is proactively making efforts in care after the check toward realizing better working environment.

3. Conducting healthy body (mental and physical) making

The Company will tackle health promotion that the employee can proactively make efforts, by aiming to create chances of exercise habit for promoting healthy body making.

4. Improving health literacy close by

In order to promote employees to maintain health from their daily lives, the Company will make efforts in improving health literacy of employees and their families.

## 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 or during commuting, but also off the job.

- Creating commuting route accident maps
- Training of 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 by the jurisdictional police stations
- Individual instruction with proper driving checks
- Alerting employees of traffic safety before long holidays
- Driving instructing by riding together or using driving recorders
- Safety driving lectures for new employees
- Safety riding lectures of motorcycles (p.82)



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

## Efforts for career advancement

Suzuki believes 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 believes that it is an excellent way to improve one's self by 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 recognize the training points required to further improve their capabilities.

Suzuki's personnel system places greater emphasis on occupational ability than seniority. Intended to develop professional human resources who will lead Suzuki's further growth, it is based on an objective and fair personnel evaluation system according to types of work, roles, responsibilities and results of individual employees. The performance-based personnel system and the Goal Challenge System motivate employees' intentions to step up each rung of the corporate ladder.

### Self-assessment system

This system is to grant employees with opportunities to review their work and capabilities once a year, reconfirm their own strength and weakness, and lead them to further improvement in capabilities. In addition, they can clarify jobs and departments that they want to try as the career plan, and submit it to their supervisors and the Human Resources Department. The submitted contents are effectively utilized 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 organizations. 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 departments within 10 years after entering the company.

### International training program

Since FY2015, we have been implementing "6-month overseas training business trip expatriate" that sends young employees to overseas affiliates, aiming to develop global human resources.

(FY2015~2019 total 31 persons...FY2015-6 persons, FY2016-6 persons, FY2017-5 persons, FY2018-10 persons, FY2019-4 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 every year.

In addition, we support improvement of language skills by introducing correspondence courses provided by external educational organizations, 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. 830 employees took the program in FY2019.

## Secure and comfortable working environment

We believe that it is necessary to pursue a working environment where employees who bear business activities can maximize their motivations and abilities in a mentally and physically fulfilling condition and work actively. Various assistant systems are employed to adapt 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
- Setting a day with no overtime work aimed for work and life balancing

### System for supporting work and family balancing

#### ● Shortening hours system (childcare and family-care shortening hours)

We have adopted a system to shorten daily working hours based on self-application by employees who need childcare for children in the third grade or younger, or family-care for nursing. In FY2019, 261 employees used this system. The employees applying for this system are exempt from overtime work in principle.

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

#### ● Leave of absence system (childcare and family-care leave)

Variety of leave of absence programs are used by many employees who need to concentrate on childcare or nursing care, even though they have the will and ability to work. 118 employees used this system in FY2019.

The childcare 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 unavoidable 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 nursing and medical leave system applicable when caring for parents and children since April 2015.

			FY2015	FY2016	FY2017	FY2018	FY2019
Childcare	Number of employees using childcare shortening hours system	Male	2	3	3	3	5
		Female	160	176	201	229	251
		Total	162	179	204	232	256
	Number of employees using childcare leave system	Male	2	8	7	13	23
		Female	72	60	84	91	94
		Total	74	68	91	104	117
	Reinstatement rate of employees using childcare leave system	Male	100.0%	100.0%	100.0%	100.0%	100.0%
		Female	100.0%	90.0%	97.1%	95.9%	97.8%
		Total	100.0%	91.2%	97.3%	96.3%	98.1%
Family-care	Number of employees using family-care shortening hours system	Male	1	1	1	1	1
		Female	0	1	3	4	4
		Total	1	2	4	5	5
	Number of employees using family-care leave system	Male	2	4	1	4	0
		Female	0	2	1	2	1
		Total	2	6	2	6	1
	Reinstatement rate of employees using family-care leave system	Male	100.0%	25.0%	100.0%	25.0%	-
		Female	-	100.0%	100.0%	100.0%	100.0%
		Total	100.0%	50.0%	100.0%	50.0%	100.0%



### ● Seminar for supporting reinstatement of employees taking childcare leave

The Company is holding a seminar called “Exchange of Information of Parents toward Reinstatement” for employees taking childcare leave and their spouses. At the seminar, the Company provides information regarding childcare and reinstatement through instruction of procedures toward reinstatement and lecture from obstetrician-gynecologist. In addition, there is an opportunity to exchange information with employees who have experienced or are experiencing childcare, to take away the anxiety toward balancing work and family after the reinstatement.

### ● Other system for supporting work and family balancing

The Child Support Allowance, which started from April 2015 for employees having children aged 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 childcare, Suzuki allows employees to take paid half-day off up to 40 times per year.

Recently, the Company has contracted with industry-sponsored nursery located around its offices for shared use of the nursery, and is promoting work and childcare balancing of employees.

### ● 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 childcare shortening hours system and childcare and family-care leave system.



## Consultation service, etc.

As a consultation service that specializes in human resources matters including harassment in the workplace, and consultations relating to safety, health, and mental health, the “Human Resources and Administration Consultation Service” is open. Also, 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.

## Diversity (varieties of human resources)

The Suzuki Group Code of Conduct, which applies to all those working in the Suzuki Group, addresses to make a workplace that does not have any discrimination or harassment due to gender, age, nationality, race, religion, etc. Variety of human resources regardless of gender, age and nationality are active in various departments.

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

		FY2015	FY2016	FY2017	FY2018	FY2019
Employees	Male	13,467	13,603	13,711	13,808	13,932
	Female	1,465	1,535	1,558	1,623	1,714
	Total	14,932	15,138	15,269	15,431	15,646
Of which managers	Male	957	1,004	1,037	1,066	1,121
	Female	8	10	12	14	19
	Total	965	1,014	1,049	1,080	1,140
Employment rate of people with disabilities		2.08%	2.04%	2.02%	2.14%	2.20%
New employment	Male	532	674	541	445	569
	Female	103	120	101	118	139
	Total	635	794	642	563	708
Of which college graduates	Male	412	523	396	396	413
	Female	60	62	60	79	81
	Total	472	585	456	475	494
Turnover rate		4.1%	3.8%	4.2%	3.9%	3.1%

## Actions to promote participation by women

In order to further realize a society where women can demonstrate their abilities and work successfully from FY2020, the Company will raise “increase in number of female employees with job titles” and “promotion to take paid holiday” for building better working environment as our issues. Based on these issues, the Company will target to “triple the number of female employees with job titles compared to FY2015 in 2025” as well as to “improve rate of paid holiday taken by all employees including managers by 10% compared to FY2018 in 2025”.

Specifically, the Company will systematically conduct initiatives including “education for promoting understanding of work and family balancing for young employees and employees with job titles”, “gathering of employees taking childcare leave”, “opening website to provide information regarding work and family balancing”, and “clarifying the situation of paid holiday taken”.

### Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace

1. Term of plan  
From 1 April 2020 to 31 March 2025 (5 years)
2. Issues
  - Low ratio of female managers
  - Low rate of paid holiday taken by all employees including managers
3. Target
  - Triple the number of female employees with job titles compared to FY2015 in 2025
  - Improve rate of paid holiday taken by all employees including managers by 10% compared to FY2018 in 2025
4. Actions to take
 

Action 1: Promote to utilize the current systems for promoting flexible working style

  - ◆Education regarding work and family balancing (conducted at trainings according to employment year/managerial hierarchy)
    - From the first half of FY2020: Conduct education to promote understanding among employees with job titles  
Conduct introduction and promotion to use work and family balancing system to young employees
    - From the first half of FY2021: Conduct introduction and promotion to use work and family balancing system to new employees
  - ◆Sending out information regarding work and family balancing
    - From the first half of FY2020: Hold gathering of employees taking childcare leave toward their reinstatement (twice a year)  
Introduction of work and family balancing system, exchange of opinion with employees who took childcare leave, and exchange of information among employees taking childcare leave  
Providing information regarding postpartum care from industrial doctor, and having individual meeting
    - From the first half of FY2021: Opening internal webpage regarding information on work and family balancing

Action 2: Enforce awareness of promotion to take paid holidays, and consider measures for its promotion

  - ◆Informing the situation of paid holidays taken, and promoting to take paid holiday
    - From the second half of FY2020: Disclose situation of paid holidays taken by each department on the internal website for its promotion
    - From the first half of FY2021: Renew the attendance recording system so that employees themselves can easily grasp their situation of paid holidays taken

Other initiatives beside the above include:

  - Reinforcing of nurturing of human resources to backup participation of female employees
  - Expanding system for further participation of female employees

Going forward, the Company will make various initiatives to become a company where female employees can participate by bringing out their abilities

## Re-employment system

Since July 1991, far earlier than the revision of the Law concerning Stabilization 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.

## 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 employing people with disabilities, as well as psychiatric social worker in the Human Resources Department to provide individual consultations periodically and assign a vocational life consultant for persons with disabilities 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 15 years. As of the end of May 2020, 55 disabled employees including those having severe intellectual disabilities are 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 together with supervisors.

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 happiness 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, Representative Director
8. Number of employees  
88 (55 employees with disabilities)



## In-house education system

Suzuki's education system is comprised of three pillars, which are group training, in-house training, and voluntary skill development. At the Training Center (Suzuki Juku), a group in charge of education, enterprise education including seminars according to managerial hierarchy are conducted based on the policy of our mission statement. Training Center also cooperates with engineering and manufacturing departments to conduct individual occupational (specialized) training of fundamental knowledge and 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.

In seminars according to managerial hierarchy, main focus is emphasizing education for "enhancing abilities of young employees", "developing leaders in each managerial hierarchy", and "systematically developing management class".

Number of training participants (Suzuki Group)

2017	59,500
2018	60,500
2019	62,200

### 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

•Trainings for new employees with job titles and their follow-up



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 Manager Seminar	Manager Management Skill Improvement Seminar	Outside Training	Special Training	OJT	Correspondence Courses	Language Seminars	Proposal Activities	QC Circle Activities	
	Management Nurture Seminar									
	New Line General Manager Seminar									
	New Line Manager Seminar									
	Third-Year Manager Seminar									
	New Manager Seminar									
Supervisor 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									
	Third-Year Assistant Manager Seminar									Third-Year Supervisor 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 trust, we have developed a good relationship with the Suzuki Labor Union, which represents Suzuki employees. Among the labor union's goals are stable employment and maintaining and improving work conditions. In order to meet these conditions, stable development of the company is required. When negotiating salaries, bonuses, labor hours, etc. as distributions of the results of corporate activities, we do share the same basic vector, which aims for stable development of the company while having discussions from different standpoints: the company and labor union.

The number of the labor union members is 16,499 as of the end of FY2019, and the unionization rate of full-time employees (excluding managers and non-union members defined in the labor agreement) is 100%.

### Employee communication

We arrange frequent labor-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, labor 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 labor union can do to deliver quality products to the customer.

	Frequency
Central Labor-Management Consultation	Monthly
District Labor-Management Consultation	Monthly

### Building a stable relationship with the labor 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 labor and management, as well as the need for a fair and equal personnel management system, etc. We also work with the labor union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work climate which allows our 68,000 employees in 130 companies to enjoy working with a highly creative and stable labor-management relationship.

**● Initiatives by Maruti Suzuki India Limited**

At Maruti Suzuki India Limited, maintaining harmonious industrial relations to facilitate smooth plant operations and achieve competitive business goals, is the pivotal aspect of human resources business strategy of the plant.

By recognizing the above, establishing good relations with unions across all three plants (Gurgaon, Manesar, and Manesar Powertrain) and making unions aware of business challenges and accordingly taking them together onboard in decisions pertaining to employee welfare policies, has also been an essential aspect of industrial relations at the company. Based on the integral philosophy of connection between people, the company has designed its employee engagement framework wherein proactive communication with all stakeholders and making them more skillful in their work has been the core focus area.

The company is making efforts in continuously strengthening mutual labor-management communication by holding periodical meetings with union, Managing Director, plant managers, human resources managers and other shop floor employees.

Meeting	Frequency
Managing Director meeting with department heads & above	Quarterly
Managing Director meeting with unions	Monthly
Top management (executive officers, plant managers, human resources managers) meeting with unions	Monthly
Top management (production and human resources) meeting with associates and supervisors	Monthly
Plant human resource managers & plant managers with union	Monthly



Labor-management meeting

Consolidating its strong connection between people and employee engagement ambit, the company organized various welfare and employee engagement activities jointly with unions on cultural, academic and sports front so as to get connected with employees and their families resulting in enhanced motivation and commitment of employees. Accordingly, company organizes plant tour for the employee's families, sports tournaments, family day, upgrading the existing skills of associates (Higher Education Scheme), career counseling for the children of employees and various other initiatives where all employees participate.



Plant tour for family members



Sports tournaments



Family day

The company respects the right of employees to form and join a union. Its management officially recognizes three employee unions, one each at its three plants. These are internal and independent labor unions and their elections are held as per union by-laws. A minimum notice period of 21 days, as per regulatory requirements, is typically given to employees prior to implementation of any significant change in the conditions of service, that could affect them substantially. All major policy changes affecting employees are discussed with union representatives and the same are communicated to employees directly and through union representatives.



## With Our Shareholders and Investors

### Announcement of support for TCFD -Participation in the TCFD Consortium-

In April 2020, we announced our support for the final report disclosed by the Task Force on Climate-related Financial Disclosures (TCFD)\*<sup>1</sup>, and participated in the TCFD Consortium\*<sup>2</sup> in May.

As a responsibility of a company that manufactures CO<sub>2</sub>-emitting transportation equipment, the Company intends to contribute to controlling global warming based on the Paris Agreement. As the Company is also selected in the Climate Action 100+, we are having various discussions with a number of institutional investors on climate changes, and we fully recognize the expectations from the investors and risks of the Company.

The final report disclosed by the TCFD is an international initiative aimed to stabilize the financial market by supporting the company upon disclosing information on climate-related risks and opportunities by providing guidance to promote smooth shift to low-carbon society which has higher possibility of sustainability through effective allocation of the capital. Because it is useful to analyze and deal with risks and opportunities regarding climate changes toward the Company's sustainable growth and enhancement of corporate value, we decided to support TCFD.

Through announcement of our support to TCFD and participation in TCFD Consortium, the Company will promote voluntary and proactive disclosure of information based on the report, as well as to continue providing new value while realizing a sustainable society.

\*1 Established by the Financial Stability Board (FSB), an international organization for stabilizing financial market in 2015.

\*2 Established in 2019 as a place of discussion among companies supporting TCFD and financial institutions on initiatives for effective disclosure of information by the companies and for linking the disclosed information to appropriate investment decision by the financial institutions.



## 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.

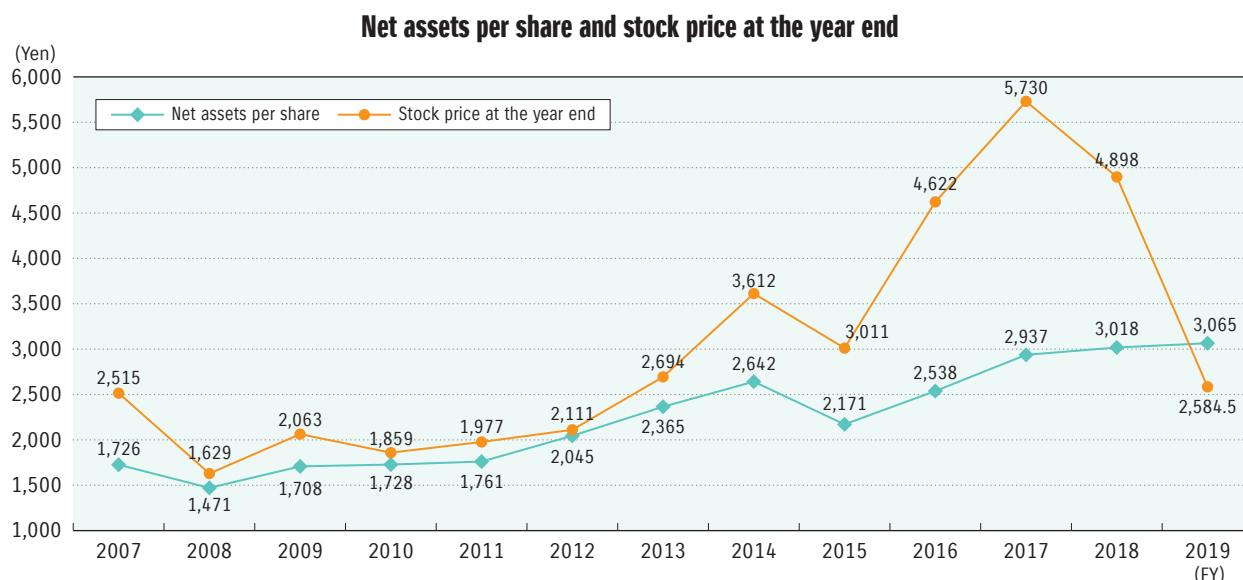
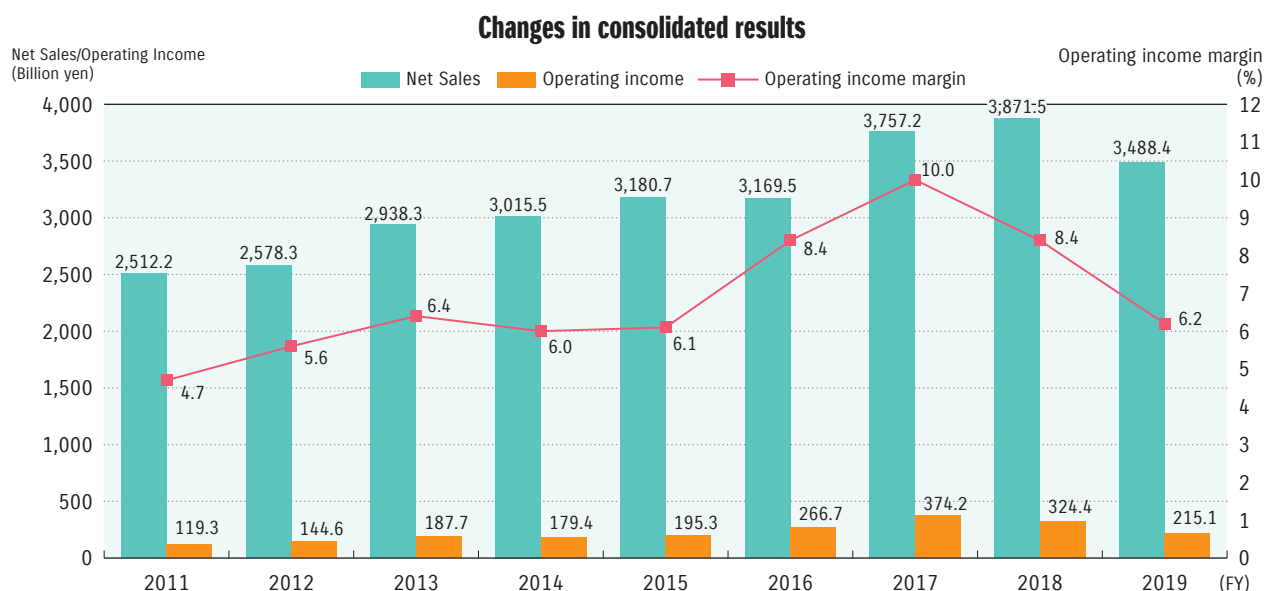
Especially in the Indian market, as the country has a population of 1.3 billion people, there is a possibility of a sizable growth. The Company seeks to maintain its current share of 50% even in 2030, so we will continue to strive for future growth.

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

Compared to now, it is totally uncharted territory. 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.

While swiftly taking measures for the new coronavirus, the Company will make efforts in making value-packed products and providing services based on long-term perspective, and enhancing corporate value.



## Shareholder return

### 100th anniversary commemorative dividend

Our Company celebrated its 100th anniversary in March 2020. Over the past 100 years, Suzuki has ventured in the fields of looms, motorcycles, automobiles and outboard motors. These have made Suzuki what it is today. The Company would like to express our gratitude to our shareholders, customers, business partners, employees, and all of our stakeholders. Indeed, it has been "a hundred years of feeling nothing less than the deepest gratitude".

With respect to the dividends, although net sales and income of FY2019 decreased, we have expressed our gratitude to the shareholders for making the Company celebrate its 100th anniversary of foundation, in the form of a commemorative dividend by offering the year-end dividends of ¥48.00 per share, including an ordinary dividend of ¥37.00 per share and a commemorative dividend of ¥11.00 per share.

### Dividend policy

The Company has been placing shareholder return as one of the important management issues by setting the dividend payout ratio target of 15% in the mid-term management plan SUZUKI NEXT 100 announced in June 2015.

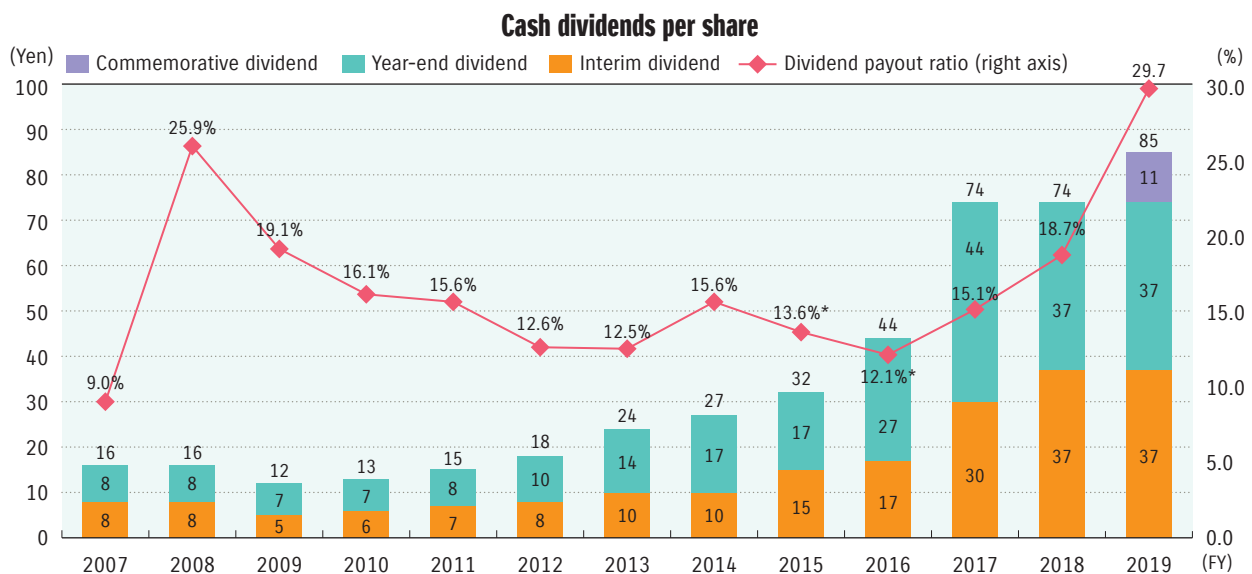
In line with our basic policy, the surplus is distributed twice a year in the forms of the interim dividend and the year-end dividend. According to the resolution of our Board of Directors, the interim dividend is available for the shareholders as of 30 September every year as the record date, which 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.

### Acquisition of treasury shares

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, although 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 2020, the treasury shares held by the Company is approximately 6 million shares, and our policy is to hold these shares to prepare for agile capital policies in the future.



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

## Investor Relations\*

Suzuki Group wishes to be a company relied by 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. Plus, we will try to actively release the information considered to be effective in having us understood better to further improve transparency of the corporate.

### 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.

### 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.

Amid the COVID-19 where we are unable to hold face-to-face meetings, we continue to have communication with investors by utilizing online tools.

### 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 securities 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.

However, due to the COVID-19, we cancelled the event for June 2020. 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

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

## IR for foreign investors

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The following IR activities are conducted for foreign investors.

- IR information equivalent to those disclosed on the Japanese IR page are 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 materials on homepage

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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.





## With Local Communities

### TOPICS

#### Started providing local carsharing service, Patto, in the Toyonaka area of Osaka

SMARTVALUE Co., Ltd., Suzuki Motor Corporation, and Marubeni Corporation have started providing a carsharing service, Patto, in the Toyonaka area of Osaka, including the Suzuki Arena Toyonaka and the partnering parking spaces, for a period of one year from 22 February 2020.



[3 features of Patto]

#### 1. Hop-in! style local carsharing

The carsharing stations of Patto are located in the suburban residential area, so it provides an environment where users can hop-in to the car. It aims to provide a user-friendly mobility service for the local citizens. By dominantly setting carsharing stations in the suburban residential area, it provides an environment close to people's lifestyles which they can use whenever they want to use the car.

#### 2. First-of-its-kind! Discount for a friendly drive

Based on the 10 Steps for Eco-Drive, which was made by the Council for Promoting Popularization of Eco-Drive, the carsharing service evaluates the driver's driving manners in 7 criteria: smooth drive, light acceleration, driving with less acceleration/deceleration, stepping off the acceleration pedal earlier, comfortable drive, safe speed, and resting interval. Driving scores are calculated based on these criteria each month, and they are fed back to plans and charge for using the carsharing service that vary depending on its score, which is a system introduced unlike the conventional carsharing services\*.

\*Scores are calculated for each drive, and they are fed back to the charge for the upcoming reservation.

#### 3. From reservation to unlocking and locking of a car with a smartphone!

The service offers complete service from reserving a car to making payment with the dedicated smartphone application. The car can be unlocked and locked with the same smartphone application.

As a mobility service close to the local citizens, Patto will provide new carsharing values.

For detail, please visit the following website (in Japanese language only). <https://patto.jp>

## 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 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 FY2019, Suzuki’s employees and their family members (70 persons from 26 families in total) participated in activities such as “Lake Hamana Eco Kids Experience School 2019 & Lake Hamana Harbor Ring” and “Lake Hamana Plastic Wastes Issues Education, Children Environmental Workshop”, a workshop to think about plastic wastes through researching wastes on the Lake Hamana shores together with parents and children.

Through lectures and experiential learning such as observation, cleaning of waterside and farming, Suzuki will continue to encourage people to recognize 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 2019 & Lake Hamana Harbor Ring

##### Observation of Lake Hamana, oyster rack, creatures in dry beach and eelgrass, and clam cultivation (14 July 2019)

The following activity was held at the Ikari Shoal.

- Observation of creatures and eelgrass in shallow water



#### ● Lake Hamana Plastic Wastes Issues Education, Children Environmental Workshop (17 November 2019)

The following activities were held at the Shonai Community Center (Shonai-cho, Nishi-ku, Hamamatsu) and the Kanzanji Sun Beach.



Researching wastes of Lake Hamana (picking up and researching)



Current situation and the recent efforts (studying)



Discussing measures for plastic wastes (thinking)

## Supporting activities for the local society

The Suzuki Group made the following supports to the local society in FY2019.

Japan	Suzuki Motor Corporation	Aid for Typhoon Hagibis	Donated a total of 5 million yen through the Japanese Red Cross Society as a support to the affected areas
India	Maruti Suzuki India	Establishing a hospital	A 100-bed hospital is being set up in Sitapur, Gujarat in partnership with Zydus Hospitals. The facility will be spread over 30,000m <sup>2</sup> .
		Establishing a school	A school is being set up in Sitapur, Gujarat. The school will be equipped with modern classrooms, laboratories, libraries and other facilities.
		Establishing a solid waste management facility	A solid waste management facility has been set up in Manesar to convert organic waste into compost.
		Maintenance of water supply	Water pipeline was laid, overhead water tanks were constructed, 24 potable water ATMs have been set up, 4,455 individual household toilets have been constructed, and sewer lines have been laid in Gujarat villages.
Pakistan	Pak Suzuki Motor	Construction and renovation of Government School	Pak Suzuki completed the Construction and Renovation Project in Government Boys & Girls Primary School in Khyber Pakhtunkhwa. New school building with classrooms, office, washrooms, assembly area was constructed and renovated, furnitures and sound system were donated, and water cooler and play rides were fixed.



Establishing a school (India)



Establishing a solid waste management facility (India)

**TOPICS**

**Support and initiatives for the local society toward preventing expansion of COVID-19 pandemic**

**Japan**

**● Preventing expansion of infection**

•Handing out fabric masks to employees

Fabric masks were handed out to employees of Suzuki and its manufacturing subsidiaries in Japan. The masks were manufactured in cooperation with a manufacturing subsidiary, Snic Co., Ltd. These masks will secure health and safety of Suzuki Group employees and indirectly support shortage of masks due to COVID-19. A soft Enshu cotton weaving, a traditional weaving of Hamamatsu, is used on the outer material of the mask with various color patterns.

•Indirectly supporting production of masks

An ultrasonic welder sold by Suzuki’s subsidiary, Suzuki Marine Co., Ltd. is indirectly supporting in manufacturing masks.

**● Support to the local government**

•Support for vehicles used for transporting infectants

The Company provided partitions for preventing infection to EVERY vans (5 units) used by the Hamamatsu City to transport infectants in mild condition.



**● Stay at home**

•Workout at home

Based on the theme of “Stay at home”, athletes of the Suzuki Athlete Club introduced movies “Workout at home” on the Hamamatsu City website.

**India**

**● Preventing expansion of infection**

•Supporting production of ventilators

At the request of the Government of India, Maruti Suzuki and its suppliers are supporting AgVa Healthcare, an existing approved manufacturer of ventilators to increase their production volume.

•Production and donation of masks

Maruti Suzuki’s joint venture Krishna Maruti manufactured triple-ply face masks and donated one million units each to the governments of Haryana (22 April) and Gujarat (2 May).



**● Supporting the local society**

•Providing meals

Maruti Suzuki and Suzuki Motorcycle India provided meals cooked at in-house canteens to temporary workers, trainees, and local residents around the plant during lockdown.





### ● Customer service

#### • Providing Information

On 14 April, Maruti Suzuki sent more than 25 million SMS to customers on advice for cars not driven for a long period of time during lockdown.

#### • Measures to prevent infection at dealers

On 6 May, Maruti Suzuki released a standard of operation for its dealers. The standard sets rules for disinfecting test drive cars, social distancing, use of disinfectants, management of employee health, and use of masks. Further, operation procedure was released on 15 May for more than 3,800 service shops, and measures for infection was released for pre-owned car channel True Value on 26 May.



#### • A range of sanitation accessories

On 4 June, Maruti Suzuki introduced a range of sanitation accessories including triple-ply face masks, protective goggles, shoe covers, hand gloves, face shield visors, interior cleaner, and car cabin protective partition.

## Other areas

### ● Donation and support to medical institution (Italy)

To support the hospital against COVID-19, Suzuki Italy donated EUR 30,000 to Amedeo di Savoia Hospital in Turin.

Also, to support civil protection and Red Cross activities, the company delivered 1 unit of vehicle each to EU Civil Protection & Humanitarian Aid and the Red Cross.



### ● Providing vehicles to medical workers and logistics and delivery workers (Philippines)

Suzuki Philippines provided vehicles to support participation in the Free Bus Ride for Medical Workers Program of the Department of Transportation. 10 units of commercial vehicles were lent to the department, 9 of which are Carry Utility Vans for the use of medical workers, and 1 Super Carry CV for logistics and delivery use.





## Educational supports

### Introduction of Suzuki's Monozukuri (manufacturing) 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 realize advanced vehicle with high environmental performance.

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

Through lecture and experiment of Automotive Engineering and Energy/Electronics Control Experiment for students, the Company is promoting education so that engineers can earn knowledge necessary for manufacturing.

- Lecture course : "Advanced vehicle energy engineering" presented by Suzuki
- Study theme : ①Study on electrical and magnetic specification of motor core  
②Study on temperature estimation of magnet for 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 at two universities, Shizuoka Sangyo University (Iwata Campus) and Tokoha University (Hamamatsu campus), that introduce current industrial status and activities for problems, aiming to contribute to nurturing human resources in the local society.

- FY2019 lecture: Introduction of case examples of themes including "Suzuki's history and the current situation", "Manufacturing philosophy", "Initiatives for new technologies", and "Expanding into the overseas market", in the automobile industry facing once in a hundred years of great transformation



\*Lectures were held in on-demand style in FY2020 as a countermeasure for COVID-19.

### Student Formula Japan

The "17th Student Formula Japan" sponsored by Society of Automotive Engineers of Japan was held at Shizuoka Prefecture Ogasayama Nature and Sports Park (ECOPA) from 27 to 31 August 2019.

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 2019, 90 teams including 68 domestic and 22 overseas teams participated, and teams that we supported made great results, including the Shizuoka University completing the tournament for the third consecutive year.



Shizuoka University

## “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 FY2019 as listed on the right.



5 June Core Human Resource Development Workshop  
Introduction to manufacturing of transportation equipment



5 June Core Human Resource Development Workshop  
Introduction to manufacturing of transportation equipment



9 July Core Human Resource Development Workshop  
Introduction to plate material forming

Date	University, workshop name	No. of participants
11 April	Shizuoka University, Industry Innovation Special Lecture Workshop of Suzuki's manufacturing	16
18 April	Shizuoka University, Industry Innovation Special Lecture Workshop of global human resources	16
30 May	Hamamatsu Agency for Innovation, Core Human Resource Development Workshop School-opening special lecture “Suzuki's manufacturing and overseas expansion”	47
5 June	Hamamatsu Agency for Innovation, Core Human Resource Development Workshop Introduction to manufacturing of transportation equipment	32
9 July	Hamamatsu Agency for Innovation, Core Human Resource Development Workshop Introduction to plate material forming/Kosai plant tour	32
10 July	Shizuoka University, Machine Engineering Machine material I	180
11 July	Nagoya University Summer Program (NUSIP) Suzuki Plaza tour	39
18 July	Shizuoka University, Machine Engineering Technology of plasticity	50
5 September	Waseda University, Machine Engineering Kosai plant tour	41
14 September	Shizuoka Prefecture Board of Education, Seminar for Nurturing High School Students Workshop of Suzuki's manufacturing	38
20 September	Shizuoka University/Shizuoka Institute of Science and Technology Tour of wind tunnel testing operation	16
26 September	Lecture of Fundamental Motorcycle Engineering “Driving Performance”	441
30 September	Shizuoka University, Faculty of Engineering, Career Design and Training Kosai plant tour	44
4 October	Shizuoka Institute of Science and Technology, Automobile Engineering “Body Structure”	44
11 October	Kagoshima University, Faculty of Engineering Seminar for chemistry engineering	70
23, 24 October	Hamamatsu Chubu Junior High School Experiencing Suzuki's manufacturing	9
24 October	Society of Manufacturing Engineers Japan Branch Sagara plant tour	20
7 November	Forum for Next-Generation Automobiles 2019 Workshop of Suzuki's manufacturing	300
20 November	Center for Next-Generation Automobiles Workshop of Suzuki's manufacturing “Fundamentals of Suspension”	111
21 November	Kami Junior High School Experiencing Suzuki's manufacturing	2
22 November	Shizuoka Institute of Science and Technology, Automobile Engineering “Automobile Kinematics”	42
28 November	The Japan Society of Mechanical Engineers Tokai Branch Kosai plant tour	34
5 December	The University of Tokyo/Gifu University/University of Fukui Kosai plant tour/Suzuki Plaza tour	8
5 December	Shizuoka University/Osada-Nishi Elementary School Social studies remote class	120
6 December	Osada-Nishi Elementary School Suzuki Plaza tour/Sagara plant tour	120
10 December	India Institute of Technology, Sakura Science Plan (Japan Science and Technology Agency) Kosai plant tour	15
12 December	Training of Shizuoka Prefecture Mid-Level Teachers Workshop of Suzuki's manufacturing	7
23 January	Kumamoto University Workshop of Suzuki's manufacturing	100
24 January	Hamamatsu Agency for Innovation Sagara plant tour	40
	Total	2,034

## Kids Engineer

“Kids Engineer 2019”, an experiential study event sponsored by the Society of Automotive Engineers of Japan was held on 7 and 8 August 2019.

Suzuki provided the classroom program “What's inside a motorcycle engine?” to learn about the engine by disassembling and assembling an actual scooter engine for kids from 1st to 6th grades to get to know the engine structure and what’s needed to become an engineer.



## 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 popularization 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.

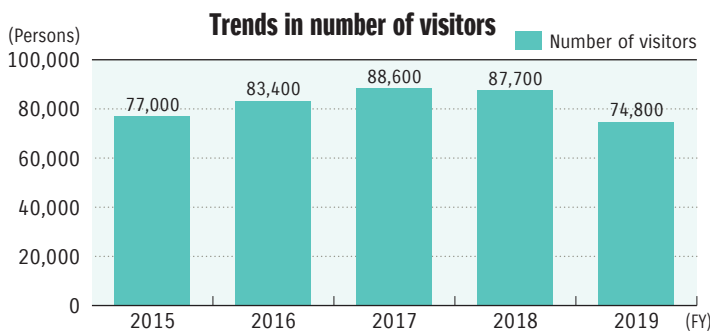




**Suzuki Plaza** (<https://www.suzuki-rekishikan.jp/english>)

Since Suzuki started its business in 1909 and was organized as a corporate in 1920 as a loom manufacturer, we have 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 motorized 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 mechanisms including robots utilized 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 started to get interested in automobiles can also enjoy this facility.



Design room



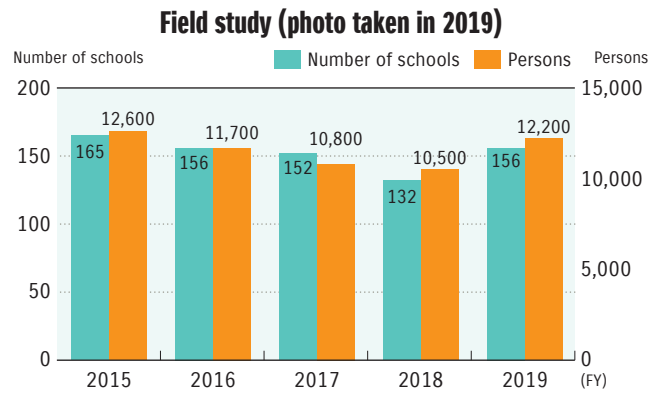
Assembly line



Enshu Corner

## Field trips

The Suzuki Plaza is utilized by a number of local elementary schools as a good place for field trips 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.



Field trip (photo taken in 2019)

## Monozukuri event

We have been holding events for children as an opportunity to enhance our relationship with the local community and to have them interested in “Monozukuri”. 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.



Monozukuri event (photo taken in 2019)

The Suzuki Plaza will plan such events to stimulate children’s interest in “Monozukuri”. 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

#### ● Plant tour

We invited a total of 9,500 fifth-grade students from 118 elementary schools in Shizuoka Prefecture to the Kosai Plant tour as an out-of-classroom social lesson in FY2019.

By touring the production processes of press, welding, and assembly up close, they were able to experience the fun of manufacturing.



#### ● Plant autumn festival

We had an autumn festival on 28 September 2019 for promoting friendship among employees, their families, and local residents. It became a great success with about 3,200 people visiting the plant. Performances such as "Te-Odori (posture dancing)" by the local community association and a concert by a music club of a junior high school, as well as various snack stands, character show, 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 an 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.



#### ● Cleanup activities on roads around the Kosai Plant

As part of environmental conservation, we are performing cleanup activities on roads around the plant three times a year 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 FY2019, 600 employees in total participated in this activity on streets and cooperated to building of safe and comfortable town.



#### ● Participation in Science Experience for the Youth

We participated in the Science Experience for the Youth held by the Kosai Board of Education.

The Suzuki Kosai Plant booth exhibited the robot and gimmick moving experience and Jimny craft car making. Many visitors were able to learn the fun and wonder of manufacturing.



## 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 FY2019, 557 students from 26 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 utilized 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 the Iwata Plant to the local residents' association once every 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.



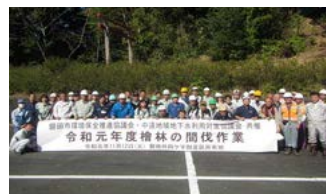
### ● Plant autumn festival

We had an autumn festival on 28 September 2019 for promoting friendship among employees, their families, and local residents. We had about 2,100 visitors, and they greatly enjoyed the 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

### ● Newly included the Sagara Proving Grounds to the range of environmental management system

Sagara Proving Grounds, which conducts vehicle development within the Sagara office premises, had not been included in the range of environmental management system. A management system was established in 2018, and the Sagara Proving Grounds was included in the system in August 2019 and received ISO14001 certification. With the inclusion of Sagara Proving Grounds, the Sagara office as a whole strengthened its initiatives in reducing environmental load and compliance to laws and regulation.



### ● 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. 121 employees participated in this activity in FY2019. We are proactively making initiatives for beautification of the local environment such as by requesting the city to establish a signboard, so as to stop littering.



### ● 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 2019, for promoting friendship among employees, their families and local residents. We had about 3,300 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 shows, bingo games for children, etc.



### ● 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 FY2019, 7,018 students from 115 schools joined the plant tours. Through presentation of plant overview and touring manufacturing sites of pressing, welding and assembly processes, it is utilized 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 an 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 May and September, we picked up trash and cut grass on pedestrian roads around the plant. Approximately 25 employees participated each time 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.

We also participated in the traffic safety guidance held once a month by the local traffic safety association.

### ● Community information exchange meeting

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



### ● Plant autumn festival

We had an autumn festival in September for promoting friendship among employees, their families and local residents. We had about 2,800 visitors and they enjoyed the stage performances by local high school dance club and local jazz orchestra, and character show. Snack stands by the employees, lottery, and Mochinage (an event of scattering rice cakes for people who come to a festival) also made the festival exciting.



## Efforts by Osuka Plant

### ● Voluntary cleanup around the plant

We are periodically conducting trash picking around the plant aiming for beautification. In FY2019, we conducted cleaning of roads outside the plant three times. We will continue to conduct environmental education to employees and make efforts in preservation of the environment.



### ● Cleanup activities after local shrine festival

Every year in April, after the Mikumano Shrine Grand Festival held locally, we participate in cleanup activity around the shrine. Our volunteering employees composed mainly of newly-joined employees performed cleanup activity in FY2019. We will continue to perform cleanup activities, as a well-established regular local event.



### ● Deepening exchange with local residents

Aiming to deepen mutual communication with the local society about Suzuki's environmental initiatives and business, we hold a plant tour and social gathering by inviting members of local community association once a year. In FY2019, we had the gathering on 6 November and members of seven neighborhood community associations participated. We will continue to deepen exchanges with the local society to become a plant that develops together with the local society.



### ● Plant autumn festival

We had an autumn festival on 28 September 2019 for deepening friendship with local residents. Approximately 1,650 people visited the festival, and performances by the local children made the event exciting.



### ● Traffic safety guidance in the plant

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.



### ● Conducting traffic safety guidance on streets

We participate in the traffic safety guidance on streets with local residents during the traffic safety campaign held quarterly to prevent local traffic accidents.



### ● Plant tour

As per request from the local Osuka Junior High School, we held a plant tour on 4 September 2019 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 FY2019, we opened the Ryuyo Proving Grounds to public sports competitions, in reply to a request by local sports groups, as follows.

- ① May and August 2019  
Shizuoka Triathlon Association (bicycle training program)
- ② September 2019  
27th Sunrise Iwata in Ryuyo triathlon competition  
(use for bicycle competition during triathlon)
- ③ December 2019  
Iwata City Marathon Relay Race (4th section of 6km for elementary school students, and 4th section of 6km and 5th section of 17km for adults)

In this way we support local sports organizations 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  
(photo taken in 2019)

## 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. 2019 was the 11th year to hold these events. We hope that both our employees and neighbors of the center become more aware of traffic safety through these activities. (Photo taken at the year-end guidance activity)



### ● Marine Technical Center Manner Improvement Activities

For the purpose of contributing to the local community 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 FY2019 on 26 June.





## Efforts by Domestic Sales Distributors

### Suzuki Motor Sales Yamagata Inc.

#### ●Reduction of CO<sub>2</sub> by introducing energy-saving facility

The Shinjo Sales Office introduced a water-less snow-melting device that utilizes heat from underground water for removing snow in the customer parking area. It realized large decrease in CO<sub>2</sub> compared to snow-melting device using gasoline as its fuel.



### Suzuki Motor Sales Ibaraki Inc.

#### ●Cooperating to Ibaraki National Sports Festival with PR car

The 74th National Sports Festival was held in Ibaraki Prefecture for the first time in 45 years. As an official supplier, the company provided Solio Bandit as the PR car, and the prefecture sent out the appealing points of Ibaraki nationwide using the car.



#### ●Held technology lecture at automobile maintenance school

The company held lecture at automobile maintenance school and introduced Suzuki's latest environmental technologies, held lecture to experience safety equipment including automatic braking, inspection lecture using actual cars, and group work to deepen communication within the class aimed to nurture teamwork.



### Suzuki Motor Sales Fukuoka Inc.

#### ●Work and childcare balancing

The company is registered as Childcare Supporting Company, which is promoted by Fukuoka Prefecture. In November 2019, the company was selected as one of the 6 companies that are making exceptional results in work and childcare balancing, and received the governor prize.



### Suzuki Motor Sales Miyazaki Inc.

#### ●Held safe driving lecture

The company held safe driving lecture to introduce safe driving and test drive of our electro senior vehicle, the Senior Car, as well as test drive of safety support cars. They were held 9 times in cities including Miyazaki, Kobayashi, Ebino, and Shintomi, with a total of 338 participants.



### Suzuki Marine Co., Ltd.

#### ●Participation in joint water-rescue drill

In June 2019, a joint water-rescue drill was held at Lake Hamana around the Kodemarine public marina, 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 2019, 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 India undertakes CSR projects in the areas of community development, road safety and skill development, in alignment with the national human development priorities. The company has a CSR policy which aims to create a meaningful and lasting impact in the lives of the community.

### Community development initiatives

The company undertakes community development projects in 26 villages around its areas of operations in Haryana and Gujarat with the objective of improving social conditions. The initiatives are focused on water and sanitation, health, education and common community infrastructure.

#### ● Health

A 100-bed hospital is being set up in Sitapur, Gujarat, in partnership with Zydus Hospitals to serve the local communities. The facility will be spread over 30,000m<sup>3</sup>. It will be one-of-its kind in the area with emergency care and specialized medical services. The project is expected to be operational by April 2021.



Representative view of multi-specialty hospital under construction in Sitapur, Gujarat

A health center in Becharaji, Gujarat is operational since 2018. The facility is fully equipped with advanced diagnostic facilities, emergency care and ambulance facilities. Over 13,000 patients have been provided medical care since its inception. Additionally, medical infrastructure at community health centers in five other villages in Haryana and Gujarat have been upgraded.



Health center in Becharaji, Gujarat

The company undertook a project for reduction of anemia disease in four villages in Rohtak, Haryana. It has created awareness about the disease and the importance of nutrition. It has benefitted more than 11,000 female community members.



Awareness session on anemia reduction

#### ● Education

The company is setting up a school in Sitapur, Gujarat. The school will be equipped with modern classrooms, laboratories, libraries and other facilities. It will cater to nearly 1,500 students from the local area. Its primary wing is expected to become functional from June 2021.

Infrastructure in 58 government-run schools across Haryana and Gujarat has been upgraded. In these schools, supplementary teachers and teaching aids have also been provided.



School in Sitapur, Gujarat under construction



● **Water**

The company has initiated a rainwater recharge project in Manesar, Haryana. It is expected to result in an annual recharge of around 1.3 million liters of rainwater. This will help to improve ground water level in the area.

24 potable water ATMs been set up in villages. These are providing drinking water to community members at an affordable price.

The company has laid water pipeline and constructed overhead water tanks in Gujarat villages. This has helped improve water supply to the community members.



Water ATM

● **Sanitation**

A solid waste management facility has been set up in Manesar to convert organic waste into compost. It will also help to reduce solid waste going to the landfill. The facility caters to 53,000 persons in two villages. The company also supports in household waste collection in 21 villages.



Waste management facility in Manesar

More than 2,000 school children have been educated on waste reduction concepts through the 'Mottainai Grandma' story telling program.

To improve sanitation in villages, 4,455 individual household toilets have been constructed and sewer lines have been laid.



Mottainai grandma storytelling session

**Skill development projects**

The company's skill development programs provide industry-relevant skill training to youth. This helps them in getting better employment opportunities in manufacturing and service sectors.

● **Japan Institutes of Manufacturing (JIM)**

The company has established Japan India Institute of Manufacturing (JIM) for providing vocational training to youth. Based on the success of the first JIM in Gujarat, a second JIM has been set up in Uncha Majra, Haryana during FY2019.

JIM is the result of collaboration between the Governments of Japan and India to create a pool of skilled manpower for the Indian manufacturing industry.

JIM offers technical training in automobile related trades supported by latest industrial training workshops. It also provides training on Japanese manufacturing practices. A soft-skill course, in collaboration with the AOTS Japan, is being imparted to students.

Till now, two batches of students who have passed out from JIM Gujarat have received 100% job placement.



Technical trainings conducted by SMC experts at JIM Mehsana



Portable spot welder training for students at JIM Mehsana

### ● Adoption of Industrial Training Institutes

The company has adopted 43 government-run Industrial Training Institutes. The interventions include upgrading workshop infrastructure, providing training on manufacturing trades and Japanese manufacturing practices, enhancing industry exposure for trainers and students and imparting soft skills.

### ● Automotive Skill Enhancement Centres

83 Automobile Skill Enhancement Centres (ASECs) have been set up in Industrial Training Institutes. The students are given training on automobile service-related trades.



Training on auto-body repair

## Road safety initiatives

The company undertakes projects on road safety to improve safety consciousness and driving skills.

### ● Automated Driving Test Tracks

The company is setting up 12 Automated Driving Test Tracks in Delhi in partnership with the state government. These test tracks use high resolution cameras and advanced technology to capture real-time footage of licensing tests. This helps in issuance of driving licenses in a more objective manner.

Another licensing test center has been set up in Uttarakhand in association with the state transport department.



Automated Driving Test Center at Uttarakhand

### ● Traffic Safety Management System

Traffic Safety Management System has been implemented in partnership with the Delhi Police at 13 important road junctions in Delhi. The system uses advanced radar and cameras to capture traffic violations. It transmits information to the central police control room, from where intimation is sent to the traffic violator.



Control Room for Traffic Safety Management System

### ● Institutes of Driving Training and Research (IDTR)

The company has set up seven Institutes of Driving Training and Research (IDTR) in association with state governments. The IDTRs use scientifically designed test tracks and driving simulators to provide quality driving training. New IDTRs are planned in Chhattisgarh and Jammu.

### ● Road safety education in schools

The company has undertaken the 'Catch Them Young' project aimed at educating school children on road safety in 52 schools in Delhi. The school children are encouraged to spread awareness among their family members.



## Pakistan

## Pak Suzuki Motor Co., Ltd.

Pak Suzuki, acting as a responsible corporate organization, is committed to the well-being of 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

### ● Donation of booklet for rehabilitation and development of prisoners to the Society for the Advancement of Health, Education and the Environment

Pak Suzuki has donated 5,100 “Way to Happiness” booklets to SAHEE (Society for the Advancement of Health, Education and the Environment), which will be distributed among the prisoners for their rehabilitation and development to live normal and happy life by following the right path. This booklet will provide the user with information about happiness, how to take care of self, maintaining life balance, respecting and helping others, and avoiding bad deeds.



### ● Construction and renovation of government school

Pak Suzuki completed the Construction and Renovation Project in Government Boys & Girls Urdu Primary School, Nishtarabad (Khyber Pakhtunkhwa). The project inaugurated on 18 July 2019. This project includes construction and renovation of new school building with five classrooms, office, washrooms, assembly area, donating furniture (i.e. benches, chairs, cupboard, tables) and sound system, fixing of water cooler and play rides, etc.



### ● NED scholarship awarding ceremony

NED University of Engineering and Technology is one of the most reputable institution of Pakistan, serving the nation since 1922. Pak Suzuki is committed to support higher education in Pakistan in order to contribute in the economic and socio development of the nation by conducting scholarship program for NED university. A total of 6 scholarships were awarded among students of NED University of Engineering & Technology during NED Scholarship ceremony held on 22 August 2019. From 2013 to 2019, Pak Suzuki granted a total of 211 scholarships to NED University students.



### ● Suzuki Bolan van donation to SAM Institute

Under CSR Program, Pak Suzuki donated a Suzuki Bolan van to SAM Institute of Special Education & Rehabilitation, Abbottabad on 26 September 2019. It will cater the need of transportation of special needs children and teaching staff. SAM Institute is helping the special needs children affected by physical, mental and thalassemic disabilities through physical and intellectual exercises, so that they would lead to live healthier and normal life. The institute is also striving to provide students with academic program and to create public awareness regarding children with autism and other disabilities.



### ● Health, Safety & Environment Awareness Session

Under CSR Program, Health, Safety & Environment Awareness Session was conducted on 3 May 2019 for company employees' children. In the awareness session, importance of safety and security, environmental issues and tips to stay healthy were highlighted. A total of 37 participants attended the awareness session, and plant visit was also arranged for the participants.



### ● Donation to BasicNeeds Pakistan

Under CSR Program, Pak Suzuki has donated stitching related items, such as sewing machines and cutting tables, stationery, medicines and promotional material, etc. to BasicNeeds Pakistan on 17 December 2019. BasicNeeds Pakistan is helping underprivileged women affected by mental illness or epilepsy by providing mental health care and socio-economic services through outreach clinics and livelihoods programs. The students are given vocational trainings such as fashion designing, making of dresses, purses, hand embroidery, etc. free of cost. Psychiatric patients are also provided with clinical consultancy and medicines, all free of charge.



## Supplier support program

### ● Awareness sessions “CSR GUIDELINES FOR SUPPLIERS”

Pak Suzuki has the mission to consider the safety of its customers, conservation of environment, laws and social norms to run the business while keeping the proper relationship with its stakeholders. For strengthening mutual understanding and trust with our stakeholders, the company conducted awareness sessions on “SMC-CSR GUIDELINES FOR SUPPLIERS” to address the concepts and issues related to social responsibilities with our suppliers. In January, these sessions were conducted at Karachi and Lahore based suppliers which was attended by approximately 100 suppliers’ representatives.



## Traffic safety

### ● Safe driving techniques awareness session

A driving awareness session on safe driving techniques has been conducted in the company for car carriers’ team on 29 November 2019 to enhance their safety level and to ensure their safe journey. During the session, Head Corporate Planning Department informed about safe driving techniques, highway driving rules and tips for maintenance of vehicles. The awareness session also comprised of pictorial/video demonstration about driving signs and techniques, accidents and their precautions.



## Environment

### ● Plantation by regional office in Multan

Tree plantation campaign was organized by the regional office in Multan with the help of dealers in the Multan region from 1 March to 30 April 2019. The main purpose of this campaign was to create awareness about importance of environment protection. Total 17 dealers of Multan region participated in plantation activity and planted a total of 47,150 plants at different places, such as industrial areas, public parks, schools, universities, hospitals, etc.



## Community health

### ● Blood donation campaigns

A blood donation campaign was organized in the company on 21 and 24 June 2019 in collaboration with Indus Hospital. The Indus Hospital Blood Center is the first regional blood center of Pakistan with a vision to provide safest possible blood by meeting international standards, to all segments of the society without discrimination. A total of 253 donors donated their blood voluntarily. Out of 253 donors, 40 donors were from our nearby vendors and dealership.

Area office in Multan also organized blood donation campaign in collaboration with Indus Hospital on 15 July 2019. A total of 27 donors donated their blood voluntarily.





## Indonesia

## PT. Suzuki Indomobil Motor

## Education Support Program

## ● Student plant visit

To contribute to enhancing student's interest and knowledge for industrial products, technology and manufacturing processes with country-leading technology, the company invited students from elementary school to university to the factory tour at our plants. In FY2019, more than 16,500 students from 186 schools visited the Cikarang and Tambun plant.



## ● Plant visit for employees and their families

In FY2019, the company started plant visits for employees and their family members. Through this activity, we aim to build a stronger relationship, between company and employee, introduce workplace to employees' family members, and increase pride for employee and family as part of Suzuki family. There were 239 people participating in this program during FY2019.



## ● Suzuki Safety Movement "GESIT"

In order to reduce traffic accidents, the company conducted a road safety education program for junior high school students named "Gerakan Suzuki Peduli Keselamatan / GESIT (literally, Suzuki Safety Movement)". In this program, we invited students to Cikarang plant and conducted road safety seminar and safety riding demo. We also gave students an opportunity to see the production process of the all-new Ertiga in Cikarang plant.

During FY2019, 2,876 students were invited from 30 junior high schools located surrounding Tambun and Cikarang plant. The company hopes this program would raise safety awareness among young people to decrease traffic accidents.



## ● Donation to schools

In order to support student education, the company conducted donation program for vocational schools and universities. During FY2019, 15 automobiles were donated to schools all over Indonesia (13 units to vocational schools and 2 units to universities). The company believes this donation program would contribute to increase of students who will be leaders of Indonesian automotive industry in the future.



## ● Sponsorship for student eco car competition

The company provided sponsorship for the student eco car competition initiated by Ministry of Technology, Research, and Higher Education in 2019. During the event, the company also introduced its mild-hybrid technology, Smart Hybrid Vehicle by Suzuki (SHVS). Through this activity the company aims to inspire students who will become engineers and take leadership for automotive industry in Indonesia in the future.



## Thailand

## Suzuki Motor (Thailand) Co., Ltd

## ● Environmental protection activities

Suzuki Motor (Thailand) Co., Ltd. (SMT) has positively worked on CSR activities. On 21 December 2019, as a part of environmental protection activities, SMT has constructed check dams at Banchang, Rayong Province, to prevent sediment disasters from concentrated heavy rains. The Royal Forest Department and 180 employees from SMT have participated in the activities.



## Vietnam

## Vietnam Suzuki Corp.

## ● Cleanup activities in the industrial zone

Japanese firms in the Loteco Industrial Zone (located in Bien Hoa, Dong Nai), where Vietnam Suzuki's plant is located, are together conducting cleanup activities in the industrial zone and its surrounding 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.



## Philippines

## Suzuki Philippines Inc.

## ● Road safety

Suzuki Philippines initiated the Suzuki Safety Scout Campaign from 2018 until present, in response to the growing statistics of road accidents caused by drivers' and pedestrians' negligence and lack of discipline. Bannered by safety ambassador kids in their safety scouts uniform, these kids are taught basic traffic rules and road courtesy. In FY2019, 1,140 children participated in this campaign. The company believes that this initiative will be able to help build a nation of responsible drivers and a country with safer roads.



## Myanmar

## Suzuki (Myanmar) Motor Co., Ltd./Suzuki Thilawa Motor Co., Ltd.

## ● Donation of Suzuki logo school exercise book to local government primary schools

The company visited 10 local governmental primary schools in the area of Suzuki Thilawa factory and South Dagon factory during the period from 25 September 2019 to 20 February 2020, and presented the students with a total of 48,000 Suzuki logo school exercise books.



## ● Donation of vehicles for training to vocational training institute

The company donated three Suzuki vehicles, automobile components and training materials to Japan-Myanmar Aung San Vocational Training Institute on 8 November 2019.





## Austria

## Suzuki Austria Automobil Handels GmbH

## ● Tree planting

Suzuki Austria supports the Austrian Federal Forests, and a young tree is planted for every unit sold in 2020. The effects of the climate change are putting a lot of strain on the Austrian forests. Bark beetles have caused considerable damage to trees, causing many trees to die. Suzuki Austria supports the Austrian Federal Forests so that a young forest can grow in the affected areas.



## Spain

## Suzuki Motor Iberica S.A.U.

## ● Hosted donation event Liters x Kilos

The company hosted an event called Liters x Kilos for the fourth consecutive year in December 2019. In this event, journalists competed to drive the Vitara, lower than the official average consumption level. As a result of driving the designated route of 57.4km, the winning team achieved 4 liters/100km, which is 2.1 liters lower than official consumption level of 6.1 liters/100km. This difference was converted into the amount of food to be donated to the Food Bank of Madrid Foundation, and the company donated 2,000kg of food as a result.



## Hungary

## Magyar Suzuki Corporation Ltd.

## ● Supporting sports activities

The company sponsored several sports activities in Komárom/Esztergom County including rugby team, kick boxing association, table tennis association, Aikido Shinbukan Dojo, Dorog Hard Athletic Club, Maria Valeria Bridge Running, half marathon, full moon running, swimming competition for children in Párkány (Sturovo), volleyball competition, and cycle competition.



## ● Education

The company sponsored innovation and educational events including the 29th Youth Scientific and Innovation Contest which is organized by the Hungarian Innovation Association in Budapest, and Annual Conference of European Society for Engineering Education in Budapest.





New Zealand

Suzuki New Zealand Ltd.

Road safety activities

The company has been a long-term supporter of online road-safety training tools, eDrive and Fleetcoach, and all the trainings utilize Suzuki dashboard and instrument displays. eDrive and Fleetcoach are online learning tools developed by road safety experts. eDrive coaches users through real-life, video-based scenarios where they can concentrate on training effective eye movements and responding to risks. The eDrive program is focused on learner drivers while Fleetcoach is targeted at businesses.



South Africa

Suzuki Auto South Africa (Pty.) Ltd.

Education support

The company has been making initiative that provides literacy resources and teachers' training and support in rural schools around the country. The activation of this initiative starts in the weekends when teams of sponsors deliver reading material and resources to selected schools. The company was part of donating material to two schools during FY2019, one in KwaZulu-Natal and the other in the Eastern Cape.



Support to Endangered Ecosystem Project

The company is supporting the Kalahari Endangered Ecosystem Project (KEEP), a project which is responsible for studying the effects of climate change in Africa. Suzuki Auto South Africa has sponsored with two units of Vitara which were used by students, researchers and professors of various institutions to track animals and collect data.



Support to Guide Dogs Association

The company donated a Swift to the South African Guide Dog Association for their 2019 raffle ticket to win the car at the end of the year. This is the third year that the company has supported this project. The South African Dogs Association for the Blind provides independence, mobility and companionship and various core services.

Week ending 13 March, 2020

FOURWAYS REVIEW

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### Superb prize for a good cause

**Robyn Kirk**  
robkirk@sun.co.za

"What wow! keep beep! Tails were wagging with joy on 8 March when the winner of the 2019 South African Guide Dogs Association car raffle, Yolanda Prinsloo, was handed the keys to her brand-new Suzuki Swift GLi, all the non-profit organisation's promises in front!" The raffle, which saw members of the public paying R20 a ticket to enter the draw, managed to raise over R520 000.

"It is so excited to have won, I spent about R2 000 on tickets for this raffle," she told the Fourways Review just after being handed the keys to her brand-new ride.

"The week that the guide-dogs association does its training because for people who can't see, this organisation takes the time and effort to give them guide dogs and other donations to help them live a good life."

"I plan to become a volunteer with the organisation in the future because of the work they do."

The 2019 competition was the third year in a row that Suzuki has sponsored the prize of a Suzuki Swift GLi. The 2019 raffle, which was held at the Suzuki head office, the company will also be providing the prize for the 2020 raffle.

"It's wonderful to support the South African Guide Dogs Association, and it's even more wonderful to see another person behind the wheel of a Suzuki, as the Swift is one of our best-selling models. We are so proud to support and be associated with this organisation."

"For the 2020 raffle, we've sponsored the prize of a Suzuki Swift GLi ME."

The association hopes that this year's raffle will bring in even more money, ideally R1 million, which they can use to train working dogs which provide support for the visually impaired, the disabled and children with autism.

"Today we're celebrating our lucky winner, but you can be the next lucky winner too," said Nadia Sande, who does the marketing.

"Raffle tickets cost R50 each, and people should keep an eye on our website where they'll be on sale soon."

Details: For more information, visit [www.guidedog.org.za/shop](http://www.guidedog.org.za/shop)

### Pooches look for smooches

These dogs may have had a hard time to life, but now they are ready to go to their forever homes. The Pet Empowerment in the Townships (PET) organisation has a number of animals up for adoption. People who are interested in adopting a dog or cat are asked to contact PET, complete an application form and submit to a home visit. If the adoption is approved, there is an adoption fee of R1500 which includes a microchip, deworming, up-to-date vaccinations (transfer to your own account) and identification if they are over six months. To adopt Jay-Jay, contact Glenda Pickering [glendapickering@gmail.com](mailto:glendapickering@gmail.com); Shiloh K1923. To adopt Teddy, contact Laura Whitaker [laura.pet@gmail.com](mailto:laura.pet@gmail.com). Visit [www.petlight.org.za](http://www.petlight.org.za) for more information.

**JAY-JAY** is a three-year-old male crossbreed. He adores people and just wants to be with you and where you are. He is very affectionate and loves to be cuddled and stroked although also an escape artist so needs a well fenced garden. He is very careful and to be the centre of Jay Jay's world is really wonderful for the adorer. Details: For more information, visit [www.petlight.org.za](http://www.petlight.org.za)

**TEDDY** is a six-year-old female chow-chow. She is a very obedient girl who easily follows direction, walks very well on a lead and does not pull. She adores all people, young and old. Teddy has a visual impairment - she can see most things but struggles to focus on something close up. She needs a home with no open pools or access to the driveway. Otherwise, she opens absolutely fine like a normal dog.

## 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 (FY2019)

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.
Myanmar	Suzuki (Myanmar) Motor Co., Ltd.

- Number of overseas trainees accepted in FY2019: 85 persons
- Accumulated total number of overseas trainees: 23,037 persons (from FY1983 to FY2019)

### ● 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): 979
- Number of exchanges conducted: 12
- Locations of exchange: Hamanako Garden Park, Nihondaira, Non Hoi Park, Sunpu Takumi Shuku, etc.





# Suzuki Foundation Activities

## The Suzuki Foundation

The Company has been 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 organizations 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 original 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 totaling 1,482,960,000 yen to 1,098 researchers (as of 1 April 2020) at universities, junior colleges, and research institutes.

### ● Grants for theme-based project assignments

The foundation also finances projects that concentrate the combined intellect of researchers in finding solutions to 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 33 projects including the "Cooperative Automated Driving Technique based on Mutual Understanding between Automated Driving System and Human Operator." which amount to 315,940,000 yen to date (as of 1 April 2020).

### ● 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 2020), it has provided grants totaling 181,480,000 yen for 639 symposiums and conferences.



元年度 贈呈式・技術者交流会



### ● Grants for joint project with foreign researchers

Based on the researchers exchange agreement between Shizuoka University/Toyohashi University of Technology and universities in Hungary and India, the Suzuki Foundation has been supporting exchange of researchers since FY1999.

In FY2019, the foundation had a total of four exchange researchers coming from Indian Institute of Technology, Hyderabad and Budapest University of Technology and Economics to Shizuoka University, and from Indian Institute of Technology, Delhi to Toyohashi University of Technology.

Since FY1999, the foundation has had a total of 22 exchange researchers, of which 17 from the Budapest University of Technology and Economics, 4 from the Indian Institutes of Technology, and 1 from the Indian Institute of Science.

### ● Grants to overseas automotive training centre

Grants of equipment and facility started from FY2016 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: 6,317,120,000 yen (as of 31 March 2020)

·Number of grants in FY2019: 114 (Accumulated total: 1,793 as of 1 April 2020)

·Total amount of grants in FY2019: 124,860,000 yen (Accumulated total: 2,116,440,000 yen as of 1 April 2020)

## 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 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 FY2019, the foundation offered scholarships totaling 30,000,000 yen to 83 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 society and contribute to development of the Hamamatsu community.

In FY2019, the foundation made grants of 1,500,000 yen. Through their scholarship, The foundation is making supports to university students in the Shizuoka Prefecture who have strong desire to learn.

#### ● Donation of goods to PTA of special-needs school

The foundation is donating goods including playground equipment, sporting goods, and instruments to PTA of special-needs school in Shizuoka Prefecture. The foundation wishes that by using those goods, students with disabilities attending those schools can expand their potential through sports and education activities.

In its initial year of donation in FY2019, the foundation donated a total of 25 goods to PTA of 24 schools totaling 13,720,000 yen.

#### ● 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 265 students from kindergarten to high school, of which 251 from Brazil, and 14 from Peru).

The Mundo de Alegria School is a school for children of Japanese-South American workers who came to Japan in the 1990's to compensate for the labor force of Japan.

In FY2019, the foundation made 3 million yen of financial assistance. The foundation is supporting the school's aim to "nurture human resources who can contribute to the local Japanese society by building up education in both their native language and Japanese".

#### ● Total number and amount of grants (accumulated total as of 31 March 2019)

- Scholarships: 423 persons (330,540,000 yen)
- Grants to Shizuoka University of Art and Culture for scholarship: 9 (13,800,000 yen)
- Grants to special-needs school: 24 (13,720,000 yen)
- Grants to schools for foreigners: 10 (97,500,000 yen)



Scholarship ceremony



Playground equipment donated to PTA of special-needs school



Students of the Mundo de Alegria School



# Corporate Governance

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# Corporate Governance

## Basic Policy on Corporate Governance

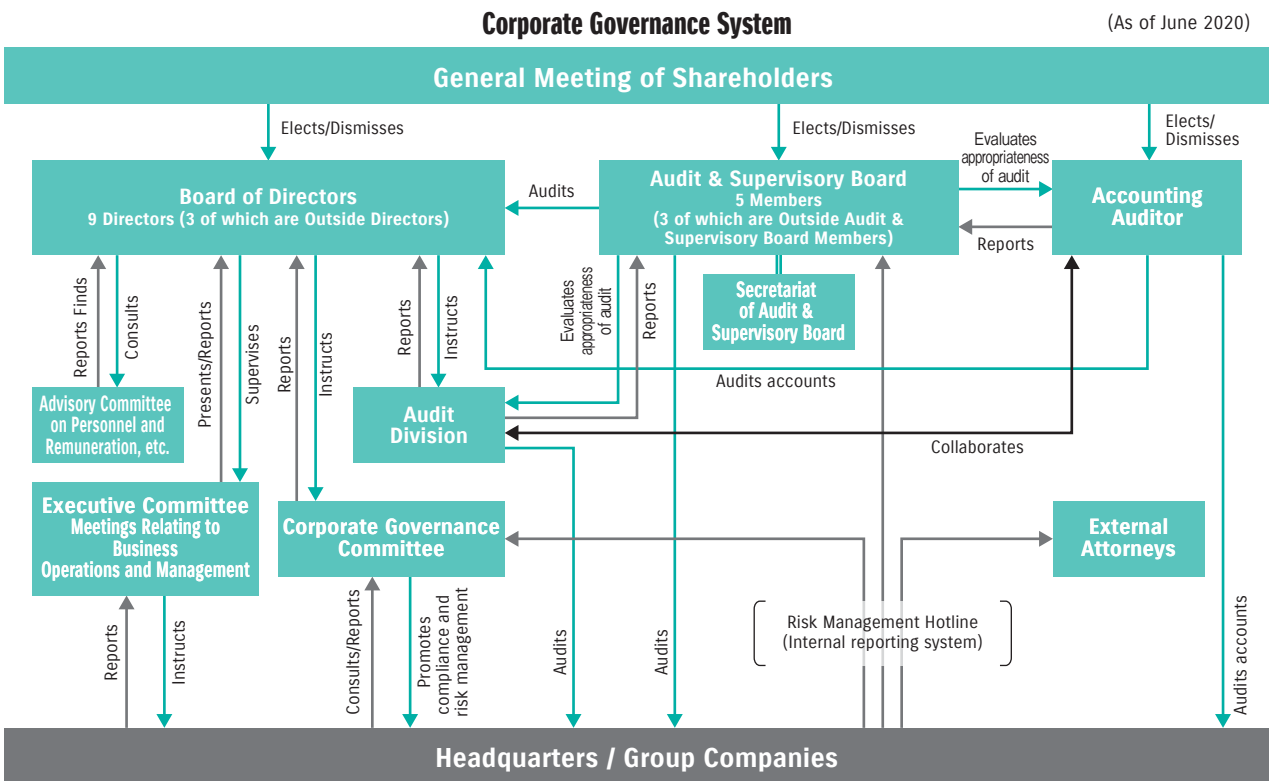
Through fair and efficient corporate activities, the Company aims to earn the trust of our shareholders, customers, suppliers, local communities, employees, and other stakeholders, and to make further contribution to the international community in order to continue to grow and develop as a sustainable company. To achieve this goal, the Company recognizes that continuous improvement of corporate governance is essential, and as a top priority management issue, we are actively working on various measures.

In consideration of the meaning of the respective principles of the Corporate Governance Code, the Company will make continuing efforts to ensure the rights and equality of the shareholders and the effectiveness of the Board of Directors and the Audit & Supervisory Board as well as to upgrade the internal control system.

Also, in order to be trusted further by society and stakeholders, we will disclose information quickly in a fair and accurate manner prescribed in laws and regulations and actively disclose information that we consider is beneficial to deepen their understanding of the Company. Thus we will further enhance the transparency of the Company.

## Corporate Governance System

The Company has adopted the current system with the thought of statutory company auditor system being the foundation and establishment of Advisory Committee on Personnel and Remuneration, etc. and appointment of highly independent Outside Directors enables improvement of governance.



**[Board of Directors]**

In June 2006, the Company reduced the number of directors from 29 to 14, following the introduction of a managing officer system to facilitate agile business execution and to clarify responsibility. The number of directors has since been reduced to speed up the decision-making process of the Board of Directors.

Furthermore, in order to strengthen the management oversight function and to receive useful advice and guidance on the Company's management based on their extensive experience and expertise, two outside directors were appointed in June 2012, and the number of outside directors was increased by one in June 2020, bringing the current number of outside directors to three (two men and one woman), or one-third of the total number of directors.

In principle, the Board of Directors meets once a month and also as needed to strengthen supervision by making decisions on basic management policies, important business execution matters, matters authorized by the General Meeting of Shareholders to the Board of Directors, and other matters prescribed by law and the Articles of Incorporation based on sufficient discussion, including from the perspective of legal compliance and corporate ethics, as well as receiving reports on the execution of important business operations as appropriate.

In order to clarify managerial accountability for individual Directors and flexibly respond to the changing business environment, the term of each Director is set to one year.

**Composition of the Board of Directors, and meeting attendance**

Composition		Attendance to the Board of Directors meeting (in 2019)
Representative Director and Chairman (Chairman of the Board of Directors)	Osamu Suzuki	19 times/ 19 times
Representative Director and Vice Chairman	Yasuhito Harayama	18 times/ 19 times
Representative Director and President	Toshihiro Suzuki	19 times/ 19 times
Representative Director and Senior Technical Executive	Osamu Honda	19 times/ 19 times
Director and Managing Officer	Masahiko Nagao	19 times/ 19 times
Director and Managing Officer	Toshiaki Suzuki	(Appointed in June 2020)
Outside Director	Osamu Kawamura	(Appointed in June 2020)
Outside Director	Hideaki Domichi	(Appointed in June 2020)
Outside Director	Yuriko Kato	(Appointed in June 2020)

**[Company Auditor's Audit]**

As an independent organization which plays a part in corporate governance, the Company Auditors conduct audits conforming with the auditing standards of the Audit & Supervisory Board for proper managerial executions, as well as expressing their opinions to the management members as appropriate.

**Composition of the Audit & Supervisory Board, and meeting attendance**

Composition		Attendance to the Audit & Supervisory Board meeting (in 2019)	Attendance to the Board of Directors meeting (in 2019)
Full-time Company Auditor	Toyokazu Sugimoto	13 times/ 13 times	15 times/ 15 times (*Note)
Full-time Company Auditor	Masato Kasai	11 times/ 13 times	13 times/ 15 times (*Note)
Outside Company Auditor	Norio Tanaka	16 times/ 16 times	19 times/ 19 times
Outside Company Auditor	Nobuyuki Araki	16 times/ 16 times	19 times/ 19 times
Outside Company Auditor	Norihisa Nagano	13 times/ 13 times	15 times/ 15 times (*Note)

(\*Note: Attendance is those held after assumption of office as Company Auditor on 27 June 2019)

Full-time Company Auditor Toyokazu Sugimoto has many years of operational experience mainly in the fields of accounting and finance of our Group and management of subsidiaries. Company Auditor Norio Tanaka has extensive experience as a certified public accountant. Both have considerable knowledge of finance and accounting. Company Auditor Norihisa Nagano has extensive knowledge in law as a solicitor, Full-time Company Auditor Masato Kasai and Company Auditor Nobuyuki Araki have considerable knowledge in the fields of technology, environment, etc.

In addition, to assist the Company Auditors in their duties, we have established the Company Auditors Secretariat as a full-time staff division independent of the chain of command of the directors and others. There are three staff members with expertise and experience in accounting and finance, auditing, overseas assignment, technology divisions, etc.

Company Auditors' audit procedures conform to the auditing standards of the Audit & Supervisory Board, and according to the auditing policy and division of duties, which are formulated after the General Meeting of Shareholders, Company Auditors audit the proper execution of corporate management and communicate their opinions by attending meetings of the Board of Directors, Executive Committee and other important meetings, inspecting ringi (request for approval) documents and minutes of meetings, and receiving reports and interviews from directors and employees on the status of operations. In addition, Company Auditors review and discuss the audit plan and topics formulated by Audit HQ, which is an internal audit division, and the results of operational audits conducted by Audit HQ.

Full-time Company Auditors actively and proactively exercise their authority to express their opinions at meetings of the Board of Directors and other important meetings as appropriate.

Specifically, important meetings include full-time Directors' meetings, business reporting meetings, monthly reporting meetings, the ringi (request for approval) deliberation meetings, product planning meetings, and division meetings for the reform of motorcycle business. In addition, as an observer, Company Auditors participate in the Advisory Committee on Personnel and Remuneration, etc., the Inspection Reform Committee, the Corporate Governance Committee, the Quality Assurance Committee, and the Environment Committee, and express their opinions as necessary.

In addition, Company Auditors receive detailed audit reports from Audit HQ, which is an internal audit division, and confirm the content of each audit and provide their opinions. In addition, Company Auditors also audit the execution of business operations in light of the duty of care and loyalty of the management members. With respect to the major overseas subsidiaries, in addition to holding hearings and exchanging opinions with the directors and other members of the subsidiaries, Company Auditors visited them directly to investigate their operations and financial conditions, etc. as necessary.

Outside Company Auditors attend meetings of the Board of Directors and the Audit & Supervisory Board, as well as various meetings on management and execution of operation, and express their opinions as necessary, and all of them are members of the Advisory Committee on Personnel and Remuneration, etc. In addition, opinions are exchanged with the Representative Director and Outside Directors.

Based on the above, the Audit & Supervisory Board received reports from each Company Auditor on the status and results of their audits, and made efforts to discuss and share information. Furthermore, the Audit & Supervisory Board regularly receives reports from the accounting auditors on the audit plan, the results of quarterly reviews, and the status of annual audits, witnesses accounting audit to know the status of the audit conducted, and strives to strengthen collaboration by exchanging opinions and sharing information as appropriate.

### **[Executive Committee and other various meetings on management and execution of operation]**

In order to promptly deliberate and decide on important management issues and measures, the Executive Committee, which is attended by Executive Officers and General Managers, etc. as well as the Company Auditors (Specified Company Auditors) as an observer, and other various meetings attended by Directors, Company Auditors and divisional responsible persons (Managing Officers and divisional general managers, etc.) are held regularly and as needed to report and share information on management and business execution.

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 meetings of Board of Directors and supervision on execution of operation.

### **[Corporate Governance Committee]**

Corporate Governance Committee has been established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures and policies for Suzuki Group's sustainable growth and the medium- to long-term enhancement of corporate value.

### **[Internal Auditing]**

As an organization under the direct control of the President, staff members with expertise in various areas of the Company's operations regularly audit the Company's divisions and domestic and overseas affiliates in accordance with the audit plan.

Operational audits include on-site and paper audits to confirm the appropriateness and efficiency of overall operations, compliance with law and internal rules, and the development and operation of internal controls, such as the management and maintenance of assets. The operational audit results are reported to the President, the heads of related divisions, and full-time Company Auditor, as well as to the Board of Directors once every six months, at each audit along with suggestions for improvement on findings. Advice and guidance are provided until improvements are completed to solve issues at an early timing.

In addition, the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act is conducted by the Corporate Governance Committee, and the results are reported by the Corporate Governance Committee to the Board of Directors and the Board of Company Auditors.

For subsidiaries with an internal audit division, Internal Audit checks their activities, receives reports on their audit plans and results, and provides advice and guidance as necessary.

Furthermore, Audit results are shared with the accounting auditor as needed, and regular meetings are held to share information, enhance communication, and maintain close cooperation.

## Personnel, remuneration, etc. of Officers

### [Advisory Committee on Personnel and Remuneration, etc.]

Aimed to enhance 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 the "Advisory Committee on Personnel and Remuneration, etc."

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.

Committee meetings are held as needed, and since its establishment on April 2015, all committee members and observers have attended the meetings held so far, while the frequency of meetings varies from year to year.

### Composition of the Advisory Committee on Personnel and Remuneration, etc.

Committee	Representative Director and Chairman (Chairman of the Committee)	Osamu Suzuki
	Representative Director and President	Toshihiro Suzuki
	Outside Director	Osamu Kawamura
	Outside Director	Hideaki Domichi
	Outside Director	Yuriko Kato
	Outside Company Auditor	Norio Tanaka
	Outside Company Auditor	Nobuyuki Araki
	Outside Company Auditor	Norihisa Nagano
Observer	Full-time Company Auditor	Toyokazu Sugimoto

### [Policy on Directors' remuneration]

Directors' remuneration (excluding outside directors) shall consist of fixed basic remuneration by position (Basic Remuneration), remuneration linked to the performance of each fiscal year (Bonuses), and restricted stock remuneration linked to the medium- to long-term stock price, in order for the remuneration to function as an incentive for the Company's sustainable growth. The ratios are generally estimated to be 40% fixed remuneration, 30% performance-linked bonus and 30% restricted stock remuneration.

The restricted stock remuneration is calculated based on the criteria for each position, and in order to provide incentive remuneration for the sustainable improvement of corporate value during the director's term of office, the restricted stock transfer period is set from the date of allotment of restricted stocks to the date of retirement from the position of director.

Outside directors' remuneration shall be fixed remuneration only.



### [Independence of Outside Directors and Outside Company Auditors]

As to independence from the Company with regard to the election of Outside Director/Company Auditor, the Company judges their independence under the below “Standard for Independence of Outside Directors and Outside Company Auditors of the Company” based on “independence criteria” set by Tokyo Stock Exchange, Inc. 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. (Note 1)
  - (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 organization, 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 organization, a person directly involved in activities which is the purpose of the donation) in any of the business year in past three years

## Training of Officers

The Company implements trainings that allow Directors and Company Auditors to deepen their understanding of their respective roles, responsibilities, etc. We intend to make the training an opportunity in which Directors and Company Auditors take part together in principle, so that they can share the information on their respective roles, responsibilities, etc.

When a new Outside Director or a new Outside Company Auditor assumes post in the Company, the Company will explain to the person the Company objectives, lines of business, finances, organizations, etc. In addition, the Company will prepare opportunities, such as interaction with Directors, Managing Officers and employees in the Company, attending various meetings related to corporate management and business execution, and joining factory inspections, to ensure that the person can deepen understanding of the Company.

## Policies regarding cross-shareholdings, reductions, etc.

The Company will hold shares of business partners and others for realizing sustainable growth and enhancing our mid- and long-term corporate value when we determine that such shareholdings will contribute to creation of business opportunities, business alliances as well as establishment, retention, reinforcement, etc. of stable transactions and cooperative relations.

Appropriateness of individual cross-shareholdings is examined by the Board of Directors every year. The Company makes a comprehensive judgment on the accompanying benefits, risks, etc. of holdings taking into consideration nature, scale, etc. of transactions and setting qualitative criterion including aspect of enhancement of corporate value and quantitative criterion including comparison with capital costs for judgment, and once a stock is decided to be sold, then the Company shall advance reduction.

In FY2019, the Company sold 6 listed company stock brands, as a result of examination by the Board of Directors.

### Number of Brands held and Amount Recorded in the Balance Sheet

Number of Brands	End of March 2018	End of March 2019	End of March 2020
Unlisted Company stocks	41	41	42
Stocks other than Unlisted Company stocks	94	88	80

Amount recorded in the balance sheet (in million yen)	End of March 2018	End of March 2019	End of March 2020
Unlisted Company stocks	17,173	17,126	16,907
Stocks other than Unlisted Company stocks	121,014	104,109	123,422

The Company will exercise the voting rights under cross-shareholdings examining for each agenda from the viewpoint of conditions of their operation, contribution to raising our medium- and long-term corporate value and whether subject agenda does not spoil stakeholders' value while respecting the management policy of the companies in which we hold shares. As specially focused agendas, the Company assumes introduction of anti-takeover measure, business reorganization, agendas relating to appointment of directors in the cases of continuously deteriorating business performance, etc.



## 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 its Consolidated Subsidiaries (Suzuki Group) execute their duties in a healthy manner, as well as 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 information related 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 countermeasures 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 Manager's 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 the 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 the 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 the 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.

The following is an overview of operation of the basic policies related to the systems for ensuring appropriate execution of duties in FY2019:

### [Measures relating to compliance]

- As a part of efforts to firmly establish compliance awareness throughout the Company based on improper conducts regarding final vehicle inspection in 2018 following the improper sampling inspection of fuel consumption and exhaust gas in 2016, the Company has distributed a Compliance Handbook that shows the standards of behavior related to compliance to all Directors, officers and employees as a supplementary to the Suzuki Group Code of Conduct. Furthermore, regarding education and training, in addition to the previous lessons on compliance through e-learning and for respective levels and positions, we are enhancing our training for employees to sufficiently understand laws and regulations related to automobile manufacturing, sales and service, such as the Road Transport Vehicle Act, and conducting this training for a broader scope of staff including Directors, officers and employees.
- From 18 May 2017, one year after the incident regarding the improper sampling inspection of fuel consumption and exhaust gas was disclosed, we set the day as “Remember 5.18”, an effort to be conducted every May with the aim of retaining a sense of awareness against improper conducts, on which we perform a comprehensive inspection by stopping all operations for one day, to ensure that we are not violating regulatory compliance in any way. From this year, we have expanded the scope of participation from the staff of the engineering, manufacturing, and purchase departments to all departments of the Company.
- 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. In the current fiscal year, the Company established new rules that clarified procedures for whistleblowing including a specific outline for whistleblower protections and the investigation process.
- 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 Directors and the Audit & Supervisory Board Member as appropriate.



Distribution of the Compliance Handbook

### [Measures relating to risk management]

- The Company has constructed a system in which issues occurring or recognized 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 supervising the thorough application of these basic rules of information communication by all Directors, Officers, and employees by incorporating them into lectures at various corporate events: “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.”
- The Company conducts risk management training for Directors, officers and Executive General Managers, by inviting outside experts. In addition to compliance risk, cyber risk was also taken up as a main theme for the current fiscal year.
- 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. Also, every year, we provide opportunities to check each work procedure and make necessary improvements regularly.
- 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, labor 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.
- Furthermore, in March 2020, the Company organized the “COVID-19 Response Headquarters” headed by the Executive General Manager of Corporate Planning Office in order to implement measures to prevent the spread of COVID-19 and develop our BCP in the event of an infection outbreak.

The Company will thoroughly implement health maintenance programs for employees, make working arrangements (including the introduction of telecommuting), and encourage hygiene management, disinfection, and ventilation as measures to prevent the spread of COVID-19 at all domestic and overseas bases, and will take timely and appropriate measures to enable business continuity while paying constant attention to the status of production, procurement, sales, and other factors that may have impacts on the operating results of the Company.



**[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.

**TOPICS**

**Implementation status of preventive measures related to improper conducts in final vehicle inspections**

**1. Determination and actions of the management team**

The President made an announcement to all of the employees of Suzuki reflecting on his lack of insight to identify and improve the actual situations occurring at worksites and the actual issues the employees might be facing, and being unable to personally stay in close contact with the worksites, and expressing his determination to create an environment in which employees can feel reassured and devote themselves to their work while complying with the relevant laws, regulations, and rules. As one specific action of that sentiment, the President and the management team visit each plant, listening to the actual voices of employees on the worksite and promoting the necessary improvements. In addition, at various internal events, the top management takes advantage of the opportunity to reiterate messages to our employees on preventing the recurrence of compliance issues.

From an organizational standpoint, we have engaged in activities to clarify the ideal format for final vehicle inspections and promote the reform of final inspection operations by establishing both the inspection department as an independent division separate from the production department and introducing the Inspection Reform Committee. At the same time, we are strengthening the audit system that provides a three-tier process for audits of final inspection operations.

**2. Raise companywide awareness and improve organizational culture**

In our efforts to develop initiatives to serve as lessons on compliance awareness learned from the improper sampling inspection of fuel consumption and exhaust gas in 2016 and the latest improper conducts regarding final vehicle inspection, we have established a permanent exhibit area within the head office, and we focus on activities such as providing thorough education on these incidents to all employees, from new employees to those in managerial positions, without exception, and distributing a Compliance Handbook to all Directors, officers and employees to be used for daily guidance and operational confirmation.

In addition, as part of our initiative to revitalize communication within the Company, we have newly introduced training aimed at raising awareness for employees who are in the position to receive reports, contact and consultations, and have established a system in which the President works to ensure awareness of “Attitude to Perform Work” throughout the Company, while managers take responsibility for understanding operations and giving instructions, guidance, and confirmation to subordinates, ensuring that subordinates disclose relevant facts and report, contact and consult appropriately.

**3. For more reliably correct inspections**

Through efforts such as arranging counselors, collecting notes on employee concerns, gathering opinions of leaders and supervisors, and holding individual interviews and group meetings, we identify tasks that are considered difficult and problems in the workplace, and use this information to make improvements in the worksite.

In addition, we have increased the number of inspectors to reduce the burden of inspections, and established dedicated inspection lines (photo top right) for the education of assistant inspectors undergoing training in order to smoothly increase the number of inspectors. We have also improved inspection facilities, focusing on processes that are particularly prone to mistakes. For example, we have installed equipment to automatically record inspection data that had been hand-written by the inspector. In sideslip inspections (wheel alignment inspections: photo bottom right), vehicle transit speed is measured with a sensor and the inspection is automatically invalidated if the speed exceeds the prescribed speed. In this way, we are increasing the reliability of inspections while reducing the burden on the inspectors.



## Protecting personal information

We fully recognize 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 on the handling of personal information are released on our public website: <https://www.globalsuzuki.com/cookies/index.html>

We establish the in-house rules and revise them as required according to revision of related laws etc. in order to handle personal information appropriately. To familiarize our employees with these rules, Suzuki provides education through employee seminars or enlightenment from the internal 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 unauthorized 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 a lockable server room with seismic countermeasure taken by seismic isolators etc.

Suzuki organizes the confidential information control promotion meeting and reinforces the information control system of the entire Suzuki Group.

## TOPICS

### Suzuki obtains ISO27001 certification, the international standard for information security

In August 2020, Suzuki obtained the “ISO27001” certification, the international standard for information security management systems.

The Company will continue to promote activities regarding information security management.

[Range of certification] Suzuki Motor Corporation  
Head office, Kosai Plant, Iwata Plant, Sagara Plant, Yokohama Lab., Shimokawa Proving Grounds, and Sagara Proving Grounds

## Disaster measures by Suzuki

Suzuki takes various measures for natural disasters including Great Earthquake along the Nankai Trough to minimize influence of damages, giving top priority to “protecting employees’ lives” and “quickly recovering our business 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 organization, 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 Proving Grounds. 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 specialized 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, look out for the occurrence of tsunami, and sound a siren to notify residents when a tsunami is found. Manual and electric sirens are installed on the roof of the headquarters. The electric siren is designed to be operated with the dedicated electricity generator in case of a power failure.



### 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, each plant, and manufacturing companies. Earthquake and tsunami evacuation drills are repetitively conducted with all employees participating, so that when the Earthquake Early Warning System goes off, the employees are able to secure their safety, and at offices with risk of tsunami, safely evacuate to places where damage from flooding is not anticipated. We have a system to confirm safety of employees immediately when a disaster occurs via communication equipment such as satellite telephones and radios, which are installed at each plant and sales distributors all over Japan as an emergency communication tool, and we conduct a communication drill every month to be ready for an emergency.



In addition, since 2012, first aid trainings are conducted in all offices by retired fire fighters, and repetitive trainings are continuously carried out so that upon large-scale disasters, our employees are able to arrest bleeding, treat injuries, convey in stretchers, and perform CPR using AEDs on their own. In the 8 years from 2012, a total of 5,075 employees participated in this training (as of the end of March 2020). Furthermore, in order to confirm safety of off-duty employees, we introduced 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-mails” to e-mail addresses that each employee has registered and those who receive the e-mail send a reply about their own safety situation, and managers are able to confirm the situation.

## Measures against fire disasters

At the headquarters and each plant, 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 minimize damage caused by fire.

Also, water discharge drills by fire engine or by small transportable pump are performed for promoting individual disaster prevention activities by the "private fire brigade", a fire prevention organization consisting of employees. 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, for their contribution to reinforcement of local fire-fighting and disaster-prevention system etc.



## Contribution to construction of storm surge barrier in the coastal zone of Hamamatsu

Suzuki contributed 500 million yen by FY2014 to "Hamamatsu Tsunami Protection Measure Fund" that Hamamatsu city has founded for constructing the storm surge barrier as a countermeasure for tsunami caused by an earthquake.

The Suzuki Suppliers Association organized by Suzuki's associated companies also decided to contribute 39.06 million yen in total over five years.

The Company also contributed 340 million yen in total to neighboring 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 case of a disaster.



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## Environmental Data

### Environmental management

#### Environmental impact and initiatives in business activities

##### <Domestic offices of Suzuki Motor Corporation>

###### ● INPUT

	FY2017	FY2018	FY2019
Electricity (unit: 1 million kwh)	506.3	508.7	492.4
Fossil fuel (unit: 10,000 GJ)	204.4	177.2	180.4

###### ● OUTPUT

	FY2017	FY2018	FY2019
CO <sub>2</sub> emission amount (unit: 1,000 t-CO <sub>2</sub> )	359.8	340.7	324.7

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

##### <Domestic manufacturing plants of Suzuki Motor Corporation>

###### ● INPUT

	FY2017	FY2018	FY2019	
Electricity, fossil fuel	Purchased power (unit: 1 million kwh)	420.2	417.4	401.0
	Wind power (Kosai Plant) (unit: 1 million kwh)	1.43	1.51	1.76
	Small-scale water power (unit: 1 million kwh)	0.039	0.034	0
	LPG (unit: 1,000 t)	21.2	18.2	17.3
	City gas (unit: 1 million m <sup>3</sup> )	18.5	16.7	18.6
	Kerosene (unit: 1,000 KL)	0.130	0.246	0.309
	Fuel oil A (unit: 1,000 KL)	0.62	0.09	0
	Light oil (unit: KL)	9.4	7.0	6.4
	Gasoline (unit: KL)	145.1	108.0	115.0
Water	Industrial waterworks (unit: 1 million m <sup>3</sup> )	1.97	1.96	2.12
	Waterworks (unit: 1,000 m <sup>3</sup> )	84.2	55.0	45.3
	Well water (unit: 1 million m <sup>3</sup> )	1.26	1.24	1.03
Raw material	Iron (unit: 1,000 t)	573.9	606.9	563.9
	Aluminum (unit: 1,000 t)	46.1	54.5	49.4
	Resin (unit: 1,000 t)	37.2	38.8	36.8
	Copper (unit: 1,000 t)	9.0	9.5	9.0
	Lead (unit: 1,000 t)	6.7	6.8	6.6
PRTR substance (unit: 1,000 t)	3,913	4,310	3,692	

###### ● OUTPUT

	FY2017	FY2018	FY2019	
Release to atmospheric air	CO <sub>2</sub> (unit: 1,000 t-CO <sub>2</sub> )	313	275	263
	SOx (unit: t)	15	8	5
	NOx (unit: t)	102	75	76
	PRTR substance (unit: t)	1,070	1,384	1,277
	VOC emissions (unit: t)	3,625	3,615	3,404
	Ozone-depleting substance (CFC-11 substance) (unit: t)	0.003	0.001	0.0002
	Displacement	Displacement to rivers, lakes and reservoir (unit: 10,000 m <sup>3</sup> )	548	440
Displacement to sewers (unit: 10,000 m <sup>3</sup> )		0.2	7.1	9.8
Treatment	PRTR substance (unit: t)	2.3	3.3	1.2
	Recycling amount (unit: 1,000 t)	114	115	104
	Of which PRTR substance (unit: t)	15.8	17.0	13.8
	Landfill waste amount (unit: t)	0.74	0.46	0.17

##### <Transportation>

###### ● INPUT

	FY2017	FY2018	FY2019
Fuel (light oil, etc.) (unit: 10,000 GJ)	57.7	59.3	56.0

###### ● OUTPUT

	FY2017	FY2018	FY2019
CO <sub>2</sub> (unit: 1,000 t-CO <sub>2</sub> )	39.7	40.8	38.5

## &lt;Sales and registration&gt;

## ● Number of sold/registered vehicles in Japan

		FY2017	FY2018	FY2019
Automobile	Automobile sales (unit: 1,000 units)	668	725	672
	Hybrid vehicle sales (unit: 1,000 units)	350	382	348
	Ratio of hybrid vehicle sales (unit: %)	52.4	52.7	51.7
Motorcycle	Motorcycle sales (unit: 1,000 units)	60	57	49
	Fuel cell motorcycle registrations (units)*1	8	0	0
	Electric motorcycle sales (units)	8	3	0

\*1 Registration units by the manufacturer

## &lt;Recycle&gt;

## ● Collection of ELVs (automobiles)

		FY2017	FY2018	FY2019
ASR	Total weight of collection (unit: 1,000 t)	55.4	58.1	60.4
	Collected vehicles (unit: 1,000 units)	423.4	438.4	450.7
	Weight of recycled materials (unit: 1,000 t)	53.0	55.3	57.1
	Recycling rate (unit: %)	98.1	97.7	96.7
Airbags	Total weight of collection (unit: 1,000 t)	87.5	105.9	127.2
	Collected vehicles (unit: 1,000 units)	289.4	326.0	353.6
	Weight of recycled materials (unit: 1,000 t)	82.1	99.7	120.2
CFCs	Recycling rate (unit: %)	93.8	94.2	94.5
	Weight of collection (unit: t)	90.6	92.1	89.5
	Collected vehicles (unit: 1,000 units)	394.1	402.3	403.9

## ● Recycling implementation rate of automobiles

	FY2017	FY2018	FY2019
Recycling rate (unit: %)*2	99.7	99.6	99.4

\*2 Recycling rate is calculated on weight basis.

## ● Collection of ELVs (motorcycles)

	FY2017	FY2018	FY2019
Recycling rate (unit: %)*2	98.0	97.9	97.8

## Environmental accounting

## ● Cost of environmental conservation

(Unit: ¥100 million)

Classification	Description		Trends			FY2019		Total
			FY2016	FY2017	FY2018	Investment	Cost	
Business area costs	Pollution prevention	Measures for pollution, etc. including prevention of air pollution and water contamination	4.8	4.3	11.3	1.0	4.5	5.5
	Environmental conservation	Prevention of global warming, protection of ozone layer, etc.	4.6	4.4	6.1	0.3	4.6	4.9
	Recycling of resources	Effective utilization of resources, reduction in weight and volume, recycling, proper treatment, etc. of wastes	1.9	-0.2	9.6	1.6	2.3	3.9
	Total		11.3	8.4	26.9	3.0	11.3	14.2
Upstream/downstream costs	Collection, recycling, proper treatment, etc. of ELVs and packaging materials		0.2	0.2	0.2	0.0	0.2	0.2
Managerial costs	Employee education, environmental ISO, etc.		3.8	4.7	5.6	0.0	5.8	5.8
Research and development costs	Research and development of products and reduction of their environmental load, research and development to suppress environmental load during production, logistics, and sales stages		519.8	529.7	556.4	39.1	462.7	501.8
Social activities costs	Nature conservation and greening activities, local exchange, donations, information disclosures, etc.		1.2	0.9	0.9	0.0	1.0	1.0
Environmental damage costs	Soil and nature restoration, etc.		0.4	2.5	0.7	0.0	0.4	0.4
<b>Total</b>			<b>536.7</b>	<b>546.3</b>	<b>590.7</b>	<b>42.0</b>	<b>481.4</b>	<b>523.4</b>

### ● Effectiveness of environmental conservation

(Unit: ¥100 million)

Item		FY2016	FY2017	FY2018	FY2019
Economical effect	Energy cost reduction	3.8	3.6	3.6	1.5
	Waste management cost reduction	0.1	0.3	0.2	0.3
	Resource saving (including recycle and valuable resource disposal)	26.5	23.6	28.8	24.8
	Total	30.4	27.4	32.6	26.6

## Design, development, and procurement

### <Automobiles> Sales units of models equipped with hybrid system

	FY2017 (Units)			FY2018 (Units)			FY2019 (Units)		
		Of which HEV*1 (units)	HEV ratio		Of which HEV*1 (units)	HEV ratio		Of which HEV*1 (units)	HEV ratio
Japan	668	350	52.4%	725	382	52.7%	672	348	51.7%
India	1,654	85	5.2%	1,754	127	7.2%	1,436	110	7.7%
Others	902	26	2.9%	848	29	3.5%	744	42	5.7%
Total	3,224	461	14.3%	3,327	539	16.2%	2,852	500	17.5%

\*1 Hybrids include Mild Hybrid, S-Ene Charge, and SHVS. Part of hybrid units in Others include units exported from Japan and India.

### GHG emissions occurred in the entire value chain

#### ● Scope 1, 2, and 3\*2

(Unit: 10,000 t-CO<sub>2</sub>)

	FY2017	FY2018	FY2019
Direct emissions from corporate activities (Scope 1)	65	62	53
Indirect emissions from energies (Scope 2)	55	57	63
Other indirect emissions (Scope 3)	7,742	8,698	7,117
Whole value chain (Total of Scope 1, 2, and 3)	7,862	8,817	7,233

[Area subject to totalization] Suzuki Motor Corporation and 69 domestic and 31 overseas manufacturing and non-manufacturing subsidiaries

\*2 CO<sub>2</sub> conversion coefficient: As for electric power, the value released by each power company was used for Japan and conversion coefficient of IEA (Emissions factors 2019 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 city gas, and the value released by suppliers was used for city gas.

Part of past data were amended (Scope 1 and 2 of FY2017 and Scope 2 of FY2018).

### ● Energy consumption amount of Suzuki Group

(Unit: GWh)

	FY2017	FY2018	FY2019
Domestic	1,556	1,474	1,462
Overseas	3,066	2,937	2,590
Global total	4,622	4,411	4,052

[Area subject to totalization] Suzuki Motor Corporation and 69 domestic and 31 overseas manufacturing and non-manufacturing subsidiaries (includes consumption of renewable energies generated in-house)

### <Automobiles> Trends in reduction of global average CO<sub>2</sub> emission amount of new models\*3

(Unit: %)

	Target	FY2015	FY2016	FY2017	FY2018	FY2019
Global average CO <sub>2</sub> emission amount of new models (compared to FY2005)	72% (28% reduction) in FY2020	75	75	74	74	75

\*3 -Global average fuel efficiency is based on values in Japan, India, and 30 European countries.

-Calculated based on CO<sub>2</sub> emission amount (fuel efficiency) that were measured under specified method of each country.

### <Automobiles> Trends in average CO<sub>2</sub> emission amount (average fuel efficiency for Japan) of major markets

	FY2015	FY2016	FY2017	FY2018	FY2019
Average fuel efficiency in Japan (passenger car)** (unit: km/L)	27.2	27.5	27.1	25.9	25.6
Average CO <sub>2</sub> emissions amount in Europe (passenger car) (unit: g/km)	119.4	118.6	114.9	113.9	120.7
Average CO <sub>2</sub> emissions amount in India (passenger car) (unit: g/km)	112.1	111.1	109.9	108.7	111.2

\*4 Includes values converted from 10.15 mode or WLTC mode to JC08 mode

### <Motorcycles> Trends in reduction of global average CO<sub>2</sub> emission amount of new models

(Unit: %)

	Target	FY2015	FY2016	FY2017	FY2018	FY2019
Global average CO <sub>2</sub> emission amount of new models (compared to FY2005)	80% (20% reduction) in FY2020	87	85	83	79	79

### <Outboard motors> Trends in reduction of global average CO<sub>2</sub> emission amount

(Unit: %)

	Target	FY2015	FY2016	FY2017	FY2018	FY2019
Global average CO <sub>2</sub> emission amount (compared to FY2005)	90% (10% reduction) in FY2020	93	92	92	88	88

## Efforts in production and offices

### CO<sub>2</sub> emission performance at global manufacturing bases

(Unit: 1,000 t-CO<sub>2</sub>)

	Target	FY2015	FY2016	FY2017	FY2018	FY2019
Suzuki	0.273 in FY2020	267	276	292	275	263
Domestic manufacturing subsidiaries		101	103	108	106	98
Overseas manufacturing subsidiaries		529	567	626	660	648
<b>Total</b>		897	946	1,026	1,041	1,009
Base unit (unit: t-CO <sub>2</sub> /unit)		0.292	0.296	0.285	0.269	0.289

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)), 4 domestic manufacturing subsidiaries, and 17 overseas manufacturing subsidiaries

### Total CO<sub>2</sub> reduction amount by activities conducted globally

(Unit: t-CO<sub>2</sub>)

		FY2015	FY2016	FY2017	FY2018	FY2019
Japan	Conversion of fuel	5,782	0	0	0	264
	Consolidating and downsizing facilities	606	615	1,816	1,782	1,849
	Employing inverters and higher efficiency equipment	546	1,159	1,602	1,790	2,791
	Performing proper facility operations and optimizing operating conditions	4,786	4,099	3,812	4,510	437
	Stopping power supply when line stops, light-out when unnecessary, etc.	3,449	3,381	2,932	3,147	1,382
<b>Total</b>	15,169	9,254	10,162	11,229	6,273	
Overseas	Conversion of fuel	0	0	0	0	0
	Consolidating and downsizing facilities	4,577	9,901	1,073	503	1,389
	Employing inverters and higher efficiency equipment	3,438	6,101	3,267	3,455	2,157
	Performing proper facility operations and optimizing operating conditions	24,664	15,341	13,520	6,471	7,097
	Stopping power supply when line stops, light-out when unnecessary, etc.	6,157	3,110	1,367	4,474	4,823
<b>Total</b>	38,836	34,454	19,227	14,902	15,466	

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), and Toyokawa Plant (until July 2018)) and 16 overseas manufacturing subsidiaries

### CO<sub>2</sub> reduced by renewable energies

(Unit: t-CO<sub>2</sub>)

	FY2015	FY2016	FY2017	FY2018	FY2019
Small-scale water power Kosai Plant	26	1	19	16	0
Wind power Kosai Plant and training center	743	855	699	723	840
Solar energy Maruti Suzuki, Pak Suzuki, etc.	639	701	1,355	1,767	3,036
Solar energy Makinohara, Hamamatsu Plant, and Maisaka	7,544	17,663	20,869	19,716	19,517
<b>Total</b>	8,952	19,220	22,942	22,222	23,393

### Total global waste discharge amount

(Unit: 1,000 t)

	FY2015	FY2016	FY2017	FY2018	FY2019
Suzuki	93	93	114	115	104
Domestic manufacturing subsidiaries	18	18	24	21	20
India	166	186	213	228	209
Indonesia	13	10	12	12	12
Thailand	7	8	9	8	5
<b>Total</b>	297	315	371	384	350

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (India, Indonesia, and Thailand)

### Global landfill amount

(Unit: 1,000 t)

	FY2015	FY2016	FY2017	FY2018	FY2019
Suzuki	0.69	0.57	0.74	0.46	0.17
Domestic manufacturing subsidiaries	268	266	303	387	217
India	0	0	187	420	370
Thailand	74	61	66	66	10
<b>Total</b>	343	328	557	873	597

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 5 overseas manufacturing subsidiaries (India and Thailand)



## Amount of water used globally

	FY2015	FY2016	FY2017	FY2018	FY2019
Suzuki (unit: 10,000 m <sup>3</sup> )	314	319	332	326	320
Domestic manufacturing subsidiaries (unit: 10,000 m <sup>3</sup> )	116	104	102	83	86
Total (unit: 10,000 m <sup>3</sup> )	430	423	434	409	406
Amount per domestic automobile production unit (unit: m <sup>3</sup> /unit)	4.92	4.72	4.28	3.92	4.13
Overseas manufacturing subsidiaries (unit: 10,000 m <sup>3</sup> )	342	395	438	454	457

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 17 overseas manufacturing subsidiaries

## Amount of wastewater

	FY2015	FY2016	FY2017	FY2018	FY2019
Suzuki (unit: 1,000 m <sup>3</sup> )	6,197	5,360	5,453	5,148	4,295
Domestic manufacturing subsidiaries (unit: 1,000 m <sup>3</sup> )	975	1,007	1,013	820	873
Overseas manufacturing subsidiaries (unit: 1,000 m <sup>3</sup> )	1,254	1,145	1,237	1,319	1,600
Total (unit: 1,000 m <sup>3</sup> )	8,426	7,512	7,703	7,287	6,768
Amount per domestic automobile production unit (unit: m <sup>3</sup> /unit)	2.3	1.9	1.7	1.5	1.6

[Area subject to totalization] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant), 4 domestic manufacturing subsidiaries, and 16 overseas manufacturing subsidiaries

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

(Unit: t)

	FY2015	FY2016	FY2017	FY2018	FY2019
Amount handled	3,409	3,710	3,913	4,310	3,692
Amount emitted/transported	907	1,023	1,087	1,414	1,295

[Area subject to totalization] Headquarters, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), Motorcycle Technical Center, and Marine Technical Center

## SOx/NOx exhaust amount

(Unit: t)

	FY2015	FY2016	FY2017	FY2018	FY2019
SOx exhaust amount*1	12	15	15	8	5
NOx exhaust amount	79	100	102	75	76

\*1 SOx emission amount is calculated according to fuel consumption from January to December.

[Area subject to totalization] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, Takatsuka Plant (until July 2018), Toyokawa Plant (until July 2018), and die plant

## VOC emission amount in painting process

	Target	FY2015	FY2016	FY2017	FY2018	FY2019
Total VOC emission amount (unit: t)		3,085	3,164	3,625	3,615	3,404
VOC base unit emission amount (unit: g/m <sup>2</sup> )	45.3**2	44.4	44.3	45.0	43.5	43.1

\*2 Reduced by 40% compared to FY2000

[Area subject to totalization] Domestic plants with each painting process of automobile body, motorcycle, and bumpers (Iwata Plant, Kosai Plant, Toyokawa Plant (until July 2018), Hamamatsu Plant, and Sagara Plant)

## Transportation

CO<sub>2</sub> emissions from domestic transportation

	FY2015	FY2016	FY2017	FY2018	FY2019
CO <sub>2</sub> emission (unit: 1,000 t)	40	39	40	41	39
CO <sub>2</sub> emission per sale (unit: t-CO <sub>2</sub> /million yen)	0.0246	0.023	0.0214	0.021	0.0215

## Reduction rate in use of containers and packaging (incl. corrugated cardboard)

(Unit: %)

	Target	FY2015	FY2016	FY2017	FY2018	FY2019
Reduction rate in use of containers and packaging per component sales (compared to FY2005)	15 or higher	19.3	29.7	43.0	50.7	41.2

## Efforts by sales distributors

## &lt;Automobiles&gt; ASR recovery rate and vehicle recycling rate

(Unit: %)

	Standard*3	FY2015	FY2016	FY2017	FY2018	FY2019
ASR recovery rate	70 or higher	97.3	97.7	98.1	97.7	96.7
Vehicle recycling rate (figure converted into percentage of vehicle)		99.5	99.5	99.6	99.6	99.4

\*3 Legal standard for FY2015 or later

## &lt;Motorcycles&gt; Recycling rate

(Unit: %)

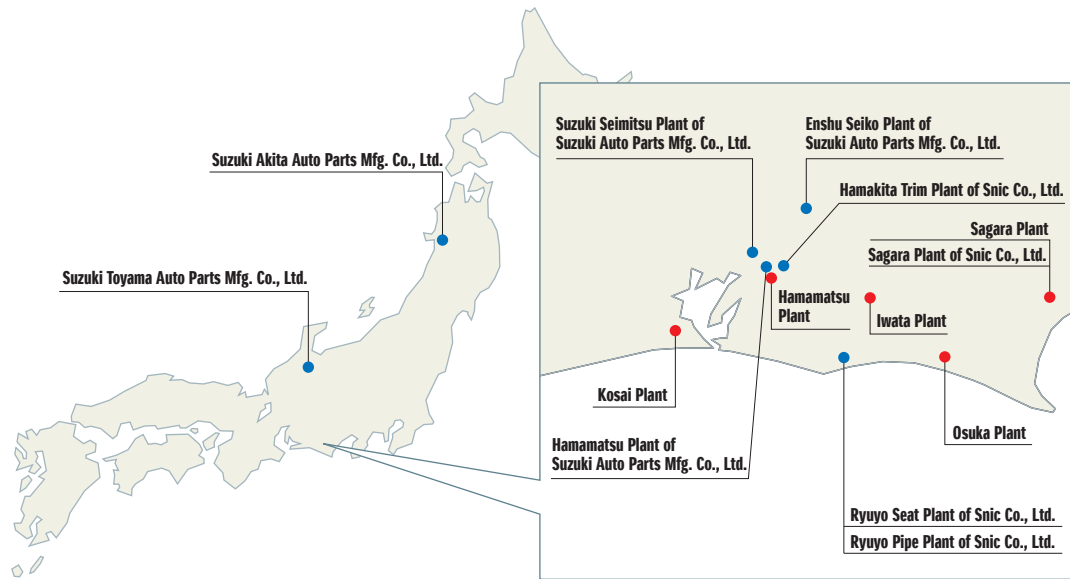
	Target*4	FY2015	FY2016	FY2017	FY2018	FY2019
Recycling rate (percentage of recovery)	95 or higher	98.0	98.0	98.0	97.9	97.8

\*4 FY2015 target

**Water, air, PRTR, etc. data of Suzuki domestic plants and domestic manufacturing subsidiaries**

To be an environmentally-friendly company, Suzuki domestic plants and domestic manufacturing subsidiaries are actively participating in environmental preservation activities. This section shows our environment related data in FY2019.

**Suzuki domestic plants and domestic manufacturing subsidiaries**



**<Environmental data>**

Suzuki domestic plants and domestic manufacturing subsidiaries follow laws, regulations and agreements for environmental control, and is promoting the reduction of environmental impact, based on the strictest regulation values. The in-house standard values are set to 70% of the strictest regulation values to proactively reduce the environmental load, as well as to prevent environmental incidents.

[How to see the environmental data chart]

- 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 <sup>3</sup>
-	Chlorine	mg/Nm <sup>3</sup>
-	Hydrogen chloride	mg/Nm <sup>3</sup>
-	Flourine and hydrogen flouride	mg/Nm <sup>3</sup>
-	Dioxins	ng-TEQ/Nm <sup>3</sup>
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】** 1,190,000m<sup>2</sup>  
**【Building area】** 473,000m<sup>2</sup>  
**【Number of employees】** 2,321  
**【Location】** 4520 Shirasuka, Kosai, Shizuoka

**<Environmental data>**

**<Major water source and drain outlet>**

Water source: Toyo River 1,372,344m<sup>3</sup>, Ground water 249,124m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Kasago River 3,119,868m<sup>3</sup>

**<Water quality data (Water Pollution Control Law, ordinances by local government)>**

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.4~7.9	7.7
BOD	15	0.6~3.5	1.4
COD	30	2.2~12	5.9
SS	15	0.4~4.4	1.5
Oil content	2	0.0~Under 1.0	0.12
Lead	0.1	Under 0.005~Under 0.01	Under 0.006

Item	Regulation values	Results	Averages
Chrome	0.4	-	-
Total nitrogen	12	0.7~2.5	1.8
Total phosphorous	2	0.06~0.56	0.26
Zinc	1	0.01	0.01
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
<b>NOx</b>	Small once-through boiler	150	8~43	20
	Small once-through boiler	150	18~34	24
	Once-through boiler	150	44~78	63
	Water cooling and heating machine	150	40~53	46
	Water cooling and heating machine	150	26~46	32
	Incinerator	200	76~89	81
	Electrodeposition drying furnace	230	41~69	55
	Electrodeposition drying furnace	230	20~33	27
	Final coating drying furnace	230	44~47	46
	Second coating drying furnace	230	20~27	24
	Second coating drying furnace	230	13~16	15
	Final coating drying furnace	230	11~14	13
	Second/final coating drying furnace	230	11~20	16
	Electrodeposition drying furnace	230	42~120	81
	Gas engine generator	600	250~260	255
<b>SOx (K value)</b>	Incinerator	7	0.67~0.83	0.75
<b>Particulates</b>	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 0.005
	Once-through boiler	0.1	Under 0.005~Under 0.01	Under 0.007
	Water cooling and heating machine	0.1	Under 0.005~Under 0.006	Under 0.006
	Water cooling and heating machine	0.1	Under 0.006	Under 0.006
	Incinerator	0.15	Under 0.006~Under 0.008	Under 0.007
	Electrodeposition drying furnace	0.2	Under 0.007~Under 0.008	Under 0.008
	Electrodeposition drying furnace	0.2	Under 0.008~Under 0.01	Under 0.009
	Final coating drying furnace	0.2	Under 0.009	Under 0.009
	Second coating drying furnace	0.2	Under 0.008~Under 0.009	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 0.009~Under 0.01	Under 0.01
	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	
<b>Fluorine</b>	Aluminum melting furnace (low pressure casting ①)	3	0.3~0.4	0.4	
	Aluminum melting furnace (low pressure casting ②)	3	0.5	0.5	
	Aluminum melting furnace (die cast ①)	3	0.3~0.4	0.4	
	Aluminum melting furnace (die cast ②)	3	0.4~0.5	0.5	
	Aluminum melting furnace (die cast ③)	3	0.4	0.4	
<b>Chlorine</b>	Aluminum melting furnace (low pressure casting ①)	30	Under 1	Under 1	
	Aluminum melting furnace (low pressure casting ②)	30	Under 1	Under 1	
	Aluminum melting furnace (die cast ①)	30	Under 1	Under 1	
	Aluminum melting furnace (die cast ②)	30	Under 1	Under 1	
	Aluminum melting furnace (die cast ③)	30	Under 1	Under 1	
<b>Hydrogen chloride</b>	Aluminum melting furnace (low pressure casting ①)	80	Under 5	Under 5	
	Aluminum melting furnace (low pressure casting ②)	80	Under 5	Under 5	
	Aluminum melting furnace (die cast ①)	80	Under 5	Under 5	
	Aluminum melting furnace (die cast ②)	80	Under 5	Under 5	
	Aluminum melting furnace (die cast ③)	80	Under 5	Under 5	
<b>Dioxins</b>	Incinerator	150	Under 6~12	9	
	Aluminum melting furnace (low pressure casting ①)	1	0.0012~0.0021	0.0017	
	Aluminum melting furnace (low pressure casting ②)	1	0.00015~0.00021	0.00018	
	Aluminum melting furnace (die cast ①)	1	0.00004~0.000075	0.000058	
	Aluminum melting furnace (die cast ②)	1	0.00003~0.000075	0.000053	
<b>CO</b>	Aluminum melting furnace (die cast ③)	1	0.00000076~0.008	0.004	
	Incinerator	5	0.056~0.94	0.23	
	Incinerator	100	7~47	23	
	<b>VOC</b>	Coating Section	700	179	-
		Coating Section	700	160	-
Coating Section		700	323	-	
Coating Section		700	240	-	

## &lt;PRTR target substances (accumulated values calculated according to PRTR Law)&gt;

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	18,000	0	110	0	0	0	0	0	5,300	13,000
53	Ethyl benzene	290,000	180,000	0	0	0	0	220	39,000	51,000	20,000
80	Xylene	370,000	190,000	0.1	0	0	0	170	32,000	68,000	88,000
83	Cumene	5,100	2,300	0	0	0	0	0	2,700	12	0.2
188	N,N-Dicyclohexylamine	2,100	0	0	0	0	0	2,100	0	0	0
239	Organic tin compound	9,600	0	0	0	0	0	0	480	0	9,100
296	1, 2, 4 - trimethyl benzene	260,000	140,000	0	0	0	0	230	33,000	38,000	56,000
297	1, 3, 5 - trimethyl benzene	76,000	46,000	0	0	0	0	4	9,400	20,000	49
300	Toluene	450,000	170,000	0	0	0	0	21	27,000	80,000	170,000
302	Naphthalene	15,000	8,100	0	0	0	0	0	4	6,500	6
309	Nickel compounds	2,900	0	46	0	0	0	69	1,900	0	860
355	Bis phthalate (2-ethylhexyl)	87,000	0	0	0	0	0	0	0	1,800	85,000
374	Hydrogen fluoride and its water-soluble salt	2,200	0	0	0	0	0	0	0	2,200	0
392	Normal-hexane	80,000	430	0	0	0	0	0	500	3,100	76,000
400	Benzene	14,000	66	0	0	0	0	0	0	940	13,000
407	Poly (oxyethylene) alkyl ether (alkyl group: C12 - C15)	1,800	0	140	0	0	0	0	0	1,700	0
411	Formaldehyde	6,400	3,100	0	0	0	0	750	750	7,500	0
412	Manganese and its compounds	1,500	0	0.1	0	0	0	1,100	0	0	330

\*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 distance, Recycled amount, Decomposition disposal, and Product inclusion).

**Iwata Plant**



【Operations】 Final assembling of mini passenger/commercial cars  
 【Plant site area】 298,000m<sup>2</sup>  
 【Building area】 147,000m<sup>2</sup>  
 【Number of employees】 900  
 【Location】 2500 Iwai, Iwata, Shizuoka

<Environmental data>

<Major water source and drain outlet>

Water source: Tenryu River 180,459m<sup>3</sup>, Ground water 309,407m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Akuro River 610,120m<sup>3</sup>

<Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.0~7.9	7.5
BOD	20(15)*	0.2~6.0	3.1
SS	40(30)*	0.5~2.8	1.7
Oil content	3	0.1~0.9	0.5
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	-	-	-
	Water cooling and heating machine 1	150	93~110	102
	Water cooling and heating machine 2	150	60~62	61
	Electrodeposition drying furnace in line 1	230	52~54	53
Particulates	Final coating drying furnace in line 1	230	22	22
	Boiler 3	-	-	-
	Water cooling and heating machine 1	0.1	-	-
	Water 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
VOC	Final coating drying furnace in line 1	0.2	Under 0.005	Under 0.005
	Second coating booth in line 1	700	82	82
	Final coating booth in line 1	700	160	160
	Bumper coating booth	700	110	110

<PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	14,000	0	100	0	0	0	0	0	4,000	9,600
53	Ethyl benzene	100,000	58,000	0	0	0	0	0	5,700	29,000	9,800
80	Xylene	130,000	53,000	0	0	0	0	0	4,800	27,000	43,000
239	Organic tin compound	3,400	0	0	0	0	0	170	0	0	3,200
296	1, 2, 4 - trimethyl benzene	95,000	45,000	0	0	0	0	0	6,700	16,000	27,000
297	1, 3, 5 - trimethyl benzene	24,000	13,000	0	0	0	0	0	1,700	9,300	0
300	Toluene	220,000	85,000	0	0	0	0	25	670	49,000	83,000
302	Naphthalene	3,600	2,000	0	0	0	0	0	1.8	1,100	0
309	Nickel compounds	1,500	0	190	0	0	0	850	0	0	450
392	Normal-hexane	38,000	110	0	0	0	0	0	0	870	37,000
400	Benzene	6,700	11	0	0	0	0	0	0	120	6,500
411	Formaldehyde	2,700	1,300	0	0	0	0	330	330	3,300	0
412	Manganese and its compounds	2,800	0	170	0	0	0	940	0	0	1,700

\*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 distance, 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]** 1,970,000m<sup>2</sup>  
**[Building area]** 278,000m<sup>2</sup>  
**[Number of employees]** 1,737  
**[Location]** 1111 Shirai, Makinohara, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Oi River 565,473m<sup>3</sup>, Ground water 1,482m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Hirugaya River 318,671m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.1~7.7	7.4
BOD	20(15)*	1.2~11	5.2
SS	40(30)*	1~4	1.8
Oil content	2.5	0.5	0.5

\*Values in the bracket ( ) suggest daily average.

Item	Regulation values	Results	Averages
Lead	0.1	0.01	0.01
Chrome	1	0.04	0.04
Total nitrogen	120(60)*	4.9~15	8.8
Total phosphorous	16(8)*	2.1~3.8	2.8
Zinc	1	0.08~0.13	0.11

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Water cooling and heating machine 1	150	41~43	42
	Water cooling and heating machine 2	150	100	100
	Water cooling and heating machine 3	150	56~68	62
	Water cooling and heating machine 4	150	65~70	68
	Heat-treating furnace	180	26~28	27
	Melting furnace 1	180	24~34	29
	Melting furnace 2	180	31~40	36
	Electrodeposition drying furnace	230	31~39	35
	Second/final coating drying furnace	230	19~30	25
	Particulates	Water cooling and heating machine 1	0.1	0.0031~0.004
Water cooling and heating machine 2		0.1	0.004~0.027	0.016
Water cooling and heating machine 3		0.1	0.004~0.031	0.018
Water cooling and heating machine 4		0.1	0.003~0.004	0.004
Heat-treating furnace		0.2	0.003~0.004	0.004
Melting furnace 1		0.2	0.002~0.019	0.011
Melting furnace 2		0.2	0.002	0.002
Electrodeposition drying furnace		0.2	0.008~0.009	0.009
Second/final coating drying furnace		0.2	0.006~0.01	0.008

Substances	Facilities	Regulation values	Results	Averages
Fluorine	Melting furnace 1	3	0.9~1.0	0.9
	Melting furnace 2	3	0.9~1.0	0.9
	Melting furnace 3	3	1	1
Chlorine	Melting furnace 1	30	0.3	0.3
	Melting furnace 2	30	0.3	0.3
	Melting furnace 3	30	0	0
Hydrogen chloride	Melting furnace 1	80	1~10	6
	Melting furnace 2	80	1	1
	Melting furnace 3	80	0	0
Dioxins	Aluminum machining dust pre-treatment	1	0.0000046	0.0000046
	Melting furnace 1	1	0.12	0.12
	Melting furnace 3	1	0.0000021	0.0000021
	Diecast melting furnace	1	0.0019	0.0019
VOC	Coating section 1	400	48	48
	Coating section 2	400	70	70
	Coating section 3	400	11	11
	Coating section 4	700	240	240

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	16,000	0	160	0	0	0	0	4,700	11,000	
7	n-Butyl acrylate	2,800	2,000	0	0	0	0	0	780	0	
53	Ethyl benzene	66,000	42,000	0	0	0	29	4,100	6,700	13,000	
80	Xylene	130,000	53,000	0	0	0	0	4,100	21,000	55,000	
83	Cumene	5,800	5,000	0	0	0	0	800	12	0	
188	N,N-Dicyclohexylamine	1,600	0	0	0	0	500	0	0	0	
239	Organic tin compound	2,600	0	0	0	0	130	0	0	2,500	
296	1, 2, 4 - trimethyl benzene	110,000	54,000	0	0	0	0.2	3,400	16,000	37,000	
297	1, 3, 5 - trimethyl benzene	22,000	15,000	0	0	0	160	2,300	2,200	2,000	
300	Toluene	240,000	42,000	0	0	0	20	1,500	62,000	130,000	
302	Naphthalene	2,500	1,400	0	0	0	0	4.8	1,000	32	
309	Nickel compounds	1,800	0	230	0	0	0	1,000	2	550	
355	Bis phthalate (2-ethylhexyl)	6,400	3.2	0	0	0	0	4	0	6,400	
392	Normal-hexane	53,000	370	0	0	0	0	630	9,200	43,000	
400	Benzene	10,000	86	0	0	0	0	0	2,100	8,200	
411	Formaldehyde	1,100	550	0	0	0	130	130	1,300	0	
412	Manganese and its compounds	3,300	0	190	0	0	0	1,100	0	2,000	

\*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 distance, Recycled amount, Decomposition disposal, and Product inclusion).

## Hamamatsu Plant



【Operations】 Machining and assembling of motorcycle engines, assembling of motorcycles  
 【Plant site area】 177,000m<sup>2</sup>  
 【Building area】 62,000m<sup>2</sup>  
 【Number of employees】 544  
 【Location】 8686 Miyakoda-cho, Kita-ku, Hamamatsu, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Tenryu River 56,957m<sup>3</sup>, Ground water 11,459m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Public sewerage 97,561m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.0~9.0	5.5~7.4	6.6
BOD	600	1.5~210	53
SS	600	3~180	39.0
Oil content	30	1~9	3.1
Lead	0.1	0.005~0.01	0.009
Chrome	2	0.04~0.1	0.05
Total nitrogen	240	-	-
Total phosphorous	32	-	-
Zinc	2	0.16~0.62	0.26

#### <Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	150	30~37	34
Particulates	Boiler	0.1	-	-

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
53	Ethyl benzene	11,000	8,600	0	0	0	0	190	18	2,200	190
80	Xylene	15,000	9,000	0	0	0	0	140	86	4,900	1,300
296	1, 2, 4 - trimethyl benzene	3,900	1,800	0	0	0	0	270	16	1,600	270
300	Toluene	81,000	42,000	0	0	0	0	1,300	1,900	33,000	3,000
308	Nickel	3,600	0	0	0	0	0	0	2,500	0	1,100
309	Nickel compounds	570	0	0	0	0	5.3	22	380	0	170

\*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<sup>2</sup>  
 【Building area】 55,000m<sup>2</sup>  
 【Number of employees】 377  
 【Location】 6333 Nishi Obuchi, Kakegawa, Shizuoka

### <Environmental data>

#### <Major water source and drain outlet>

Water source: Ground water 441,321m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Nishi-Otani River 165,480m<sup>3</sup>

#### <Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	6.9~7.7	7.3
BOD	15(10)*	0.5~5.0	2.2
SS	15(10)*	0~7.4	1.0
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)*	2.5~9.7	4.7
Total phosphorous	16(8)*	0.17~0.43	0.25
Zinc	1	Under 0.1	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
	Aluminum melting furnace 1	30	Under 1	Under 1
	Aluminum melting furnace 2	30	Under 1	Under 1
	Aluminum melting furnace 3	30	Under 1	Under 1
	Aluminum melting furnace 4	30	Under 1	Under 1
	Aluminum melting holding furnace	30	Under 1	Under 1
Hydrogen chloride	Waste gas cleansing equipment	80	Under 5	Under 5
	Aluminum melting furnace 1	80	Under 5	Under 5
	Aluminum melting furnace 2	80	Under 5	Under 5
	Aluminum melting furnace 3	80	Under 5~5	Under 5
	Aluminum melting furnace 4	80	Under 5	Under 5
Fluorine	Waste gas cleansing equipment	3	Under 0.3~0.4	Under 0.35
	Aluminum melting furnace 1	3	0.4~0.8	0.58
	Aluminum melting furnace 2	3	0.4~1.1	0.75
	Aluminum melting furnace 3	3	0.5~1.0	0.68
	Aluminum melting furnace 4	3	0.4	0.4
	Aluminum melting holding furnace	3	0.5~0.6	0.55
Dioxins	Aluminum melting furnace 1	1	0.00023	0.00023
	Aluminum melting furnace 2	1	0.00081	0.00081
	Aluminum melting furnace 3	1	0.00008	0.00008
	Aluminum melting furnace 4	5	0.0000015	0.0000015
	Aluminum melting holding furnace	1	0.000091	0.000091

#### <PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
80	Xylene	1,900	1,000	0	0	0	0	0	34	850	0
300	Toluene	7,600	4,000	0	0	0	0	0	2,000	1,600	0
412	Manganese and its compounds	83,000	0	0	0	0	0	1,700	0	0	82,000

\*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 distance, Recycled amount, Decomposition disposal, and Product inclusion).

**Domestic manufacturing subsidiaries**

**Hamamatsu Plant of Suzuki Auto Parts Mfg. Co., Ltd.**

**[Operations]** Machining of automobile parts, Die-casting and machining  
**[Location]** 9670 Miyakoda-cho, Kita-ku, Hamamatsu, Shizuoka

**<Environmental data>**

**<Major water source and drain outlet>**

Water source: Tenryu River 37,076m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Public sewerage 37,076m<sup>3</sup>

**<Water quality data (at drain outlets)>**

Sent 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
<b>NOx</b>	Aluminum melting furnace	180	10~52	31
<b>Particulates</b>	Aluminum melting furnace	0.2	0.02~0.08	0.05
<b>Chlorine</b>	Aluminum melting furnace	30	0.7~0.8	0.8
<b>Hydrogen chloride</b>	Aluminum melting furnace	80	1.1~8.4	4.8
<b>Fluorine</b>	Aluminum melting furnace	3	0.7~1.8	1.3
<b>Dioxins</b>	Aluminum melting furnace	1	0.0000007~0.16	0.08

**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

**<Environmental data>**

**<Major water source and drain outlet>**

Water source: Tenryu River (drinking water) 6,990m<sup>3</sup>, Ground water 129,227m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Inooya River 119,024m<sup>3</sup>

**<Water quality data (Water Pollution Control Law, ordinances by local government)>**

Item	Regulation values	Results	Averages
<b>pH</b>	5.8~8.6	7.1~7.9	7.5
<b>BOD</b>	15	1.0~7.4	3.5
<b>SS</b>	20	0.2~3.2	1.1
<b>Oil content</b>	5	0.5~1.4	0.6
<b>Total nitrogen</b>	60	3.9~17	10.1
<b>Total phosphorous</b>	8	0.04~0.07	0.05
<b>Zinc</b>	1	0.05~0.37	0.11

**<Air pollution data (Air Pollution Control Law, ordinances by local government)>**

Substances	Facilities	Regulation values	Results	Averages
<b>NOx</b>	Continuous carburizing furnace	180	10~13	10.3
	Annealing furnace	180	10~12	10.3
	Water cooling and heating machine	150	38~52	46
<b>SOx (K value)</b>	Continuous carburizing furnace	17.5	0.09~0.1	0.09
	Annealing furnace	17.5	0.09	0.09
	Water cooling and heating machine	17.5	0.07~0.46	0.12
<b>Particulates</b>	Continuous carburizing furnace	0.2	0.01	0.01
	Annealing furnace	0.2	0.01	0.01
	Water cooling and heating machine	0.1	0.01	0.01

**<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

<Environmental data>

<Major water source and drain outlet>

Water source: Ground water 51,647m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: Futamata River 70,050m<sup>3</sup>

<Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	6.5~8.2	6.8~7.7	7.3
BOD	10	1~6.5	2.5
COD	35	1.5~9.1	4.6
SS	15	2~5	2.1
Oil content	3	1	1
Chrome	2	0.05	0.05
Total nitrogen	100	0.7~1.8	1.1
Zinc	2	0.05~0.2	0.07

<Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Gas fuelled absorption type water cooling and heating machine	150	32~40	36
	Aluminum central melting furnace	80	0.8~2.2	1.5
Hydrogen chloride	Aluminum central pre-melting furnace	80	0.9~1.1	1.0
	Casting of pistons	80	0.8~1.0	0.9
Chlorine	Aluminum central melting furnace	30	Under 1	Under 1
	Aluminum central pre-melting furnace	30	Under 1	Under 1
	Casting of pistons	30	Under 1	Under 1
Fluorine	Aluminum central melting furnace	3	Under 0.6	Under 0.6
	Aluminum central pre-melting furnace	3	1.5~1.7	1.6
	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 distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
71	Ferric chloride	2,800	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 distance, 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

<Environmental data>

<Major water source and drain outlet>

Water source: Omata Spring water source (drinking water) 16,280m<sup>3</sup>, Ground water 39,149m<sup>3</sup> Rain water: 0m<sup>3</sup> Drain outlet: I River 55,429m<sup>3</sup>

<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	7.6
BOD	20	1~12	3.7
SS	30	5.7~13.7	8.5
Oil content	4	0.5~0.7	0.5
Total nitrogen	18	1.1~8.1	2.7
Total phosphorous	1.9	0.1~0.3	0.2
Zinc	2	0.01~0.22	0.08

<Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler 1	-	70~95	72
	Boiler 2	180	63~65	64
SOx (K value)	Boiler 1	0.49	0.023	0.023
	Boiler 2	0.56	0.0014	0.0014
Particulates	Boiler 1	300	2	2
	Boiler 2	300	3.4~4.2	3.8

<PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer distance		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
1	Zinc compound (water-soluble)	1,700	0	0	0	0	0	0	1,700	0	0
71	Ferric chloride	2,500	0	0	0	0	0	0	2,500	0	0
80	Xylene	2,300	120	0	0	0	0	0	0	2,200	0
296	1, 2, 4 - trimethyl benzene	3,100	50	0	0	0	0	0	0	3,100	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 distance, Recycled amount, Decomposition disposal, and Product inclusion).



### Suzuki Toyama Auto Parts Mfg. Co., Ltd.

**[Operations]** Processing of automobile parts  
**[Location]** 3200 Mizushima, Oyabe, Toyama

<Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	6~8	7.1~7.7	7.3
BOD	15	1.8~12	4.5
SS	15	1~9.2	4.8
Oil content	5	0.5~0.7	0.5
Lead	0.02	0.002	0.002
Chrome	2	0.02	0.02
Total nitrogen	120 (60)	0.9~1.4	2.6
Total phosphorus	16 (8)	0.06~0.57	0.2
Zinc	2	0.05~1.2	0.1

<Environmental data>

<Major water source and drain outlet>

Water source: Ground water 529,087m<sup>3</sup> Rain water: 0m<sup>3</sup>  
 Drain outlet: Oyabe River 532,422m<sup>3</sup>

<Air pollution data (Air Pollution Control Law, ordinances by local government)>

Substances	Facilities	Regulation values	Results	Averages
NOx	Boiler	180	71~90	81
	Melting furnace (2.5t/h)	180	31~39	35
SOx (K value)	Boiler	17.5	0.083~0.27	0.17
	Melting furnace (2.5t/h)	17.5	0.0029~0.016	0.0095
Particulates	Boiler	0.3	0.0009~0.0056	0.0033
	Melting furnace (2.5t/h)	0.2	0.0006~0.004	0.0023
Dioxins	Melting furnace (2.5t/h)	5	0	0
	Melting furnace 15	1	0	0
	Melting furnace 16	1	0	0
	Melting furnace 0	1	0	0

<PRTR target substances (accumulated values calculated according to PRTR Law)>

Substance No.	Substance name	Amount*	Discharge amount				Transfer amount		Recycled amount	Decomposition disposal	Product inclusion
			Air	Rivers	Soil	Landfill	Sewerage	Waste			
309	Nickel compounds	1,100	0	90	0	0	0	110	0	0	900
438	Methylnaphthalene	2,500	10	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).

### Sagara Plant of Snic Co., Ltd.

**[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

<Environmental 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	Toluene diisocyanate	440,000	0	0	0	0	0	0	0	0	440,000
448	Methylenebis (4, 1-phenylene) diisocyanate	110,000	0	0	0	0	0	0	0	0	110,000
412	Manganese and its compounds	1,700	17	0	0	0	0	0	40	0	1600

\*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 distance, Recycled amount, Decomposition disposal, and Product inclusion).

### Ryuyo Seat Plant of Snic Co., Ltd.

**[Operations]** Manufacture of automobile interior parts  
**[Location]** 1403 Higashi Hiramatsu, Iwata, Shizuoka

<Water quality data (Water Pollution Control Law, ordinances by local government)>

No applicable facilities

<Environmental data>

<Major water source and drain outlet>

Water source: Tenryu River 23,729m<sup>3</sup>, Rain water 0m<sup>3</sup>  
 Drain outlet: Tenryu River 23,729m<sup>3</sup>

<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	1,500	1,400	0	0	0	0	0	0	0	80
298	Toluene diisocyanate	930,000	0	0	0	0	0	800	0	0	930,000
448	Methylenebis (4, 1-phenylene) diisocyanate	77,000	0	0	0	0	0	200	0	0	77,000

\*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 distance, Recycled amount, Decomposition disposal, and Product inclusion).

### Ryuyo Pipe Plant of Snic Co., Ltd.

[Operations] Manufacturing of automobile pipe parts  
 [Location] 6-2 Minami Hiramatsu, Iwata, Shizuoka

<Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.3	7.3
BOD	25 (20)*	Under 1	Under 1
SS	50 (40)*	2.6	2.6
Oil content	5	0.9	0.9
Total nitrogen	120 (60)*	1.3	1.3
Zinc	2	0	0

\*Values in the bracket ( ) suggest daily average.

<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	17,000	170	0	0	0	0	0	430	0	16,000
308	Nickel	5,300	50	0	0	0	0	0	130	0	5,100
412	Manganese and its compounds	2,000	20	0	0	0	0	0	50	0	1,900

\*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 distance, Recycled amount, Decomposition disposal, and Product inclusion).

<Environmental data>

<Major water source and drain outlet>

Water source: Tenryu River: 25,644m<sup>3</sup> Rain water: 0m<sup>3</sup>  
 Drain outlet: Tenryu River 24,045m<sup>3</sup>

<Air pollution data (Air Pollution Control Law, ordinances by local government)>

No applicable facilities

### Hamakita Trim Plant of Snic Co., Ltd.

[Operations] Manufacture of automobile interior resin parts  
 [Location] 5158-1 Hiraguchi, Hamakita-ku, Hamamatsu, Shizuoka

<Water quality data (Water Pollution Control Law, ordinances by local government)>

Item	Regulation values	Results	Averages
pH	5.8~8.6	7.2	7.2
BOD	160 (120)	1.3	1.3
SS	200 (150)	5.2	5.2
Oil content	2.5	Under 0.5	Under 0.5
Zinc	2	0.2	0.2

<Environmental data>

<Major water source and drain outlet>

Water source: Ground wate: 10,282m<sup>3</sup>, Tenryu River 481m<sup>3</sup>  
 Rain water: 0m<sup>3</sup> Drain outlet: Gojinya River 10,763m<sup>3</sup>

<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.

## Area included in the “Environmental Initiatives”

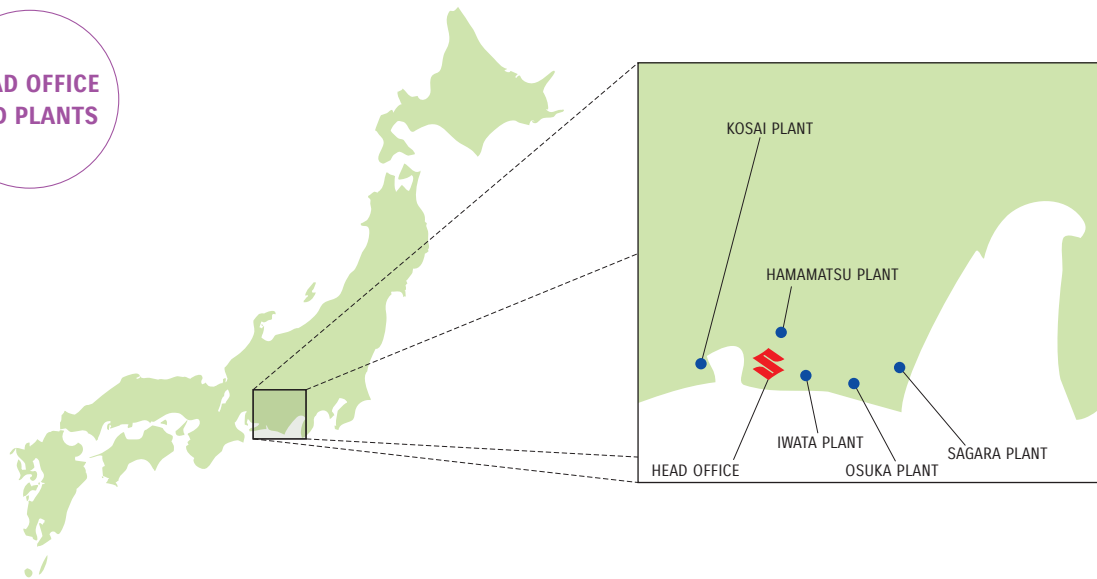
Suzuki		
Consolidated subsidiaries	Domestic manufacturing subsidiaries (4 companies)	Suzuki Auto Parts Mfg. Co., Ltd., Snic Co., Ltd., Suzuki Toyama Auto Parts Mfg. Co., Ltd., and Suzuki Akita Auto Parts Mfg. Co., Ltd.
	Domestic sales companies/ Domestic non-manufacturing subsidiaries (65 companies)	Suzuki Motorcycle Sales Inc., Suzuki Motor Sales Hokkaido Inc., Asahikawa Suzuki Motor Sales Inc., Suzuki Motor Sales Aomori Inc., Suzuki Motor Sales Iwate Inc., Suzuki Motor Sales Yamagata Inc., Suzuki Arena Akitachuo Inc., Suzuki Motor Sales Miyagi Inc., Suzuki Motor Sales Fukushima Inc., Suzuki Motor Sales Ibaraki Inc., Suzuki Motor Sales Tochigi Inc., Suzuki Motor Sales Gunma Inc., Suzuki Motor Sales Saitama Inc., Suzuki Motor Sales Nishisaitama Inc., Suzuki Motor Sales Kanto Inc., Suzuki Motor Sales Chiba Inc., Suzuki Motor Sales Keiyo Inc., Suzuki Motor Sales Tokyo Inc., Suzuki Motor Sales Minami Tokyo Inc., Suzuki Motor Sales Kanagawa Inc., Suzuki Motor Sales Syonan Inc., Suzuki Motor Sales Niigata Inc., Suzuki Motor Sales Shizuoka Inc., Suzuki Motor Sales Hamamatsu Inc., Suzuki Motor Sales Tokai Inc., Suzuki Motor Sales Chubu Inc., Suzuki Motor Sales Mie Inc., Suzuki Motor Sales Nagano Inc., Suzuki Motor Sales Nanshin Inc., Suzuki Motor Sales Hokuriku Inc., Suzuki Motor Sales Toyama Inc., Suzuki Motor Sales Shiga Inc., Suzuki Motor Sales Kyoto Inc., Suzuki Motor Sales Kinki Inc., Suzuki Motor Sales Kansai Inc., Suzuki Motor Sales Hyogo Inc., Suzuki Motor Sales Nara Inc., Suzuki Motor Sales Wakayama Inc., Suzuki Motor Sales Kagawa Inc., Suzuki Motor Sales Tokushima Inc., Suzuki Motor Sales Matsuyama Inc., Suzuki Motor Sales Kochi Inc., Suzuki Motor Sales Tottori Inc., Suzuki Motor Sales Shimane Inc., Suzuki Okayama Motor Sales Inc., Suzuki Motor Sales Hiroshima Inc., Suzuki Motor Sales Yamaguchi Inc., Suzuki Motor Sales Fukuoka Inc., Suzuki Motor Sales Saga Inc., Suzuki Motor Sales Nagasaki Inc., Suzuki Motor Sales Kumamoto Inc., Suzuki Motor Sales Ohta Inc., Suzuki Motor Sales Miyazaki Inc., Suzuki Motor Sales Kagoshima Inc., Suzuki Motor Sales Okinawa Inc., Suzuki Marine Co., Ltd., Suzuki Transportation & Packing Co., Ltd., Suzuki PDC East Japan Co., Ltd., Suzuki PDC Central Japan Co., Ltd., Suzuki PDC West Japan Co., Ltd., Suzuki Engineering Co., Ltd., Suzuki Business Co., Ltd., Suzuki Support Co., Ltd., Suzuki Finance Co., Ltd., and Suzuki Consultant Co., Ltd.
	Overseas manufacturing subsidiaries (17 companies)	India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Ltd., Suzuki Motor Gujarat Private Limited Co. Ltd. (from FY2016), Thailand: Thai Suzuki Motor Co., Ltd., Suzuki Motor (Thailand) Co., Ltd., Indonesia: PT Suzuki Indomobil Motor, USA: Suzuki Manufacturing of America Corp., Hungary: Magyar Suzuki Corporation Ltd., Pakistan: Pak Suzuki Motor Co., Ltd., Philippines: Suzuki Philippines Inc., Myanmar: Suzuki (Myanmar) Motor Co., Ltd., Suzuki Thilawa Motor Co., Ltd. (from FY2018), Cambodia: Cambodia Suzuki Motor Co., Ltd., Vietnam: Vietnam Suzuki Corp., Colombia: Suzuki Motor de Colombia S.A., Spain: Suzuki Motor Espana, S.A. (until FY2012), Malaysia: Suzuki Assemblers Malaysia Sdn. Bhd. (until FY2015)
	Overseas sales companies (16 companies)	USA: Suzuki Motor of America, Inc., Canada: Suzuki Canada Inc., France: Suzuki France S.A.S., Italy: Suzuki Italia S.p.A., Germany: Suzuki Deutschland GmbH, Spain: Suzuki Motor Iberica, S.A.U., Austria: Suzuki Austria Automobil Handels GmbH, UK: Suzuki GB PLC, Poland: Suzuki Motor Poland Ltd., China: Suzuki Motor (China) Investment Co., Ltd., Taiwan: Tai Ling Motor Co., Ltd., Australia: Suzuki Australia Pty. Ltd., New Zealand: Suzuki New Zealand Ltd., Mexico: Suzuki Servicios de Mexico, S.A. de C.V., Indonesia: PT Suzuki Finance Indonesia, South Africa: Suzuki Auto South Africa (Pty.) Ltd.

# Company Profile (as of 31 March 2020)

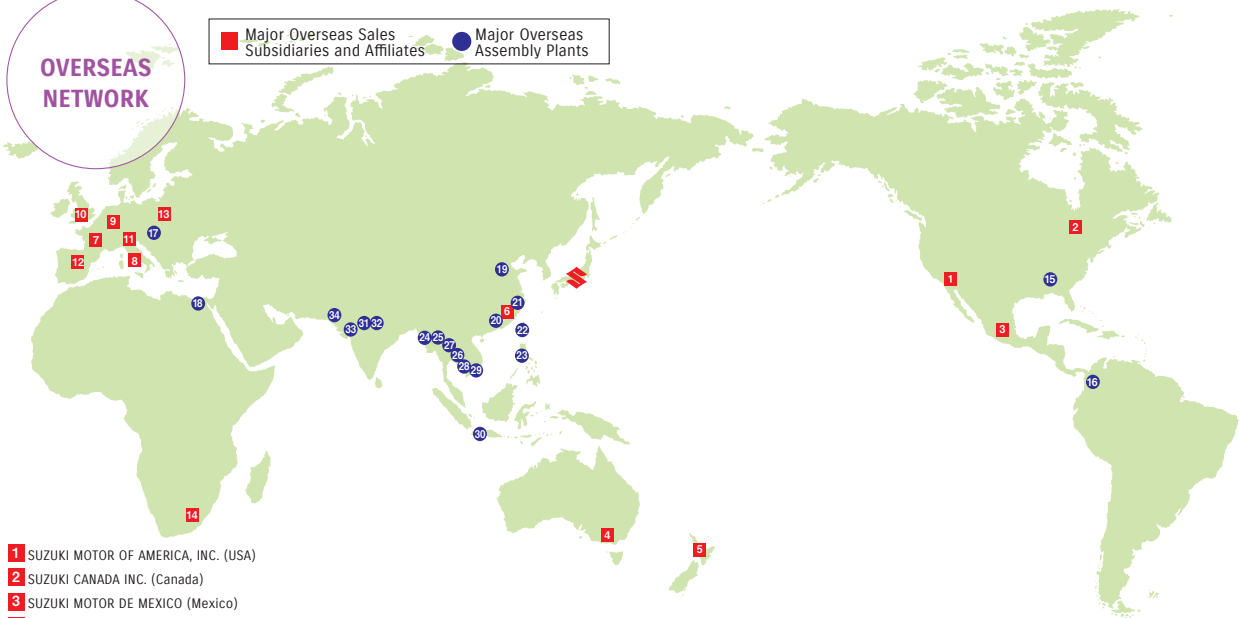
- **Company name:** SUZUKI MOTOR CORPORATION
- **Date of incorporation:** March 1920
- **Address of headquarters:**  
300 Takatsuka-cho, Minami-ku, Hamamatsu,  
Shizuoka 432-8611, JAPAN
- **Representative Director and President:**  
Toshihiro Suzuki

- **Main product line:**  
Automobiles, Motorcycles, Outboard Motors,  
Motorized Wheelchairs, etc.
- **Capital:** 138 billion yen
- **Employees:** 15,646  
(consolidated 68,499)

**HEAD OFFICE AND PLANTS**

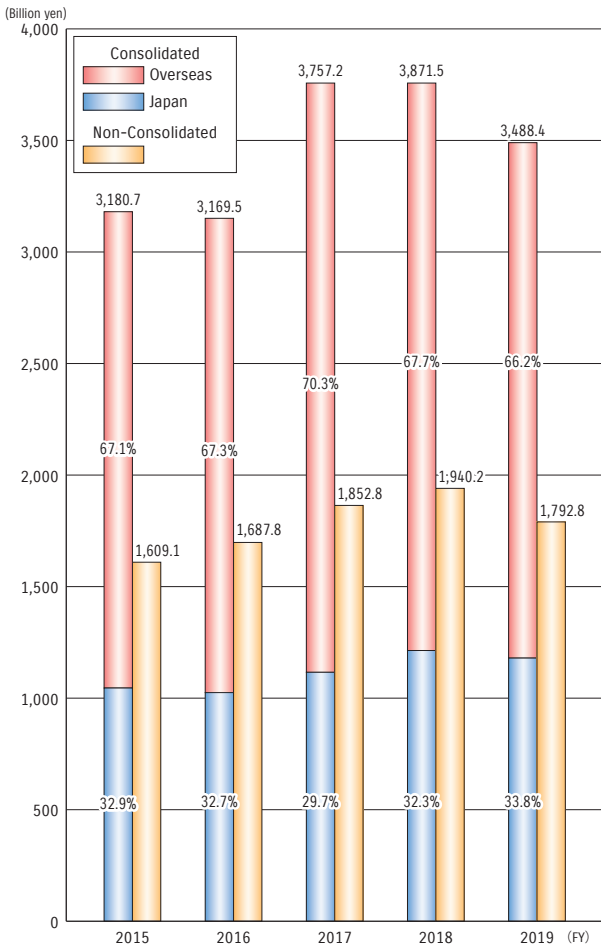


**OVERSEAS NETWORK**

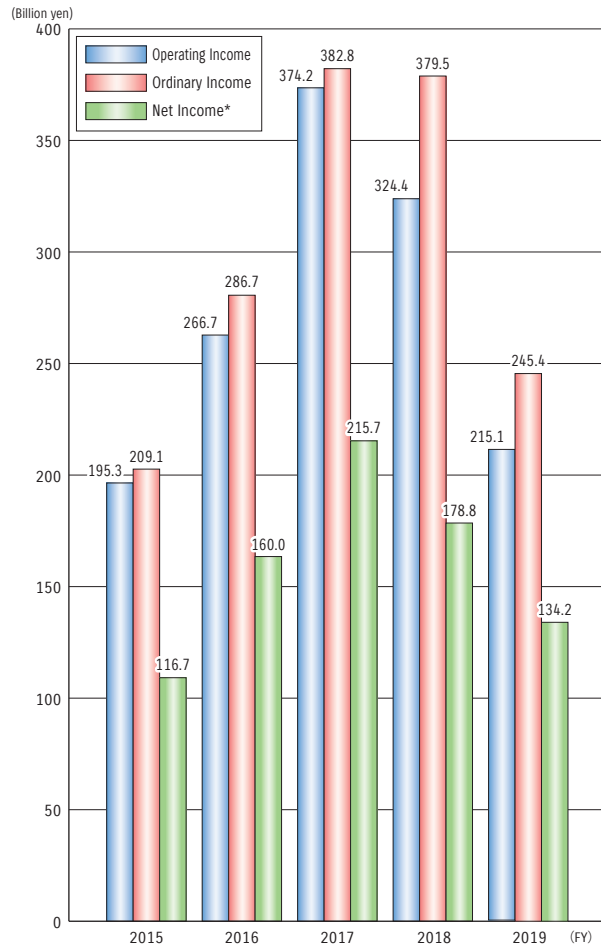


- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>1 SUZUKI MOTOR OF AMERICA, INC. (USA)</li> <li>2 SUZUKI CANADA INC. (Canada)</li> <li>3 SUZUKI MOTOR DE MEXICO (Mexico)</li> <li>4 SUZUKI AUSTRALIA PTY. LTD. (Australia)</li> <li>5 SUZUKI NEW ZEALAND LTD. (New Zealand)</li> <li>6 SUZUKI MOTOR (CHINA) INVESTMENT CO., LTD. (China)</li> <li>7 SUZUKI FRANCE S.A.S. (France)</li> <li>8 SUZUKI ITALIA S.P.A. (Italy)</li> <li>9 SUZUKI DEUTSCHLAND GmbH (Germany)</li> <li>10 SUZUKI GB PLC (UK)</li> <li>11 SUZUKI AUSTRIA AUTOMOBIL HANDELS GmbH (Austria)</li> <li>12 SUZUKI MOTOR IBERICA S.A.U. (Spain)</li> <li>13 SUZUKI MOTOR POLAND SP. Z.O.O. (Poland)</li> <li>14 SUZUKI AUTO SOUTH AFRICA (PTY) LTD. (South Africa)</li> </ul> | <ul style="list-style-type: none"> <li>15 SUZUKI MANUFACTURING OF AMERICA CORP. (USA)</li> <li>16 SUZUKI MOTOR DE COLOMBIA S.A. (Colombia)</li> <li>17 MAGYAR SUZUKI CORPORATION LTD. (Hungary)</li> <li>18 SUZUKI EGYPT S.A.E. (Egypt)</li> <li>19 JINAN QINGQI SUZUKI MOTORCYCLE CO., LTD. (China)</li> <li>20 DACHANGJIANG GROUP CO., LTD. (China)</li> <li>21 CHANGZHOU HAOJUE SUZUKI MOTORCYCLE CO., LTD. (China)</li> <li>22 TAI LING MOTOR CO., LTD. (Taiwan)</li> <li>23 SUZUKI PHILIPPINES INC. (Philippines)</li> <li>24 SUZUKI (MYANMAR) MOTOR CO., LTD. (Myanmar)</li> </ul> | <ul style="list-style-type: none"> <li>25 SUZUKI THILAWA MOTOR CO., LTD. (Myanmar)</li> <li>26 SUZUKI MOTOR (THAILAND) CO., LTD. (Thailand)</li> <li>27 THAI SUZUKI MOTOR CO., LTD. (Thailand)</li> <li>28 CAMBODIA SUZUKI MOTOR CO., LTD. (Cambodia)</li> <li>29 VIETNAM SUZUKI CORP. (Vietnam)</li> <li>30 PT. SUZUKI INDOMOBIL MOTOR (Indonesia)</li> <li>31 MARUTI SUZUKI INDIA LTD. (India)</li> <li>32 SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED (India)</li> <li>33 SUZUKI MOTOR GUJARAT PVT. LTD. (India)</li> <li>34 PAK SUZUKI MOTOR CO., LTD. (Pakistan)</li> </ul> |
|---|--|--|

◆ Net sales

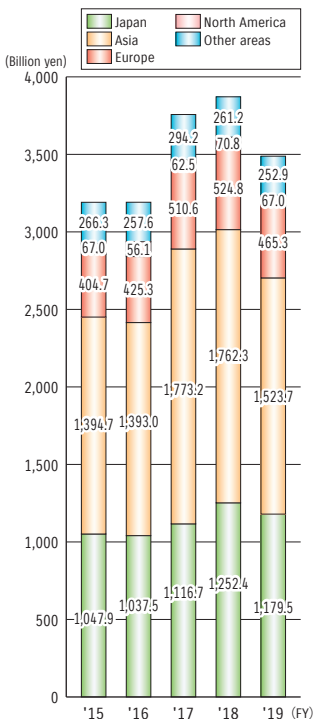


◆ Income (Consolidated)

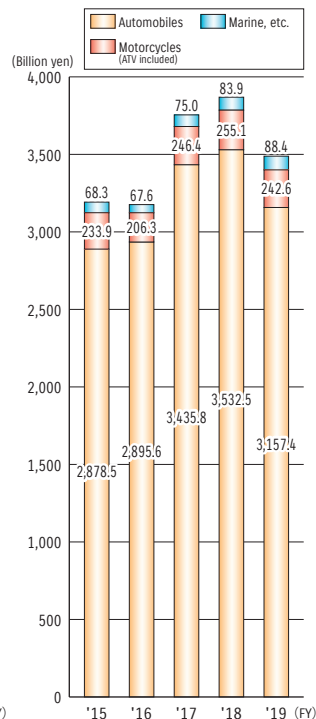


\* Net income is Net income attributable to owners of the parent.

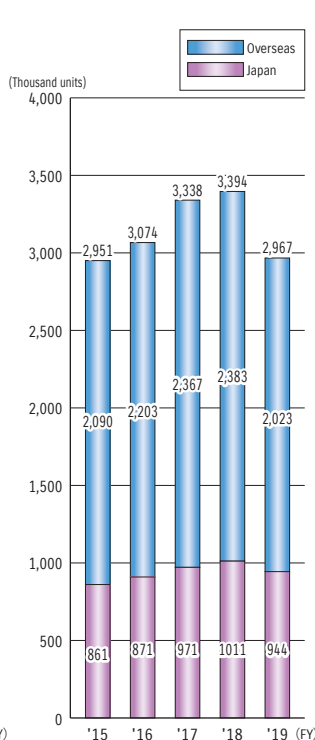
◆ Net sales by market (Consolidated)



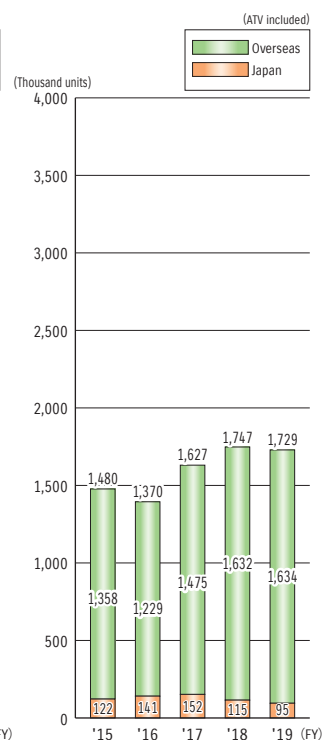
◆ Net sales by business (Consolidated)



◆ Automobile Production



◆ Motorcycle Production



\* Production in Japan: CBU+complete knocked-down (CKD) units.  
\* Overseas production: line-off units at overseas plants.

## 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.
	Dec.	Launched electric vehicles Alto and Every.
1993	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.
	Dec.	Completed the replacement of Freon used in car air conditioner refrigerants.
1994	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 the 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.
	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 installation 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.
	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.
2009	Apr.	Set up Suzuki Plaza to introduce Suzuki's history and manufacturing know-how to the public.
		Received Local Industry Contribution Award (Ichimura Award) for development and practical application of high-speed plating system realizing low cost and low environmental impact.
	Sept.	Maruti Suzuki India Limited greatly reduced CO <sub>2</sub> emission by shifting the transport method from trailers to double-deck merchandise trains, and received the Golden-Peacock Eco Innovations Award.
2010	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.
	May	Plug-in hybrid Swift (Swift Range Extender) acquired the type approval of the Ministry of Land, Infrastructure, Transport and Tourism.
2011	Sept.	Electric scooter e-Let's was developed and the research for driving on public roads started for productisation.
	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 aluminum-extruded material that realized weight reduction with 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 coloring 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 JIC 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 realizes 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, a system evolved from 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 a 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-colored Interior Parts".
	Nov.	Toyota and Suzuki conclude memorandum on EV introduction in India.
2018	Dec.	Established Suzuki Environmental Plan 2020 with newly-set target such as reduction in CO <sub>2</sub> emissions.
	Mar.	Toyota and Suzuki reach basic agreement toward mutual supply of hybrid and other vehicles in India.
2019	July	Included in the FTSE4Good Index Series and the FTSE Blossom Japan Index for ESG investments.

## Company Data

### 1. Production and Sales Volume

			Unit	FY2015	FY2016	FY2017	FY2018	FY2019	
Automobile	Production unit		Thousand units	2,951	3,074	3,338	3,394	2,964	
		Domestic production		861	871	971	1,011	944	
		Overseas production		2,090	2,203	2,367	2,383	2,020	
		India		1,424	1,585	1,781	1,850	1,577	
	Sales unit		Thousand units	2,861	2,918	3,224	3,327	2,852	
		Domestic sales		630	639	668	725	672	
		Overseas sales		2,231	2,279	2,556	2,602	2,179	
		India		1,305	1,445	1,654	1,754	1,436	
	Sales unit of hybrid models*			Thousand units	249	389	462	539	500
	Sales unit of welfare vehicle "With" series			Units	2,351	2,168	2,636	2,636	2,229
Motorcycle	Production unit		Thousand units	1,480	1,370	1,627	1,747	1,729	
		Domestic production		122	141	152	115	95	
		Overseas production		1,358	1,229	1,475	1,632	1,634	
	Sales unit		Thousand units	1,501	1,367	1,576	1,744	1,709	
		Domestic sales		61	62	60	57	49	
		Overseas sales		1,440	1,305	1,516	1,687	1,661	

\*Hybrid models include mild hybrid, S-ENE CHARGE, and SHVS.

### 2. Financial Information (Consolidated)

Net sales			Billion yen	3,180.7	3,169.5	3,757.2	3,871.5	3,488.4
	Automobile			2,878.5	2,895.6	3,435.8	3,532.5	3,157.4
	Motorcycle			233.9	206.3	246.4	255.1	242.6
	Marine, etc.			68.3	67.6	75.0	83.9	88.4
	Domestic sales			1,047.9	1,037.5	1,116.7	1,252.4	1,179.5
	Overseas sales			2,132.8	2,132.0	2,640.5	2,619.1	2,308.9
	Europe			404.7	425.3	510.6	524.8	465.3
	North America			67.0	56.1	62.5	70.8	67.0
	Asia			1,394.7	1,393.0	1,773.2	1,762.3	1,523.7
	Others			266.3	257.6	294.2	261.2	252.9
Operating income			Billion yen	195.3	266.7	374.2	324.4	215.1
Ordinary income			Billion yen	209.1	286.7	382.8	379.5	245.4
Net income			Billion yen	116.7	160.0	215.7	178.8	134.2
Capital expenditures			Billion yen	171.5	198.8	213.4	268.9	236.4
Depreciation expenses			Billion yen	168.3	163.4	150.9	148.9	164.2
R&D expenses			Billion yen	131.0	131.5	139.4	158.1	148.1
Interest-bearing debt			Billion yen	529.3	639.9	577.9	375.4	404.2
Total assets			Billion yen	2,702.0	3,116.0	3,340.8	3,402.0	3,339.8
Net assets			Billion yen	1,187.7	1,387.0	1,595.2	1,715.9	1,793.7
Shareholders' equity ratio			%	35.4	35.9	38.8	40.9	44.5
Net income per share, Basic			Yen	234.98	362.54	488.86	395.26	286.36
Cash dividends per share (annual)			Yen	32.00	44.00	74.00	74.00	85.00
ROE			%	9.6	15.4	17.9	13.3	9.3

## 3. Employee Information

		Unit	FY2015	FY2016	FY2017	FY2018	FY2019	
Number of employees		Person	14,932	15,138	15,269	15,431	15,646	
	Male		13,467	13,603	13,711	13,808	13,932	
	Female		1,465	1,535	1,558	1,623	1,714	
Employees with job titles*1		Person	4,184	4,232	4,333	4,437	4,518	
	Male		4,131	4,162	4,243	4,339	4,403	
	Female		53	70	90	98	115	
	Managers		Person	965	1,014	1,049	1,080	1,140
		Male		957	1,004	1,037	1,066	1,121
		Female		8	10	12	14	19
New employment		Person	635	794	642	563	708	
	Male		532	674	541	445	569	
	Female		103	120	101	118	139	
	College graduates		Person	472	585	456	475	494
		Male		412	523	396	396	413
		Female		60	62	60	79	81
Employment rate of people with disabilities		%	2.08	2.04	2.02	2.14	2.20	
Turnover rate		%	4.1	3.8	4.2	3.9	3.1	
Number of employees (consolidated)		Person	61,601	62,992	65,179	67,721	68,499	
Ratio of paid holiday taken*2		%	76.0	70.2	75.7	76.7	84.8	
Number of employees using childcare shortening hours system		Person	162	179	204	232	256	
	Male		2	3	3	3	5	
	Female		160	176	201	229	251	
Number of employees using childcare leave system		Person	74	68	91	104	117	
	Male		2	8	7	13	23	
	Female		72	60	84	91	94	
Reinstatement rate of employees using childcare leave system		%	100.0	91.2	97.3	96.3	98.1	
	Male		100.0	100.0	100.0	100.0	100.0	
	Female		100.0	90.0	97.1	95.9	97.8	
Number of employees using family-care shortening hours system		Person	1	2	4	5	5	
	Male		1	1	1	1	1	
	Female		0	1	3	4	4	
Number of employees using family-care leave system		Person	2	6	2	6	1	
	Male		2	4	1	4	0	
	Female		0	2	1	2	1	
Reinstatement rate of employees using family-care leave system		%	100.0	50.0	100.0	50.0	100.0	
	Male		100.0	25.0	100.0	25.0	-	
	Female		-	100.0	100.0	100.0	100.0	
Accident frequency rate		%	0.09	0.15	0.21	0.26	0.03	

\*1: Manager, assistant manager, supervisor, and foremen (including expert and technical master) \*2: Excludes managers

## 4. Others

Others	Number of outside directors	Person	2	2	2	2	2
	Number of consolidated subsidiaries	Company	136	136	131	130	127
	Number of affiliates		33	32	31	28	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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\*In Japanese Language only.