

# Sustainability Data Book 2012

**Suzuki Motor Corporation** 

Socia

#### Suzuki Sustainability Data Book 2024

# Contents

#### Introduction

- 003 Message from the President
- 004 (Special Feature) Technology Strategy for 10 Years Ahead
- 006 Growth Strategy for FY2030
- 009 Corporate Philosophy
- 012 Sustainability Policy

#### **Environmental**

- 019 Environmental Initiatives
- 028 Climate Change
- 048 Air Conservation
- 053 Water Resources
- 056 Resource Circulation
- 069 Chemical Substances
- 072 Biodiversity

## Social

- 080 Product Quality and Safety
- 086 Cost-effective Products and Services
- 093 Reduction in Traffic Fatalities
- 099 Sustainable Local Community
- 100 With Local Communities
- 119 Respect for Human Rights
- 122 Nurturing of Human Capital
- 129 Diversity of Human Capital
- 134 <Special Feature> Panel Discussion for Female Employees
- 138 Occupational Health and Safety
- 146 Stable Labor-Management Relations
- 150 Establishing a Robust Supply Chain
- 153 Stable Growth of Sales and Profits

# **Corporate Governance**

- 155 Corporate Governance and Compliance
- 170 Privacy, Information Security and Intellectual Property

#### Data

Environmenta

- 176 Environmental Data
- 181 Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries
- 199 Areas Included in the Environmental Initiatives
- 200 Third Party Guarantee
- 201 Company Data
- 203 Company Profile

## **Guideline Reference Table**

- 205 GRI Standards Reference Table
- 208 TCFD Reference Table

#### **Editorial Policy**

#### About this report

Suzuki Sustainability Data Book 2024 introduces various ESG (Environmental, Social and Governance) initiatives conducted by the Suzuki Group. For this fiscal year, we have further enhanced its contents, aiming to deepen understanding of the Group's initiatives among our stakeholders.

#### Suzuki website

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

#### Period covered

The period covered by this report is FY2023 (from April 1, 2023 through March 31, 2024). However, this report also contains descriptions of some activities which took place before or after that time period.

#### Date of publication

December 2024 (Date of previous publication: November 2023, Scheduled date of next publication: Fall 2025)

#### Referred guidelines

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

#### Information covered

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

#### Disclaimer

 Please note that the website addresses indicated in this report may be changed without notice.

 Forecasts and plans covered in this report are judged by the Company, based on currently available information and assumptions. Please note that the actual results may greatly vary due to changes in various factors.

#### Publisher

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Message from the President	(Special Feature) Technology Strategy for 10 Y	/ears Ahead Growth Strategy for FY2030 C	orporate Philosophy Sustainability Policy			

# Message from the President

We take pride in Suzuki's contribution to transportation as a part of social infrastructure, providing the mobility that supports our everyday lives. In order to achieve a carbon-neutral society, we believe it is Suzuki's role to continue providing infrastructure that is closely connected with people's lives by mastering compact mobility with low environmental impact. as symbolized by the words "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)." We will take on the challenge of achieving our Growth Strategy for FY2030 by focusing on the customer and finding solutions to problems while keeping in mind the spirit in which the Company was founded.

# Environment: Technology strategy for 10 years ahead

In July, we held a briefing on our technology strategy. Up until now, we have carried out technological development somewhat intuitively. However, based on our commitment to the ideals of lighter, shorter, and beautiful products and the idea that smaller vehicles have less impact on the environment, we have shifted the core of our technological strategy to once again focus on energy-minimizing technology, which reduces CO<sub>2</sub> emissions from manufacturing to recycling. We believe that we should adopt a policy of using resources effectively and promoting carbon neutrality in line with the local community. Since price and user-friendliness are important for mobility, which is closely connected to people's lives, we strive to develop practical and valuable technologies. We will pursue reasonably priced, lifestyle-oriented technologies that meet the needs of the times, so that people will say, "This is useful" or "This is what I've been waiting for."

# Social: Human capital enhancement through personnel system reform

In order to strengthen our competitiveness and change as a company, we have been working on the three pillars of structural reform, risk minimization, and planting seeds for the future as substantial corporate enhancement measures based on Japan's Corporate Governance Code. Then, starting in 2020, we changed the way we conduct the annual Shunto labor-management wage negotiations, and in 2024, for the first time in about 30 years, we carried on personnel system reform.

In terms of human capital development, which we have previously left it up to frontline workers under the commonlyused term "OJT (On the Job Training)," we will create systematic learning opportunities that balance OJT with off-JT methods, such as classroom lectures and online training. How do we develop individual capabilities, link them to technology and product development, and deliver valuable products to our customers? These questions are the foundation of securing earning power and will lead to higher wages. We will ensure that each and every employee embraces this mindset. The Company values its people and considers how to leverage their strengths to encourage corporate growth.

A perfect personnel system cannot be created all at once; therefore, I intend to steadily gather input from various people, make continuous improvements, and work together to develop the system.

# Governance: Strengthening compliance

We apologize for the concern and inconvenience caused to all stakeholders regarding the irregularities found in our application for type designation which we made public in June of this year. Since the occurrence of misconduct regarding fuel efficiency and final inspections in the past, we have been working to prevent such incidents and to immediately share information to correct them when they are found. As part of our efforts to foster an open corporate culture where opinions can be freely expressed regardless of position or seniority. I visit every workplace once a year to speak directly with employees. By asking employees to open up about things that may be difficult to say to their immediate superiors, we are working to improve communication throughout the Company. We also conduct the Remember 5.18 activities every year to keep our employees vigilant and prevent similar mistakes. All employees participate in reflecting on what actions may constitute misconduct in our daily operations. It is essential to address problems while they are still small. We take a firm stance against all forms of wrongdoing, no matter what the reason.



# **Challenges as President**

Since a company consists of individuals, we aim to create a corporate environment where employees can thrive, feel excited about their work, and earn a good living. To this end, we must thoroughly adhere to our Mission Statement and Philosophy of Conduct. We think it is particularly important to provide valuable products that are closely connected to people's lives, which is summed up in our Mission Statement's philosophy of "focusing on the customer." To this end, we must emphasize "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" and "Genba, Genbutsu, Genjitsu (Actual place, Actual thing, Actual situation)" and take advantage of the agility of "YARAMAIKA (Entrepreneurial Spirit)" to gain a firm grasp of customer needs and frontline conditions and apply this knowledge to product development. Never forgetting this startup mentality, we must continue to take on new challenges and learn from our mistakes without fear of failure. This will lead to the growth of both individuals and the Company.

We will strive to foster an open corporate culture, listen to the opinions of our employees, and create an environment where each and every employee can work with a sense of fulfillment.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

#### Message from the President | (Special Feature) Technology Strategy for 10 Years Ahead | Growth Strategy for FY2030 | Corporate Philosophy | Sustainability Policy

# (Special Feature) Announcement of Technology Strategy for 10 Years Ahead

On July 17, 2024, Suzuki held a technology strategy briefing. From manufacturing to recycling, we aim to realize "technologies that minimize energy consumption" and deliver the joy of mobility to people around the world while pursuing a carbon-neutral world.



#### Toward carbon neutrality

Based on the philosophy "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," Suzuki will minimize the energy used and reduce CO<sub>2</sub> emissions to the utmost limit. This is our technological philosophy. From manufacturing to recycling, we aim for technology that minimizes resource and environmental risks, providing the joy of mobility to people around the world while striving to achieve a carbon-neutral world.



We at Suzuki have been creating vehicles that are just the right size for transportation, that are lightweight and fuel efficient, and that are safe and have sufficient equipment. In other words, we have been creating safe and small vehicles that require minimal energy. If the vehicle weighs 200 kg less, it requires about 20% less energy for production and 6% less energy for driving. Compact and lightweight cars greatly contribute to the minimization of energy consumption.



The philosophy of "Sho-Sho-Kei-Tan-Bi" requires less energy to move. That means "Sho-Sho-Kei-Tan-Bi" minimizes battery size and fuel consumption. Small batteries require less energy to charge. They also help minimize motor size, engine displacement, and material usage. Additionally, smaller products require less energy to manufacture, and lighter products result in lower collision energy, reduced recycling burdens, and lower costs and risks associated with raw materials. Furthermore, lighter cars cause less damage to roads and underground water or gas pipes, reducing the energy needed for infrastructure maintenance. Lightweight products create a virtuous cycle that brings numerous benefits.



# Five strategies for the minimization of energy

We will promote technological development through five strategies to achieve minimal energy with "Sho-Sho-Kei-Tan-Bi."

- "Lightweight and safe body" that supports the whole as the basis of all
- "Lean-battery EV and HEV" with the right materials in the right places for the customer's demand
- · "Combination of high-efficiency ICE with CNF"
- "SDV right" that creates value with affordable system
- "Easy recyclability and disassembly design" for the circular economy



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Message from the President	(Special Feature) Technology Strategy for 10 )	Years Ahead Growth Strategy for FY2030 C	Corporate Philosophy Sustainability Policy			

Looking ahead 10 years, we aim to realize energyminimizing technology from product materials to manufacturing, customer use, and recycling. The goal is to contribute to the formation of a sustainable society.



Katsuhiro Kato Senior Managing Officer

## Minimization of energy: The origins

Corporate production activities involve both environmental and resource risks. We must minimize environmental impact and use limited resources wisely. Our major mission and challenge is to minimize risk by combining these efforts. Smaller cars can minimize resource and environmental risks, thereby improving overall energy security for society.



Whether EVs or HEVs have less environmental impact depends on how widespread non-fossil energy becomes. We believe that a multi-pathway approach to technology, including EVs, hybrids, and ICEs using carbon-neutral fuels, is necessary depending on the timing and region.

#### 1. Lightweight and safe body

We will challenge for further weight reduction of 100 kg for 10 years ahead. We will further evolve the safe and lightweight "HEARTECT" platform, which contributes to resource conservation and environmental protection, and work on minimizing energy consumption through weight reduction technology.



#### 2. Lean-battery BEV/HEV

Suzuki aims to deliver the most energy-efficient electric vehicles suited to the country, region, and customer usage, without excessive battery capacity, by developing energy-minimized electric vehicles.



#### 3. High-efficiency ICE/CNF technology

We will horizontally expand our high-efficiency engine technology to engines for light cars and compact cars and pursue efficient combustion of CNFs such as biogas and bioethanol using less fuel and aim to achieve higher efficiency and cleaner exhaust emissions by high-speed combustion.



# 4. SDV right

We are developing "SDV right," an affordable system that embodies energy minimization through "Sho-Sho-Kei-Tan-Bi" to create value for cars and provide customers with what they feel is "just right" and "this is fine, this is what I want."



#### 5. Easy recyclability and disassembly design

To minimize energy consumption, we will further expand our current initiatives for reuse of batteries including the construction of collection systems from the perspective of circular economy that considers the entire life cycle while refining our technologies, recycling of resin, easy disassembly design for easy recycling, promoting the use of recycled materials, and utilizing them for streetlights.

We will realize "minimization of required energy" more effectively, more inexpensively, and faster by developing technologies through continuous efforts. We are trying to achieve our goals with everyone's participation and overall optimization. Environmenta

# Growth Strategy for FY2030

# **Outline of the Growth Strategy**

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



# **Major Initiatives for FY2030**

#### <Carbon neutrality>

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



#### ~ Products ~

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

Social

#### Automobiles

We have set targets for powertrain ratios in our main business regions of Japan, Europe, and India for FY2030. The ratio of battery EVs in Japan and India is low because we are considering a more realistic approach based on the charging infrastructure and energy situation in each country. We will offer multiple options such as hybrids until EVs become more accessible.



In India, for example, 70% of the country's power generation comes from coal-fired power generation, which emits CO<sub>2</sub>. Therefore, even if EVs become widespread, it will not lead directly to carbon neutrality. For this reason, in India, where the number of vehicles is expected to increase in the future, we will adopt a "multi-pathway" approach of offering not only hybrids but also vehicles that use compressed natural gas (CNG), which emits less CO<sub>2</sub> than gasoline, and biogas, which is anticipated to be a key carbon-neutral fuel in the future.

#### Motorcycles

For small and mid-sized motorcycles, which are used for daily transportation such as commuting to work, school or shopping, we plan to achieve a battery EV ratio of 25% by FY2030. For large motorcycles for leisure purposes, we are considering adopting carbon-neutral fuels.

Data



#### Outboard motors

For small outboard motors that are often used in lakes and rivers, we plan to achieve a battery EV ratio of 5% by FY2030. For large outboard motors used in the ocean, we are considering adopting carbonneutral fuels.



#### ~ Manufacturing ~

Suzuki will strive to achieve carbon neutrality of domestic plants by FY2035.

#### Suzuki Smart Factory Creation

We are promoting the Suzuki Smart Factory Creation by drawing out how manufacturing should be by 2030, so that we continue to become a company that secures people's means of mobility worldwide. By combining Suzuki's principle of manufacturing "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" with digitalization, we will optimize, minimize, and simplify the flow of data, assets, and energy. Through these initiatives, we will become lean and realize carbon neutrality.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

#### Initiatives by domestic plants

At the Kosai Plant, which is Suzuki's largest production hub in Japan, efforts are made to reduce CO<sub>2</sub> emissions from painting facilities by 30% through renewal of painting facilities and improvement of painting technologies for efficient and optimal use of energy. The plant also produces green hydrogen from renewable energies including solar power generation. At the end of 2022, we started a verification test of fuel cell transporters by utilizing the green hydrogen.

At the Hamamatsu Plant, which is the motorcycle production hub, through reduction of energy use and conversion into renewable energy including the expansion of solar power generation facilities, the plant will now aim to achieve carbon neutrality by FY2027, earlier than its initial target of 2030. By applying the know-hows earned at the Hamamatsu Plant to other plants, we will make initiatives to achieve carbon neutrality of all domestic plants in FY2035.

#### Carbon neutrality of Hamamatsu Plant in 2030 $\rightarrow$ FY2027



#### ~ Biogas business in India ~

While we expect the Indian market to grow toward FY2030, we also expect that an increase in total  $CO_2$  emission amount is unavoidable, regardless of reduction in  $CO_2$  emission from products. We will strive to strike a balance between increasing unit sales and reducing total  $CO_2$  emissions.

Suzuki's unique initiative to tackle this challenge is the biogas business, which develops mass-production and supply systems for biogas that is derived from cow dung, dairy wastes that can be seen mainly in India's rural area. This biogas can be used for Suzuki's CNG models that account for approximately 70% of the CNG car market in India.



We signed a three-party agreement with the Indian government agency National Dairy Development Board and Banas Dairy, Asia's largest dairy manufacturer, to establish five biogas production plants in the state of Gujarat and are making steady progress in the project. We also invested in Fujisan Asagiri Biomass LLC., which generates power from biogas derived from cow dung in Japan, and are beginning its study.

We believe that the biogas business in India not only contributes to carbon neutrality, but also promotes economic growth and contributes to the society of India. We are also looking to expand the business to other dairy farming areas in regions including Africa, ASEAN, and Japan in the future.

As the market leader of India's automobile market, Suzuki's contribution to carbon neutrality and economic growth of emerging countries is consistent with the intent of the Paris Agreement, which requires harmony between developed countries and emerging countries for the reduction of CO<sub>2</sub> emissions. We believe that we can contribute to our stakeholders throughout the world.

# <R&D structure and collaboration with outside partners> Suzuki head office, Yokohama Labo., Suzuki R&D Center India Private Limited, and Maruti Suzuki will collaborate for efficient development by sharing the development in each field of future technologies, advanced technologies, and massproduction technologies. Also, the Suzuki Innovation Center is exploring new connections and innovations for Suzuki to thoroughly take root in India. We will enhance our manufacturing

strength by also collaborating with outside partners including start-up companies, Suzuki Suppliers Association, and cooperation with universities in Japan and India.

We will deepen our collaborative relationship with Toyota Motor Corporation while continuing to be a competitor, and aim for sustainable growth and address various issues surrounding the automobile industry. Through this relationship, we will collaborate in the development of advanced technologies including autonomous driving and batteries of electrified cars, business expansion in promising emerging countries, efforts for carbon neutrality in India, as well as the formation of a recycling-oriented society that considers the environment.

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



#### <R&D expenses, capital expenditures>

Over the eight years from FY2023 to FY2030, we will invest ¥2 trillion in R&D expenses and ¥2.5 trillion in capital expenditures, a total of ¥4.5 trillion by FY2030. Of the ¥4.5 trillion, ¥2 trillion will be electrification-related investments, of which ¥500 billion will be battery-related investments.

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Message from the President	(Special Feature) Technology Strategy for 10 \	Years Ahead Growth Strategy for FY2030 Co	orporate Philosophy Sustainability Policy			

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

The results for FY2023 were R&D expenses of ¥234.2 billion and capital expenditures of ¥321.5 billion.

# <Net sales target>

In the previous fiscal year, consolidated net sales reached a record high of ¥5.4 trillion. Furthermore, we are aiming for more than ¥5.6 trillion in the current fiscal year. We would like to grow in line with emerging countries by contributing to their growth, and we will continue to take on the challenge of reaching ¥7 trillion by FY2030.



- ➤ Construction of battery EV plant
- ➤ Renewable energy facilities

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

#### Message from the President | (Special Feature) Technology Strategy for 10 Years Ahead | Growth Strategy for FY2030 | Corporate Philosophy | Sustainability Policy

# **Corporate Philosophy**

# **Mission Statement**



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

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

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

With the motto "products of superior value," which is mentioned in the first paragraph of the Mission Statement, all employees of the Suzuki Group are making daily efforts as value creators. (From "50 Years of Suzuki")

#### Goal to strive for in making products

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

#### Goal to strive for in building the Company

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

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

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

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

#### Goal to strive for in developing human capital

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

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

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

# **Philosophy of Conduct**

# "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)"

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

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

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

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

# "Genba, Genbutsu, Genjitsu (Actual place, Actual thing, Actual situation)"

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

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

# "YARAMAIKA (Entrepreneurial Spirit)"

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

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

Mission

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



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

#### Message from the President | (Special Feature) Technology Strategy for 10 Years Ahead | Growth Strategy for FY2030 | Corporate Philosophy | Sustainability Policy

# Suzuki Group Code of Conduct

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

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

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

## 

# Sustainability Policy

# Basic policy regarding sustainability

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

#### Origin

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



Suzuki Loom Works at the time of founding in 1909

#### Mobility business



Power Free

entered the automobile sector with the launch of Suzulight, the first mass-produced mini vehicle in Japan, and ultimately expanded into its

In 1952, the history of Suzuki

motorcycles began with the

launch of the Power Free

motorized bicycle, which

delighted customers by

enabling them to travel

longer distances with ease.

Three years later, Suzuki

current business with the later addition of outboard motors and motorized wheelchairs.

Social

#### Global development

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



significant turning point in our global development came in 1979 with the birth of the Alto. The Alto, which went on sale at a price so low that it defied common sense,

A particularly

Commenced automobile production at Maruti Suzuki India Limited

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

#### • For people's prosperous life

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

In India, we started operating our first local automobile

production plant in 1983 and currently have expanded annual production capacity to 2.35 million vehicles. Our history of factory expansion is also the history of our relationship with business partners, and we move forward on the same path while growing together, building a strong procurement network with a high local procurement ratio exceeding 90%. Furthermore, we have worked to expand our sales and service networks, and the network, which extends to rural areas, is our greatest strength. In recent years, we have been accelerating local R&D and actively recruiting talented engineers. In this way, we are contributing to India's economic growth while creating many local jobs through production, procurement, sales and development in the automobile

Data

industry that affects many areas. At the end of March 2023, we had passed 30 million cumulative domestic sales in India. By 2030, we plan to increase production capacity to 4 million units.



Maruti Suzuki Gujarat Plant

#### • Supporting communities by staying close to people's lives

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

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Message from the President	(Special Feature) Technology Strategy for 10	Years Ahead Growth Strategy for FY2030 Co	orporate Philosophy Sustainability Policy			

These markets attract many customers at little expense, contributing to revitalizing local economies.

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



A scene from the National Mini-truck Market in Hamamatsu, Shizuoka Prefecture

#### Solutions unique to Suzuki

A feature of the world's first Micro-Plastic Collecting Device for outboard motors, in which mass-production started in July 2022, is that it has an extremely simple structure that also keeps down component costs, rather than being a complicated and expensive device. The device could probably have been thought up by anyone and came about from a chat about cleaning up waterside areas. But it was an idea for a device that nobody else had made, and we approached it proactively by taking on the challenge of just giving it a try, then through repeated trial and error, managed to commercialize it in a very short time. We wanted as

Structure of the Micro-Plastic

many people as possible to use it, so we kept the outboard motor performance untouched and thought about how simple and how affordable we could make it. We want to solve



Structure of the

social issues together with our customers while having them enjoy products made with Suzuki's unique ingenuity and thoughtfulness backed by "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)."

#### • Continuing to be an indispensable presence

Among the issues confronting the automobile industry, we place particular importance on electrification toward achieving carbon neutrality. Achieving carbon neutrality requires the reduction of overall CO<sub>2</sub> emissions. We must consider not only emissions from driving but also those generated during vehicle production and fuel refining, including for electricity generation.

Based on this way of thinking, in order to comprehensively reduce CO<sub>2</sub> emissions, we believe it is important to promote a multi-pathway approach of offering hybrid, CNG, and biofuel vehicles in addition to EVs, as well as hydrogen-powered mobility, in combinations that are suited to each region and market.

#### Automobile business: Multi-pathway





#### Achieve carbon neutrality

In compact cars, an area in which Suzuki excels, we have gained great support from many people because of their affordability, but making them into EV would raise the price, thus reducing the benefits of these compact cars. To continue to be an irreplaceable presence in people's lives, by leveraging the philosophy behind "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" and finding the right balance between cost and driving range and equipment, we respond to customer needs and usage styles and are aiming to develop the right EVs for the right place to launch onto the market.

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



Banas Dairy biogas purification plant (Banas Dairy and Suzuki are jointly constructing four more plants based on this plant)

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

#### Provision of products and services that support our customers' lives and work



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Message from the President	(Special Feature) Technology Strategy for 10 \	/ears Ahead Growth Strategy for FY2030 Co	orporate Philosophy Sustainability Polic	/		

# Structure for promoting sustainability



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

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

Main sustainability-related agenda items for the Board of Directors (FY2023)

- Carbon-neutral initiatives
- · Efforts related to personnel strategy
- Addressing human rights in the supply chain
- Intellectual property governance
- · Establishment of anti-bribery policy, etc.

# Defining materiality (key issues)

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

# Steps in defining materiality

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

# Materiality matrix

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

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

# Society / Customer

Issues	to be solved thro	ugh business	
For the natural environment		For a better life for people	
Reduction of CO <sub>2</sub> emissions -	→ P.28	Product quality and safety	→ P.80
Air conservation -	→ P.48	Cost-effective products and services	→ P.86
Water resource conservation -	→ P.53	Reduction in traffic fatalities	→ P.93
Resource circulation -	→ P.56	Sustainable local community	→ P.99
Biodiversity conservation -	→ P.72		
Issues fo	r strengthening th	e business base	
Issues related to systems and mecha	nisms	Human related issues	
Corporate governance and compliance $\rightarrow$	• P.155	Respect for human rights	→ P.119
Privacy and data security $\rightarrow$	• P.170	Occupational health and safety	→ P.138
Establishing a robust supply chain $\rightarrow$	P.150	Stable labor-management relations	→ P.146
Consistent growth of sales and profits $\rightarrow$	P.153	Nurturing of human capital	→ P.122
		Diversity of human capital	→ P.129

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Message from the President	(Special Feature) Technology Strategy for 10 Years Ahead	Growth Strategy for FY2030	Corporate Philosophy Sustainability Policy			

# **Efforts for SDGs**

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

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

 $^{\star}$  SDGs (Sustainable Development Goals): adopted by the United Nations in 2015.



# Through our business



## For the natural environment

- Reduction in the amount of CO<sub>2</sub> emitted
- Air conservation
- Water resources
- Resource circulation
- Biodiversity
- Suzuki Clean Ocean Project

# Through strengthening the business base



#### Issues related to systems and mechanisms

- Corporate governance
- Compliance

#### For a better life for people

- Promotion through products
- Product quality
- Efforts for safety technologies
- Initiatives to solve community issues
- Alliance with Toyota Motor Corporation, CJPT collaboration
- Co-creation with various business partners

#### Human related issues

- Respect for human rights
- Occupational health and safety
- Health management
- Nurturing of human capital
- Diversity of human capital

# Through our community contribution activities



- Forest conservation activities
- Traffic safety activities
- Educational support activities
- Disaster relief activities

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Message from the President | (Special Feature) Technology Strategy for 10 Years Ahead | Growth Strategy for FY2030 | Corporate Philosophy | Sustainability Policy

Policy for stake	eholders	Stakeholder en	gagement and examples of communication initiatives	
Target stakeholders	Policy	Ways of dialogue and communication	Target stakeholders	Examples of initiatives
Customers	For customer satisfaction While keeping in step with the times and taking the opinions of the public into full consideration, use our technologies and sincerity to create useful products of real value that satisfy the customer. Do our best to provide quick, reliable, and stress-free sales and after-sales services in order to enhance customer satisfaction.	<ul> <li>Marketing activity (sales and after-sales services)</li> <li>Customer Relations Office</li> <li>Customer events</li> <li>Safety driving lectures, etc.</li> </ul>	Customers	Customer opinions, suggestions and other feedback received by the Customer Relations Office are communicated to the relevant departments in order to develop better products and improve manufacturing, quality, sales and after-sales services. We have established a system enabling such information to be promptly fed back to the relevant departments in charge depending on the criticality of the information. Also, we fully examine the collected information, and in some cases, we identify and summarize potential customer needs and inform the relevant divisions.
Business partners	For prosperous coexistence       • Presentation of procurement policy         Cooperate with business partners on an equal footing,       • Presentation of procurement policy         rs       maintain trusting relationships, and strive to create truly       • Precurement activity         valuable products. We will also practice legal compliance,       • Co-development         respect for human rights, and anyionemental protoction       • procurement activity		Business partners	We make efforts to promote mutual understanding by holding a Procurement Policy Presentation once a year for our business partners. The goal of this presentation is to share Suzuki's policy and product/production plans, as well as to convey our procurement policy.
Employees	<ul> <li>For comfortable and worthwhile workplaces</li> <li>Create a workplace based on the following points that allows for employee self-improvement and advancement.</li> <li>Create a safe and healthy workplace for employees.</li> <li>Create a system that fairly evaluates and supports those who want to take the initiative in advancing their careers.</li> <li>Create a good and stable employer-employee relationship.</li> </ul>	<ul> <li>Safety and Health Committee</li> <li>Consultation desk</li> <li>Goal Challenge System</li> <li>Self-actualization system</li> <li>In-house education and training program</li> <li>Worksite discussions (The President visits all divisions.)</li> <li>Labor-management discussions, etc.</li> </ul>	Employees	Beginning with the annual Shunto labor-management wage negotiations in 2022, we have changed the format of these negotiations to a style of discussion in which labor and management directly debate their respective opinions in order to find common ground for the development of the Company. Every month, information exchange meetings are held between the labor union leaders and the President and Executive Vice Presidents, and the minutes of those meetings are distributed to all employees. We also hold worksite discussions in which the President personally visits all divisions, plants and sites of Suzuki Motor Corporation and exchanges views with employees on legal
Shareholders and investors	For improvement of corporate value Disclose information promptly, appropriately, and fairly while seeking communication with shareholders and investors, and strive to reinforce the management base and improve our corporate value.	<ul> <li>Annual General Meeting of Shareholders</li> <li>Presentation meetings with institutional investors</li> <li>IR events for individual investors</li> <li>Publication of various reports, etc.</li> </ul>		compliance and new operational measures. Financial briefings for analysts are held every quarter of the year. In addition, we invite analysts to participate in investors' conferences, growth strategy briefings, technology strategy briefings, new model announcements, and other events whenever
Local community	For a community-friendly company Contribute to the development of local communities through positive communications with local communities and social action programs, and act as a responsible member of society.	<ul> <li>Local contribution activities in each domestic and overseas office</li> <li>Educational support activity</li> <li>Suzuki Plaza, etc.</li> </ul>	Shareholders and investors	possible. At IR meetings, we actively engage in flexible dialogue with investors in response to their requests, both in person and via online tools. We also periodically hold presentation meetings for individual investors. Since the Annual General Meeting of Shareholders held in 2008, we have been inviting shareholders to the Suzuki Plaza for tours, after the meeting. (We canceled the event for 2020–
Environment	For global environmental conservation Acknowledge that activities in environmental conservation are the most important part of business management. Promote environmental conservation in accordance with our Suzuki Global Environment Charter through our business activities and products in order to achieve a society with sustainable development.	<ul> <li>Establishment, promotion, and reporting of Suzuki Environmental Plan 2025</li> <li>Holding of and participation in various environment events</li> <li>Environment education and lectures, etc.</li> </ul>	Local community	2022 due to COVID-19.) At domestic automobile assembly plants, we accept students from local schools as part of their field trips for social studies. We also hold social events with the local community to exchange information, and an Autumn Festival to promote friendship among employees, their families and local residents. Through these events, we strive to promote a deeper mutual understanding with the local community.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Message from the President	(Special Feature) Technology Strategy for 10 Years Ahead	Growth Strategy for FY2030	Corporate Philosophy Sustainability Policy			

# External assessment of sustainability

We will strengthen our ESG (Environmental, Social, and Governance) initiatives and strive to disclose this information in an easy-to-understand manner to promote communication with our stakeholders and steadily and sustainably improve our corporate value.

#### • FTSE4Good Index Series

Created by FTSE Russell, a wholly owned subsidiary of London Stock Exchange Group, the FTSE4Good Index Series is composed of stocks of companies demonstrating strong ESG practices and is widely used to create and evaluate ESG-focused investment funds and financial products.



https://www.lseg.com/en/ftse-russell/indices/ftse4good

# FTSE4Good

# FTSE Blossom Japan Index

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

https://www.lseg.com/en/ftse-russell/indices/blossom-japan

## • FTSE Blossom Japan Sector Relative Index

The FTSE Blossom Japan Sector Relative Index is an ESG-focused index developed by FTSE Russell that reflects the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices in Japan. It is adopted by the GPIF for ESG investments.

https://www.lseg.com/en/ftse-russell/indices/blossom-japan#tftseblossom-japan-sector-relative-index

# Japan Index

# Sompo Sustainability Index

The Sompo Sustainability Index is set by Sompo Asset Management Co., Ltd. and is used in its "Sompo Sustainable Management" investment product, which is adopted by several pension funds and institutional investors.

https://www.sompo-am.co.jp/institutional/product/06/ (Japanese language only)



#### S&P/JPX Carbon Efficient Index

https://www.jpx.co.jp/english/markets/indices/carbon-efficient/

# Morningstar Japan ex-REIT Gender Diversity Tilt Index

https://indexes.morningstar.com/gender-diversity-indexes-jp (Japanese language only)

FTSE Blossom



FTSE Blossom Japan Sector Relative Index

**Environmental** 

Environmental

Social

#### **Environmental brand**

# SUZUKI GREEN

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

- Environmental Initiatives

# 028Climate Change048Air Conservation053Water Resources056Resource Circulation

- 069 Chemical Substances
- 072 Biodiversity

019 -

# SUZUKI GREEN Policy

SUZUKI GREEN Policy represents Suzuki's environmental doctrine and policy

Data

# SUZUKI GREEN Technology

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

# SUZUKI GREEN Activity

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

SUZUKI MOTOR CORPORATION Sustainability Data Book 2024  $\ \supsetneq \ \leftarrow 18 
ightarrow$ 

Environmental Initiatives Climate Change Air Conservation Water Resources Resource Circulation

# **Environmental Initiatives**

# Suzuki Global Environment Charter

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

# **Environmental Concept**

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

# **Basic Environmental Policies**

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



# Suzuki Group environmental organization

Suzuki has established the Committee for Carbon Neutrality and the Suzuki Environmental Committee, which are executive and business operations committees, directly under the Board of Directors for the purpose of environmental management for the entire Group.

Biodiversity

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

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

The Suzuki Environmental Committee meets twice a year to discuss environmental management for the entire Company.

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



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

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

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

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

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

Overall image of Suzuki's environmental strategy

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

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



#### Suzuki's environmental targets

Theme			Short-term target	Medium-term target	Long-term target
	Carbon Neutral Products (Suzuki's Growth		First launch of battery EVs (Automobiles) First launch in Japan in FY2023, then first launches in Europe and India in FY2024 (Motorcycles) First launch for small and mid-sized motorcycles in FY2024 (Outboard motors) First launch in FY2024	Introduce multiple battery EVs (Automobiles) Expand to six models in Japan, five models in Europe and six models in India by FY2030 (Motorcycles) Expand to eight models by FY2030 (Outboard motors) Expand to five models by FY2030	Achieve carbon neutrality • Achieve by 2050 in Japan, Europe Achieve by 2020 in India
	for FY2030)	Manufacturing	Reduce CO <sub>2</sub> emitted from the painting plant of Kosai Plant by 30% compared to FY2016 by FY2025	Carbon neutrality of plants • Achieve at Hamamatsu Plant by FY2027 • Achieve in domestic plants by FY2035	• Achieve by 2070 in India
Climate change			Suzuki Environmental Plan 2025	Milestone 2030	Suzuki Environmental Vision 2050
	Product CO2		CO <sub>2</sub> emitted from products (Automobiles) Reduce by 30% compared to FY2010 (Motorcycles) Reduce by 15% compared to FY2010 (Outboard motors) Reduce by 15% compared to FY2010	<ul> <li>Reduce CO<sub>2</sub> emitted from new automobiles by 40% on a Well-to-Wheel basis compared to FY2010 by 2030</li> </ul>	Reduce CO <sub>2</sub> emitted from new automobiles by 90% on a Well-to-Wheel basis compared to FY2010 by 2050
	CO <sub>2</sub> emitted from business activities		Reduce CO <sub>2</sub> from business activities (Production activities) Reduce by 25% compared to FY2016 (Logistics activities, etc.) Reduce CO <sub>2</sub> emission per sales unit by 9% compared to FY2016, etc.	<ul> <li>Reduce CO<sub>2</sub> from business activities per sales unit by 45% compared to FY2016 by 2030</li> </ul>	<ul> <li>Reduce CO<sub>2</sub> from business activities per sales unit by 80% compared to FY2016 by 2050</li> </ul>
Air conservation			<ul> <li>Controlling air pollution         <ul> <li>Automobiles, Motorcycles, Outboard motors)</li> <li>Contribute to the improvement of air quality through the introduction and diffusion of clean products suited to each country and region's situation</li> <li>Reducing VOCs</li></ul></li></ul>		<ul> <li>Minimize air-polluting substances emitted from business activities and products by 2050</li> </ul>
Water resource conservation		ation	Water resource conservation (Production activities) • (Water consumption) Reduce water consumption per unit of global automobile production by 10% compared to FY2016 • (Water quality) Continue to manage wastewater using voluntary standards that are more stringent than regulatory requirements	<ul> <li>Implement reduction of water withdrawal and purification of discharged water at all production sites through specifying water risks surrounding Suzuki by 2030</li> </ul>	Realize sustainable use of water resources through minimizing load on water environment by 2050
Resource circulation			<ul> <li>Promotion of environmentally conscious design</li> <li>Promotion of automobile recycling</li> <li>Promotion of 3Rs (reduce, reuse, and recycle) for batteries</li> <li>Waste reduction</li> <li>Reduction of plastic packaging materials</li> <li>Reduce plastic used in outboard motor-related materials by 12 tons compared to FY2020, etc.</li> </ul>	<ul> <li>By 2030:</li> <li>Globally expand automobile recycling system</li> <li>Promote recycling, rebuilding, and reusing of secondary (rechargeable) batteries used for propulsion of electrified vehicles</li> <li>Mitigate waste generation volume at global production sites</li> <li>Reduce plastic packaging materials</li> </ul>	<ul> <li>Promote reducing, recycling, and proper treatment of wastes from production activities and products through globally expanding recycling technologies and systems developed in Japan by 2050</li> </ul>

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Nater Resources Resource Circulation C	hemical Substances Biodiversity			

# **Environmental plan**

# Suzuki Environmental Plan 2025

In order to hand over our beautiful earth and affluent society to the next generations, Suzuki established the Suzuki Environmental Plan 2015 in FY2012 and the Suzuki Environmental Plan 2020 in FY2016 and has been striving to accomplish them based on the Suzuki Global Environment Charter. We have established the new Suzuki Environmental Plan 2025 from FY2021 and are working towards the realization of the Suzuki Environmental Vision 2050 and Milestone 2030. Suzuki takes the environmental impact of its business and other activities very seriously. We consider it a top priority to develop eco-friendly products and promote business activities that reduce environmental impact. For the next 100 years, we will continue to contribute to society and strive to accomplish the Suzuki Environmental Plan 2025 as Team Suzuki, which includes both domestic and overseas affiliates, in order to continue as a sustainable company.



Category	Subcategory	Concrete implementation/target	Major achievements in FY2023
		[Automobiles] Reduce by 30% compared to FY2010	Reduced by 26.5% compared to FY2010 (global average)
	Reducing CO2 emissions from products	[Motorcycles] Reduce by 15% compared to FY2010	Reduced by 14.0% compared to FY2010 (per unit sales)
		[Outboard motors] Reduce by 15% compared to FY2010	Reduced by 15.0% compared to FY2010 (per unit output)
Climate change		[Production activities] Reduce by 25% compared to FY2016	[Overall] Reduced by 24.1% compared to FY2016 (0.255 t-CO <sub>2</sub> per unit) [Overseas] Increased by 2.4% compared to FY2016 (0.289 t-CO <sub>2</sub> per unit) [Japan] Reduced by 62.0% compared to FY2016 (0.177 t-CO <sub>2</sub> per unit)
	Reducing CO2 emissions from business	[Development, sales, and other activities] Proactively promote energy-saving activities toward achieving carbon neutrality, including introduction of energy- saving equipment and solar panels	<ul> <li>Promoted higher efficiency facilities and LED lighting at engineering division sites</li> <li>With the common environmental goal to "Aggressively promote energy-saving activities toward suppressing global warming by introducing electricity savings and energy-saving facilities" at 4 non-manufacturing subsidiaries and 56 sales distributors* in Japan, conducted initiatives to track energy usage and to save energy</li> <li>* 4 non-manufacturing subsidiaries: Suzuki Transportation &amp; Packing Co., Ltd., Suzuki PDC, Suzuki Business Co., Ltd., and Suzuki Engineering Co., Ltd.</li> <li>56 sales distributors: 54 domestic automobile sales distributors including Suzuki Motor Sales Tokyo Inc., as well as Suzuki Motorcycle Sales Inc. and Suzuki Marine Co., Ltd.</li> </ul>
	activities	<ul> <li>[Logistics and other activities]</li> <li>Improve transportation efficiency by reviewing transportation routes and packing style</li> <li>Introduce eco-drive support equipment and improve fuel efficiency of transportation vehicles</li> <li>Promote the use of transportation by rail (modal shift)</li> <li>Reduce CO<sub>2</sub> emissions from Suzuki's entire transportation activities in Japan Reduce CO<sub>2</sub> emissions per sale by 9% compared to FY2016</li> </ul>	<ul> <li>Increased efficiency of energy use by a partial modal shift from truck transport to marine transport</li> <li>Increased efficiency of energy use by shortening land transport distances for products headed overseas</li> <li>Revised shipping routes for domestic products and shortened transport distance to reduce energy usage in transportation</li> <li>Reduced CO<sub>2</sub> emissions per net sales by 39% compared to FY2016</li> </ul>

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

Category	Subcategory	Concrete implementation/target	Major achievements in FY2023
	Increasing the use of renewable energy	[Production activities / Non-production activities] Promote the introduction of renewable energy, including solar power	Installed solar power generation systems at 10 domestic subsidiary distributors
			[Automobiles] • Currently promoting, according to plan, acquisition of certification for ethanol fuel (E20) in India • Steadily promoting compliance with the new regulation Euro 6e • In Japan, began including the on board fuel consumption monitoring (OBFCM) function, starting with the new Swift, which requires fuel consumption to be recorded during actual driving
٨	Controlling air pollution	[Automobiles / Motorcycles / Outboard motors] Contribute to the improvement of air quality through the introduction and diffusion of clean products suited to each	[Motorcycles] • Efforts were made to reduce emissions, and our products comply with Euro 5 regulations introduced in Europe and the 2020 exhaust gas regulations in Japan. • The new GSX-S1000GX, which began being sold in January 2024, satisfied the 2020 domestic exhaust gas regulations by optimizing catalyst specifications.
Air conservation		country and region's situation	<ul> <li>[Outboard motors]</li> <li>All four-stroke outboard motors have satisfied the U.S. EPA*1 regulations, U.S. CARB*2 regulations, and EU RCD*3 regulations, as well as the voluntary emission regulations of the Japan Marine Industry Association.</li> <li>Obtained three-star rating under the U.S. CARB regulations</li> <li>*1 Environmental Protection Agency</li> <li>*2 California Air Resources Board</li> <li>*3 Recreational Craft Directive</li> </ul>
		[Automobiles] Reducing VOCs in car interiors	Achieved lower vehicle interior VOC concentration than the target value voluntarily set by Japan Automobile Manufacturers Association, Inc. in the new Swift and new Spacia
	Reducing VOCs	[Production activities] Reduce VOCs in the painting process at plants in Japan Reduce VOC emissions per painted area by 50% or more compared to FY2000	Reduced by 38% compared to FY2000 Toward FY2025, worked to achieve the target by introduction of water-based paints at a new plant, etc.
Water resources	Water resource conservation	[Production activities] <table b<="" blue="" th=""><th><ul> <li>Reduced water consumption per unit of global automobile production by 8.9% compared to FY2016</li> <li>Conducted water risk assessments at our domestic production sites</li> <li>Continued to manage wastewater using voluntary standards that are more stringent than regulatory requirements</li> </ul></th></table>	<ul> <li>Reduced water consumption per unit of global automobile production by 8.9% compared to FY2016</li> <li>Conducted water risk assessments at our domestic production sites</li> <li>Continued to manage wastewater using voluntary standards that are more stringent than regulatory requirements</li> </ul>

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives Climate Change Air Conservation Water Resources Resource Circulation C		nemical Substances Biodiversity				

Category	Subcategory	Concrete implementation/target	Major achievements in FY2023
		[Automobiles / Motorcycles / Outboard motors] Continue to undertake development and design that give	[Automobiles] • Used thermoplastic resin, which is easy to recycle, on the plastic parts of the instrument panels for the new Spacia Base and Swift • Started considering new items to expand the use of parts made of recycled materials
	Promotion of environmentally conscious design	consideration to recycling – Improve ease of dismantling – Designs using recycled materials – Designs aimed at reducing materials	[Motorcycles] • Adopted thermoplastic resin, which is easy to recycle, for a portion of the cowling body, meter panel, and side covers on the GSX-8R • Adopted thermoplastic resin, which is easy to recycle, for a portion of the lower cowling body, meter panel, and lower side covers on the GSX-S1000GX • Adopted thermoplastic resin, which is easy to recycle, for a portion of the front left and right frame cover, cowling body, and meter cover of the V-STROM 250SX
		- Adopt more materials with easy recyclability	[Outboard motors] Adopted thermoplastic resin for the material that covers the engine on the DF70A-100B, 2024 model
Resource circulation	Promotion of automobile recycling	[Automobile recycling system] • Work to create a scheme for proper disposal of end-of-life vehicles (ELVs) suited to each country's circumstances • Operate a model facility in India for proper disposal of ELVs	<ul> <li>Currently promoting disposal of ELVs (collection and recycling) in accordance with the laws, regulations, and conditions of each country</li> <li>In India, launched a joint venture ahead of legal codification and are currently promoting the dismantling and recycling of used vehicles</li> </ul>
	Promotion of 3Rs (reduce, reuse, and recycle) for batteries	<ul> <li>[Used lithium-ion batteries]</li> <li>Build a safe and efficient scheme to collect and recycle batteries in anticipation of widespread use of electrified vehicles globally</li> <li>Conduct field testing on the reuse of small batteries for automobiles and promote their safe and efficient reuse</li> </ul>	• Currently promoting the establishment of a collection network for used lithium-ion batteries in accordance with the laws, regulations, and conditions of each country • Developed technology for reuse of small lithium-ion batteries collected from ELVs for use in solar streetlights, and installed four streetlights at the Suzuki Technical Center (Kasai City, Shizuoka Prefecture)
	Waste reduction	[Production activities] • Promote recycling of waste • Promote reduction of waste generation volume	Continued proper disposal of industrial wastes
	Reduction of plastic packaging materials	[Logistics, sales, and other activities] <packaging materials=""> Promote reduction of the use of plastic packaging materials, especially for outboard motors, to prevent discharge of plastics into the ocean Reduce use of plastic in outboard motor-related materials by 12 tons compared to FY2020 <marine> Promote the three pillars of the Suzuki Clean Ocean Project (waterside cleanup activities, activities to eliminate the use of plastic packaging materials, and activities to collect marine microplastics) globally in the field of outboard motors</marine></packaging>	<packaging materials="">  • Reduced by 36.7 tons compared to FY2020 • Of that amount, 20.4 tons were reduced by introducing biodegradable materials as a substitute for plastic «Marine&gt; Implemented the three pillars of the Suzuki Clean Ocean Project: the Clean-Up the World Campaign, reduction of plastic packaging materials, and activities to collect marine microplastics</packaging>

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation Water Reso	urces Resource Circulation	Chemical Substances Biodiversity			
<b>Introduction of</b> Suzuki is promot environmental co tional standard fo obtaining ISO 144 with environmen mental impact. Suzuki has alr cations at sites a Corporation and seas manufacturi account for over	environmental management system ing the introduction of ISO 14001 as pa onservation efforts. ISO 14001 is an inte or environmental management systems 001 certification, Suzuki intends to com tal laws and regulations and reduce env ready completed acquiring ISO 14001 c accounting for 94% <sup>+</sup> of all Suzuki Motor Suzuki Group plants of domestic and or ing subsidiaries combined (sites that 99% of its CO <sub>2</sub> emissions from global	I ISO 14001-0 rt of rma- . By . By . By . Suzuki Auto Pa . Enshu Seiko PI . Suzuki Seimits . Hamamatsu PI . Viron- ertifi- ver-	rts Mfg. Co., Ltd. ant u Plant Hamamatsu Plant Head office . Suzuki Transportation & Packing Co., Ltd.	tic consolidated subsidiaries 2. Snic Co., Ltd. 4. Hamakita Trim Plant 9. Ryuyo Pipe Plant 9. Sagara Plant • Sagara Plant ta Plant	4. Suz Mfg 5. Suzuki T Mfg. Co.	Jki Akita Auto Parts Co., Ltd. oyama Auto Parts , Ltd.
roduction). * Of the 33 plants of 20 com In April 1998, Suzuki Group to a 2003 all domesti	Magyar Suzuki became the first in the acquired ISO 14001 certification. because the first in the security of t	ch		1943 1943 1955	•: Suzuki hea •: Domestic	d office and domestic plants consolidated subsidiaries
certification. Amo nine plants of for tification. Overse ies have acquired of 2 affiliates. In January 202 our head office, i Also, at domestic steadily promote the head office, w ronment by cond nal audit by an au What's more, port the environr by these compan that covers the in lations, energy sa At Team Suzuki, w	ong domestic manufacturing subsidiarie ur companies have acquired ISO 14001 eas, 17 plants of 13 manufacturing subsidiarie d ISO 14001 certification, as well as 2 p 23, we acquired ISO 14001 certification including offices and development areas coffices and development sites, etc., we the introduction of ISO 14001. In additi we are strengthening initiatives for the e fucting two sets of audits each year, and uditing organization and an internal audi at Group domestic sales companies, to mental initiatives conducted autonomou- nies, we send out a checklist once a yea initiatives for the latest environmental re- avings, and environmental impact reduc we share an awareness of legal complia- tal initiatives.	s, all ISO 14001-o cer- diar- lants for will on, at invi- exter- Sup- sup- sup- suck ar 11. Vietna egu- 12. Suzuki 10. Cambo ar 11. Vietna egu- 12. Suzuki tion. Tam nce Cika	ertified: Overseas consolidate	aryy) Pak Suzuki Motor Co., Ltd. (Pakistan) Suzuki Motor Gujarat Private Limited (India) Suzuki Motorcycle India Private Limited (India) Suzuki India Limited (India) Maruti Suzuki India Limited (India) @ Gurgaon Plant @ Powertrain Plant @ Manesar Plant @ Annesar Plant @	14. Suzuki Manufacturing of Ame ki Motorcycle Co., Ltd. (China) e Suzuki Motorcycle Co., Ltd. (China) 15. Suzuki Motor De Colombia S.A	ica Corporation (USA)
					<ul> <li>Overseas consolidated subsidi</li> <li>Affiliates</li> </ul>	aries

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	Vater Resources Resource Circulation	Chemical Substances Biodiversity			

# **Environmental education/awareness**

**Employee education** 

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

Training for those in charge of procurement

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

# Situation concerning environmental laws and regulations

In FY2023, there were 8 cases of significant spills<sup>\*</sup> and 3 cases of complaints concerning the environment, all of which were properly taken care of. There was no administrative guidance or payment of penalty due to these significant spills.

#### [Scope of aggregation]

Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant \* Significant spills: Spills that are recorded as spills from an organization, such as wastewater, emission gas, odors, chemical substances (including oil), and wastes that exceed law and regulation limits, as well as soil and groundwater contamination.

# **Communication with business partners**

Communication and briefing sessions with business partners

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

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

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

Please refer to page 69 of Chemical Substances for details on IMDS.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation M	later Resources Resource Circulation	hemical Substances Riodiversity			

Request for cooperation in continuously reducing risk

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

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

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

# Measures against violation of laws and regulations

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

# **Community information exchange meeting**

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

# Information disclosure

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



A snapshot taken at an event

# Participation in outside associations, etc.

Cooperation with various economic and industry associations

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

Suzuki dispatches committee members to various committees, subcommittees, and working groups at the Japan Automobile Manufacturers Association for comprehensive activities. In particular, the Japan Automobile Manufacturers Association commits to reducing CO<sub>2</sub> emissions by improving fuel efficiency, developing next-generation vehicles, improving traffic flow, and promoting eco-driving. Suzuki, recognizing climate change as a critical issue, shares the same view with the Association and is working closely with them.

# Support for the TCFD\*

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

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

Participation in the GX League\*

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

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

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



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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation V	Vater Resources Resource Circulation Cl	nemical Substances Biodiversity			

# **Environmental impact and efforts in business operations**



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	Vater Resources Resource Circulation Cl	nemical Substances Biodiversity			

# Climate Change

		Suzuki Environmental Vision 2050	Milestone 2030
Climata abanda	CO <sub>2</sub> emitted from products	Reduce $CO_2$ emitted from new automobiles by 90% on a Well-to-Wheel basis compared to FY2010 by 2050.	Reduce $CO_2$ emitted from new automobiles by 40% on a Well-to-Wheel basis compared to FY2010 by 2030.
Climate change	CO <sub>2</sub> emitted from business activities	Reduce $CO_2$ from business activities by 80% in terms of carbon intensity per sales unit compared to FY2016 by 2050.	Reduce $CO_2$ from business activities by 45% in terms of carbon intensity per sales unit compared to FY2016 by 2030.

# Basic policy

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

# Carbon neutrality achievement targets

Japan	Europe	2050
India		2070

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

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

# **Disclosure based on the TCFD's recommendations**

#### Governance

Organizational structure related to climate change risks and opportunities

Suzuki has established the Committee for Carbon Neutrality and Environmental Committee, which are executive and business operations committees, and the Corporate Governance Committee under the Board of Directors for the purpose of the Group's overall environmental management.

The Board of Directors instructs and supervises the Committee for Carbon Neutrality, Environmental Committee, and Corporate Governance Committee, and receives reports from the three committees and is the ultimate decisionmaking body. The Committee for Carbon Neutrality focuses on the theme of climate change (carbon neutrality) and holds intensive monthly deliberations on decarbonization so the committee can operate more flexibly.

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

The Corporate Governance Committee considers matters related to comprehensive compliance and risk management, etc. and promotes measures and countermeasures for crossorganizational issues while coordinating with related divisions.

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

(As of April 2024)

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

# Strategy

#### Alignment with the TCFD's recommendations

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



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

Climate-related risks and opportunities, scenario analysis

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

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

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

# Disclosure and governance based on TCFD recommendations



Contents	introduction	Environmental	SUCIAI		Vdld	
Cantanta	Introduction	Environmentel	Conial	Corporate Coversones	Data	Cuidalinan Dafaranan Tabla

Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

# Climate-related risks and opportunities for Suzuki

As more stringent laws and regulations, including emission gas, CO<sub>2</sub>, and fuel efficiency regulations, are being adopted as mitigation measures against climate change, the resulting increase in development expenses needed to comply with these regulations may greatly impact Suzuki's business performance. On the other hand, small cars, which are a strength of Suzuki, require less materials and energy to produce and emit less CO<sub>2</sub> while in use. We believe that we can create opportunities by leveraging such a unique strength of Suzuki and by handling risks appropriately.

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

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

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

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

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

	Risks	Opportunities	Status of Suzuki's response
(1) More stringent CO <sub>2</sub> and fuel efficiency standards for automobiles	<ul> <li>Loss of market share due to being slow in adopting carbon- neutral technologies (electrification and other) and increasing costs</li> <li>Increase in investment in development of carbon-neutral technologies</li> <li>Increase in investment in produc- tion facilities for carbon-neutral technologies (batteries, etc.)</li> <li>Payment of fines and loss of sales opportunities due to regulatory non-conformance</li> </ul>	<ul> <li>Maintaining and reinforcing competitiveness and enhancing corporate value through small cars that emit less CO<sub>2</sub> through- out their life cycle</li> <li>Capturing sales opportunities by developing electrified vehicles and carbon-neutral fuel compati- ble vehicles at affordable prices</li> <li>Contributing to sustainable economic development by leading electrification and carbon-neutral fuel compatibility in India and emerging countries</li> </ul>	<ul> <li>Intensively developing electrification technologies, increasing the number of models equipped with a hybrid system, and promoting development of mini and compact EVs</li> <li>Promoting electrification in India (releasing electrified vehicles, investing in a battery plant, etc.)</li> <li>Deepening alliance with Toyota Motor Corporation</li> <li>Launching a biogas demonstration project in India Regarding establishment of a biogas production plant, there has been agreement between NDDB, Banas Dairy and Suzuki (SRDI). The plan is to establish four biogas production plants in succession starting in 2025.</li> </ul>
(2) Implementation or reinforcement of carbon tax and other systems	<ul> <li>Increase in investment in pro- duction facilities that implement carbon-neutral technologies</li> <li>Increase in operating costs due to carbon tax, emissions trading, Carbon Border Adjustment Mechanism, etc.</li> </ul>	<ul> <li>Offering energy-saving technologies that leverage the benefits of "Sho-Sho-Kei-Tan-Bi" to Group companies and business partners</li> <li>Contributing to sustainable economic development by leading the use of renewable energy in India and emerging countries</li> </ul>	<ul> <li>Promoting ongoing CO<sub>2</sub> reduction measures</li> <li>Producing carbon-neutral energy</li> <li>Procuring renewable energy-derived electricity in India</li> <li>Head office and all plants, etc. in Shizuoka Prefecture use Shizuoka Green Denki, CO<sub>2</sub>-free electricity derived from renewable energies.</li> <li>(All Suzuki sites in Shizuoka Prefecture use electricity free of CO<sub>2</sub> and have zero CO<sub>2</sub> emissions from electricity use)</li> </ul>
(6) More frequent and severe natural disasters	<ul> <li>Business activities halted at business sites due to disaster</li> <li>Parts procurement disrupted due to business partner's disaster</li> </ul>	<ul> <li>Increased demand for electrified vehicles due to their use as a lifeline at a time of disaster</li> </ul>	<ul> <li>Start financial impact analysis based on the scenario analysis related to climate change</li> <li>First, conduct an impact assessment on Company sites in Japan and India, and for domestic primary suppliers (Assessed the impact on a global basis of natural disaster risks due to rising temperatures such as typhoons, floods and high tides to mitigate or avoid risks and continue business)</li> <li>Based on the results of the impact assessment, sites with high risk are quantitatively evaluated with respect to their fixed assets</li> <li>Review water damage measures based on the assumed flooding depth Review relocation plans and business continuity planning based on the assumed flooding depth, calculated based on the impact assessment, and start taking countermeasures, including installing water barriers</li> </ul>

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Vater Resources Resource Circulation C	hemical Substances Biodiversity			

# **Risk management**

## Risk management system

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

Themes handled by respective meeting bodies

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

Deliberates on environment-related risks and opportunities apart from climate change, such as water resources and biodiversity, and resolves and promotes them.

Type of risk		Examples of impacts envisaged				
Transitional risks	Policies, regulations,	Payment of fines and loss of sales opportunities, etc., due to regulatory non-conformance due to more stringent CO <sub>2</sub> and fuel efficiency standards for automobiles				
	and technologies	Increase in operating costs, etc., due to implementation or reinforcement of carbon tax and other systems				
	Reputation	Decline in corporate value, etc. due to changes in consumer preference and investor behavior				
	Ohumaia	Increase in energy costs, etc. due to rise in the average temperature				
Physical risks	Chronic	Disruptions in the supply chain, increase in production costs, etc. due to changes in water resource risk				
	Acute	Business sites sustaining disaster damage, suspension of business activities, etc. due to more frequent and intensifying natural disasters				

# Envisaged risks related to climate change

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

# Indicators and targets

## Basic policy

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

Suzuki has for a long time continued to make products with lower CO<sub>2</sub> emissions during manufacture and during use in line with the philosophy of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," and to achieve the so-called 1.5°C target, it has set reduction targets aligned with climate science and promotes efforts with the awareness of the issue requiring a need to further reduce CO<sub>2</sub> emissions.

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

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

Indicators have been set for such matters as CO<sub>2</sub> emissions, climate change and related energy, air conservation and water resource conservation. Indicators have been set in three broad areas related to targets and we aim to achieve each of these goals.

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

- Long-term: Suzuki Environmental Vision 2050
- Medium-term: Milestone 2030

Growth Strategy for FY2030

Short-term: Suzuki Environmental Plan 2025

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	ater Resources Resource Circulation Che	mical Substances Biodiversity			

# **Efforts regarding product use**

#### Breakdown of FY2023 GHG emissions



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

GHG emissions generated through the entire value chain during FY2023 stood at 108.71 million t-CO<sub>2</sub>, of which the emissions falling under Scope 3 (indirect emissions from other activities)<sup>\*1</sup> were 107.75 million t-CO<sub>2</sub> that include 85.58 million t-CO<sub>2</sub> classified into Category 11 (Use of products sold by Suzuki)<sup>\*2</sup> accounting for 78.7% of the total emissions through the overall value chain.

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

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

Website: http://www.env.go.jp/earth/ondanka/supply\_chain/gvc/en



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



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation C	hemical Substances Biodiversity			

GHG	emissions	in the	entire	value	chain
unu	CIIII33IUII3	III UIC	CHUIC	value	CIIGIII

Third party guaranteed items are marked with 🗸	
--	--

Scope 1, 2, and 3			(10,000 t-CO <sub>2</sub> )
	FY2021	FY2022	FY2023
Entire value chain (total of Scope 1, 2, and 3)	9,207	10,370	10,871
Direct emissions from corporate activities (Scope 1*1)	40	42	41
Domestic	15	15	15 🖌
Overseas	25	27	26
Indirect emissions from energies (Scope 2*1)	71	72	54
Domestic	26	28	11 🖌
Overseas	45	45	43
Emissions from corporate activities (total of Scope 1 and 2)	111	114	95
Emissions from use of products by users (Scope 3: Category 11) $^{\star 2}$	7,532	8,270	8,558 🖌
Other emissions (other than Scope 3: Category 11)	1,564	1,986	2,217
Other indirect emissions (total of Scope 3)	9,096	10,256	10,775

[FY2023 Emissions Calculation Parameters and Reporting Standards]

\*1 <Scope 1 and 2>

Calculation range

- Domestic: Suzuki Motor Corporation and 66 domestic manufacturing and non-manufacturing subsidiaries

- Overseas: 32 overseas manufacturing and non-manufacturing subsidiaries

• Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, nitrogen trifluoride)

• Calculation method: Scope 2, calculated based on the GHG Protocol's market standards

Emission coefficients

- Electricity: The adjusted emission coefficient (2022 results) by electricity provider for Japan, and IEA Emissions Factors 2023's 2021 figures for overseas

- Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Ver. 5.0) were used in Japan, and IPCC Guidelines 2006 were used overseas. Unit calorific values for city gas are those released by suppliers.

\*2 <Scope 3 Category 11>

Calculation range: Suzuki Group

• Products subject to calculation: Automobiles, motorcycles, outboard motors, motorized wheelchairs, and other Suzuki products

Outline of calculation method

- Calculated by multiplying the estimated lifetime running distance of products sold in the fiscal year under review by the emissions intensity for each model.

- Annual running distance and years of use are based on published information, primarily the IEA SMP Model.

- Emissions intensity for each model is based on the certified values prescribed by the regulations of each country and converted to WTW (Well-to-Wheel).

#### Power consumption amount of Suzuki Group

Power consumption amount of Suzuki Group					
	FY2021	FY2022	FY2023		
Global total	3,265	3,455	3,475		
Domestic	1,327	1,360	1,377		
Overseas	1,938	2,095	2,098		

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change   Air Conservation	Water Resources Resource Circulation C	Chemical Substances Biodiversity			

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

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

\*1 Life Cycle Assessment is a method to calculate and evaluate the overall potential environmental impact of a product at each stage of its life cycle, from raw material production to disposal.

\*2 Evaluation results are shown as an index in order to check the relative environmental improvement effect.

\*3 Most CO<sub>2</sub> emissions from automobiles occur during the running stage. Suzuki is promoting R&D to reduce CO<sub>2</sub> emissions during the running stage. For example, the new Spacia reduces CO<sub>2</sub> by approximately 9% compared to the previous model.



\* Result of a vehicle's lifetime running distance of 110,000 km (13 years) driven in each mode. \* Running stage takes production of replacement parts into consideration, including tires, engine oil, and batteries.

(%)

100

80

60

40

20

0



\* Result of a vehicle's lifetime running distance of 110.000 km (13 years) driven in JC08 mode and WLTC mode. \* "H" represents Hybrid vehicles and "MH" represents Mild Hybrid vehicles.



# ■ Ratio of CO<sub>2</sub> emissions of Suzuki vehicles by life cycle stages

(MH)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation CI	nemical Substances Biodiversity			

# Efforts in design and development

Efforts in next-generation vehicles Development of electric vehicles

Suzuki is developing electric vehicles tailored to the conditions of each country around the world and the way that customers use them toward the realization of carbon neutrality. At the Japan Mobility Show 2023, held in Japan in October 2023, we unveiled our first global strategic electric vehicle, the eVX concept model, along with the world premiere of the eWX electric mini-wagon and the e Every Concept, an electric commercial mini-van. We will develop diverse electric vehicles and deliver "exciting answers" to customers around the world.



eVX: Suzuki's first BEV global strategy vehicle



eWX: Mini-wagon EV that stays close to people's daily lives



e Every Concept: Commercial mini-van EV that stays close to people's daily work

# Efforts for motorcycles

The electrified scooter e-BURGMAN a type-2 scooter that uses a replaceable battery, underwent demonstration experiments from April to June 2023 in Tokyo, from July to September 2023 and January to March 2024 in Hamamatsu and from October to December 2023 in Osaka. Through these demonstration experiments, we collected necessary data for two-wheel vehicles used for commuting to work or school, shopping and work purposes, and the experiments will be connected with the development of electrified twowheel vehicles going forward.



e-BURGMAN electrified scooter



Hydrogen engine BURGMAN

Hydrogen can be stored and transported, and it does not emit CO<sub>2</sub> when combusted. The only substance given off is nitrogen oxide, which is hardly produced when hydrogen is lean-burned, offering numerous advantages. In recent years hydrogen has drawn attention as a fuel for internal combustion engines. Suzuki has equipped a large scooter with a hydrogen tank and developed a test vehicle that uses hydrogen as the engine fuel. We are considering the possibilities for hydrogen fuel on two-wheel vehicles.

#### Efforts for outboard motors

For small outboard motors that are often used in lakes and rivers, we plan to launch four models by 2030 and for a battery EV ratio of 5%.

For large outboard motors used in the ocean, we are considering adopting carbon-neutral fuels.

R&D expenses, capital expenditures

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

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

#### ■ Investment of resources from FY2023 to FY2030



Construction of BEV plant
 Renewable energy facilities

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation	Chemical Substances Biodiversity			

Efforts for products

Automobiles

## Global average CO<sub>2</sub> emissions of new models<sup>\*1</sup>

- Suzuki has set a new target for the reduction of CO<sub>2</sub> emissions, which are considered a factor in climate change, by 30% of the global average CO<sub>2</sub> emissions from new vehicles (compared to FY2010 results) for automobile products under the Suzuki Environmental Plan 2025. We continue our environmental conservation efforts.
- The result for FY2023 was a reduction of 27.7% compared to FY2010.
- In promoting the Suzuki Environmental Plan 2025, we aim to further develop and spread electrification technologies and contribute to the reduction of CO<sub>2</sub> emissions by achieving the Suzuki Environmental Vision 2050.



# $\blacksquare$ Trends in reduction of global average CO2 emissions of new models

## • Status of average CO<sub>2</sub> reductions in main markets


Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	later Resources Resource Circulation Cl	nemical Substances Biodiversity			

• Major fuel efficiency improvement technology



2	
	New development
	for higher efficiency
	Z12E engine

	Fue improver	l efficiency nent technology	Outline	Main models on sale in FY2023
(1)	Hybrid	Hybrid system	Compact system that realizes motor assistance and EV driving, and both high fuel efficiency and strong driving. <u>https://www.suzuki.co.jp/car/technology/hybrid/</u> (Japanese language only)	Solio HYBRID SZ
(1)	system	Mild Hybrid system	Hybrid system that realizes high fuel efficiency by generating electricity during deceleration and assisting the engine with such electricity upon acceleration. https://www.suzuki.co.jp/car/technology/mildhybrid/ (Japanese language only)	New Swift HYBRID MZ
(2)		ENE-CHARGE	Energy generated during deceleration is used to generate electricity with an alternator (generator) to charge the lead battery and lithium-ion battery. The system achieves high fuel efficiency by supplying that power to electric components. https://www.suzuki.co.jp/car/technology/ene-charge/ (Japanese language only)	Lapin X
(3)	High fuel	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. <u>https://www.suzuki.co.jp/car/technology/dje/</u> (Japanese language only)	Brezza ZXI+
(-)	engine	BOOSTERJET engine	Direct-injection turbo engine that realizes high output and torque. https://www.suzuki.co.jp/car/technology/bje/ (Japanese language only)	Fronx Alpha
(4)		Cool-storage air conditioning system (ECO-COOL)	System that freezes the freezable substance built in the air conditioning unit with cold air emitted while operating the air conditioner, and maintains cold wind even while sending air in idle-stop mode. <u>https://www.suzuki.co.jp/car/technology/eco-cool/</u> (Japanese language only)	New Spacia HYBRID X
(5)		IDLING STOP	System that stops the engine automatically when the vehicle speed decreases to a specific level or lower. https://www.suzuki.co.jp/car/technology/idling_stop/ (Japanese language only)	
(6)		HEARTECT	New platform designed by totally changing the major structure and component layout, realizing an improvement in the basic performance and weight reduction. <u>https://www.suzuki.co.jp/car/technology/heartect/</u> (Japanese language only)	Wagon Smile HYBRID S Limited
(7)		ТЕСТ	A lightweight shock-absorbing body that achieves both high safety and lighter vehicle weight by using high-strength and lightweight materials. It contributes to high fuel efficiency by reducing the burden on engines through lighter weight. https://www.suzuki.co.jp/car/technology/tect/ (Japanese language only)	

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Vater Resources   Resource Circulation   C	Chemical Substances Biodiversity			



Powertrain technology

(2) Dual-spark technology

(3) Injection system\*\*

(1) SEP-a engine\*\*

SEZ OL

Global average CO<sub>2</sub> emissions of new models We are striving to improve fuel efficiency and reduce CO<sub>2</sub> emissions through the improvement in combustion, reduction of friction loss, and weight reduction. In FY2023, we achieved 14% reduction (compared to FY2010).



engine that realized low fuel consumption without reducing power through high fuel efficiency and reducing friction loss. An idling stop system that automatically SEP-a engine stops the engine when the vehicle comes to a halt, and a silent starter system that quietly starts the engine are incorporated, BURGMAN STREET 125 EX\* contributing to excellent environmental performance and quiet starting. Mechanism equipped with 2 spark plugs per cylinder that contributes to smooth Dual-spark output characteristics, high fuel-efficiency technology performance, and reduction of exhaust gas emissions by high combustion efficiency. BURGMAN 400ABS\* Injection system equipped with 6 sensors\* and designed to realize optimum control under various conditions and realize both Injection powerful performance and high fuel efficiency. system \* O2 sensor, water-temperature sensor, intake airtemperature sensor, throttle position sensor, intake air-pressure sensor, and crank position sensor GSX-S1000GX Realized high fuel efficiency with reduced Open-type mechanical losses by generating the rectifier minimum necessary amount of electricity with magneto. Eco-driving Equipped with eco-drive indicator allows the rider to check fuel-efficiency indicator and assistance fuel-efficient driving at a glance. system BURGMAN STREET 125 EX\* LED headlight Aimed to reduce power consumption and LED tail lamp increase service life. GSX-S1000GX \* Domestic specifications \*\* Overseas specifications

Outline

The engine is a further evolution of the SEP

Main models on sale

in FY2023

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Nater Resources Resource Circulation C	Chemical Substances Biodiversity			

Outboard motors

### Major fuel efficiency improvement technology



Engine technology(1) Lean burn control system



(2) Higher compression ratio(3) Auto trim



### • Global CO<sub>2</sub> emissions per unit output



### The new DF140B v

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

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

Improved fuel efficiency of new models



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

## $\blacksquare$ Trends in reduction of global CO2 emissions per unit output

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Vater Resources Resource Circulation Ch	emical Substances Biodiversity			

Other efforts

### Introduction of CNG<sup>\*1</sup> vehicles

In recent years, concerns about global warming and urban air pollution have been raised in India. Natural gas, which fuels CNG vehicles, is mainly composed of methane (CH<sub>4</sub>) that emits less CO<sub>2</sub> and NOx during combustion compared to oil and coal<sup>+2</sup>, so Maruti Suzuki India promotes production and sales of CNG vehicles.

\*1 CNG (Compressed Natural Gas)

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

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

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

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

## TOPICS

### Suzuki competes in Suzuka 8 Hours Endurance Race 2024 using sustainable fuel

Suzuki competed in the 2024 FIM World Endurance Championships "Coca-Cola" Suzuka 8 Hours 45th Annual Race, held on the Suzuka Circuit in Mie Prefecture from Friday, July 19 to Sunday, July 21 and used multiple sustainable items including the fuel.

The fuel used by Suzuki for the race was the FIM\* official sustainable fuel that is 40% bio in origin. This fuel is not the official fuel of the FIM Endurance World Championships (EWC), so we competed in the Experimental Class. Along with sustainable fuel, we took on the challenge of developing new sustainable technologies for the tires, oil, cowls, and brakes, etc. with partner companies that sympathized with the project.

The race team were primarily members selected from inside Suzuki and made up the Team Suzuki CN Challenge. The team worked with partner companies and while overcoming challenges completed the race.

The race is intended to accelerate development of environmental performance technologies through actual driving under the severe conditions of an endurance race. By examining invaluable data obtained from the race, even higher goals have been set and we will promote technical feedback in products going forward.

\* FIM: Fédération Internationale de Motocyclisme



Team Suzuki CN Challenge GSX-R1000R

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation V	Nater Resources Resource Circulation C	hemical Substances Biodiversity			

## TOPICS

## Examination conducted on public roadways for the foldable electrified moped e-PO, a Suzuki type-1 scooter

In joint development with Panasonic Cycle Technology Co., Ltd., Suzuki ran an examination on public roadways of the foldable electrified moped e-PO, a type-1 scooter displayed as reference at the Japan Mobility Show 2023, from early June 2024.

For the examination, a type-1 scooter notification was submitted and a license plate was received, allowing e-PO to drive on public roads. The public roadway examination took place primarily in Hamamatsu City, Shizuoka Prefecture, where Suzuki is headquartered. By driving under actual road surface and traffic conditions, various data were collected, including ease of everyday use and issues that emerged while driving.

Through the public roadway examination, Suzuki will continue development of electrified mopeds for future commercialization.

#### **Overview of Public Roadway Examination**

Examination period	One month starting in early June 2024				
Vehicle used	Foldable electrifi	Foldable electrified moped e-PO, a type-1 scooter			
	Length x width x height	1,531 mm × 550 mm × 990 mm			
Vehicle specifications	Rated power output	0.25 kW			
	Battery type	Panasonic lithium ion			
Number of vehicles used	5				



Foldable electrified moped e-PO, a type-1 scoote

\* Image color differs from the vehicles actually used in the examination.

## TOPICS

### Suzuki begins trial introduction of sustainable marine fuel in the United States -Participating in project aimed at widespread adoption of sustainable fuel-

Suzuki Motor Corporation's subsidiary in the US, Suzuki Marine USA, will participate in a project aimed at promoting the widespread use of sustainable fuel for recreational boating.

This project is an initiative by the National Marine Manufacturers Association (hereinafter NMMA) to promote the adoption of sustainable fuels as part of their efforts to decarbonize recreational boating. Suzuki Marine Technical Center USA (Panama City, Florida, hereinafter "Technical Center") has begun a trial introduction of Hyperfuels PurFuels<sup>™</sup>, a sustainable fuel for marine use, contributing to CO<sub>2</sub> reduction.

Hyperfuels PurFuels<sup>™</sup> is a sustainable fuel that can be "dropped-in"; it can be used in all existing gasoline outboard engines without any special adjustment. It is made by refining cooking oil waste, plant-based materials, etc. This specific formulation of PurFuels<sup>™</sup> reduces CO<sub>2</sub> emissions by 30% more than E10 (ethanol blended) fuels at the same renewable content.

Suzuki Marine USA will conduct trial introduction of Hyperfuels PurFuels<sup>™</sup> in its daily development operations at the Technical Center to contribute to the reduction of CO<sub>2</sub> emissions. Additionally, in collaboration with NMMA and local stakeholders, we will participate in a project to promote widespread use of sustainable fuels in marinas in the Florida Panhandle. Starting with a city-owned marina in Panama City, we plan to expand the project statewide in the future.

Through the introduction of sustainable fuel, Suzuki will contribute to enriching the boating experience of customers in the United States and achieving carbon neutrality of our marine business.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change   Air Conservation	Water Resources Resource Circulation C	nemical Substances Biodiversity			

## **Efforts in business activities**

## Efforts in manufacturing

## Reduction of CO2 emissions

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

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

The total amount of CO<sub>2</sub> emissions from manufacturing activities in FY2023 was 835,000 t-CO<sub>2</sub>/year at Suzuki overall on a global scale, 176,000 t-CO<sub>2</sub>/year in Japan, and 660,000 t-CO<sub>2</sub>/year overseas. The amount of CO<sub>2</sub> emissions per manufacturing unit was 0.256 t-CO<sub>2</sub>/unit.

As reduction initiatives, aside from activities for saving energy and eliminating waste, Suzuki is working to expand solar power generation both in Japan and overseas. In addition, CO<sub>2</sub>-free electricity was gradually introduced starting in July 2023 at all production sites in Japan.

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





#### [Scope of aggregation]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

#### [CO2 conversion factor]

For fuel (except city gas), IPCC 2006 Guidelines, and for city gas, the Greenhouse Gas Emissions Accounting and Reporting Manual issued by the Ministry of the Environment Electric power conforms to the Act on Promotion of Global Warming Countermeasures (adjusted emission factors among the values published by power companies) in Japan and varies depending on the values of each year from 2019 to 2023 of IEA overseas.

#### ■ CO<sub>2</sub> emissions by domestic plants in FY2023

	CO <sub>2</sub> emissions (1,000 t-CO <sub>2</sub> )	
lwata Plant		13.7
Kosai Plant		54.1
Osuka Plant		13.9
Sagara Plant		43.7
Hamamatsu Plant		3.4

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	Vater Resources Resource Circulation	Chemical Substances Biodiversity			

### Energy-saving activities at plants

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

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

Furthermore, as one of Suzuki's efforts to reduce CO<sub>2</sub>, we are reconfiguring our supply of energy, such as by converting fuels from LPG to city gas at the Osuka Plant and Iwata Plant. We will also extend this conversion to the Sagara Plant.

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

### ■ Amount of CO<sub>2</sub> reduction according to activities globally



## TOPICS

# Utilizing air conditioning that uses groundwater and radiators

The Suzuki Group carries out various energy-saving activities. Of them, we will introduce energy-saving initiatives for air conditioners that use radiators.

This energy-saving initiative utilizes radiators and groundwater, whose temperature is stable throughout the year.

Specifically, groundwater and radiators are used to lower the temperature of intake air drawn from the atmosphere. This reduction in intake air temperatures in the air handling unit helps save energy when cooling and heating. The amount of LPG used in the air handling unit is reduced by approximately 0.4 Nm<sup>3</sup>/h. [Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant), and 15 overseas manufacturing subsidiaries

This energy-saving initiative brought to life an idea from a workplace and is an example of taking on a challenge from a new angle. We will promote carbon neutrality by continuing to make improvements from various perspectives, as with this initiative.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Natar Desources Desource Circulation C	homical Substances Rigdiversity			

### • Promoting the use of renewable energy

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

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

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

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

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

### ■ Amount of renewable energy (amount of CO<sub>2</sub> reduced)



### Electric power generated by renewable energy

	Electric power generation (MWh)
Solar power generation (Makinohara, Hamamatsu Plant, Maisaka, Iwata Plant, Kosai Plant)	41,549
Solar power generation (Maruti Suzuki India, Suzuki Motor Gujarat, etc.)	40,487
Wind power generation (Kosai Plant, training center)	1,616
Small-scale water power generation (Kosai Plant)	61

\* Electricity figures include FIT electricity sales and amounts from offsite PPAs.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

#### Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

## Efforts in office activities, etc.

### Efforts at data centers

We promote energy savings by expanding use of IT technologies for analysis and calculations and work to reduce energy consumption by efficiently operating IT devices, which are increasing.

### Improving coolant efficiency and converting to high environmental performance facilities

In July 2023, we zoned off server waste heat from intake side cool air and installed a containment system that keeps them separated at server rooms with heavy loads. Electricity consumption by air conditioning facilities was reduced by 114,000 kWh per year compared to FY2022. In addition, by steadily changing to high-efficiency-type air conditioning units, the ratio of IT device electricity consumption and air conditioning electricity consumption has been improved from 2:1 in FY2019 to 3:1 in FY2023.

What's more, in January 2024, we updated uninterruptible power supplies to those with low electricity loss and reduced monthly electricity by 8,500 kWh (100,000 kWh yearly).

## Efforts at offices

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

### Guidelines for energy saving action

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

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

- Follow the predetermined temperature settings of air conditioners (cooling at 28°C and warming at 20°C)
- (2) Turn off unnecessary lights
- (3) Save electricity of electrical appliances
- (4) Implement eco-driving
- (5) Computerize documentary forms and minimize printouts of electronic data

### Introduction of energy-saving facilities

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

### Other efforts

### Reduction of traveling by providing a remote work environment

By providing an IT environment that makes possible remote work by enabling remote access to internal resources and offering an online conferencing system, etc., we are working to reduce energy consumption from traveling. Use of remote work is increasing at partner companies as well, as an environment has been established that allows employees to engage in their duties from a remote location without the need to come into the office.

# Remote work usage status at partner companies (figures in parentheses are from the previous year)

Monthly users: 6,450 (4,779) Average users per work day: 307 (208)

\* Based on results for March 2024

#### Promotion of eco-driving

We started eco-driving education in FY2007 as part of our environmental education programs, and since FY2009, we have held seminars focusing on eco-driving at the head office and each plant/office on an as-needed basis. By March 2024, a total of 17,710 people have participated in the seminar.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	Vater Resources Resource Circulation C	nemical Substances Biodiversity			

## Efforts at non-manufacturing subsidiaries and sales distributors

Our 4 non-manufacturing subsidiaries and 56 sales distributors<sup>\*</sup> in Japan work to save energy in business activities under a common energy-saving goal to "Aggressively promote energy-saving activities toward suppressing global warming by introducing electricity savings and energy-saving facilities." With this as the goal, we are reducing energy usage in business activities, designing environmentally friendly stores and otherwise engaging in activities that address climate change.

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

### Japan Domestic sales distributors

### Promoting energy savings

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

### • Efforts using IT

We use IT such as the internet as a tool in business discussions with customers and communication among employees. We make effective use of customers' and employees' time and reduce the burden of travel, while working to reduce energy consumption and CO<sub>2</sub>.

### • Environmentally friendly store designs

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

# Suzuki Domestic Sales Distributors with Solar Power Facilities Installed (FY2023)

	Sales distributors	Site name
1.	Suzuki Motor Sales Ibaraki Inc.	Suzuki Arena Tsuchiura Minami
2.	Suzuki Motor Sales Keiyo Inc.	Suzuki Arena Togane
3.	Suzuki Motor Sales Syonan Inc.	Suzuki Arena Fujisawa
4.	Suzuki Motor Sales Shizuoka Inc.	U's STATION Shizuoka
5.	Suzuki Motor Sales Hamamatsu Inc.	Suzuki Arena Sanaruko
6.	Suzuki Motor Sales Tokai Inc.	Suzuki Arena Toyokawa
7.	Suzuki Motor Sales Chubu Inc.	Suzuki Arena Anjo
8.	Suzuki Motor Sales Toyama Inc.	Suzuki Arena Sotaimachi
9.	Suzuki Motor Sales Kansai Inc.	Suzuki Arena Hirakata Higashi
10.	Suzuki Motor Sales Tokushima Inc.	Suzuki Arena Itano
11.	Suzuki Motor Sales Kochi Inc.	Suzuki Arena Kaneda
12.	Suzuki Motor Sales Yamaguchi Inc.	U's STATION Yamaguchi
13.	Suzuki Motor Sales Kumamoto Inc.	Suzuki Arena Kumamoto Chuo
14.	Suzuki Motor Sales Nagasaki Inc.	Suzuki Arena Sasebo Daito
15.	Curuli Natar Calas Kazashina Ing	Suzuki Arena Sendai
16.	SUZUKI MOLOF SAIES KAGOSNIMA INC.	Suzuki Arena Kagoshima Chuo



Suzuki Motor Sales Shizuoka Inc. U's STATION Shizuoka



Suzuki Motor Sales Tokai Inc. Suzuki Arena Toyokawa

Contents	Introduction	Environmental	Social	Corporate Governance

Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

## Efforts in the supply chain, etc.

## **Efforts in procurement**

Efforts in the supply chain toward carbon neutrality

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

Suzuki has been working toward carbon neutrality in its supply chain since 2021. In 2022, we established a dedicated department and began to calculate the CO<sub>2</sub> emissions of each business partner by fiscal year and by component in order to gain a detailed understanding of their CO<sub>2</sub> emissions.

In addition, to achieve carbon neutrality by 2050, we have asked our business partners to set  $CO_2$  emission reduction targets and roadmaps for 2030 and have begun reduction activities, such as checking the feasibility of reduction items. We cooperate with our business partners to reduce  $CO_2$  emissions by visiting their manufacturing sites to confirm on-site examples of improvement initiatives, identify issues in carbon neutrality efforts, and listen to their concerns.

Also, since FY2022 we have worked to promote carbon neutrality activities by designating small and medium-sized business partners taking exceptional initiatives for carbon neutrality as "CN Contributors" and honoring them with letters of appreciation.

We will continue cooperating with our business partners to achieve carbon neutrality.

## Efforts in domestic transportation

### CO<sub>2</sub> reduction activities in domestic transportation (FY2023 initiative results)

We are trying to improve transportation efficiency by reducing transportation distance by revising routes, promoting modal shift, and increasing fuel efficiency of transportation vehicles, etc. in order to reduce  $CO_2$  emissions in domestic transportation.

As a result of our transportation efficiency efforts thus far,  $CO_2$  emissions from transportation per net sales in FY2023 have improved by 35.8% since FY2016.

### ■ Trends in CO<sub>2</sub> emissions from domestic transportation



## • Modal shift of a portion of truck transportation to rail transportation

Data

We have reduced CO<sub>2</sub> emissions through the modal shift from trucks to rail, which is more energy-efficient, for regular freight transport from a parts plant in Kosai City, Shizuoka Prefecture to a transportation base in Kyushu.



# • Establishing a transportation base and a modal shift to ship for some transportation to the base

In December 2022, we launched Suzuki Parts Center Tomakomai to serve as a transportation base for parts and supplies bound for Hokkaido. With the establishment of the new base, we conducted a modal shift by transporting around 80% of what had been taken by truck to Hokkaido by ship transportation, thereby reducing  $CO_2$  emissions from transportation.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	ater Resources Resource Circulation Ch	emical Substances Biodiversity			

# Air Conservation

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

Basic concept

Suzuki has been promoting air conservation initiatives, including the introduction of low-emission vehicles suited to each country's situation. As our main markets are in emerging countries such as India and Southeast Asian countries, we would like to make a larger contribution. For example, by promoting activities to generate and procure electricity derived from renewable energy sources on our own, we will not only reduce global CO<sub>2</sub> emissions but also contribute to the conservation of the atmospheric environment in the regions in which we operate. In addition, we will introduce powertrains that are suited to the energy and infrastructure situations of each sales country and region from the perspective of product life cycles, as well as strive to reduce VOCs from production and other processes.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation Cl	hemical Substances Biodiversity			

## **Efforts in product use**

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

Suzuki conducts LCA not only on CO<sub>2</sub> but on other airpolluting substances as well.

The new Spacia (equipped with Mild Hybrid) achieves reductions in NOx and SOx emissions across its life cycle. Suzuki will continue its initiatives to reduce such substances as well as CO<sub>2</sub>.

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



### Ratios of air-polluting substance emissions

Example: Ratio with NOx emissions of Spacia (previous model equipped with Mild Hybrid) as 100%



A: Previous model equipped with Mild Hybrid (Launched in December 2017) B: Current model equipped with Mild Hybrid (Launched in November 2023)

- NOx: Nitrogen Oxide
- SOx: Sulfur Oxide
- PM: Particulate Matter

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Environmental Initiatives Climate Change Air Conservation Water Resources Resource Circulation Chemical Substances Biodiversity

## Efforts in design and development

Efforts in emission gas reduction

### • (Automobiles) Reducing hazardous elements within emission gas

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

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

### • (Motorcycles) Reducing emission gas

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

The new GSX-S1000GX launched in January 2024 meets the domestic emission regulations for 2020 by optimizing catalyst specifications.

### • (Outboard motors) Reducing emission gas

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





New GSX-S1000GX

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	Jater Resources Resource Circulation Ch	nemical Substances Biodiversity			

Efforts in reducing chemical substances

### Reducing VOCs (Volatile Organic Compounds)<sup>\*1</sup> in the cabin

In order to provide safe and secure products to customers, we are making efforts in reducing cabin VOCs by using materials, bonding agents, etc. that emit less VOCs for automobile interior parts. For all new domestic automobile models sold since January 2006, we have successfully achieved lower cabin VOC levels than the target set by the JAMA<sup>12</sup>. In FY2023, we achieved the targets for models including the new Swift and the new Spacia. We are also taking the lead in responding to new regulations that are being considered in Europe for the future.

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

### • (Motorcycles) Reducing noise

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

## Product example -

The following describes our noise reduction efforts, taking the new GSX-S1000GX as an example.

To comply with the latest domestic noise regulations, the new GSX-S1000GX adopts many structures with high noise reduction while also being designed to minimize weight increase.

Si

 The air cleaner has sufficient capacity and reduces intake noise; ribs configured on the upper case increase rigidity to reduce radiated sound from wall surfaces.





Measuring VOC inside the new Swift

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

The exhaust system is composed of a main silencer and a sub silencer; it has sufficient capacity and a structure with a high sound-silencing effect. By configuring glass wool on the inner wall, we improved damping performance and reduced radiated sound from wall surfaces.



Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

**Environmenta** 

## **Efforts in business activities**

## **Efforts in production**

Efforts in reducing emission gas

### • Control of SOx and NOx emissions

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

### SOx emissions\*



\* SOx emissions are calculated based on fuel consumption from January to December. [Scope of aggregation] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant

wata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant



<sup>[</sup>Scope of aggregation] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant

Efforts in reducing chemical substances

### • VOC reduction in the painting process

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

Social

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

In FY2023, total emissions from painting car bodies, bumpers and motorcycles were 4,008 tons/year. VOC emissions intensity was 47.0 g/m<sup>2</sup>, a 37.7% reduction compared to FY2000, but falling short of the targeted 40% decrease. The reason for not reaching the target was an increase in the number of car models with high paint usage, which was caused by a change in the sales composition.

We plan to achieve the targets of the Suzuki Environmental Plan 2025, which has entailed introducing devices for collecting solvents used to clean paint applicators already developed, taking steps to reduce the volume of solvent needed to dilute paint through use of highly effective diluting solvent newly developed, proceeding with efforts to reduce VOC emissions, and making progress according to plan in introducing water-based paints aligned with the renewal of the painting process.



Data

### Efforts in reducing odor

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

### VOC emissions in the painting process



[Scope of aggregation] Domestic plants with painting processes for car bodies, motorcycles, and bumpers (Iwata Plant, Kosai Plant, Hamamatsu Plant, and Sagara Plant)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives   Climate Change   Air Conservation   Water Resources   Resource Circulation   Chemical Substances   Biodiversity						

# Water Resources

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

### Basic concept

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

## **Efforts in product use**

## Efforts in design and development

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

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



Outboard motor installed with the Micro-Plastic Collecting Device



Structure of the Micro-Plastic Collecting Device

Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

**Environmenta** 

## **Efforts in business activities**

## **Efforts in production**

Efficient use of water resources

### • Reduction of water consumption

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

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

Social

The amount of water used in FY2023 in Japan decreased by 1% compared to the previous fiscal year, resulting in 4.05 million m<sup>3</sup>. At overseas manufacturing subsidiaries, it decreased by 14%, resulting in 4.31 million m<sup>3</sup>.

The intensity decreased by 10% compared to the previous fiscal year from 2.83 m<sup>3</sup>/unit to 2.55 m<sup>3</sup>/unit.

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

### • Efforts to prevent sewage spills

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

Data

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

### Efforts for cleanup of groundwater

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



Environmental analysis

### Trends in global water consumption



[Scope of aggregation]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and the Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Vater Resources Resource Circulation Cl	hemical Substances Biodiversity			

### Purification of plant effluent

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

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

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

### Trends in global wastewater volume



[Scope of aggregation]

Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and the Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

## Efforts in office activities, etc.

### Thorough water-saving at offices and employee dormitories

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

## Efforts in the supply chain, etc.

### Efforts in procurement

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

Suzuki conducts annual research on information regarding water risks of our domestic business partners with large purchasing amounts to obtain information on water risk. Through the research, we keep track of their water consumption trends and status of water risk evaluation. In the FY2023 survey, those evaluating their own physical risks such as flooding and droughts were 87.7%, and those evaluating their own regulation and reputation risks regarding water usage were 83.5%. We will continue making efforts in the research while expanding it to overseas business partners as well.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation V	Vater Resources Resource Circulation Ch	emical Substances Biodiversity			

# **Resource Circulation**

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

Basic concept

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

~			
C	on	ter	nts

Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

Environmental

## **Efforts in product use**

## Efforts in design and development

Efforts in reducing

### • Continuation of designs aimed at reducing materials

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

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

Efficient use of resources

### Adopting plant-derived resin (bio polycarbonate)

Suzuki is adopting bio polycarbonate resin (bio PC), which is primarily made of plant-based isosorbide, for automobile parts. In doing so, we are contributing to efficient use through the adoption of petroleum-free raw materials. Bio PC produces great color, and by coloring the resin material, it creates an appearance equivalent to that of painted resin, thereby enabling the reduction of CO<sub>2</sub> and VOCs by eliminating the painting process.

Social

Bio PC was first adopted for the interior color panels of the first-generation Hustler in 2014, and since then, it has been adopted for interior parts of the Lapin, Spacia, WagonR, Jimny, Swift, XBEE, and the second-generation Hustler. It was also adopted for the S-CROSS front grille (exterior part) sold in Europe. Since its adoption in the first-generation Hustler, we have developed the second-generation material with improved shock resistance and the third-generation material with better shock resistance and appearance design, increasing models using bio PC. In 2021, it was adopted for the S-CROSS front grille (exterior part) sold in Europe, and in FY2023 it was adopted for louver garnish and steering wheel garnish of the Spacia. In FY2023, its use amounted to 257

Data

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









S-CROSS

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	ater Resources   Resource Circulation   Ch	nemical Substances Biodiversity			

Efforts in recycling

### • Adoption of recyclable resin materials

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

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

■ Major components using recyclable resin materials

(Example: Exterior of the new Swift)

### • Design with consideration for recycling

5

SWIFT

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

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

> Weather strip Structure that allows for easy removal without using tools



Rear bumper

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

Major components using recyclable resin materials (Example: Interior of the new Swift)





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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	Vater Resources Resource Circulation	Chemical Substances Biodiversity			

### • Development and design with consideration for weight reduction

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

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

#### Adoption of recyclable resin materials

Suzuki is making efforts to incorporate recycling in the design and development of motorcycles.

We use easily recyclable PP resin materials in the exterior parts of the new GSX-S1000GX shown below.





## TOPICS

## Suzuki launches new Jimny-themed mugs made from sustainable cellulose material

On June 27, Suzuki began selling Jimny-themed mugs made from cellulose on its S-MALL official e-commerce website.

This product sets a precedent in terms of its use of sustainable materials and also marks the first time Suzuki has used cellulose in its lineup of genuine Suzuki-branded apparel.

Cellulose is one of the main components of plants and is also used as a raw material for paper. It has attracted attention as a material that helps reduce environmental impact given that it is a renewable and highly degradable material. Cellulose-based fibers (cellulose fibers) are lightweight, highly durable, and well-suited for eco-friendly product manufacturing.

Suzuki embraces the value and potential of cellulose and is accordingly offering this product to a wide range of users, including Jimny owners and outdoor enthusiasts, as a practical item for everyday use. The Jimny mugs are carefully crafted items created by in-house designers.

Suzuki will focus its efforts on developing eco-friendly products as it continues to actively engage in initiatives toward achieving a sustainable society going forward.

### Detailed information

Product name Jimny cellulose eco-friendly mug			
Price	¥1,650 (tax inclusive)		
Design	3 designs (rhinoceros, Jimny front, Jimny side)		





Back of the mug

Jimny-themed mug made of cellulose (available in 3 colors × 3 designs)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

## Efforts for end-of-life vehicles

# Efforts in end-of-life vehicle collection and recycling

## Efforts in reusing

### Rebuilt parts (reused parts) for repair\*

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

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

### • Development of reuse technology for used lithium-ion batteries

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

Until then, we had disposed of small used lithium-ion batteries that have some life remaining, but this technological development made it possible to reuse the batteries from 10 end-of-life vehicles to power a solar streetlight. A total of 12 streetlights have been installed at 2 Company locations thus far (head office and Marine Technical Center). Going forward, we plan to successively increase the number of locations where these streetlights are installed particularly within the Company.

This technology paves the way for reuse of small used lithium-ion batteries, which will be generated in increasing quantities in the future. We will first establish reuse technology and systems for lithium-ion batteries used in Mild Hybrid vehicles, subsequently connecting them to reuse initiatives for lithium-ion batteries used in HEV and BEV.





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Environmental Initiatives | Climate Change | Air Conservation | Water Resources | Resource Circulation | Chemical Substances | Biodiversity

### Efforts in recycling

### • Efforts to comply with recycling laws in Japan

### · Efforts to comply with the Automobile Recycling Law

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

Implementation in FY2023 (from April 2023 to March 2024) is as follows.

### - Collection and recycling of ASR

Our ASR recycling rate was 96.5% in FY2023, and since FY2008, we have continuously achieved the legal standard enacted in FY2015 (70% or higher). We have achieved a vehicle recycling rate of  $99.3\%^{*3}$ .

We are promoting the collection and recycling of ASRs through ART<sup>4</sup> formed by 12 automobile manufacturers, etc. (as of March 31, 2024), including Nissan Motor Co., Ltd., Mazda Motor Corporation, and Mitsubishi Motors Corporation, working together with recycling companies nationwide for the purposes of complying with regulatory requirements, properly disposing of waste, increasing recycling rates, and reducing disposal costs.

### Collection and recycling of airbags and CFCs

Our airbag recycling rate was 97.3%, and since FY2004, we have continuously achieved or fulfilled the legal standard (85% or higher). The amount of CFCs that we collected and disposed of was 69.5 tons. For the collection and recycling of airbags and collection and disposal of CFCs, Suzuki and all manufacturers organized the Japan Auto Recycling Partnership for working together with recycling companies throughout the nation. In order to make continuous efforts to further promote end-of-life vehicle recycling, we will design easy-to-recycle products, conserve and effectively use resources, reduce waste, reduce the cost of recycling, and establish a stable recycling system.

\*4 Abbreviation for Automobile shredder residue Recycling promotion Team Please refer to the following website concerning our automobile recycling initiatives (Japanese language only)

http://www.suzuki.co.jp/about/csr/recycle/index.html

### Efforts for recycling overseas

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

In the European Union, according to the End-of-Life Vehicles Directive (ELV Directive: 2000/53/EC), and the Batteries Directive (EU2023/1542) effective from August 2023, we are promoting measures such as the collection and recycling of ELVs and batteries, etc. in accordance with the laws, regulations, and conditions of each country.

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

#### ■ Trends in the ASR recycling rate and vehicle recycling rate



<sup>\*1</sup> Automobile Recycling Law: Formal name "Act on Recycling of End-of-Life Automobiles" \*2 ASR: Automobile Shredder Residue

<sup>\*3</sup> Calculated as the percentage recycled up to the dismantling and shredding processes (approximately 83%, quoted from the May 2003 joint council report), plus the remaining ASR ratio of 17% multiplied by the ASR recycling rate of 96.7%

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Nater Resources Resource Circulation C	hemical Substances Biodiversity			

### Voluntary recycling efforts

### · Efforts for recycling of bumpers

In an effort to use resources more effectively, we have been collecting and recycling used bumpers that have been removed from automobiles by distributors at the time of repair or replacement. Initially, used bumpers were collected from distributors in their original form. Since 2000, however, they have been collected after being shredded by bumper shredding machines, which have been installed at distributors nationwide (with some exceptions). Additional bumper shredding machines were introduced or added in FY2012. As a result, the volume of the bumpers at the time of transportation was reduced to one-sixth of the previous volume. allowing for a reduction of logistics-related CO<sub>2</sub> emissions due to efficient transportation. At present, collected bumpers are recycled and reused to produce automotive parts such as fuel filler hose covers, side deck insulator covers, battery holders, engine undercovers, and foot rests. In FY2023, approximately 74,000 used bumpers were collected.

#### Recycling of batteries

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

Lithium-ion batteries are employed by models using the low fuel consumption technologies ENE-CHARGE, S-ENE CHARGE, Mild Hybrid, and Hybrid.

In conjunction with the start of a free collection system for lithium-ion batteries with the Japan Auto Recycling Partnership as the point of contact, Suzuki joined the collection system and has been collecting and properly disposing of used lithium-ion batteries.

By FY2023, a total of 27,300 batteries were collected.

For more details of collection and recycling of used lithium-ion batteries, access the following website.

(Japanese language only)

https://www.suzuki.co.jp/about/csr/recycle/traders/#area2

# Collection and recycling of used lithium-ion batteries overseas

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

We have built a system for collecting and recycling used lithium-ion batteries according to the EU's Batteries Directive (2006/66/EC), and the laws, regulations, and conditions of each country. We will also comply with the collection and recycling system in accordance with the EU Battery Regulation (EU2023/1542), which took effect in 2023, replacing the Battery Directive.

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

Examples of parts using recycled materials derived from replaced bumpers



Fuel filler hose cover of the Carry



Side deck insulator cover of the Carry

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation W	Vater Resources Resource Circulation C	hemical Substances Biodiversity			

### Regarding voluntary motorcycle recycling efforts

Our voluntary motorcycle recycling efforts were launched in October 2004, with the participation of four domestic motorcycle manufacturers and three importers (as of July 2023). These efforts have established a recycling system that is in line with the actual distribution of motorcycles in Japan and involves the disposal, scrapping, and recycling of used motorcycles. In October 2011, we began the collection of motorcycles at the time of disposal free of charge. End-oflife motorcycles are taken back at end-of-life motorcycle dealers and designated collection centers throughout the nation for the convenience of our customers. These motorcycles are then collected at 13 scrapping/recycling facilities nationwide, where they are dismantled, shredded, and sorted. Those that can be used as recycled materials are reused, while other waste materials are properly disposed of. Suzuki's recycling rate in FY2023 was 97.8% on a weight basis, achieving the recycling rate target of 95%.

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

### Trends in the recycling rate of Suzuki motorcycle products (from FY2010 to FY2023)





SUZUKI MOTOR CORPORATION Sustainability Data Book 2024  $\, \supseteq \, \leftarrow \, 63 \, 
ightarrow$ 

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Environmental Initiatives Climate Change Air Conservation Water Resources Resource Circulation Chemical Substances Biodiversity

### • Voluntary efforts for recycling FRP\* boats

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

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

\* FRP (Fiber-reinforced plastic)

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



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation	Chemical Substances Biodiversity			

## **Efforts in business activities**

## **Efforts in production**

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



Reduction of waste materials

### Total waste discharge amount

The total amount of waste discharge at Suzuki and domestic manufacturing subsidiaries was 151,000 tons (up 9% from the previous fiscal year), and the global total of generated waste, including from Japan, was 435,000 tons. Also, there are no exports/imports of hazardous wastes as specified in the Basel Convention.

[Scope of aggregation]

Suzuki (Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.). 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (in India, Indonesia, and Thailand)

### Trends in total global waste discharge amount



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation C	hemical Substances Biodiversity			

### • Reduction of landfill amount

In FY2023, while Suzuki and domestic manufacturing subsidiaries achieved a zero-level\* landfill amount of 0.1 tons, the global landfill amount was 5 tons (up 1.38% from the previous fiscal year). Recycling of all waste materials has been initiated in India. We have also achieved substantial reduction in landfill waste globally.

Looking ahead, we will maintain zero-level landfill waste amounts in Japan and our overseas plants.

## Efforts in office activities, etc.

At Suzuki's head office, generated paper waste was previously burned for thermal recycling (reused as heat energy). Since July 2005, however, material recycling has been conducted, instead of thermal recycling, through separate collection of office documents, newspapers and magazines, corrugated cardboard boxes, etc. In FY2023, 160 tons of paper waste was recycled.

## **Response to the Plastic Resource Circulation Act**

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

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





\* Definition of the zero-level

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

[Scope of aggregation]

Suzuki (Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.),

4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (in India, Indonesia, and Thailand)

## Efforts in the supply chain, etc.

## Efforts in transportation

Efforts to reduce waste

### Reducing plastic from outboard motor products and spare parts packaging

To reduce the amount of plastic waste generated from our business activities, in 2020 we commenced activities to reduce the amount of plastic packaging of outboard motors and spare parts. These activities were undertaken while first considering (1) whether we can stop using plastic, followed by (2) whether we can reduce the amount of plastic use, and (3) whether we can change to a material with minimal environmental load. Starting from September 2021, we changed a portion of the product packaging material from plastic material to rayon, paper and biodegradable materials. We have also changed the packaging for spare parts of 1,605 products from plastic materials to paper and biodegradable materials since we started these activities in October 2020. From the beginning of the activities until March 2024, the total amount of plastic reduction has reached approximately 64 tons.

• Use of returnable containers: Reuse of corrugated cardboard boxes <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. Moreover, we have implemented reuse (recycling) of used corrugated cardboard with respect to our domestic parts centers.

In FY2023, returnable containers were used in approximately 35.6% of all shipping, which reduced approximately 176.6 tons of corrugated cardboard.



Returnable containers



Reused corrugated

cardboard



### Reuse and recycling efforts

#### Reuse of waste materials

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

We reused approximately 1.4 tons of corrugated cardboard waste in FY2023.

### Reducing plastic packaging materials

With respect to polyethylene bags for packaging used in shipping spare parts, we are using returnable bags in our domestic parts centers to eliminate the use of polyethylene bags. Additionally, we have introduced lightweight biomass plastic bags made from plant-based materials to reduce the weight of packaging.

Biodegradable materials and paper used as plastic substitute materials for packaging of outboard motor spare parts Biodegradable material (left) and paper material (right)



## **Recycling dairy waste**

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

India has a large number of cows, and cow dung, a dairy waste product, contains methane, which has a greenhouse effect 28 times that of CO<sub>2</sub> over a 100-year period when it is released into the atmosphere. We will prevent the release of methane into the atmosphere through an automobile fuel (biogas fuel) production and supply business that uses cow dung as the raw material.

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

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

Contributing to both achieving carbon neutrality and economic growth in emerging countries like India, where Suzuki is the market leader of the automobile market, is a great demonstration of the concept of the Paris Agreement, which requires collaboration between developed countries and emerging countries in reducing CO<sub>2</sub> emissions. We believe that we can contribute to our stakeholders throughout the world.



Reuse of corrugated cardboard

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation C	Chemical Substances Biodiversity			

### TOPICS

Suzuki to reduce petroleum-based plastic in outboard motor packaging – Combines biodegradable material "Green Planet<sup>™</sup>" with corrugated cardboard to solve issue –

Suzuki Motor Corporation has adopted "Green Planet<sup>™</sup>" (hereinafter, Green Planet) as an alternative to polystyrene foam used for cushioning in the final packaging of outboard motors, in an effort to reduce the use of petroleum-based plastics. Green Planet is a biodegradable polymer developed by Kaneka Corporation that is easily decomposable in seawater and is 100% biomass-derived polymers.

In switching to an alternative to polystyrene foam, it was necessary to maintain the same cushioning performance as the conventional polystyrene foam during packaging and transportation. Therefore, Suzuki developed a two-layer structure of corrugated cardboard partition shapes to supplement the cushioning performance of Green Planet, ensuring the same cushioning performance as the conventional polystyrene foam.

To address the environmental issue of marine plastic waste, Suzuki launched the "Suzuki Clean Ocean Project" in 2020 and has been working to reduce the use of plastic in packaging materials.

As a result, the amount of petroleum-based plastic used in the final packaging of outboard motors produced in Japan was 43 tons annually in FY2020, but it was reduced to 6.3 tons annually by FY2023. The company aims to reduce this amount to zero by FY2026.

In addition, Suzuki will convert the packaging materials for all products, starting with the packaging cushioning materials for outboard motors.

Suzuki will continue to strive for reducing environmental impact and continue efforts towards environmentally conscious initiatives and the achievement of the Sustainable Development Goals (SDGs).



Completed outboard motor packaging\*
\* Outer corrugated cardboard removed for packaging inspection

After change (Green Planet + corrugated cardboard)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation V	Vater Resources Resource Circulation	Chemical Substances Biodiversity			

# Chemical Substances

## **Efforts in product use**

## **Design and development efforts**

### Promotion of green procurement

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

We partially revised this guideline in October 2013 to clarify the matter related to the establishment of a substance of concern management system at partner companies, and prepared the self-checklist for the control system. (We have been requesting new and existing suppliers to submit checklists thereafter. More than 91% of suppliers of production parts have attained outside certifications including ISO 14001.) Also, we work alongside our suppliers to conform to not only existing regulations, such as the European ELV Directive and European Regulation concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), but also various future environmental laws and regulations.

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

We will revise the Suzuki Green Procurement Guideline in FY2024 in seeking to further enhance our green procurement initiatives.

\* Suzuki Green Procurement Guideline: https://www.globalsuzuki.com/corporate/environmental/green\_policy/

### Management of substances of concern

In recent years, new regulations on substances of concern have been successively increased on a global basis. Suzuki provides products to customers worldwide and therefore must respond quickly to rapid changes. With this in mind, in 2003 Suzuki began utilizing the International Material Data System (IMDS) for the automobile industry. In addition, Suzuki has built an in-house substance of concern management system (SIDIS, or Suzuki IMDS Data Inhouse System), through which it efficiently gathers information about materials and chemicals used in each part. We use this information to calculate the recyclability rate, which is a requirement to receive type approval of motor vehicles in Europe, and manage various regulated substances as part of green procurement. In FY2023, Suzuki provided customers with 42 models including automobiles, motorcycles, and outboard motors upon confirming that these products complied with regulations for substances of concern. We are also preparing for European ELV regulations and other regulations that are scheduled to be newly reviewed and enforced in the future, while studying their details. With expectations of a further tightening of regulations, we will strictly comply with these regulations and strive to provide customers with products having low environmental impact.



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

\* ASR: Automobile Shredder Residue

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation Ch	emical Substances Biodiversity			

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

### [Green Procurement Guideline operational audit]

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

### [Audit for implementation of Asbestos Control Rules]

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

### <FY2023 results>

On-site audits (six sites)

- Jiangmen Dachangjiang Group Co., Ltd. (China)
- Pak Suzuki Motor Co. Ltd. (Pakistan)
- · Pt. Suzuki Indomobil Motor (Indonesia)
- Magyar Suzuki Corporation Ltd. (Hungary)
- Suzuki Motor (Thailand) Co., Ltd. (Thailand)
- Thai Suzuki Motor Co., Ltd. (Thailand)

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

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

<FY2023 results>

Companies that received an audit and guidance: 15

# Conformance to regulations concerning chemical substances

We have promoted a shift in products to materials that do not contain four phthalate-type plasticizer substances (DEHP, DBP, BBP, and DIBP) specified as a regulated substance (prohibition) under REACH (EU) in cooperation with our business partners. We have completed the switch to materials not containing these substances for automobiles by January 2024.

\* Measures for motorcycle and outboard motors have been completed as of July 2020.

Currently, we are working on confirming the non-use of PFHxS and Dechlorane Plus (DP), as well as UV-328, which have been designated as eliminated substances under the Stockholm Convention on Persistent Organic Pollutants (POPs).

As new initiatives to confirm non-inclusion of regulated substances, we established internal regulations in April 2023 with respect to procedures for complying with regulations to ensure the switchover of regulated substances. We have furthermore been promoting efforts to strengthen post-mass production management, including sampling analysis and confirming that parts do not contain these substances.

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

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

### <FY2023 results>

- Completed switch to materials that do not contain four phthalate-type plasticizer substances
- Promoted switch to materials that do not contain PFHxS, Dechlorane Plus (DP), and UV-328
- Established and began implementing internal regulations on procedures for confirming non-inclusion of regulated substances

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Concentration W	Vater Pesources Pesource Circulation	Rindiversity			

## **Efforts in business activities**

## **Efforts in production**

Efforts to reduce chemical substances

### Purchasing new substances

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

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

### • PRTR (Pollutant Release and Transfer Register) target substances

To reduce environmental load, we are working to reduce PRTR target substances. The amount of release and transfer was 1,389 tons in FY2023.



<sup>[</sup>Scope of aggregation]

Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant (including the Sagara Proving Grounds), Hamamatsu Plant, Motorcycle Technical Center (Ryuyo Proving Grounds), Marine Technical Center, and Shimokawa Proving Grounds (from FY2020)

# Plan for early disposal of PCB (Polychlorinated Biphenyl)

The Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes requires appropriate disposal of PCB waste contained in old capacitors, etc. by March 31, 2027. Suzuki has set an in-house target to complete the disposal of these materials by March 31, 2025 and is working to achieve this goal. At Suzuki's domestic plants, PCB waste equivalent to 2,845 total units of vehicles has been disposed of as of March 31, 2024.

### • Efforts to prevent soil and groundwater contamination

### - Efforts to prevent the proliferation of soil contamination

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

In FY2023, we conducted soil surveys five times at our domestic plants and found no contamination.

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

Conten

**Environmenta** 

# Biodiversity

## **Efforts for biodiversity**

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

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

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

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

Suzuki Biodiversity Guidelines (Japanese language only) https://www.suzuki.co.jp/about/csr/green/guideline/

## [Basic concept]

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

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

### [Emphasized efforts for biodiversity]

- Reduction of environmental loads generated through business operations and products
- (1) Promote energy saving, resource saving, and 3Rs at business steps from product development to recycling.

Social

- (2) Promote improvement in fuel efficiency and R&D of next-generation vehicles in order to reduce greenhouse gas.
- (3) Work on reducing the use of substances of concern through the supply chain.

Expansion of environmental communication

 Promote environmental beautification and environmental conservation activities in cooperation with local communities.

Data

- (2) Educate about appropriate understanding of biodiversity and related initiatives for all employees.
- (3) Work on announcing environmental information and self-conservation activities widely to society.



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

### [Specific actions]

(1)

(2)

(3)
Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Water Resources Resource Circulation Ch	emical Substances Biodiversity			

### Environment and ecosystem of the surrounding areas

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

Kosai Plant Head office	Iwata Plant Osuka Plant	Sagara Plant
Key		
Rivers		E
Protected areas		

#### Destination of waters released and waters impacted

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







Red-rumped swallow



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

\*2 Species that are listed as endangered in the red lists of the 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.



Japanese eel



Potamogeton panormitanus

Contents	Introduction	Environmental	Social	Corporate Governance	Data

Forest conservation activities

### Suzuki's Forest (Hamamatsu)

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

This activity was conducted 33 times in total (16 planting sessions and 17 undergrowth clearing sessions) and attended by approximately 1,600 volunteers in total.



Suzuki's Forest planting project

#### Participation in tree planting project at storm surge barrier

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



### Forest of Suzuki Shimokawa Proving Grounds (Hokkaido)

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

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

#### Participation in Corporate Forest Preservation Program (Hokkaido)

Guidelines Reference Table

As part of environmental preservation and social action programs, Suzuki has endorsed the purport of the Corporate Forest Preservation Program<sup>\*</sup>, which utilizes national forests. We have been supporting forest development activities through a Profit-Sharing Afforestation agreement concluded with the Japanese government (Forestry Agency) for the period from 1996 to 2028. For an approximately 4.3-ha national forest (containing approximately 3,000 trees) in Shimokawa Town, Suzuki conducts profit-sharing afforestation by entrusting the work to the local forestry cooperative through the Hokkaido Regional Forest Office. Also, for many years, we have contributed to the preservation of national land through watershed conservation, sediment discharge prevention and CO<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 (Japanese language only) https://www.inya.maff.go.jp/j/kokuyu\_rinya/kokumin\_mori/katuyo/kokumin\_sanka/hojin\_mori/index.html

Suzuki's environmental contributions through these forests in FY2023 are evaluated as follows.

## Suzuki's environmental contribution through forest conservation (FY2023)

Measurement item	FSC® Forest Group Certificate for Forests of Suzuki Shimokawa Proving Grounds (FSC®C015134)	Corporate Forest Preservation Program, Regional Forest Office of Forestry Agency
(1) Contribution to water yield	156,740 m³/year	1,494 m³/year
(2) Contribution to prevention of sediment discharge	5,597 m³/year	51 m³/year
(3) Contribution to absorption/fixation of carbon dioxide	1,949 t-CO2/year	17.5 t-CO <sub>2</sub> /year

Calculated using the project evaluation method employed by the Forestry Agency.

The data listed above for the Forests of Suzuki Shimokawa Proving Grounds and the Corporate Forest

Preservation Program are equivalent to the figures below

(2) 1,020 truckloads of 10-ton dump trucks (5.5 m<sup>3</sup>/truck)

(3) Annual CO<sub>2</sub> emissions from 5,295 people based on per-person emissions (tons/year)

<sup>(1) 78.51</sup> million bottles of 2-L PET bottles

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation M	Vater Resources Resource Circulation C	hemical Substances Biodiversity			

### India Suzuki Motor Gujarat Private Limited

Suzuki Motor Gujarat planted approximately 20,000 trees on its premises to promote the greening of the area. Additionally, the company planted 40,000 saplings and maintained them through using the Miyawaki method in two villages.



Philippines	Suzuki Philippines Inc.

Suzuki Philippines Inc. participated in the Nurture Trip Planting (forest conservation activity) at the University of the Philippines Los Baños (UPLB) grand site. This activity was planned by Clean Corporation in cooperation with the UP Sierra Madre Land Grant and took place on August 31, 2024, at the Laguna-Quezon Land Grant in Siniloan, Laguna. The event included a brief educational session on the importance of trees and their role in climate change, with practical

demonstrations on proper planting and care. the company supported this activity and made an effort to promote environmental conservation.



### Suzuki Digital Private Limited

Suzuki Digital Private Limited carried out a tree planting activity along Sanas Road on September 9. This activity is fully in line with their goals and will greatly contribute to the beautification and environmental hygiene of the Sanas Road area. The event included a brief orientation on the importance of roadside redevelopment, native plant species, the benefits of a greener environment, and proper planting techniques.

The total quantity is as follows:

1. Trees and shrubs 2,650

2. Groundcovers 8,500

India

As the first phase of this activity, trees were planted over approximately 1.2 kilometers.



#### Colombia Suzuki Motor de Colombia S.A.

To promote local greening, Suzuki Motor de Colombia S.A. planted 200 native Colombian trees in the upper basin of the Otún River in La Florida, Risaralda.



On Thursday, April 4, 2024, Suzuki Italia S.p.A and Turin FC donated 11 new trees to the city of Turin, and planted them in the "Piazza d'Almi" park of Cavalieri di Vittorio Veneto.

The trees planted are 10 Japanese maples and 1 Likyubai, which were chosen for their beautiful granatacolored leaves in spring.

"In spring, the leaves of the maple trees (kotetsu) turn a wonderful bright red and granata color, and the forests turn a fiery red color that lifts the human spirit. Sitting under a large umbrella-like branch provides inspiration to write an emotional poem dedicated to a loved one."

This initiative symbolizes the 11 players playing at the nearby Olympico Grande Turin Stadium and represents the 11 years of fruitful cooperation between Suzuki and Turin FC as well. **Environmenta** 

Suzuki Clean Ocean Project

### Conducting the Suzuki Clean Ocean Project

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

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



Symbol mark of the Suzuki Clean Ocean Project





Suzuki waterside cleanup activities marked the 15th year in 2024. The activities originally started in Japan in 2010 and were subsequently launched in 2011 as a global initiative of the Suzuki Group under the name of Clean-Up the World Campaign. Every year, the event draws many overseas marine distributors as participants. In 2023, the event was attended by a total of 3,995 participants from 75 organizations. The participants contributed to their local communities through waterside cleanup activities.

Social

Additionally, the cumulative number of participants since the start of these activities is growing year by year and reached 17,000 in FY2023.



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

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

Data



To continue the effort in reducing marine waste, PT. Suzuki Indomobil Motor has participated in the Clean-Up the World Campaign every year since 2014. The campaign aims to educate local residents, especially the younger generation, about the importance of keeping our oceans clean from plastic waste. On May 26, 2023, the company worked with 150 elementary school students and local residents at Morotai Island, North Maluku, collecting a total of 396 kg of plastic trash.

### Pakistan

Pak Suzuki Motor Co., Ltd.

As part of our CSR, Pak Suzuki Motor Co., Ltd. conducted a "Beach Cleanup Campaign" at Seaview in Clifton on December 1, 2023, in accordance with Suzuki's "Clean-Up the World Campaign." The aim was to raise awareness among employees and the general public about the importance of environmental protection and marine life conservation. The campaign was a success, with approximately 80 employees participating. Approximately 100 bags of trash were collected and properly disposed of through the Cantonment Board Clifton (CBC).



Contents	Introduction	Environmental	Social	Corporate Governance	Data	
Environmental Initiatives	Climate Change Air Conservation	Vater Resources Resource Circulation Ch	nemical Substances Biodiversity			

Thailand Thai Suzuki Motor Co., Ltd.

Thai Suzuki Motor Co., Ltd. carried out cleanup activities as part of the Clean-Up the World Campaign. On October 7, 2023, the company collected garbage along Noppharat Thara Beach. Additionally, on November 1, 2023, they collected garbage at the beach located in Samae San Island in Sattahip District, Chonburi Province.





#### Colombia Suzuki Motor de Colombia S.A.

Suzuki Motor de Colombia S.A. conducted the 4th Clean Ocean Project Campaign on the Pacific slope. 76 people participated. They collected 1,580 kg of trash.

USA	Suzuki Marine USA, LLC
-----	------------------------

As part of the Clean Ocean Project, Suzuki Marine USA, LLC conducted cleanup activities in Tampa on September 16, 2023, and at the Ft. Lauderdale Boat Show in October 2023.





Poland Suzuki Motor Poland sp. z o.o.

As part of the Suzuki Clean Ocean Campaign, Suzuki Motor Poland sp. z o.o. conducted a cleanup activity at the Randa River, which is part of Lake Zegrze in the village of Stare Załubice in Radzymin, with the support of ITA Marine Yacht, a Suzuki engine dealer. Young volunteers, including students and teachers from the School Complex, participated in this activity.

This is the third time Suzuki Motor Poland team has participated in the Suzuki Clean Ocean Campaign. This time, they cleaned the shores of Lake Tarpno together with the students and staff from Grudziądz Primary School No. 18. Thanks to the efforts of more than 50 people who dedicated their valuable time and energy, a vast amount of trash was collected.



#### Australia Suzuki Australia Pty. Ltd.

Guidelines Reference Table

The Marine Division of Suzuki Australia Pty. Ltd. held two events in Australia to support Suzuki Motor Corporation's 2023 global Clean Ocean Project initiative. There was a total of 140 participants (including children), and 210 kg of trash was collected from Australian beaches.

### Western Australia Event

Location:	Dolphin Discovery Centre, Bunbury
Number of Attendees:	90
Weight of trash collected:	110 kg
Date of event:	August 12, 2023

### - Victoria Event

Location:	Hobson Bay Foreshore, Williamstown & Altona
Number of attendees:	50
Weight of trash collected:	100 kg
Date of event:	November 25, 2023





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Initiatives	Climate Change Air Conservation	Vater Resources Resource Circulation	Chemical Substances Biodiversity			

Cleanup activities

### Suzuki Manner Improvement Activities

Suzuki was registered in the "Hamamatsu City Road/River Foster-parent System"\* in September 2004, and has been conducting cleanup activities under the banner of "Suzuki Manner Improvement Activities," with the aim of improving the manners and environment/beautification awareness of employees. For those activities, in-house volunteers clean roads around the head office and the Takatsuka underpath every month. A total of over 16,800 participants have conducted the cleanup activities 231 times through March 2024. and they have collected 100 mini-truck loads of flammable and non-flammable garbage. In 2023, this activity was acknowledged by the government with the Company receiving the Minister of Land, Infrastructure, Transport and Tourism Award for FY2023 as a stewardship organization for rivers, coasts, and roads.

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

Suzuki's sales distributors participate in cleanup activities, environmental events and other such initiatives with the aims of community beautification and environmental conservation. Through these activities, they aim to cooperate in efforts geared to achieving a sustainable society by instilling a sense of unity among employees and stimulating communication with local communities.



Japan



lotor Sales Fukushima Inc. Lake Inawashiro floating aquatic plant collection and removal activities (Sponsored by the NPO, Prefectural Citizens' Committee for a Radiant Lake Inawashiro)

Hiroshima Inc vicinity of retail establishments

#### India Suzuki Motor Gujarat Private Limited

Suzuki Motor Gujarat Private Limited conducted a cleanup campaign to eliminate plastic in three nearby villages. Additionally, every month the company carries out a cleaning activity called Kirakira Activity within our factory.

### **Domestic sales distributors**





### Italy

Suzuki Italia S.p.A.

### Pulifondali & Pulispiagge

Pulifondali & Pulispiagge is a cleanup activity to clean up the ocean floor and beaches on June 5, World Environment Day. This activity is organized by Federazione Italiana Pesca Sportiva, Attività Subacquee (FIPSAS), the Italian Sports Fishing Federation, in cooperation with Suzuki Italia S.p.A., and sponsored by the Ministry of the Environment and Energy Safety, the Coast Guard and each department of Radiotelevisione italiana.

The aim is to clean beaches and seas in 21 Italian regions by involving thousands of volunteers in this activity. All participants actively took part in this activity. 17.5 tons of trash (ghost nets, plastics, tires, scrap metal, etc.) were collected and properly disposed of. The main purpose of this activity is to enhance awareness of the culture of "don't litter."

Educational sessions were also held at various locations, which approximately 2,000 students attended.

### Suzuki Save the Green 2023

To celebrate Earth Day, Suzuki Italia S.p.A. conducted a cleanup activity around its head office, which is near the beautiful Mandria Park on the outskirts of Turin. On April 21, 2023, over 100 volunteers worked to clean up this area and collected 2.3 tons of various trash. Suzuki's 248 official dealers also joined this initiative to protect the environment.



Suzuki Manner Improvement Activities





Social

Data

086 — Cost-effective Products and Services

080 -

122 -

093 — Reduction in Traffic Fatalities

- Product Quality and Safety

099 — Sustainable Local Community

100 — With Local Communities

119 — Respect for Human Rights

## Social

- 129 Diversity of Human Capital
- 134 ——— <Special Feature> Panel Discussion for Female Employees
- 138 Occupational Health and Safety
- 146 Stable Labor-Management Relations

- Nurturing of Human Capital

- 150 Establishing a Robust Supply Chain
- 156 Stable Growth of Sales and Profits

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local C	Community   With Local Communities	Respect for Human Rights   Human Capital Development	Diversity of Human Capital	

## Product Quality and Safety

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

### **Quality policy**

Develop products of superior value by focusing on the customer

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

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

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

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

### Structure for promoting quality and safety

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

#### Promotion structure

Quality Assurance Committee (Chairperson: Executive General Manager, Quality Assurance and Inspection)



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developmer	It Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational H	Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

### **Product quality measures**

Efforts at each stage

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

### ■ Key product quality structure



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local C	ommunity   With Local Communities   R	Respect for Human Rights   Human Capital Development	Diversity of Human Capital	

### Audits

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

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

### Content of audits

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

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

### Quality management system

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

As a result, the ratio of production at plants certified under the ISO 9001 series against the entire global production of automobiles in the Suzuki Group in FY2023 (3,265,000 vehicles) reached approximately 99.9%. We will promote quality management in the entire Suzuki Group, and continue to make efforts to realize quality improvement.

#### Acquisition of ISO 9001 series certification by major production sites

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

\* ISO 9001 series includes IATF 16949

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	espect for Human Rights   Human Capital Developmen	Diversity of Human Capital	

### Efforts for business partners

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

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

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

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

### After-sales services

### • Efforts in after-sales services

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

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

### Purpose of the service

- To provide safety and security to our customers

Our ideal vision for the service

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

### Communication with distributors and dealers

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

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

#### ■ After-sales service structure



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	espect for Human Rights   Human Capital Developmen	nt Diversity of Human Capital	

Recalls

### Response to serious quality defects

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

As customer safety is our top priority, we will promptly repair the product by implementing the following measures. • Posting information on our website

 Notifying customers of affected vehicles by direct mail, etc., and direct contact from the sales agent, if necessary

### ■ Track record for recalls, etc.

#### (Automobiles)

	Global		Domestic		Overseas	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2021	23	922,944	11	443,426	12	479,518
FY2022	30	1,121,672	15	343,770	15	777,902
FY2023	8	224,134	4	67,945	4	156,189

### (Motorcycles)

	Global		Domestic		Overseas	
	Cases	Vehicles	Cases	Vehicles	Cases	Vehicles
FY2021	6	38,230	2	4,108	4	34,122
FY2022	5	204,142	2	5,189	3	198,953
FY2023	5	6,702	2	686	3	6,016

### (Marine)

There were no recalls globally from FY2021 to FY2023.

### Education

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

### Employee education

### Market quality education

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

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

### • Quality awareness activities (establishment of Quality Education Room)

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

Since opening these education rooms, their content has been updated regularly so that they can be spaces where all employees can continue learning, as well as to promote interactive communication by relaying the learners' opinions to the relevant departments to be answered, which makes quality issues more relevant and personal for the learners. Participation in FY2023:

8,848 people (Quality Education Room, head office)

Training of service staff (sales distributors)

### Service training program

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

### [Main training]

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

### • Suzuki service skills qualification system (automobiles, motorcycles)

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

(Automobile division)

Suzuki service skills qualification: Grade 3  $\rightarrow$  Grade 2  $\rightarrow$ 

Grade 1

#### (Motorcycle division)

Suzuki motorcycle mechanic qualification: Grade 3  $\rightarrow$  Grade 2

### Introduction of e-learning (marine division)

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

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community   With Local Communities   Re	espect for Human Rights   Human Capital Developme	nt Diversity of Human Capital	
<snecial feature=""> Panel Disc</snecial>	ussion for Female Employees Occupatio	nal Health and Safety Stable Labor-Management Re	elations Establishing a Pobust Supply Chain	Stable Growth of Sales and Profits		

### • Suzuki service skills competition (automobile division)

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



### **Consultation desk**

### **Customer Relations Office**

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

### Efforts to improve correspondence quality

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

In order to make appropriate explanations regarding these new technologies, we are training our staff as needed and developing tools such as a customer support system.

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

### Efforts to improve products and service quality

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

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

#### Breakdown of consultations (FY2023)



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	espect for Human Rights   Human Capital Developmen	t Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational	Health and Safety Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## **Cost-effective Products and Services**

### The role compact cars play

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

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

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

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

### Sales of models equipped with hybrid systems

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



#### Hybrid system product range

Installed model	Alto	WagonR	Spacia	Hustler	XBEE	Swift	Solio	Solio Bandit
Mild Hybrid	0	0	0	0	0	0	0	0
Hybrid							0	0

#### ■ Sales of automobiles equipped with hybrid systems (HEV) and CNG\*

(1,000 units)

									(1,000 01110			
	FY2021			FY2022			FY2023					
By geographic region	Total unite		ratio	Total unite			Total units					
region		HEV/CNG		Total units	HEV/CNG	ratio		HEV/CNG	ratio			
Japan	561	290	51.7%	627	324	51.7%	674	358	53.1%			
India	1,365	135	9.9%	1,645	296	18.0%	1,794	266	14.8%			
Europe	225	194	86.2%	171	156	91.2%	236	214	90.7%			
Others	556	7	1.3%	557	24	4.3%	464	41	8.8%			
Total	2,707	626	23.1%	3,000	800	26.7%	3,168	879	27.7%			
India	1,365	234	17.1%	1,645	329	20.0%	1,794	483	26.9%			
Total	2,707	860	31.8%	3,000	1,129	37.6%	3,168	1,362	43.0%			
	By geographic region Japan India Europe Others Total India Total	By geographic regionInternational Total unitsJapan561India1,365Europe225Others556Total2,707India1,365Total2,707	FY2021By geographic regionFY2021Total unitsFY2021Total unitsFY2021JapanTotal unitsHEV/CNGJapan561290India1,365135Europe225194Others5567Total2,707626India1,365234Total2,707860	FY2021   FY2021   Total units ratio   Japan Total units ratio   Japan Soft colspan="2">Soft colspan="2">Soft colspan="2">Total units ratio   Japan Soft colspan="2">Soft colspan="2">Soft colspan="2">Total units ratio   Japan Soft colspan="2">Soft colspan="2">Soft colspan="2">Soft colspan="2"   Japan Soft colspan="2" ratio   Lindia Soft colspan="2" Soft colspan="2"   Colspan="2">Colspan="2" Soft colspan="2" Soft colspan="2"   Colspan="2">Colspan="2" <th colspa="&lt;/td"><td>PY2021By geographic regionFY2021Total unitsTotal unitsIndiaFY2021Total unitsTotal unitsIndiaFY2021Total unitsIndiaFY2021Total unitsIndiaFY2021Total unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionSolutionIndiaSolutionSolutionIndiaSolutionTotalSolutionSolutionTotal unitsIndiaSolutionSolutionIndiaSolutionSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndia<th cols<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2022   Total units FY2021   Total units FY2022   Total units Total units   Total units Total units FY2022   Image: Total units Total units Total units FY2022   Japan Total units Total Total units   <th co<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2021   Total units FY2021   India 1645 STOTA   India 1645 STOTA STOTA   Japan FY2021 Total units FY2021   India 1656 STOTA STOTA STOTA   <th< td=""><td>FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope</td><td>HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   &lt;th colspan="4&lt;/td&gt;</td></th<></td></th></td></th></td></th>	<td>PY2021By geographic regionFY2021Total unitsTotal unitsIndiaFY2021Total unitsTotal unitsIndiaFY2021Total unitsIndiaFY2021Total unitsIndiaFY2021Total unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionSolutionIndiaSolutionSolutionIndiaSolutionTotalSolutionSolutionTotal unitsIndiaSolutionSolutionIndiaSolutionSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndia<th cols<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2022   Total units FY2021   Total units FY2022   Total units Total units   Total units Total units FY2022   Image: Total units Total units Total units FY2022   Japan Total units Total Total units   <th co<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2021   Total units FY2021   India 1645 STOTA   India 1645 STOTA STOTA   Japan FY2021 Total units FY2021   India 1656 STOTA STOTA STOTA   <th< td=""><td>FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope</td><td>HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   &lt;th colspan="4&lt;/td&gt;</td></th<></td></th></td></th></td>	PY2021By geographic regionFY2021Total unitsTotal unitsIndiaFY2021Total unitsTotal unitsIndiaFY2021Total unitsIndiaFY2021Total unitsIndiaFY2021Total unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionTotal unitsIndiaSolutionSolutionIndiaSolutionSolutionIndiaSolutionTotalSolutionSolutionTotal unitsIndiaSolutionSolutionIndiaSolutionSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndiaSolutionIndia <th cols<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2022   Total units FY2021   Total units FY2022   Total units Total units   Total units Total units FY2022   Image: Total units Total units Total units FY2022   Japan Total units Total Total units   <th co<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2021   Total units FY2021   India 1645 STOTA   India 1645 STOTA STOTA   Japan FY2021 Total units FY2021   India 1656 STOTA STOTA STOTA   <th< td=""><td>FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope</td><td>HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   &lt;th colspan="4&lt;/td&gt;</td></th<></td></th></td></th>	<td>FY2021 FY2022   FY2021 FY2022   Total units FY2022   Total units FY2021   Total units FY2022   Total units Total units   Total units Total units FY2022   Image: Total units Total units Total units FY2022   Japan Total units Total Total units   <th co<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2021   Total units FY2021   India 1645 STOTA   India 1645 STOTA STOTA   Japan FY2021 Total units FY2021   India 1656 STOTA STOTA STOTA   <th< td=""><td>FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope</td><td>HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   &lt;th colspan="4&lt;/td&gt;</td></th<></td></th></td>	FY2021 FY2022   FY2021 FY2022   Total units FY2022   Total units FY2021   Total units FY2022   Total units Total units   Total units Total units FY2022   Image: Total units Total units Total units FY2022   Japan Total units Total Total units <th co<="" td=""><td>FY2021 FY2022   FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2021   Total units FY2021   India 1645 STOTA   India 1645 STOTA STOTA   Japan FY2021 Total units FY2021   India 1656 STOTA STOTA STOTA   <th< td=""><td>FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope</td><td>HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   &lt;th colspan="4&lt;/td&gt;</td></th<></td></th>	<td>FY2021 FY2022   FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2021   Total units FY2021   India 1645 STOTA   India 1645 STOTA STOTA   Japan FY2021 Total units FY2021   India 1656 STOTA STOTA STOTA   <th< td=""><td>FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope</td><td>HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   &lt;th colspan="4&lt;/td&gt;</td></th<></td>	FY2021 FY2022   FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2022   Total units FY2021 FY2021   Total units FY2021   India 1645 STOTA   India 1645 STOTA STOTA   Japan FY2021 Total units FY2021   India 1656 STOTA STOTA STOTA <th< td=""><td>FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope</td><td>HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   &lt;th colspan="4&lt;/td&gt;</td></th<>	FY2021 FY2022 Total units   FY2021 FY2022 Total units   Total units FY2021 Total units   Total units Total units Total units   Japan FY2021 Total units   India MEV/CNG Total units   Japan Sector Total units Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Sector Sector Total units   Japan Sector Sector Sector Total units   Japan Sector Sector Total units   Lurope	HEV/CNG FY2021 FY2023   By geographic region Total units FY2021 FY2021   Total units Total   <th colspan="4</td>

\* Hybrid vehicles only in Japan, Europe, and other regions. Unit sales of hybrid automobiles in Others constitute the number of units exported from Japan and India. HEV (Hybrids) include Mild Hybrid, S-ENE CHARGE, and SHVS.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developme	nt Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational	I Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

Sales of CNG vehicles

Maruti Suzuki India Limited offers automobiles with CNG specifications using natural gas as fuel for 14 passenger cars and 1 commercial vehicle. The CNG vehicles are economical automobiles with better fuel efficiency than gasoline variants.



Alto K10 (CNG vehicle)



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



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

	Datail mice	Datail svice		In case of 10,000 km mileage		
	Retail price	Fuel enficiency	ruei price	Fuel cost	CO <sub>2</sub> emissions	
Gasoline vehicle	INR 554,500	24.35 km/L	94.72 INR/L	INR 39,000	974 kg	
CNG vehicle	INR 644,500	33.47 km/kg	75.09 INR/kg	INR 22,000	819 kg	
Difference	INR +90,000	-	-	INR -17,000	-155 kg	
			Rate of variance	-44%	-16%	

Notes:

Retail price: As of September 12, 2024. Fuel price: Delhi price as of September 12, 2024. CO<sub>2</sub> emissions: Calculated based on Indian Ministry of Power notification no. S.O. 1072(E) dated April 23, 2015

Grand Vitara (CNG vehicle)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local C	Community   With Local Communities   Re	spect for Human Rights   Human Capital Development	t Diversity of Human Capital	
«Special Features Danel Dice	outrion for Fomale Employees	Lineth and Cafety Ctable Labor Management De	lations Establishing a Debugt Supply Chain	Ctable Crowth of Color and Drofite		

### **Co-creation with various business partners**

### TOPICS

### Suzuki invested in the three companies through the corporate venture capital fund, Suzuki Global Ventures

Suzuki launched Suzuki Global Ventures (SGV), a Silicon Valley (USA) based corporate venture capital fund in October 2022, and invested in the three companies below.

#### 1. Inmotive Inc.

Inmotive is a startup company that develops a lightweight, compact, and efficient 2-speed electric vehicle (EV) transmission. Suzuki and Inmotive agreed for joint development of 2-speed EV transmission in December 2022 and have since been working together for its development.

The two companies believe that the joint development has the possibility of extending electric vehicle range through efficient use of motor torque while also lowering costs due to using a smaller electric powertrain unit and improving driving performance in various driving scenes. With this investment, we will accelerate the development.

Toshihiro Suzuki, President, said "This investment further enhances our close working relationship with Inmotive, and we will take great strides toward a successful deployment of the 2-speed transmission on Suzuki vehicles. Through SGV, we will continue to make investments that address key issues globally."

#### Company overview:

Company name:	Inmotive Inc.					
Head office:	Toronto, Ontario, Canada					
Representative (CEO):	Paul Bottero					
Established:	2010					
Business outline:	Development of 2-speed EV transmission "Ingear"					
URL: https://www.inmotive.com/						

#### 2. SORACOM, INC.

The global automotive industry is changing rapidly, accelerated by broad progress in electrification and automation and by widespread consumer adoption of "connected car" or telematics-based capabilities. Automotive manufacturers now have the opportunity to apply recent advances in hardware, software, and connectivity to create new services and deliver new levels of comfort, convenience, and safety.

Together, Soracom and Suzuki will explore opportunities to collaborate in applying leading-edge IoT technologies to develop new offerings centered around mobility services. Potential focus areas include: EVs designed for the global market, modular "mobility base units," and new technologies and services designed to support carbon neutrality.

Both companies will continue to work toward developing new mobility services that can provide the infrastructure for business and life in a sustainable society.

#### Company overview:

Company name:	SORACOM, INC.				
Head office:	9th Floor, Sumitomo Fudosan Motoakasaka Building 1-5-12 Motoakasaka, Minato-ku, Tokyo				
Representative (CEO):	Ken Tamagawa, Representative Director and President				
Business outline:	Developing and providing the SORACOM IoT Platform				
URL: https://soracom.com/					

#### 3. Bumper International Limited

Bumper is a fintech company that provides Buy Now Pay Later services for car repairs and services in the UK, Ireland, Germany, Netherlands, and Spain. Its digital payment and loans platform enables customers to pay in installments with no interest, and its unique AI technology enables real-time financing decisions by selecting a store from among member stores, thereby making it easier for customers to take their cars for repairs and services, and dealers to attract customers.

Through the investment, we aim to enhance convenience for customers through expanding Bumper's services.

#### Company overview:

Company name:	Bumper International Limited
Head office:	London, England
Representative (CEO):	James Jackson
Established:	2013
Business outline:	Buy Now Pay Later services for car repairs and services

URL: https://www.bumper.co/

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities R	espect for Human Rights Human Capital Developmen	Diversity of Human Capital	

### TOPICS

# Suzuki cooperates with land-based aquaculture business of NTT Green & Food

Suzuki has decided to cooperate with NTT Green & Food, Inc. (NTT G&F) in its land-based aquaculture business. NTT G&F will use the site of a former plant of Suzuki Auto Parts Mfg. Co., Ltd., a subsidiary of Suzuki, to carry out shrimp aquaculture in Shizuoka Prefecture.

As the first aquatic products operating company within the NTT Group, NTT G&F is engaged in environmentally sound seafood production through land-based aquaculture as well as research on algae, which serves as feed with respect to aquaculture.

It aims to create a sustainable food future by leveraging natural blessings through technology in seeking to ensure everyday enjoyment of delicious food on a beautiful Earth.

Since 2011, Suzuki has been operating Suzuki Farm and plans to explore opportunities for business alliances that include aquaponics business\* combining NTT G&F's land-based aquaculture with agriculture, as well as engaging in efforts to streamline operations by introducing production management processes developed by Suzuki thus far as a company in the manufacturing industry.

In seeking to solve issues of its customers and society, Suzuki will pursue opportunities for developing new businesses by partnering across various industries beyond the mobility sector while also helping to activate its communities.

\* Aquaponics is a closed-loop farming method that combines aquaculture with hydroponics. It enlists an eco-friendly, closed-loop system of production whereby fish discharge is broken down by microorganisms and absorbed by plants as nutrients, with the purified water recirculated back to the fish tank.

# ELIIY Power and Suzuki announce conclusion of additional investment and business alliance agreement

TOPICS

ELIIY Power Co., Ltd. and Suzuki have entered into an additional investment and business alliance agreement with the aim of contributing to the realization of a recycling-oriented society and a carbon-neutral society.



In 2012, Suzuki invested ¥1 billion in ELIIY Power, a company that manufactures large-size lithium-ion batteries and electricity storage systems, to exchange technologies. As a result of the signing of the agreement, Suzuki will make an additional investment of ¥10 billion in ELIIY Power and become the largest shareholder with 21.59% of shares. In addition, Suzuki will subscribe for ¥15 billion of convertible bond-type bonds with stock acquisition rights issued by ELIIY Power. The investment and underwriting procedures were slated for completion in 2023.

The two companies also agreed to jointly develop lithiumion batteries that can be installed in both electricity storage systems and various types of mobility. The funds ELIIY Power will procure from Suzuki will be used mainly for capital investment and joint development.

ELIIY Power was established in 2006 with the aim of commercializing large-size lithium-ion batteries that can be used in both stationary battery storage and mobility applications.

Since its foundation, the company has cultivated its unique technologies (high safety, long life, and temperature characteristics) for stationary battery storage applications such as housing. By further developing such technologies in the field of mobility, ELIIY Power will contribute to solving environmental and energy problems even more and strive to realize a sustainable society.

Through this partnership with ELIIY Power, Suzuki aims to accelerate the electrification of mobility, create customerfocused products and services, and contribute to a sustainable carbon-neutral society through the use of renewable energy.

#### **Comment from President Suzuki**

"Since 2012, we have had a technical exchange with ELIIY Power. By strengthening our relationship, we will work together with ELIIY Power, who has unique technologies including high safety, long life, and temperature characteristics and expertise in the use of electricity storage batteries, to realize a carbonneutral society at a time when the transformation to electric mobility is required. We will also work to jointly develop lithium-ion batteries suitable for mobility that are both environmentally friendly and high performance. Suzuki will promote the creation of a sustainable environment in cooperation with ELIIY Power and its other investors."

#### Company overview of ELIIY Power Co., Ltd.

Head office:	Shinagawa, Tokyo				
Penrecentative (CEO):	Hiroichi Yoshida,				
Representative (CLO).	Representative Director, Chairman and CEC				
Established:	September 2006				
URL: https://www.eliiypower.co.jp/english					

#### **Business outline:**

The company was founded as a venture of Keio University, inheriting the research results and philosophy of the "L<sup>2</sup> Project" (L Square Project), an industry-academia collaboration aimed at developing, manufacturing, and selling large lithium-ion batteries and energy storage systems for both stationary and mobility applications, with a focus on realizing practical, large lithium-ion batteries for shared use across these applications. The batteries used in the company's electricity storage system are manufactured in-house through a consistent system from research and development to production. More than 94,000 batteries (as of September 2023) have been used mainly in residential buildings, as well as security, communications, hospitals and nursing care services, government offices, municipalities, etc.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community   With Local Communities   R	espect for Human Rights   Human Capital Development	Diversity of Human Capital	

### TOPICS

### Suzuki and SkyDrive start manufacturing flying cars in Iwata, Shizuoka

Suzuki and SkyDrive Inc. (headquartered in Toyota City, Aichi Prefecture; Tomohiro Fukuzawa, CEO and Representative Director) have started manufacturing flying cars in Iwata City, Shizuoka Prefecture.

Suzuki and SkyDrive started a partnership on the business and technology of flying cars in March 2022, and Suzuki invested in SkyDrive later in September. Suzuki and SkyDrive concluded a Manufacturing Cooperation Contract for the manufacturing of "SKYDRIVE (SD-05 type)" at a plant owned by the Suzuki Group in Iwata City, Shizuoka Prefecture through SkyDrive's subsidiary Sky Works Inc. (Nobuo Kishi, President) in October 2023, and have since been cooperating toward the start of manufacturing. Suzuki has made additional investments in SkyDrive through their third-party allocation of shares in December 2023.

On March 6, 2024, a rivet driving ceremony was held to wish for safe operation of the plant, in the presence of all Sky Works employees, along with SkyDrive CEO Tomohiro Fukuzawa, Suzuki President Toshihiro Suzuki, and personnel of both companies.



In addition to the aircraft to be used at the Expo 2025 Osaka, Kansai, Japan, aircraft for sales to customers will be manufactured at this plant. Also, Suzuki and SkyDrive co-exhibited at the Global Trade Show which was held in India during a Gujarat state event called the Vibrant Gujarat held in Gandhinagar, Gujarat. Under the partnership, the two companies will further explore possibilities for business development in India.



Suzuki President Toshihiro Suzuki (left) and SkyDrive CEO Tomohiro Fukuzawa

### TOPICS

### Suzuki invests in Glydways

#### Suzuki has invested in Glydways, Inc.

Glydways is a startup company based in the US that develops on-demand Personal Rapid Transit of autonomous, battery-operated compact electric vehicles that are the same size as mini vehicles traveling on dedicated lanes. Their mission is to revolutionize urban mobility through their new, efficient, and convenient transit system that dispatches the necessary number of vehicles on-demand while reducing the need to develop infrastructure, operating costs, and the number of vehicles.

In addition to the investment, Suzuki and Glydways have begun discussions about partnering on vehicle development and manufacturing.

#### Comment from President Suzuki

"We have a keen interest in the Glydways mission to solve traffic issues globally by using their compact vehicles and lightweight, dedicated infrastructure. Their solution has much in common with Suzuki's 'Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)' philosophy, and we would like to support Glydways in achieving its vision by offering our expertise, experience, and technology for making small cars."

#### Outline of Glydways

Company name:Glydways, Inc.Head office:South San Francisco, California, USARepresentative (CEO):Gokul HemmadyEstablished:2016Business outline:On-demand Personal Rapid TransitURL: https://www.glydways.com/

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities	Respect for Human Rights   Human Capital Development	Diversity of Human Capital	

### TOPICS

### TIER IV and Suzuki form capital and business alliance – Advancing regional mobility with autonomous driving technology –

TIER IV, Inc. a pioneer in open-source software and autonomous driving technology, and Suzuki have entered into a capital and business alliance aimed at accelerating the development and commercialization of autonomous driving technology to enhance regional mobility solutions. By combining TIER IV's scalable software platforms with Suzuki's extensive expertise in manufacturing, rooted in its ethos of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," the partnership aims to create innovative mobility services enabled by autonomous driving technology. These services are intended to address the increasing need for more accessible and efficient regional mobility solutions.

### 

TIER IV takes the initiative of spearheading open-source software, Autoware\*, to foster the development of autonomous driving technology across the industry. Leveraging Autoware, TIER IV also provides scalable software platforms and a range of solutions with a global network of partners, fueling the rollout of intelligent vehicles that will benefit society as a whole.

Suzuki, faithful to its motto, aims to "Develop products of superior value by focusing on the customer." This founding tenet drives Suzuki's efforts to integrate into the fabric of everyday life as an infrastructure-oriented company. In Hamamatsu City, Suzuki is pioneering smart mobility services using autonomous driving technology, specifically targeting regions where traditional public transportation services are diminishing. Together, TIER IV and Suzuki are committed to accelerating the development of critical autonomous driving technology, aiming to transform regional mobility solutions that cater to the needs of individuals and wider society.

\* Autoware is a registered trademark of the Autoware Foundation.

#### **Company overview**

Company name:	TIER IV, Inc.
Head office:	Shinagawa-ku, Tokyo
Representative:	Shinpei Kato, Representative Director and President
Established:	December 2015
Business outline:	Autonomous driving system development and platform business
URL: https://tier4.jp/	

#### About TIER IV

TIER IV stands at the forefront of deep tech innovation, pioneering Autoware, the world''s first open-source software for autonomous driving, to empower intelligent vehicles worldwide. Harnessing Autoware, we build scalable platforms and deliver comprehensive solutions across software development, vehicle manufacturing, and service operations. As a founding member of the Autoware Foundation, our commitment to open-source software enables individuals and organizations to thrive within the evolving technology for autonomous driving, reshaping the future of intelligent vehicles.

### TOPICS

### Suzuki joins Open SDV Initiative

Suzuki Motor Corporation has joined the Open SDV Initiative established by Nagoya University.

The focus of this initiative is on Software-Defined Vehicles (SDVs), which allow for post-purchase expansion and modification of features through software additions and updates. Meanwhile, the Mobility Digital Transformation (DX) Strategy released in May 2024 by Japan's Ministry of Economy, Trade and Industry (METI) and its Ministry of Land, Infrastructure, Transport and Tourism (MLIT) places emphasis on standardizing vehicle APIs used in software applications installed in SDVs as one of its key strategies.

Under the Open SDV Initiative, Nagoya University calls on companies involved with SDVs to work with the university in formulating vehicle APIs as a preliminary step toward standardization to help achieve objectives of the Mobility DX Strategy. The CRESCO SDV Laboratory of the Center for Embedded Computing Systems, Nagoya University Graduate School of Informatics and School of Informatics spearheads efforts toward formulating vehicle APIs enlisting a sense of urgency in working with supporting companies. The laboratory will assess the effectiveness of such vehicle APIs, once formulated, by performing test implementation of the APIs using actual vehicles and simulators.

Suzuki, along with Nagoya University and other participating enterprises, will move forward with initiatives aimed at commercializing research results to help solve social issues.

#### <Reference>

Open SDV Initiative website (Japanese language only): https://www.nces.i.nagoya-u.ac.jp/osdvi/

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community   With Local Communities	Respect for Human Rights Human Capital Development	Diversity of Human Capital	

### TOPICS

### Suzuki establishes a subsidiary and a fund in India

 Contributing to further economic development of India through support for social entrepreneurs in India –

Suzuki has established a 100%-owned subsidiary Next Bharat Ventures IFSC Private Limited ("Next Bharat") and a fund "Next Bharat Venture Fund-1" ("the Fund") in India.

Next Bharat will support and invest in social entrepreneurs working in the fields of agriculture, financial inclusion, supply chain and mobility through the Fund, with the aim of solving social issues in India through business. The company also plans to invest in venture capitals.

Suzuki began production and sales of automobiles in India in 1983, and has since been providing customers with mobilities including automobiles and motorcycles.

Through the activities of Next Bharat, Suzuki aims to build ties with the people of India beyond the mobility sector and contribute to the further development of India.

#### **Comment from President Suzuki**

"There are about 1.4 billion people in India, but we have only reached about 0.4 billion people. Next Bharat will focus on nurturing and empowering social entrepreneurs, who are passionately solving the problems of India. Through this, we will connect with the "Next Billion" people of India, extending beyond mobility and becoming a part of India's future story."

#### **Overview of Next Bharat Ventures IFSC Private Limited**

Company name:Next Bharat Ventures IFSC Private LimitedHead office:Special Financial Zone GIFT City, GujaratRepresentative (CEO):Vipul Nath JindalCapital:INR 1 billion

### **Overview of Next Bharat Venture Fund-1**

Fund name:Next Bharat Venture Fund-1Total investment:US \$40 millionFund manager:Next Bharat Ventures IFSC Private Limited

### TOPICS

### Suzuki invests in M2 Labo

Suzuki has invested in M2 Labo. Inc. (headquartered in Makinohara, Shizuoka Prefecture; Yuriko Kato, Representative Director; "M2") through a third-party allocation of shares issued by M2.

Suzuki and M2 are working together on vehicle development and driving tests of the Mobile Mover\* multipurpose robotic cart that can be used to solve agricultural issues, utilizing Suzuki's Electric Mobility Base Unit.

This investment was made to support M2's business as it integrates its agricultural initiatives thus far and takes on challenges of new business aimed at achieving sustainable agriculture and facilitating regional economic development. Going forward, Suzuki will combine its mobility development expertise with M2's expertise in addressing agricultural and regional issues in contributing to the development of the regional economies.

Suzuki will persist in cooperating with companies taking on challenges of solving social issues in working toward achieving a better society.

\* Mobile Mover is a registered trademark of M2 Labo.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local C	Community   With Local Communities   Re	espect for Human Rights   Human Capital Development	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupationa	al Health and Safety Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## **Reduction in Traffic Fatalities**

### Efforts for safety technologies

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

Suzuki's safety technol-

ogy has been developed based on the concept to provide optimum support in daily driving and it provides peace of mind in small cars.



Providing cars which not only help drivers drive with safety and peace of mind but also that everyone can drive and control easily is our basic safety design philosophy, such as including larger front and rear windows to ensure clear and wide visibility, easily recognizable displays and switches controlled by a simple operation. SUZUKI Safety Support is a preventive safety technology that keeps near-miss accidents to a minimum or prevents them from happening in the first place. Collision safety features such as the shock-absorbing body help reduce injuries in case of a collision.

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

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

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

Preventive safety technology (SUZUKI Safety Support) Safety Support

#### Products installed with SUZUKI Safety Support

#### Installed model XBEE Alto Lapin WagonR Spacia Swift Collision-mitigation Dual camera Dual camera Dual camera Dual sensor Dual camera Dual camera braking brake support brake support brake support brake support II brake support brake support II Back-up brake support $\bigcirc$ $\bigcirc$ $\bigcirc$ 0 $\bigcirc$ $\bigcirc$ Unintended start Front/Rear Front/Rear Front/Rear Front/Rear Front/Rear Front/Rear prevention function Lane departure prevention $\bigcirc$ 0 $\bigcirc$ function Lane departure warning 0 Ο 0 0 Ο 0 function Weaving warning function Ο Ο Ο Ο Ο Ο $\bigcirc$ Ο $\bigcirc$ $\bigcirc$ (Follows at safe (Follows at safe (Follows at safe (Follows at safe Adaptive cruise control distance between distance between distance between distance between vehicles in all vehicles in all vehicles in all vehicles in all speed ranges) speed ranges) speed ranges) speed ranges) Road sign recognition 0 0 Ο Ο function Head-up display 0 Ο 0 $\bigcirc$ 0 High beam assist $\bigcirc$ $\bigcirc$ $\bigcirc$ $\bigcirc$ Preceding car departure $\bigcirc$ 0 0 0 0 $\bigcirc$ announce function Ο Blind spot monitor 0 Rear cross traffic alert Camera for all-direction $\bigcirc$ 0 0 0 0 $\bigcirc$ monitor Lane keeping assist Ο Ο 0 function

SUZUKI

スズキの予防安全技術

\* Each system functions under certain conditions. For details, please see our official website.

\* Systems vary depending on model, variant, and specification. For details, please see our official website

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local C	Community   With Local Communities   Re	espect for Human Rights   Human Capital Development	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees 0 Occupation	al Health and Safety Stable Labor-Management Rel	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

### Collision safety technology

(technology to reduce injury in case of a collision)

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

### TECT

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



### • 6 SRS airbags

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



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

#### Front and rear ELR 3-point seatbelts\*1

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

\*1 Excluding certain models, variants and specifications



Front and rear ELR 3-noint seathelts in operation

#### Pedestrian injury reducing body

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



Products installed with main collisions	satety teatures*2				
Installed model	Alto	WagonR	Spacia	XBEE	Swift
TECT	0	0	0	0	0
6 SRS airbags	0	O* <sup>3</sup>	0	○*³	0
Front and rear ELR 3-point seatbelts	0	0	0	0	0
Neck impact mitigating front seats	0	0	0	0	0
Interior with head impact reducing structure	0	0	0	0	0
ISOFIX child seat attachment anchors (for 2 children on the back seat)	0	0	0	0	0
Pedestrian injury reducing body	0	0	0	0	0
Excluding certain models, variants and specifications					

\*3 WagonR FX and XBEE HYBRID MX are not equipped with front seat SRS side airbags and SRS curtain airbags.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	eduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developme	nt Diversity of Human Capital	
<special feature=""> Panel Dise</special>	cussion for Female Employees Occupational H	Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

**Traffic safety** 

### Employees

### Traffic safety

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

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



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

#### Motorcycle safe riding seminars

As a manufacturer and distributor of automobiles and motorcycles, we regularly hold motorcycle riding safety seminars for motorcycle commuters of Suzuki employees, etc. We held this seminar twice in 2023 and eight people participated.

We conduct such seminars to train employees of manufacturing company, who must become role models for other riders.



### Local community

Efforts for automobiles



### Domestic sales distributors

#### Traffic safety courses

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



Silver Driver Seminar sponsored by Ibarakiken Driving School Suzuki Motor Sales Ibaraki Inc.

#### Safe driving awareness activities

We hope that our customers and members of local communities follow traffic rules and practice proper driving manners when operating their vehicles. As such, Suzuki's sales distributors will cooperate with efforts to create a society that is free from traffic accidents.





During FY2023 (April 2023 to March 2024), the company has: • Conducted driving training for 38,000 drivers.

• Set up 12 automated driving test tracks in the driving license issuing centers.





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Development	Diversity of Human Capital	

### India Suzuki Motor Gujarat Private Limited

To ensure road safety for everyone in the local community, Suzuki Motor Gujarat Private Limited conducted road safety awareness-raising activities (approximately 22,667 villagers participated in 7 villages during FY2023-24), executed National Road Safety Week and Street Plays, installed rumble strips, signs, and flashing lights, and then posted notices on signboards.



#### Pakistan

Pak Suzuki Motor Co., Ltd.

Pak Suzuki Motor Co., Ltd. conducted a Safety/Defensive Driving Technique Session on March 17, 2023. The company also held the same session to enhance the safety awareness of vehicle-carrier owners, managers, supervisors, drivers, and regional office staff in the northern region on June 5, 2023. A person in charge of corporate planning gave a lecture on safe driving techniques, traffic laws, traffic signs, emergency measures, vehicle maintenance techniques, etc. The session consisted of theory, illustrations, and video demonstrations. Safety instruction books were also distributed to participants. 35 people from Pak Suzuki Motor Co., Ltd. and 17 people from the Northern Regional Office attended this session.

### Efforts for motorcycles

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

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

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

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

August 19 has been determined as Motorcycle Day, as a phonetic reading of the date in Japanese is *baiku*, the same pronunciation as the word for motorcycle. We hold events and distribute online content to show the joy of riding motorcycles

and traffic safety in cooperation with motorcycle industry associations such as the Japan Automobile Manufacturers Association, Inc. (JAMA).



#### Suzuki Under-30 Safety School

The Suzuki Under-30 Safety School serves as a riding school for Suzuki motorcycle owners who are under 30 years of age and feel uneasy about riding on public roads or lack confidence despite having a license.

Such instruction is held at driving schools in major cities nationwide and includes classroom sessions and fundamental riding skills practice for riding on public roads. In



2023, this program was held three times, with 38 participants, serving as a school where essential skills for daily riding can be learned in a fun way, and enabling them to learn fundamental skills of accelerating, turning, and stopping through exercises that included techniques for braking and maintaining balance at low speeds.



Improving road safety and rider safety awareness

### Improving road safety and rider safety awareness through digital campaign

Suzuki Motorcycle India Private Limited has started road safety awareness activities through digital media on a pan-India basis. This new digital awareness campaign on road safety and rider safety awareness will utilize various digital media channels, including various digital social media platforms such as Instagram, Facebook, Twitter (X), LinkedIn, etc. By using the social media of police authorities and collaborating with movie theaters to disseminate road safety information through a series of videos on road safety and rider safety awareness, engage the online communities, encourage positive behavior change, educate the community, and enhance road safety awareness.

### Road safety and social messaging display vans

Suzuki Motorcycle India Private Limited has provided two road safety message display vans to Gurgaon Police aiding in their efforts to enhance safety and security and public awareness. These specially designed vans, equipped with the most advanced screen and sound systems, are intended to spread critical information on road safety, cybercrime, women's safety, etc. They will be touring schools, colleges, communities, and villages in Gurgaon district and will have a huge impact.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	espect for Human Rights   Human Capital Development	Diversity of Human Capital	

#### Support to Gurgaon Traffic Police for road safety initiatives

Suzuki Motorcycle India Private Limited provided 40 customized V-STROM 250 motorcycles to Gurgaon Police in Haryana to support road safety and reduce traffic violations in Gurgaon city. These motorcycles are equipped with cutting-edge features for police, like two-tone sirens with public announcement systems, Sea Hawk light visors with electronic circuits, two safety helmets per motorcycle, and a side box.

### • Laser speed cameras for Gurgaon Police

Suzuki Motorcycle India Private Limited provided Gurgaon Police in Haryana with Automatic Number Plate Recognition (ANPR) cameras and speed indicators for installation at public places to reduce traffic accidents caused by speeding vehicles and promote road safety.

#### Poland St

Suzuki Motor Poland sp. z.o.o.

Suzuki Moto School is a training project for Suzuki motorcycle owners, regardless of their age or the model they ride. The goal of Suzuki Motor Poland sp. z.o.o. is to improve the safety of Suzuki motorcycle users through training. All Suzuki Moto School training sessions are conducted on courses most suitable for skill acquisition.

Training courses to improve motorcycle riding skills are becoming increasingly popular among motorcycle owners year by year. The one-day training sessions at Suzuki Moto School have been conducted for many years by experienced instructors, contributing to the enhancement of rider safety.

In FY2023, nine courses were available for Suzuki motorcycle owners, providing opportunities to improve cornering, braking, and acceleration techniques. In the 2023 school, 283 riders participated.



### Efforts for marine

Poland

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

Suzuki Marine Academy is intended for customers who own yachts (motor and sailing) equipped with Suzuki engines, as well as those who plan to become users of such yachts in the near future. The training program (lectures on the first day, practical training on the second day) is tailored to the participants' experience. The training is conducted at three levels: basic, intermediate, and advanced, and can be carried out on either motor or sailing yachts. Those interested can also take lessons on their own boats under the guidance of Captain Jakub Szymański, an experienced motorboat and sailing instructor and co-author of two textbooks written in collaboration with Suzuki.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Development	Diversity of Human Capital	

Efforts for motorized wheelchairs

### • Safe Driving Training Program for preventing accidents

For the safer use of motorized wheelchairs, Suzuki's sales clerk conduct in-person sales of these products. In addition, Suzuki is making efforts to promote a better understanding of safe methods of motorized wheelchair use by showing customers how to operate an actual wheelchair in and around their homes during sales activities. Furthermore, we conduct the Suzuki Motorized Wheelchair Safe Driving Training Program, working in conjunction with local police departments, traffic safety associations, etc. We try to improve the trainees' awareness of traffic safety and the prevention of traffic accidents, etc. through seminars and practical training.

### Trends in Safe Driving Training Programs conducted



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



### Activities at the Electric Wheelchair Safety Promotion Association

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

To enhance the safety of first-time users of motorized wheelchairs, Suzuki is promoting awareness of safe driving by distributing brochures that provide guidance on their proper usage.

#### Number of brochures handed out

	FY2019	FY2020	FY2021
Brochures	12,100	12,000	14,000
	FY2022	FY2023	5-year total
	13,500	15,500	67,100

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

#### Motorized Wheelchair Safety Instruction Commendation System

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

### NPA Motorized Wheelchair Safety Instruction Commendation result

FY2023 Excellent Suzuki Motor Sales Gunma Inc.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local C	community   With Local Communities   Re	spect for Human Rights   Human Capital Development	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational	Health and Safety Stable Labor-Management Rel	ations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## Sustainable Local Community

### **Promotion through products**

Welfare vehicles (WITH series)



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

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



### WITH series sales



### Wheelchair courtesy vehicle

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



The new Spacia wheelchair courtesy vehicle

### Lifting seat type vehicle

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



WagonR lifting seat type vehicle

### **Electric senior vehicles**

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

The electric senior vehicle equipped with a user-controlled, loop-shape steering handle was first introduced in 1985. This motorized wheelchair is mainly designed to enable seniors and people with disabilities to easily go out. It is capable of moving at adjustable speeds ranging from 1 km/h to 6 km/h. Charging involves plugging into a household 100 V power outlet. Our currently available electric senior vehicles are equipped with an obstacle detection support feature whereby a driver is alerted and their vehicle automatically slows down when obstacle sensors detect objects in the path of the vehicle.

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



FT4D

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community   With Local Communities	Respect for Human Rights   Human Capital Development	Diversity of Human Capital	

## With Local Communities

### Initiatives to solve community issues

### • Participation in the Hamamatsu Automated Driving Yaramaika Project

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

The project has so far received many opinions and comments from local residents about mobility services and automated driving, including factors such as their acceptance of such services and the user-friendliness of vehicles, through four verification tests conducted in FY2017, FY2019, FY2022, and FY2023. In the fourth round of verification tests conducted in FY2023, long-term verification of approximately three months was carried out to identify how long-term customers



Vehicles used in fourth round of verification tests

utilize the service and issues with the service operation system.

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



Toshihiro Suzuki, Representative Director and President of Suzuki Motor Corporation (center) and Yusuke Nakano, Mayor of Hamamatsu City (right) being briefed by a presenter from Suzuki on technology during the fourth round of verification tests

### • Support for mini-truck markets

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

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

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

Mini-truck markets are organized by shopkeepers and other local residents, together with the local chambers of commerce and other similar organizations, in order to energize the community, especially around the shopping streets. The markets frequently create a buzz and generate interest because of the wide range of products available and distinct regional features. As a result, visitors to mini-truck markets have been increasing year after year, and an increasing number of new areas have been hosting these markets. As populations become more concentrated in cities, mini-truck markets have helped to revitalize regional communities and shopping streets.

Suzuki empathizes with mini-truck markets' efforts to revitalize communities. We will work on bringing more attention to these events through activities such as providing operational support to mini-truck markets. By doing so, Suzuki will continue to support mini-truck markets throughout Japan.



8th National Mini-truck Market in Hamamatsu held on December 3, 2023

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   R	espect for Human Rights   Human Capital Development	Diversity of Human Capital	

# Exhibit at and participation at Lake Hamana Hanahaku 2024

We participated in Lake Hamana Hanahaku 2024 (Lake Hamana Flower Expo 2024) held at Hamanako Garden Park from April 6 to June 2, 2024.

With Suzuki's diverse range of mobility solutions, we engaged in various initiatives geared to achieving ideals embodied in the expo's theme of "Lake Hamana digital rural city: a bridge connecting people, nature, and technology." This involved proposing new lifestyles enlisting autonomous driving systems and other forms of cutting-edge technology, and enabling those attending the flower expo to gain interactive experience using vehicles and apps ensuring a pleasant experience at the event.

### 1. Autonomous vehicle interactive passenger experience

At Hamanako Garden Park, we provided an interactive passenger experience using five vehicles equipped with technology used in the fourth round of verification tests of the Hamamatsu Automated Driving Yaramaika Project, and five personal mobility devices equipped with autonomous driving features.

A total of 2,977 people took part in the interactive passenger experience event, which was held on a daily basis, except for on rainy days, over approximately two months covering the Golden Week Holiday. Of those participating, 90% expressed satisfaction in a survey on the event. We will apply the insights we gained from this interactive passenger experience event to the development of autonomous driving technologies and services.



Vehicles used in autonomous driving verification



Autonomous driving personal mobility

### 2. Use of vehicles for in-park mobility and park navigation app

For mobility within the park, we provided 15 electric senior

vehicle motorized wheelchairs with loopshaped steering handles and two KUPO concept model motor-assisted mobility carts.

Using the Lake

Hamana Hanahaku 2024 navigation app developed by Suzuki and built into tablet devices, visitors were able to access services pro-

viding guidance to key locations in the park and to specific destinations using both screen displays and voice instructions. A smartphone version of the app was also provided to visitors for use on their own smartphones.

We received a lot of valuable feedback from the many people who used the app over the duration of the event. In August 2024, we donated a total of 15 electric senior vehicles to Hamanako Garden Park and Hamamatsu Flower Park as part of this initiative.

### 3. Interactive experience using remote operation of the Electric Mobility Base Unit

We promoted the appeal of the Electric Mobility Base Unit, which can be used as a robotic platform in applications that include agriculture and delivery, with respect to its ability to operate in difficult terrain. This involved holding an interactive event offering experience in performing remote operations of the electric mobility device equipped with miniature bodies of the Jimny and the Carry.

People representing a wide range of age demographics, from children to the elderly, participated in the interactive event. We



received feedback that included some expressing the desire to use the device in an agricultural setting.

#### 4. Lecture on the Suzuki Clean Ocean Project

On April 21, 2024, Suzuki held an ocean environment education event at the outdoor stage of Hamanako Garden Park. In the first half, young employees from Marine Operations gave lectures on outboard motors and marine microplastics. In the second half, we held a children's quiz competition where participants were able to have fun and learn about waste separation and environmental conservation of aquatic habitats.



### 5. Clean-Up the World Campaign

With the campaign in its 15th year, we conducted the cleanup activities together with participants from local communities for the first time in the campaign's history on May 11, 2024. A record number of people participated in the activity during which a total of 261 people collected 525 kg of trash, significantly exceeding the usual amount of around 200 kg.

Going forward, we will foster enthusiasm in our cleanup activities while embracing new initiatives in collaboration with community events.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities Re	spect for Human Dights Human Canital Developmen	nt Diversity of Human Capital	

### TOPICS

# Suzuki wins Hamamatsu Wellness Grand Prize in the health and productivity management category of Hamamatsu Wellness Award 2024

Suzuki won the Hamamatsu Wellness Grand Prize in the health and productivity management category of the Hamamatsu Wellness Award 2024 sponsored by Hamamatsu City.

The Hamamatsu Wellness Award recognizes businesses or initiatives that involve wellness and healthcare practices that serve as best practices for enterprises, organizations, and others in contributing to the Hamamatsu Wellness Project's goal of establishing Hamamatsu City as an urban area that embraces preventative health and well-being.

Moving forward, Suzuki will take on health and productivity management initiatives as Team Suzuki to ensure that all employees who work at the Suzuki Group are able to work positively and energetically in excellent mental and physical health, and as a result, provide products that delight customers.

#### **Basis for award**

According to its President, Suzuki prompts greater understanding regarding health and productivity management initiatives and issues on a Company-wide basis encompassing each of its business locations. It engages in an extensive range of initiatives incorporating employee feedback, carried out in close cooperation with health insurance associations and occupational health physicians. Such initiatives enlist the entire Company in efforts that include regularly holding roundtable discussions on health management between management and employees, and also having athletes of the Suzuki Athlete Club devise and implement exercises tailored to health issues that have been identified from results of internal surveys. These initiatives yield quantifiable outcomes that culminate in greater awareness of health and productivity management practices within the Company.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities	Respect for Human Rights Human Capital Development	Diversity of Human Capital	

### Moving forward with educational support

Educational support activities

### Introduction of Suzuki's Monozukuri to local students

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

### Endowed courses

**Endowment lectures** 

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

Through a lecture titled "Next-generation mobility engineering," the Company aims to develop new technologies in broad fields that will lead to next-generation transportation methods. The study is conducted by integrating manufacturing, experimentation, and analysis.

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

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

- Research on improving the drive motor performance of electric vehicles
- Research on the effects and operation of V2H (Vehicle-to-Home) and V2G (Vehicle-to-Grid) technologies
- · Research related to the reuse of batteries
- Lecturers: Suzuki dispatches two employees as a specially appointed associate professor and a specially appointed assistant professor

Term: 22 years from April 2003 to the end of March 2025



#### Monozukuri Workshops

Suzuki provides Monozukuri Workshops on transportation devices for universities, junior high schools, elementary schools, and local companies in Japan and abroad.

In FY2023, Suzuki provided 24 workshops to more than 1,000 participants. (Please see the table).





Automobile Engineering "Body Structure (Chassis and Frame)" Shizuoka Institute of Science and Technology

Automobile Engineering "Automobile Kinematics" Shizuoka Institute of Science and Technology





Automobile Engineering "Motor Sports" Shizuoka Institute of Science and Technology

Automobile Engineering "Product Planning and Market Research" Shizuoka Institute of Science and Technology



Automobile Monozukuri Workshop Hamamatsu Municipal Aoigaoka Elementary School



Special Lecture on Developing Core Manufacturing Personnel "Fundamentals of Transportation Equipment Manufacturing" Hamamatsu Agency for Innovation



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities Re	espect for Human Rights Human Capital Developme	ent Diversity of Human Capital	

	Date	University/workshop name	No. of participants		
	May 10-11	Department of Design, Kanazawa College of Art Training on Car Design Sketching Using Photoshop	20		
	May 17-18	Department of Design, Kanazawa College of Art DMF Design Workshop (online)	20		
	June 5	Hamamatsu Agency for Innovation Special Lecture on Developing Core Manufacturing Personnel Fundamentals of Transportation Equipment Manufacturing	18		
	June 14	English for Information Science, Hiroshima City University The Importance of English in the Workplace	40		
	June 22	Fundamentals of Advanced Materials Engineering, Nagoya University Cars and Materials	50		
	July 4	Shizuoka Institute of Science and Technology Looking toward Globalization of Engineers	40		
	July 5	Special Lecture on Automobiles, Nagoya University Collision CAE in Automotive Development	20		
023	July 10	Special Lecture on Plasticity Engineering, Shizuoka University The Role and Latest Developments of Plasticity Engineering in Automotive Manufacturing	50		
	July 26	Hamamatsu Agency for Innovation Special Lecture on Developing Core Manufacturing Personnel Special Lecture on Sheet Metal Forming and Sagara Plant Tour	18		
	September 29	iber 29 Shizuoka Institute of Science and Technology Automobile Engineering "Body Structure (Chassis and Frame)"			
	September 29	Kosai Plant Tour, Shizuoka University	40		
	October 5	Special Lecture on Industrial Innovation, Shizuoka University Suzuki Monozukuri Workshop	14		
	October 12	Hamamatsu Municipal Aoigaoka Elementary School Automobile Monozukuri Workshop	62		
	October 28	Suzuki Monozukuri Workshop, Japan Society for Composite Materials	17		
	November 21	Automobile Monozukuri Interactive Work Experience, Kami Junior High School	3		
	November 24	Fundamental Lecture on Automobile Engineering, Next Generation Automobile Center "Fundamentals of Suspension, Steering and Brakes"	200		
	November 29	Industry-Academia Partnership Council, Shizuoka University Suzuki's Environmental Initiatives	45		
	December 4	Shizuoka Prefectural Hamamatsu-Nishi Senior and Junior High School Automobile Monozukuri and SDGs	10		
	December 8	Automobile Engineering "Automobile Kinematics," Shizuoka Institute of Science and Technology	21		
	December 13	Next Generation Automobile Center Fundamental Lecture on Automobile Engineering "Fundamentals of Collision Safety"	200		
	December 15	Shizuoka Institute of Science and Technology Automobile Engineering "Motor Sports"	21		
	January 15	Elementary School Attached to Miyagi University of Education Suzuki's Initiatives for Improving Marine Environments	4		
024	January 19	Shizuoka Institute of Science and Technology Automobile Engineering "Product Planning and Market Research"	23		
	February 5	"Fundamentals of Thermal Management Technology for Electric Vehicles," Fundamental Lecture on Automobile Engineering, Next Generation Automobile Center	200		
otal			1,161		

Т

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

### • Interactive manufacturing workshop for elementary school students

Suzuki presented "Making Working Cars with Paperclip Motors," an interactive manufacturing workshop, to a total of 129 elementary school students in the third to sixth grades, through participation in "Kids Engineer 2023," an event sponsored by the Society of Automotive Engineers of Japan, Inc. and the Science Campus of the Innovation Plaza of the School of Engineering, Tohoku University.

Participants' parents shared impressions conveying their enjoyment of the manufacturing experience, with comments that included one who said, "My child eagerly explained the experience to his grandfather when he got home," and another who said, "My child thought of ways to make her car run faster after returning home."



Interactive learning program "Making Working Cars with Paperclip Motors" craftmaking kit

#### • Formula SAE Japan activities

The 21st Formula SAE Japan tournament was held at Shizuoka Prefecture Ogasayama Sports Park ECOPA from August 28 to September 2, 2023. The competition was sponsored by the Society of Automotive Engineers of Japan, Inc.

The Formula SAE Japan tournament is held with the aim of developing human capital who will contribute to automotive technology and the promotion of industry through industry-academia-public-commercial partnerships. It is a comprehensive manufacturing competition where students demonstrate their skills using vehicles they have built.

Suzuki actively supports the event's operation and aids in the activities of the participating teams. At the 21st competition, Gifu University, which is supported by Suzuki, impressively finished in third place overall, having recorded an excellent time in the driving contest.



Gifu University

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local Commun	nity   With Local Communities	Respect for Human Rights   Human Capital Development	Diversity of Human Capital	

## Participation in and cooperation with the Lake Hamana Environmental Network

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

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

The Lake Hamana Environmental Network holds environmental events every year, which are open to local community members. In FY2023, a large number of Suzuki employees, many with their families, took part in an interactive learning event held to survey Lake Hamana's natural environment. Participants traveled by boat to tour an oyster farm on Lake Hamana, then moved on to eelgrass beds in the lake's shallow waters where they observed the area's aquatic life.



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



Japan Domestic sales distributors

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

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



Worksite experience event for junior high school students Kure City Career Start Week Suzuki Motor Sales Hiroshima Inc.



### Maruti Suzuki India Limited

During FY2023, the company conducted the following activities:

India

### • Provided vocational skill training programs to around 17,000 students





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities	Respect for Human Rights   Human Capital Development	Diversity of Human Capital	

#### India

Suzuki Motor Gujarat Private Limited

### • Student education/foundation support

During FY2023, Suzuki Motor Gujarat Private Limited conducted the following activities:

- Provided education programs to 5,311 students in 22 government primary schools of nearby 18 villages.
- Distributed school enrollment kits to newly enrolled 680 kindergarten students.
- Constructed three sanitation blocks for boys and girls in government primary schools.
- · Constructed a school building at Hansalpur village.



• Student Trainee & Associates Training Program Training on improvement of behavioral skills and time management.



India

Suzuki Motorcycle India Private Limited

Education support:

### • Upgrading of basic infrastructure and ensuring the safety of students

To continue support towards renovation of government schools, Suzuki Motorcycle India Private Limited has carried out major repair and restoration and provided other infrastructure support in three nearby government schools situated in the villages of Kherki Dhaula and Parla around the company's plant. These schools are attended by students from low-income families. The schools were in very poor condition with high safety and health risks for students and school staff. Improving infrastructure and amenities contributes to a positive learning environment, enhancing the academic performance of the students and promoting the development of the whole school.

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

Pak Suzuki Motor Co., Ltd. held a Lower Secondary Scholarship ceremony on May 4, 2023 at Government Boys Primary School Pipri. This scholarship program is intended to motivate and encourage the needy and talented government school students to keep continuing their education, which empowers them to achieve their dreams and helps them to become successful people and dedicated citizens. A total of 177 scholarships were announced for successful students from Grades 6 through 9. Scholarship certificates were also presented to each student. Scholarships consisted of a school bag, notebooks, stationery, water bottle, lunch box, paint box, wristwatch, scientific calculator, etc.



Indonesia PT

PT Suzuki Indomobil Motor

### Student plant visit

PT Suzuki Indomobil Motor has been offering plant tours to students since 2015. The company invited students to Cikarang Plant where they could observe the production processes for automobiles. In FY2023, 6,200 students from 85 schools visited our plant. The company hopes to stimulate students' interest and knowledge about industrial products, technology, and manufacturing processes, and contribute to student education.

#### Teaching factory for vocational schools

PT Suzuki Indomobil Motor, together with the company's Supplier Club (SSC), develops a teaching factory for vocational schools to give students the opportunity to experience working in an industry to develop hard skills and soft skills.

### Donation of educational tools

As a form of PT Suzuki Indomobil Motor's commitment to enhancing education quality, PT Suzuki Indomobil Motor provided education tools, such as bags, notebooks, stationery, laptops, and printers to elementary school students, especially for those living near the company's plant.

### Thailand Thai Suzuki Motor Co., Ltd.

Thai Suzuki Motor Co., Ltd. and Soi Sa-Ard community collaborated on effective microorganism (EM) balls for wastewater treatment in the community.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities	Respect for Human Rights Human Capital Development	Diversity of Human Capital	

### Philippines Suzuki Philippines Inc.

Suzuki Philippines Inc. participated in the "Bokashi\*" ball-throwing activity aimed at improving the water quality of the Cauang Cauang Creek, held on August 30, 2023, at Carmelray Industrial Park 1 (Barangay Canlubang, Calamba City, Laguna). This was organized by Carmelray Industrial Park (CIP) 1 in coordination with Clean Inc. and Carmelray Locators Association of Safety Professional. The purpose of this CSR activity is to improve by throwing "Bokashi" balls, the water quality of the Cauang Cauang Creek, which has been polluted.

\* "Bokashi" is a Japanese term meaning fermented organic matter (fertilizer made by decomposing and fermenting organic matter with microorganisms).

### Colombia Suzuki Motor de Colombia S.A.

Suzuki Motor de Colombia S.A. held a Sustainability Fair in Pereira, Risaralda. The purpose is to promote awarenessraising activities for addressing climate change, circular economy, and safe mobility. 110 students from schools in Risaralda participated.

USA	Suzuki Motor USA, LLC
	, .

Suzuki Motor USA, LLC has been supporting Little League of America and Orange County High School Youth Sport program to promote healthy youth development and sport activities.

### South Africa Suzuki Auto South Africa (Pty) Ltd.

#### Imvuselelo Soccer Tournament Sponsorship

The Imvuselelo Soccer Tournament Sponsorship is an NGO based in Tembisa township addressing the improvement of the environment for young people so that they can realize their full potential and avoid getting involved in drug abuse and crimes by playing sports such as soccer. Suzuki Auto South Africa (Pty) Ltd. provides financial support to contribute to paying referees' salaries and maintaining the soccer field.

### Rally to Read Campaign

The purpose of the campaign is to enhance literacy in schools in local and rural areas across South Africa and improve the quality of the standard of living in daily and school life. In order to support this initiative, Suzuki Auto South Africa (Pty) Ltd. purchased teaching materials and distributed them to designated schools.

### TOPICS

# Suzuki donates auto mechanic training kits to the National Institute of Professional Preparation of the Democratic Republic of the Congo

Suzuki has donated auto mechanic training kits to the National Institute of Professional Preparation (INPP) of the Democratic Republic of the Congo.

Suzuki decided to donate necessary kits for auto mechanic trainings conducted at INPP to support the technical cooperation between INPP and Japan International Cooperation Agency (JICA) which started in 2011.

Suzuki donated a total of 590 items including pre-owned Jimny, engines, spare parts, and special tools.

On April 18, 2024, a donation ceremony was held at the INPP headquarters located in the capital of the Democratic Republic of the Congo, Kinshasa, in the presence of Claudine Ndusi M'kembe, Minister of Employment, Labour and Social Security of the Democratic Republic of the Congo, Hidenobu Maekawa, Counselor and Deputy of the Embassy of Japan in the Democratic Republic of the Congo, and Jean-

Marie Lukulasi Massamba, President of the Administration Council of

INPP. At the ceremony, a list of donations and a replica key of the donated car were presented.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Tab
Product Quality and Safety   Cost-effective Products and Services   Reduction in Traffic Fatalities   Sustainable Local Community   With Local Communities   Respect for Human Rights   Human Capital Development   Diversity of Human Capital						
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupation	nal Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

### **Efforts at Suzuki Plaza**

### Suzuki Plaza

https://suzuki-rekishikan.jp/ (Japanese language only)

Since Suzuki started its business in 1909 and was established as a corporation in 1920 as a loom manufacturer, we have devoted ourselves to customer-oriented Monozukuri based on the words "products of superior value for customers." Our enthusiasm for Monozukuri has not changed even today as we manufacture and sell products all over the world.

The Suzuki Plaza is an exhibition facility opened in April 2009 to introduce Suzuki's history and manufacturing spirit widely to the public. Visitors can see many of our historical products including looms, motorcycles, automobiles, and outboard motors and the current automobile manufacturing process from development to production.

More than 1 million customers have visited since it opened.



Suzuki Plaza

### Introduction to Suzuki Plaza

### Suzuki's history floor

Visitors can see Suzuki's history, which started with looms in 1909, and elaborate presentations featuring nostalgic

vehicles such as Power Free, the motorized bicycle engine launched in 1952, Suzulight, the first mass-produced mini vehicle in Japan launched in 1955, the first Jimny (L10) launched in 1970, and the first Alto which went on sale starting at ¥470,000 in 1979.



Loom from the time of foundation

Power Free

Suzulight

#### Suzuki's Monozukuri floor

Based on the current manufacturing of automobiles as the theme, the process from planning and development to production and sales of a new model is displayed in order.

You can see how Suzuki's automobiles are manufactured at the plant in the spectacular 3D theater Factory Adventure. In addition, there is a full-size assembly line and visitors can experience the simulated manufacturing site of automobiles.

This is a facility that can be enjoyed by not only car lovers but also children who are at an age where they are beginning to show interest in cars, with various displays including robots utilized at the plant, a movie titled "World Adventure" that introduces manufacturing by Suzuki in foreign countries, and a section that introduces the local Enshu area, etc.



Design room

Assembly line

Enshu section
Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Ta
Product Quality and Safety	Cost-effective Products and Services	eduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developme	ent Diversity of Human Capital	

#### Field trips

The Suzuki Plaza is utilized by many local elementary schools as a place for field trips to deepen understanding of the automotive industry. Students can learn about the manufacturing process of automobiles in detail.

In FY2023, Suzuki Plaza was visited by 11,251 students from 147 elementary schools in nearby Hamamatsu City as well as from central and eastern Shizuoka Prefecture. After the tour, we linked the Suzuki Plaza and our plants online and held an online Q&A session in which the students could ask plant personnel questions in real time.

By accepting field trips from many elementary schools, we hope for children to deepen their knowledge of the automotive industry.





Field trip

#### Monozukuri events

As an opportunity to enhance our relationship with the local community, we have been holding events for children to get them interested in Monozukuri. These events are related to the history and manufacturing spirit of Suzuki, allowing children to enjoy learning through experiences unlike textbook-oriented study.



Monozukuri event

# TOPICS

## Suzuki Plaza reaches one million visitor milestone

On September 7, 2024, Suzuki Plaza reached a milestone of one million visitors, 15 years and five months after it initially opened to serve as a location that showcases the history of Suzuki and car manufacturing.

On that day, a family from Yokohama, Kanagawa Prefecture, became Suzuki Plaza's one millionth visitor for which Suzuki President Toshihiro Suzuki presented the family with a commemorative gift.

Suzuki Plaza also serves as a place for elementary school field trips and also functions as an educational setting for members of the local community. In 2022, it started offering online field trips that connect classrooms with its plants in seeking to extend access to schools further away. Additionally, Suzuki Plaza organizes Monozukuri events to spur interest in manufacturing among children.

Going forward, Suzuki Plaza aims to serve as a facility that is appreciated by an even greater number of visitors.

In FY2023, we continued to hold three Monozukuri events during the summer, winter, and spring holidays.

Suzuki Plaza will continue to hold events to nurture children's interest in Monozukuri, as they will be the leaders of the future. It will continue making efforts to become a facility appreciated by the local community.





Suzuki President Toshihiro Suzuki pictured with family of the one millionth visitor

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community   With Local Communities   R	espect for Human Rights   Human Capital Development	Diversity of Human Capital	

# **Support through sports**

# Track and field training program

Aiming to train athletes who can compete in international competitions such as the Olympics and the World Athletics Championships, the Suzuki Athlete Club has been dispatching Japanese national athletes for four consecutive Olympic Games from 2004 (Athens) to 2016 (Rio de Janeiro). Ryota Suzuki was selected to represent Japan in the men's 4 x 100-meter relay race at the 2022 World Athletics Championships held in Oregon, and Marina Saito competed in the javelin throw in the 2024 Olympic Games in Paris.

The top-level athletes, including Olympians such as Akihiko Nakamura (who represented Japan in the decathlon at the Olympics in Rio de Janeiro) and Ryohei Arai (who represented Japan in the javelin throw at the Olympics in Rio de Janeiro), who are active inside and outside of Japan, cooperate in a track and field training program and lectures held in various regions. Based on their own experiences, they contribute to the popularization and development of track and field in Japan, as well as the enhancement of children's physical strength.

Moreover, we also engage in health promotion efforts that involve arranging activities for introducing employees to original exercises devised by athletes of the Suzuki Athlete Club in partnership with Suzuki's Health and Productivity Management Promotion Team, and participating in events of local government bodies. We hope to harness the experience and knowledge about the human body that athletes have cultivated through their competitive careers, as well as their expertise in conditioning and diet management.

The Suzuki Athlete Club will continue the activities to inspire children's interests in track and field, as well as to communicate excitement and dreams that can be gained through sports.



# Support and popularization of competitive aerobics

Suzuki provides widespread support for competitive aerobics through the Japan Aerobic Federation.

Aerobics originated from the therapeutic exercise prescription of aerobics proposed in the U.S. that later developed into a sport that technologically systemized aerobic dance and exercise.

In recent years, aerobics has been positioned as an expressive sport and point-scoring sport in the same way as artistic gymnastics. Aerobics spread around the world, including to Japan where the 1st All-Japan Fitness Aerobics Championship (currently the SUZUKI JAPAN CUP) was held in 1984. Currently, the sport is practiced in 80 countries around the world and there are international tournaments, such as the SUZUKI WORLD CUP and the Aerobic Gymnastics World Championships held by the International Gymnastics Federation (FIG).

Slow aerobics, adapted aerobics

Aerobics is a sport that can be easily enjoyed by all genders, and from children through to the elderly. In particular, we are working to popularize and support slow aerobics, which respond to the aging society, and adapted aerobics, for people with disabilities, which are positioned as social contribution activities that address Goal 3 of the 17 SDGs (Ensure healthy lives and promote well-being for all at all ages).



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local (	Community   With Local Communities	Respect for Human Rights Human Capital Development	Diversity of Human Capital	

# **Activities of Suzuki Foundation**

## Suzuki Foundation

Suzuki has been supporting the scientific and technological research of various researchers through the Suzuki Foundation since 1980.

The Suzuki Foundation was established as The Mechanical Industry Development & Assistance Foundation in 1980. The Foundation served as a commemorative business to mark the 60th anniversary of Suzuki Motor Corporation, with funding from donations made by Suzuki and related companies. On April 1, 2011, the foundation officially changed its name to Suzuki Foundation.

## Philosophy

Today, in the face of increasingly serious problems such as energy issues and global warming, the compact motor vehicle industry is expected to solve more advanced and complex issues than anything faced before. These issues encompass not only efforts to achieve carbon neutrality throughout the product life cycle, from production to use and disposal, but also efforts to raise the sophistication of advanced safety technologies to achieve zero traffic accidents. To meet these expectations, it is more crucial than ever to promote advanced technological innovation in relevant industries and secure talented engineers. The foundation will continue to aid and subsidize technological development, as well as encourage and support young people who are motivated to engage in these fields.

Furthermore, the foundation will provide financial assistance for scientific research related to the production, use and consumption of machinery and other equipment that help to make people's daily lives easier and more convenient, including compact motor vehicles, and will widely publicize the results of such efforts. Through these activities, the foundation will contribute to the overall development of Japan's machinery industry and to the improvement of its national welfare.

## Foundation activities

### • Financial assistance for scientific and technological research projects

The foundation offers financial assistance for fundamental and unique research projects related to environmental, information, control, material, production and other technologies that lay the groundwork for societal development. Notably, in order to support young researchers, the foundation has set up a financial assistance program for young researchers aged 35 and under, in addition to its program for general researchers. In FY2023, the foundation provided financial assistance for 55 projects totaling ¥111,830,000, comprising the programs for both general and young researchers. From FY1980 to FY2023, we awarded financial assistance totaling ¥1,924,640,000 for 1,329 projects for researchers at universities, technical schools, and research institutes nationwide.

### • Financial assistance for proposed subject research projects

The foundation also funds projects that concentrate the combined intellect of researchers in finding solutions to high priority concerns that should be addressed by the automotive engineering field and other sectors, such as safety issues, global environmental conservation, and natural energy resource saving. This financial assistance was initiated in FY2003, and each year it invites a wide range of researchers to submit research proposals on subjects including challenges that must be resolved immediately and problems that will arise in the future. Financial assistance is provided for outstanding proposals. In FY2023, the foundation disbursed funds of ¥38,810,000 for 4 projects. From FY2003 to FY2023, the foundation has disbursed funds totaling ¥457,470,000 for 49 projects.

## Financial assistance for publicizing research findings and overseas training of researchers

The foundation provides funding for symposiums and conferences held in Japan and overseas and assistance to subsidize the costs of attending symposiums and conferences held overseas, for the purpose of further improving and developing fundamental and unique research findings in the science and technology fields. In FY2023, the foundation made 53 disbursements of financial assistance totaling ¥15,730,000. It has provided a total of 742 disbursements of funds totaling ¥211,760,000 through to FY2023.

#### • Grants for scientific research and training for foreign nationals

Based on researcher exchange agreements between Shizuoka University and the Budapest University of Technology and Economics and the Indian Institutes of Technology, and such agreements between Toyohashi University of Technology and universities in India, the Suzuki Foundation has been supporting international study programs that bring researchers to Japan since FY1999.

In FY2023, the Suzuki Foundation awarded a total of ¥14,120,000 in grants to four researchers, including one from Budapest University of Technology and Economics in Hungary to Shizuoka University and one from the Indian Institutes of Technology to Shizuoka University and Toyohashi University of Technology. From FY1999 to FY2023, the Suzuki Foundation awarded grants totaling ¥162,290,000 to a cumulative total of 32 researchers.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developmer	t Diversity of Human Capital	

#### • Yaramaika Grand Prize and Yaramaika Special Prize awards program

In 2020, in commemoration of the 40th anniversary of its founding, the Suzuki Foundation established the Yaramaika Grand Prize and the Yaramaika Special Prize, with the aim of further developing mechanical industrial technologies in Japan. This is an annual awards program to recognize motivated researchers who constantly take on new challenges with the "Yaramaika (give it a try) spirit" and make outstanding achievements.

The Yaramaika Grand Prize honors researchers who have made outstanding achievements in the development of scientific research related to the production, use, and consumption of machinery and other equipment that helps to make people's everyday lives easier and more convenient, including compact motor vehicles. In addition, the Yaramaika Special Prize recognizes researchers who have received the Suzuki Foundation's financial assistance for scientific and technological research projects and proposed subject research projects in the past and made achievements that will continue to benefit society well into the future. Winners of the Yaramaika Grand Prize will receive a prize certificate, a gold cup, and a supplementary prize of ¥10 million, while winners of the Yaramaika Special Prize will receive a certificate, a gold cup, and a supplementary prize of ¥3 million.

The fourth Yaramaika Grand Prize was received by Professor Emeritus Masahiro Shioji of Kyoto University, while the Yaramaika Special Prize was awarded to Professor Akemi Ito of Tokyo City University.

# Support for the Motoo Kimura Trust Foundation for the Promotion of Evolutionary Biology

It is our wish to find causes of disease and pursue good health so that we may all lead pleasant and plentiful lives. In admiration of the efforts of the late Dr. Motoo Kimura, who was nominated for a Nobel Prize for his research in evolutionary studies, the Motoo Kimura Trust Foundation for the Promotion of Evolutionary Biology was established in December 2004 with funds donated by Suzuki. This trust foundation rewards those who have conducted research in the field of evolutionary biology and have made major contributions to research in this field.



Presentation ceremony for the fourth Yaramaika Grand Prize and Yaramaika Special Prize From left: Advisor Osamu Suzuki, Suzuki Foundation; Professor Emeritus Masahiro Shioji, Kyoto University (winner of Yaramaika Grand Prize); Professor Akemi Ito, Tokyo City University (winner of Yaramaika Special Prize); Chairman Toshihiro Suzuki, Suzuki Foundation



The fourth Yaramaika Grand Prize and Yaramaika Special Prize winners, recipients of financial assistance for scientific and technological research projects and proposed subject research projects in FY2023, and officers of the Suzuki Foundation

#### Total assets and number and amount of disbursements

- Total assets:
- ¥15,627,510,000 (as of March 31, 2024)
- Number of disbursements:
- 116 in FY2023; cumulative total of 2,152 disbursements from FY1980 to FY2023
- Amount of disbursements: ¥180,490,000 in FY2023; cumulative total of ¥2,756,160,000 from FY1980 to FY2023

#### Award ceremony for the Kimura Motoo Award



From left: Toshihiro Suzuki, Representative Director and President, Suzuki Motor Corporation; Dr. William F. Martin (Germany: award recipient); Takashi Gojobori, Steering Committee Chair, Motoo Kimura Trust Foundation



From left: Toshihiro Suzuki, Representative Director and President, Suzuki Motor Corporation; wife of Dr. Richard R. Hudson; Dr. Richard R. Hudson (USA: award recipient); Takashi Gojobori, Steering Committee Chair, Motoo Kimura Trust Foundation

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local C	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developm	ent Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational	I Health and Safety Stable Labor-Management Rel	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## Suzuki Education and Culture Foundation

Since 2000, Suzuki has been conducting support activities through the Suzuki Education and Culture Foundation to contribute to the sound development of youth in Shizuoka Prefecture. This foundation was established with full funding from the Suzuki Group as a commemorative business for the 80th anniversary of Suzuki's foundation.

#### Foundation activities

### • Offering scholarships to high school and university students

The foundation offers scholarships with no repayment obligation to high school students living in Shizuoka Prefecture or university students who are graduates of high schools in Shizuoka Prefecture who have a strong desire to learn but are unable to concentrate on their studies due to economic reasons. In FY2023, the foundation offered scholarships totaling ¥42,810,000 to 107 high school and 21 university students.

Moreover, the foundation offers scholarships with no repayment obligations to students who have excelled academically at the Shizuoka University of Art and Culture, which is in the local Hamamatsu area. By encouraging students to become more academically motivated, we hope to nurture human capital who can contribute to society and to the development of the Hamamatsu area. In FY2023, the foundation offered a total of ¥2,100,000 to 7 third-year undergraduate students.

#### Donation of goods to the PTAs of special-needs schools

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

In FY2023, the foundation donated 38 items to 36 school PTAs of goods totaling ¥26,990,000.

#### • Management assistance for the Mundo de Alegria School for foreign nationals

The foundation supports the education of foreign children by providing financial assistance to Mundo de Alegria School, a school for South American foreign nationals, which is accredited as a miscellaneous school by Shizuoka Prefecture. (The school is located in Yuto-cho, Chuo-ku, Hamamatsu, with 253 students from kindergarten to high school, of which 239 are from Brazil and 14 are from Peru.)

The Mundo de Alegria School is a school for the children of Japanese-South American workers who came to Japan in large numbers during its "bubble economy" period from the late 1980s to the early 1990s to augment the labor force of Japan.

In FY2023, the foundation disbursed financial assistance of ¥3 million to the school. The foundation supports the school's aim to "nurture human resources who can contribute to the local Japanese society by building up education in both their native language and Japanese."

### Track record of support (as of March 31, 2024)

- Scholarships provided: 631 students (¥486,730,000)
- Financial assistance to special-needs schools: 137 disbursements (¥134,840,000)
- Financial assistance to schools for foreign nationals: 14 disbursements (¥116,500,000)
- Scholarship aid to Shizuoka University of Art and Culture: 10 scholarships (¥15,300,000)
- Financial assistance for Hamamatsu City learning support for foreign national children: 1 case (¥2,000,000)
   Total amount: ¥755,370,000

[Suzuki Education and Culture Foundation website] (Japanese language only) https://www.suzuki-ecfound.com



Scholarship certificate presentation ceremony



Donation of an electronic blackboard to the PTA of a special-needs school



Students of the Mundo de Alegria School (Suzuki Autumn Festival)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities	Respect for Human Rights Human Capital Development	Diversity of Human Capital	

# Support for the local community

The Suzuki Group carried out the following support for the local community in FY2023.

## Support for 2024 Noto Peninsula Earthquake relief

We donated ¥10 million in relief funds through the Japanese Red Cross Society to assist in support activities for disaster-stricken areas and disaster victims. In addition, we loaned vehicles to municipalities in disaster-stricken areas upon request.

## **Cooperation with Lake Hamana Hanahaku 2024**

We hosted an exhibit at and otherwise participated in Lake Hamana Hanahaku 2024 (Lake Hamana Flower Expo 2024) held at Hamanako Garden Park from March 23 to June 16, 2024. This involved proposing new lifestyles enlisting autonomous driving systems and other forms of cutting-edge technology drawing on Suzuki's diverse range of mobility solutions in seeking to achieve ideals embodied in the expo's theme of "Lake Hamana digital rural city: a bridge connecting people, nature, and technology." We cooperated in a commemorative project for the 20th anniversary of Lake Hamana Hanahaku through initiatives that included enabling those attending the flower expo to gain interactive experience using vehicles and apps so that they have a pleasant experience at the event, and also engaging in environmental activities with the aim of helping to achieve a sustainable society.

For mobility within the park during the event, we loaned 15 electric senior vehicle motorized wheelchairs with loop-shaped steering handles and 2 KUPO concept model motor-assisted mobility carts. In August 2024, we also donated 15 electric senior vehicles to Hamanako Garden Park and Hamamatsu Flower Park.

Electric senior vehicle motorized wheelchair with loop-shape steering handle

### • Other support

Sports support

- Cooperation with the Hamamatsu City Marathon
- · Cooperation with the Shizuoka Marathon

### Local support

- Donation of vehicle to Shizuoka Prefecture Crime Prevention Association (Kikugawa Police Station jurisdiction)
- · Cooperation with the Makinohara City Challenge Business Contest



edsallt All Illitative

**Domestic sales distributors** 

At our sales distributors, we are conducting various support activities in alignment with the SDGs and using methods best suited to each company.

## PET bottle cap collection

Japan

An initiative in which caps from PET bottles are collected and the proceeds are used to deliver vaccines to children around the world

Food bank initiative

An initiative in which food that could be eaten but is discarded for various reasons is donated and provided free of charge to people and organizations in need

• Furugi de vaccine (secondhand clothing for vaccines) initiative An initiative in which secondhand clothing and other items that are no longer needed are collected and sent along with donated vaccines



PET bottle cap collection Suzuki Motor Sales Yamaguchi Inc.





Food drive activities Suzuki Motor Sales Iwate Inc.

Furugi de vaccine (secondhand clothing for vaccines) initiative Suzuki Motor Sales Kagoshima Inc.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Development	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	ussion for Female Employees Occupation	al Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## India Maruti Suzuki India Limited

Community development

During FY2023, Maruti Suzuki India Limited has undertaken various community development initiatives under healthcare, education, water, sanitation, common community assets, etc.
The multi-specialty hospital founded by the company provided tertiary care health care services (including advanced cardiac care services) to around 35,000 patients.

- Around 470 students were studying in the school set up by the company.







Supported waste collection activities in 10 villages.
Other village development activities include renovation of schools, construction of village roads and development of common community assets.





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developmen	t Diversity of Human Capital	

India

## India Suzuki Motor Gujarat Private Limited

Suzuki Motor Gujarat Private Limited has been conducting sustainable health improvement programs in 16 villages through Mobile Health Unit (MHU) since 2017. (In FY2023, there were a total of 6,109 new beneficiaries and 4,315 follow-up beneficiaries.) The company also held multi-specialty health checkup camps in 23 nearby villages (with a total of 2,629 attendees during FY2023).





## Suzuki Motorcycle India Private Limited

Community health support: Eye care centers and eye cataract surgeries

In 2023, Suzuki Motorcycle India Private Limited in support of the community health set up two eye centers funded by the company and maintained by an NGO (Nirmaya Charitable Trust). The company continues to support these centers by funding cataract surgeries for poor patients and regular maintenance of the centers. These cataract surgeries (approx. 350 operations) will be done free of charge for poor patients in low-income communities.

## Pakistan Pak Suzuki Motor Co., Ltd.

## Blood donation campaign

Pak Suzuki Motor Co., Ltd. in collaboration with Indus Hospital held a blood donation campaign on December 7, 2023. Employees extensively participated in blood donation campaign and a total of 80 people donated blood voluntarily.



• Donation of medical equipment and medicine to DHO Kharmang Pak Suzuki Motor Co., Ltd. has donated medical equipment (oxygen concentrator, suction machine, and ECG machine) and medicines stock to District Health Office (DHO) Kharmang, Gilgit Baltistan on June 8, 2023. Kharmang is a remote district of Gilgit Baltistan Province. With a population of about 60,000 residents, it consists of villages in snow-bound mountains and risky roads. Especially in winter, the movement of people becomes very difficult. Every year, thousands



of patients are given free medical treatment with tests and medicines at these health facilities, but due to the unavailability of specialized services, many patients are referred to advanced health facilities located outside of the district. Therefore, the donation is made to DHO Kharmang to strengthen the medical facilities for the local population.

#### • Donation of COVID-19 prevention items to Koohi Goth Women's Hospital

Pak Suzuki Motor Co., Ltd. donated COVID-19 prevention items to Koohi Goth Women's Hospital on July 13, 2023.

The stock of COVID-19 protection items (face masks, face shields with visors, bow guards with shields, sanitizer bottles) were available at MCD & VFA Departments (spare stock due to the easing of COVID-19 precautionary measures).

These items are used regularly and continuously in hospitals, and Koohi Goth Women's Hospital provides free medical treatment to the local populations in nearby and other areas as well.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Tab
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local C	Community With Local Communities	Respect for Human Rights   Human Capital Development	Diversity of Human Capital	

#### Donation of face masks to the Burns Centre

Pak Suzuki Motor Co., Ltd. donated 150,000 face masks to the Burns Centre on October 26, 2023. The Burns Centre, established in collaboration with the Government of Sindh in 2004, is a vital 66-bed charitable hospital specializing in the treatment of burn patients. The facility boasts state-of-theart ICUs and other amenities, along with a team of qualified doctors and paramedical staff. Importantly, the Burns Centre offers free medical treatment to underprivileged and needy burn patients from all over Pakistan. These face masks are a valuable resource for the hospital, providing protection for doctors, staff, and patients as required.



#### Indonesia

PT Suzuki Indomobil Motor

#### Education about HIV/AIDS and stunting

PT Suzuki Indomobil Motor has been conducting activities to

raise awareness of HIV/ AIDS and stunting among some of its employees and local residents, and also to support government programs on HIV and AIDS.



• Mosquito fogging activities As a prevention for malaria and dengue fever, PT Suzuki Indomobil Motor periodically (once in two weeks, depending on the season) conducts mosquito fogging activities in the Tambun area and surrounding residences.

#### Donation to community

To support activities by residents in the Tambun area, PT Suzuki Indomobil Motor donated a total of Rp 60,000,000 in FY2023.

## Donation of food packages (groceries)

PT Suzuki Indomobil Motor donated food packages and groceries, such as sugar, rice, oil, etc., for orphans in the Cikarang area.

### • Donation for drought disaster management assistance in Bekasi Regency

PT Suzuki Indomobil Motor donated three 1,000-liter IBC tanks for drought disaster management assistance in Bekasi Regency

## Donation of medical tools

PT Suzuki Indomobil Motor donated medical tools, such as velbed for "posyandu" (community-based basic health facilities) in the Cikarang area.

Philippines Suzuki Philippines Inc.

## Blood donation campaign

The annual blood donation campaign was conducted in partnership with the Philippine Blood Center on December 21, 2023 at the Suzuki Philippines plant. A total of 64 employees volunteered for this health and wellness program, and 40 of them voluntarily donated blood.

#### Donation of vehicles

On October 4, 2023, Suzuki Philippines Inc. donated five Avenis motorcycles and one S-PRESSO automobile to the Land Transportation Office (LTO), a government agency responsible for issuing driver's licenses and registering vehicles. The donated vehicles are to be used as test vehicles for driver's license applicants. Additionally, on November 24, 2023, The company donated four Avenis motorcycles to the Bureau of Fire Protection (BFP), a government agency in charge of fire prevention and extinguishing. The donated vehicles will be used for emergency response and inspections.





#### Vietnam Vietnam Suzuki Corp.

On Christmas in 2023, a direct shop held a charity fair and used the proceeds to donate gifts to the children at Tân Bình Orphanage. In January 2024, Vietnam Suzuki Corp. and the labor union visited Mai Am Be Tho Orphanage to donate books, clothes, toys, shampoo, and 17 million Vietnamese dong in cash.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities	Respect for Human Rights Human Capital Development	Diversity of Human Capital	

Colombia

Suzuki Motor de Colombia S.A.

#### Volunteer Day

Suzuki Motor de Colombia S.A. supports vulnerable communities in Volunteer Day.

The Fundación viajero entre letras (La Virginia, Risaralda) distributed bags filled with school supplies made from donated second-hand items.

Corporación comienzos del arcoiris San Isidro (Puerto Caldas, Risaralda) is working on vegetable cultivation to promote food economy development. It is also engaged in activities to adapt infrastructure.

#### BanCO<sub>2</sub> program

The BanCO<sub>2</sub> program is an environmental offset strategy that companies are deemed to have invested in environmental conservation by providing funds to vulnerable families. It is an activity that compensates for environmental conservation through economic support to impoverished households. Suzuki Motor de Colombia S.A. is compensating for the conservation of two hectares of forest through economic support to two families in Risaralda.

> Spain Suzuki Motor Ibérica, S.A.U.

The Liter (L) × Kilogram (Kg) Action is an event where 40 motor journalists drive Suzuki cars on a pre-arranged circuit course with the goal of achieving fuel consumption below the homologated average fuel efficiency. The amount of fuel saved below the average fuel efficiency is calculated in liters (L), and this amount is converted into kilograms (Kg) of food to be donated to the Madrid Food Bank. This event was first held in 2016 and has been conducted annually since then. Even in 2020, despite the impact of COVID-19, the event was held with only a few weeks' delay.

In 2023, to mark the 20th anniversary of the establishment of Suzuki Motor Ibérica, S.A.U., an event was held with 20 journalists who had scored the highest in the past events and 20 celebrities (including influencers, singers, actors, actresses, chefs, and successful entrepreneurs).

In the 9th event, held in 2024, the total amount of food donated by the company exceeded 27 tons, including food donated in past events. Additionally, when combined with the Suzuki Experience Action (an event where participants can drive an off-road course for free if they bring at least 1 kg of food excluding perishable food), the total amount of donated food exceeded 35 tons.

Although this activity is just a drop in the ocean for the food bank that supports over 180,000 people (including more than 7,000 babies) at risk of social exclusion annually, the

media coverage of this activity has led to Suzuki being recognized as one of the most socially responsible brands in the Spanish automotive industry.

# Awards and recognitions

India

Maruti Suzuki India Limited

Maruti Suzuki India Limited has been recognized and awarded for its outstanding efforts in various areas such as community development, skill development, and road safety. Below are the numerous awards and recognitions that the

### Awards and recognitions

Award	Awarded by
India's most sustainable companies (IMSC) (for leading sustainability charter in the automobile sector)	Business World
FICCI Road Safety Award (for outstanding commitment in road safety by corporations)	Federation of Indian Chambers of Commerce & Industry (FICCI)
India CSR Award (for Project of the Decade, Institute of Driving and Traffic Research)	India CSR Network
India CSR Award (for Project of the Year–Zydus Sitapur Hospital)	India CSR Network
India CSR Award (for Integrated Village Development)	India CSR Network
National Level CSR award, Automotive sector	The 11th Global safety Summit (GSS)
ASSOCHAM Healthcare Awards (for Best CSR Excellence in Healthcare)	Federation of Indian Chambers of Commerce & Industry (FICCI)
Mahatma Award (for Humanitarian response during COVID-19)	CSR Live Week
Social And Business Enterprise Responsibility Awards (SABERA)	Simply Supamaa Media Network
Golden Peacock Awards (for Best Corporate Social Responsibility)	Institute of Directors

**South Africa** Suzuki Auto South Africa (Pty) Ltd.

#### Safety beanie project

Glow-Kids-Go is a campaign to promote the safety of child pedestrians. To ensure their safety, a charitable organization made beanies which have reflective varns wove into them. These beanies keep children warm as well as reflect car headlights to make drivers aware of their presence. Suzuki Auto South Africa (Pty) Ltd. contributed to making and supplying these beanies to children in low-income areas.

company has received in the past year for its CSR activities.

These accolades are a testament to the company's unwaver-

ing commitment to creating a positive impact on society and

its environment through its CSR initiatives.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developmen	nt Diversity of Human Capital	

# **Respect for Human Rights**

# Suzuki Group's basic policy regarding human rights

Suzuki decided to bolster efforts in respect human rights in 2021 and has promoted a variety of initiatives, including the establishment of a basic policy on human rights as part of human rights due diligence.

### Establishment of Suzuki Group Human Rights Policy

Following advice from outside experts, we established the Suzuki Group's basic policy regarding human rights resolved by the Board of Directors in December 2022 ( $\rightarrow$  P.121). We posted the information on the Suzuki website to publicize the policy to those concerned.

## • Reaching agreement with suppliers on respect for human rights

Each company in the Suzuki Group (including overseas subsidiaries) is in the process of adding a clause on respect for human rights to the basic purchasing agreements with suppliers.

# Internal promotion of policy on respecting human rights

Having formulated our Human Rights Policy, we communicated the policy as a message from the president to the Company's officers and employees on the Company intranet in February 2023.

Corporate responsibility for human rights is becoming increasingly important. In this climate, we aim to ensure that all of the people in our value chain, from colleagues to suppliers, to customers, can work with peace of mind and enjoy fulfilling lives. We have prohibited conducting or encouraging any kind of action that violates human rights, such as various forms of harassment, and called on everyone to take action to resolve such behavior if it is occurring around them, and not simply overlook it in silence.

# Ascertaining the status of respect for human rights

Ascertaining the current status and identifying priority issues

When establishing the Human Rights Policy, we set out priority issues that we should focus on. ( $\rightarrow$  P.121)

- 1. Prohibiting discrimination and harassment
- 2. Prohibiting forced labor
- 3. Prohibiting child labor
- 4. Engaging in dialogue and discussion with employees

The following priority issues were determined through a process of surveys and engagement, as follows.

- · Information received via the whistleblowing system
- Questionnaire survey of suppliers
- · Engagement with investors

To determine human rights risk, we need to look not only at the Company's own employees, but also at all people throughout the value chain, including Group companies, suppliers, and sales companies that are closer to customers, from a global perspective that incorporates both Japan and overseas. Among these, we are focused in particular on promoting initiatives for suppliers, the Company's own employees, and customers.



# **Initiatives with suppliers**

On-site inspection of suppliers in Japan Identification of potential risks

We are aware that there is a risk of human rights violations in Japan when accepting foreign technical intern trainees and in the working and living environment after accepting them.

In 2022, with support from a human rights NGO, we held a seminar on the theme of foreign workers' issues for our suppliers in Japan and conducted a survey on such matters as the employment situation of foreign workers. As a result, we learned that about one-third of our suppliers are accepting foreign technical intern trainees, and to confirm the details of their situation, started on-site surveys of suppliers together with the NGO.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community   With Local Communities   Re	espect for Human Rights   Human Capital Developme	nt Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees 0 Occupation	al Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

Action to avoid risk

We selected 16 companies as actual subjects for our survey by combining two criteria: 1) suppliers with a large number of technical intern trainees and 2) suppliers with a high ratio of transactions with Suzuki, requiring Suzuki to take responsibility. The actual on-site surveys were conducted between December 2022 and March 2024.

During the on-site surveys, the following kinds of confirmation were carried out.

- Interview with president (confirm approach to employing foreign workers)
- Confirmation of management structure and workplace
   working environment
- Visit to company dormitories to check living conditions
- · Confirmation of welfare benefits
- Individual interviews of technical intern trainees (78 trainees from six countries, confirmation of workplace environment, wages and other treatment, management status of supervising organization, recruitment procedure of sending institution in home country, details of Japanese language education or specialist education, confirmation of appropriate education content and fee burden)
- Interview with supervising organization



#### Number of technical intern trainees interviewed

Indonesian	Vietnamese	Filipino	Burmese	Chinese	Thai	Total (People)
22	21	16	8	6	5	78

Based on the above survey result, improvements that could be made by the hosting company were indicated and encouraged on site. Furthermore, we asked requests for improvement to the supervising organization for issues that should be resolved regarding the local agent organization.

#### Spreading risk avoidance measures

Improvement measures were spread across not only the 16 companies that received on-site visits, but other business partners as well, with a reporting meeting held for 84 primary suppliers in June 2024. As a report on the status survey, we introduced issues seen through the 16 on-site visits along with countermeasures and examples of good initiatives. In this way, we demonstrated the status and standards expected of companies accepting global talent.

Efforts for responsible minerals procurement

Suzuki traces back the supply chain and identifies smelters using a survey form provided by the Responsible Minerals Initiative (RMI), an international framework, to confirm whether certain minerals (tin, tantalum, tungsten, gold, cobalt and mica) used in Suzuki products are a source of funding for armed groups in conflict zones and other areas. The survey covers all products including automobiles, motorcycles and outboard motors. We aim to avoid using minerals suspected of human rights violations such as the use of child labor, using as a reference the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" from the Organization for Economic Cooperation and Development (OECD).

# Initiatives for Suzuki's own employees

### Employee consultation desk

As a consultation service that specializes in human capital matters including harassment in the workplace and consultations relating to safety, health, and mental health, the Human Capital and Administration Consultation Service is open. In addition to the consultation service, an Improvement Proposal Box is located at cafeterias and offices, allowing every employee to easily make a proposal on work improvements or request a consultation.

We have also set up the Mental Health Consultation Room with a psychiatrist and psychotherapist and introduced an external counseling service (EAP).

## **Initiatives for customers**

Protecting human rights through products

i-Size child seats\* complying with the new UN Regulation No. 129 aimed at increasing safety are included as genuine accessories in all passenger cars sold in Japan.

Suzuki endorses the Children's Rights and Business Principles and strives to protect the right of children to safe transportation by ensuring the safety of our products and services.

\* UN Regulation No. 129: A regulation aimed at improving child restraints based on the "UN 1958 Agreement" concerning the Adoption of Uniform Technical Prescriptions for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these Prescriptions. As of September 2024.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community With Local Communities	Respect for Human Rights   Human Capital Developmen	t Diversity of Human Capital	

#### Suzuki Group's basic policy regarding human rights

#### (Basic policy)

Suzuki Motor Corporation (hereinafter, Suzuki) has been placing the motto "Develop products of superior value by focusing on the customer," as the first paragraph of its Mission Statement, and strives to make truly valuable products to satisfy customers (established in 1962).

In keeping with the spirit of the Mission Statement, Suzuki has formulated the Suzuki Group Code of Conduct (hereinafter, the Code of Conduct) as a set of rules for enabling all officers and employees working in the Suzuki Group (Suzuki and its consolidated subsidiaries) to dedicate themselves to their duties healthily, efficiently and energetically (formulated in 2016). The Code of Conduct clearly establishes respect for human rights as an important guiding principle and states that the Suzuki Group will remain aware of international norms concerning human rights and respect fundamental human rights in accordance with the laws and regulations of each country or region.

The Suzuki Group has no intention of taking part in any action that would lead to infringement of human rights. We believe that respect for human rights is the foundation of all of our global corporate activities, and therefore we will thoroughly implement respect for human rights.

#### 1. Governance

# (1) Compliance with laws, regulations, and international norms concerning human rights

The Suzuki Group will respect the human rights stipulated in international rules (freedom of association, approval of collective bargaining rights, prohibition of forced labor, prohibition of child labor, elimination of discrimination, etc.), such as The Universal Declaration of Human Rights (UDHR); International Covenant on Economic, Social and Cultural Rights (ICESCR); International Covenant on Civil and Political Rights (ICECR); and The ILO Declaration on Fundamental Principles and Rights at Work (ILO Core Labor Standards). The Suzuki Group will work to implement respect for human rights, referring to guidelines such as the Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises, and Japan's Guidelines on Respect for Human Rights in Responsible Supply Chains.

Furthermore, the Suzuki Group will comply with local laws and regulations regarding human rights in every country where it conducts business. If there are discrepancies between international norms on human rights and the laws and regulations of each country or region, the Suzuki Group will strive to respect the higher standard of human rights.

#### (2) Scope of application

This policy applies to all officers and employees (including dispatched employees). Companies in the Suzuki Group will strive to thoroughly inform their officers and employees about this policy to ensure their compliance.

The Suzuki Group also expects all of its business partners involved in its operations, including suppliers and dealers, to understand this policy and make efforts to respect human rights. We will actively encourage such efforts and cooperate with our business partners to advance activities.

#### (3) Suzuki's management structure

At the Executive Committee, which is attended by Executive Directors and divisional responsible persons (Managing Officers and Executive General Managers), issues, policies and measures concerning sustainability, including human rights, are discussed. Issues of particular importance are discussed by the Board of Directors. Along with the management, the Company as a whole aims to promote viable activities.

Respect for human rights was discussed as part of the process of defining the Company's materiality (key issues). It was defined as one of the "Issues for strengthening the business base," and confirmed by the Board of Directors in October 2021.

#### 2. Response to human rights risks (human rights due diligence)

#### (1) Defining human rights risks

The Suzuki Group will define potential or actual human rights risks linked to its business and establish mechanisms to prevent or mitigate such risks. Notably, the Suzuki Group will conduct these activities based on the awareness that emerging countries where it actively conducts business have relatively high human rights risks, such as the risks of forced labor and child labor.

#### (2) Remediation and remedy

If it is found that we have caused or are involved in any adverse human rights impacts, we will take appropriate steps to remediate such impacts.

As part of these efforts, the Suzuki Group will set up a consultation desk that can be used by the relevant affected parties.

#### (3) Education

We will provide appropriate human rights-related education and awareness-raising for all officers and employees working at the Suzuki Group to ensure that they understand and implement this policy.

#### (4) Dialogue and discussion with stakeholders

We will continuously conduct dialogue and discussion about impacts on human rights with relevant stakeholders both within and outside the Company.

In addition, we will consult with third-party organizations with expertise in human rights to ensure the effectiveness of our efforts.

#### (5) Disclosure of information

We will periodically disclose information regarding our human rights efforts and strive for transparency, while also fulfilling our accountability to stakeholders.

The Board of Directors approved this policy in December 2022. It will be amended as needed based on the circumstances.

December 2022 Toshihiro Suzuki Representative Director and President

#### Priorities for human rights

#### 1. Prohibiting discrimination and harassment

Suzuki will not discriminate on the basis of gender, age, nationality, race, ethnicity, language, religion, creed, social origin, sexual orientation, gender identity, health status, disability, or any other attribute or condition unrelated to duties.

We will not engage in any form of harassment, mental or physical, including power harassment, sexual harassment, and harassment related to pregnancy, childbirth, and childcare leave. We strive to create a workplace in which all employees can work with peace of mind.

#### 2. Prohibiting forced labor

We will not tolerate forced labor or any form of modern slavery, including human trafficking, through violence, threats, debt, etc.

We recognize that migrant and foreign workers are vulnerable to exploitation and forced labor, and we will address these risks in cooperation with not only the Suzuki Group but also our business partners and other parties involved in our business, including suppliers. We will cooperate with third-party organizations to ascertain the actual situation and encourage the Suzuki Group, suppliers, dealers, etc. to ensure that migrant and foreign workers are employed under appropriate working conditions.

#### 3. Prohibiting child labor

We will not employ persons under the minimum legal working age in our business activities or business relationships. We will not allow young workers to engage in hazardous work.

In addition, we recognize that there are concerns about child labor and other human rights violations in mineral mining, and we strive to identify human rights risks and take appropriate measures when risks are identified.

#### 4. Engaging in dialogue and discussion with employees

We will respect employees' freedom of association and right to collective bargaining in accordance with international guidelines and the laws and regulations of each country and region, and we will engage in honest dialogue and discussion with our employees. We will not threaten or retaliate in any way against any employee representative or organization that exercises these rights.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local	Community   With Local Communities   Re	spect for Human Rights   Human Capital Development	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	ussion for Female Employees Occupation	al Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

# Human Capital Development

# Governance

Under the supervision of the Board of Directors, issues, policies and measures concerning human capital are discussed at the Executive Committee, which is attended by Executive Directors and divisional responsible persons (Managing Officers and Executive General Managers). Issues of particular importance are discussed by the Board of Directors. Along with the management, the Company as a whole aims to promote viable activities.

The Human Capital Department reports regularly to the President, and conducts activities in close proximity to top management.

# **Basic operations**

In accordance with our Mission Statement and Philosophy of Conduct: "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," "Genba, Genbutsu, Genjitsu (Actual place, Actual thing, Actual situation)" and "YARAMAIKA (Entrepreneurial Spirit)," we will encourage employees to demonstrate their potential and create value based on our human capital development policy and in-house environment creation policy. We will strive to be "an infrastructure company closely connected with people's lives," aiming to play a necessary role for people and society.





# Human capital development policy

Our Mission Statement sets three goals for all employees of the Suzuki Group to understand and strive for: 1) a goal toward carrying out a company's social missions (product development), 2) a goal for the corporate organization that they belong to (building the Company), and 3) a goal for themselves (developing human capital), respectively. Based on the spirit of the Mission Statement and the Corporate Philosophy of Conduct for putting it into practice, the President is standing on the front line and leading various reforms related to human capital development in keeping with the belief that human capital development is the top priority of a company. In October 2022, the organizational structure was reshaped with the reorganization of the Human Capital/General Affairs into the Human Capital Development. The Company is focused on developing people unique to Suzuki who embody the Mission Statement and Philosophy of Conduct. Moreover, we seek to overcome major changes that cannot be fully dealt with in the form of a conventional automobile manufacturer, such as responding to a once-ina-century major transformation for automobiles known as CASE and realizing a carbon-neutral society, which is the Company's social mission. To do so, we will strive to recruit and develop diverse human capital who will look beyond our conventional operations and approaches and resolutely take on new challenges, who have diverse experiences and values for generating new ideas, who have a high degree of professional expertise, and who are able to work in a global context.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Ta
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	ommunity   With Local Communities   R	espect for Human Rights   Human Capital Developmer	nt Diversity of Human Capital	

# Internal environment development policy

Suzuki is working to build a company in which employees with unique personalities can demonstrate their abilities in working toward common goals, create outcomes of even higher added-value, and continue to work vigorously while feeling job satisfaction and purpose. This will be accomplished by encouraging staff to take on the challenge of achieving high goals and fostering a culture that values individual effort in line with the spirit of the Mission Statement. More recently, Suzuki has been listening to the voices of employees more closely than ever. conducting thoughtful dialogue between labor and management, and advancing reforms through various personnel and general affairs measures, such as drastic changes in the personnel system, bold revision and abolition of operations, workstyle reforms, and improvements in working conditions. Through these efforts, Suzuki aims to transform itself into a company that every employee is happy to work for.



# **Personnel system reforms**

In April 2024, Suzuki fully reformed its personnel system. Suzuki will foster individual growth to ensure that all of its diverse employees can implement the Mission Statement and Philosophy of Conduct. By developing each individual's occupational ability-the abilities necessary to fulfill their individual duties-, the earning capacity of each individual will be improved, leading to the Company's sustained growth. At the same time, Suzuki will contribute to society by aiming to be an infrastructure company closely connected with people's lives, in order to serve as an essential partner to people and society. Each individual will implement Challenge and Action with strong motivation, while managers and their team members engage in discussions about demonstrated abilities and the resulting improvements in abilities, providing evaluations and feedback. This process will further boost motivation, leading to additional Challenge and Action. Suzuki will foster individual growth by consistently implementing this human capital development cycle. Employees will understand basic principles, proactively acquire the knowledge and skills needed for their duties, inherit expertise from supervisors and senior employees, and gain firsthand frontline experience. Through this process, Suzuki is working to enhance their occupational ability.

## Job system and ability qualification

Suzuki has revised occupational structures and introduced an ability qualification system, which clearly defines the roles, abilities, and activity requirements needed to fulfill job duties. The Company has clearly defined the occupational ability required by each job system and ability qualification, enabling both managers and their team members to engage in their duties based on a shared understanding. As a result, Suzuki will be able to effectively enhance occupational ability.

## **Evaluation**

Previously, performance and occupational ability were assessed together. Suzuki has decided to separate these assessments, with performance assessments reflected in bonuses, and ability assessments in salary raises and promotions. In addition to the Goal Challenge System, which evaluates the degree of achievement toward targets set for each half-year period, Suzuki has also introduced the Professional Development System, which evaluates how employees have demonstrated and improved their abilities over the course of a year. These systems will enable the Company to accurately assess the abilities required for each occupational structure and occupational qualification, thereby fostering further Challenge and Action.

# Wages

Suzuki has revised the wage structure and wage grade to foster Challenge and Action according to each occupational qualification, while accurately reflecting the demonstration and improvement of individual abilities in wages. The Company fairly and transparently evaluates and rewards individual growth and career advancement by linking them to the number of years of growth on an annual basis. Furthermore, the Company provides training for each occupational ability and offers pay raises based on required roles and abilities, rather than on years of service. By doing so, Suzuki will foster further growth of the individual.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local G	Community   With Local Communities   Re	espect for Human Rights   Human Capital Developmen	It Diversity of Human Capital	
Coosial Costures, Depal Dies	useion for Female Employees		Internet Construction and Construction	On the Country of Color and Deeffer		

# Allowances

# **Commuting allowance**

Previously, Suzuki paid commuting allowances based on distance from home to workplace, regardless of the commuting method. To make the allowance more acceptable to recipients, Suzuki has decided to pay the actual commuting expenses incurred by employees based on each employee's commuting method, route, and number of workdays, and other relevant factors.

## **Childcare support allowance**

Previously, the child-raising support allowance was paid for parents raising children until the first March after they turned 15. However, Suzuki has extended this allowance to parents raising children until the first March after they turn 18. This extension was made to help create a better environment for employees to balance their work and child-raising responsibilities, while also improving retention rates, motivation and performance. In addition, Suzuki has established new congratulatory allowances for life events, such as the birth of a child, and admission to elementary or junior high school.

# Domestic unaccompanied assignment allowance

Previously, this allowance was paid for up to three years when employees lived apart from their spouses and children due to a job transfer. Suzuki decided to remove the time limit to provide an environment that reduces the financial burden for employees on assignment without their families, allowing them to focus on their work. The Company will continue to pay the allowance as long as necessary.

# Homecoming travel allowance for domestic unaccompanied assigned employees

Suzuki has decided to provide a new travel allowance equivalent to the actual expenses incurred for employees on assignment without their families to temporarily return home to their families. As with the domestic unaccompanied assignment allowance, this travel allowance aims to create an environment that reduces the financial burden for these employees, thereby allowing them to focus on their work.

# **Re-employment system**

Suzuki has revised the re-employment system to allow employees who wish to continue working after the age of 60 to maintain the same duties as full-time employees, as well as the same level of pay they received at the age of 60. The new system aims to support these employees in pursuing Challenge and Action, regardless of age. In addition, Suzuki has realized personnel assignments optimized to match individual work abilities through Company-wide human capital matching and retraining, thereby creating an environment where personnel can work vibrantly.

# Human capital development

Suzuki has worked to build a corporate culture in which employees can realize their full potential. In the process, Suzuki aims to create a refreshing and innovative organization through teamwork, with the flexibility needed to learn and apply new technologies and trends while adhering to legal compliance and corporate ethics.

# Training

Suzuki is working on human capital development with the goal of strengthening individual growth and individual earning capacity, in order to achieve sustainable growth. Aiming to facilitate human capital development, Suzuki has established a training environment that brings managers and their team members together and allows every employee to proactively learn the skills they need, when they need them, in accordance with their individual career path.

# Strengthening individual earning capacity

Each department will clearly define the skills, knowledge, experience, and expertise required to execute departmental strategies and will formulate a human capital development plan to improve individual work abilities. Departments will plan and conduct training in line with these human capital development plans.

Suzuki has implemented a training system in which young employees obtain the basic knowledge and skills needed within their third year at the Company. Additionally, the Company will introduce systems that enable all employees to relearn skills when needed.

# Development of employees with job titles

In order to develop employees with job titles in a wellplanned manner, Suzuki will provide training to equip them with the necessary skills in their roles before they are appointed to positions with job titles. This training will align with each department's human capital development plan and individual career paths.

From FY2022, Suzuki has begun management seminars for managers in administrative positions. The goal of these seminars is to enhance the management skills of all managers in administrative positions.

Seminars for all managers in administrative positions will be completed in FY2024. From FY2025 onward, Suzuki will revise the seminar content and continue to provide seminars. Beginning in FY2024, Suzuki will also clearly define the required skills for executive officers, as it has done for managers in administrative positions, and implement systematic training.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services Redu	ction in Traffic Fatalities   Sustainable Local C	Community   With Local Communities   R	espect for Human Rights   Human Capital Developme	nt Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational Heal	Ith and Safety Stable Labor-Management Rel	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

# Improving workplace communication

When conducting each seminar, Suzuki will provide lectures on the importance of two-way communication based on a foundation of psychological safety, as part of efforts to foster workplace communication.

# Human capital development system for individual growth ■ Skills seminar (seminar to obtain the skills needed for job system and ability qualification)

Company-wido		Select and take courses on the skill elements required for each occupational qualification, based on each individual's development plan	On-demand	Vision, strategy development, Company-wide perspective, Company-wide optimization, human capital development, management, problem solving, leadership, etc.
skills seminar (led by	Job skills seminar	Seminar on business skills required to improve job skills that are needed Company-	(Seminar indrary)	How to write business documents, basic accounting, marketing, etc.
Suzuki Juku: Training Center)	(excluding division-specific skins)	(skill map)	Live (in-person, online)	Self-management, well-being, etc.
		Outside seminar		Attend courses based on departmental plans for participation in outside seminars
Departmental	Technical skills seminar	Basic seminar for all technical divisions organized by the technical training division     Basic seminar conducted by each technical division		SES, regulatory certification, intellectual property, Suzuki engineering course, NX, technical lectures, etc.
skills seminar (led by each division)	Production skills seminar	Basic seminar for all production divisions organized by the production training divisio     Basic seminar conducted by each production division	n	Manufacturing methods, job-specific skills, overseas plant assignments, TA (technical assistance) enhancement, etc.
	Other skills seminars	Basic seminars organized by each department		Seminars focused on division-specific business execution
Self-development seminar (led by	Udemy Business (subscription)	Select and attend courses from a wide range of genres and levels within a certain tim and upgrading skills	e period for reskilling	
Suzuki Juku: Training Center)	Online courses (take courses at any time)	Select and attend only the needed courses when the targeted skills and required level	l are clearly identified	Attenu seir-selecteu courses in areas such as languages, programming, PC skills, etc.

## ■ Role-based seminars (seminars to acquire the knowledge needed to understand roles and fulfill duties required by occupational qualifications)

	Name of seminar	Training period	Description	Staff level	Leader level	Manager level	Executive level
Executive level	Promotion seminar	When promoted	Recognize one's role when promoted in occupational qualification, while reaffirming the Mission Statement and Philosophy of Conduct     Reconfirm the skills acquired in skills seminar prior to a promotion		New leadership-level		New executive-level
Manager level Leader level	Follow-up seminar for employees in titled posts	Every 5 years after promotion	Reaffirm the roles required by occupational qualification     Review and update one's own management abilities	New recruit seminar Responsible follow-up	seminar	New manager-level seminar	Seminar
Staff level	Staff follow-up seminar	4th year after joining the Company	Impart awareness as a Suzuki employee and foster the mindset of a mid-level employee	seminar	seminar	Manageriai level	follow-up seminar
	New recruit seminar	When joining the Company	Learning the mindset of Suzuki employee	Mission	Statement, history, Philo	sophy of Conduct, teamw	vork, etc.

## ■ Legal and regulatory training (training mandated by laws, regulations, or corporate social responsibility)

Divisions in charge of laws.	Training on laws, regulations and other rules (training is	Individuals	Seminar for which attendance is required by the Company based on its corporate social responsibility	Compliance, Copyright Act, Product Liability Act, Unfair Competition Prevention Act, Antimonopoly Act, Subcontract Act, Road Transport Vehicle Act, etc.
regulations, and other rules	divisions in charge of laws, regulations, and other rules)	designated by the division	Public training mandated for staff members performing duties in the course of conducting business Training mandated for employees to acquire qualifications as a company, such as ISO	ISO-related training, special education for safety and health, hazardous materials engineer training, etc.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities   Sustainable Local G	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developm	ent Diversity of Human Capital	
<special feature=""> Panel Disc</special>	ussion for Female Employees 0 Occupationa	al Health and Safety Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

■ FY2023 training data

Number of employees on a standalone basis (as of March 31, 2024)	16,955
Number of training participants	115,500
Annual training expense per employee*	¥37,900

\* Excludes costs for on-the-job training, in-house personnel expenses and facility operations, etc.

# Dispatching young employees to startups and other business ventures

Suzuki dispatches young employees to startups and other business ventures, with the aim of reaffirming its basic principle of fostering an entrepreneurial spirit to tackle difficulties and pioneer a way forward, expanding horizons and knowledge, and enhancing each employee's awareness of trends outside the Company. Currently in Japan, the Company dispatches staff to SkyDrive Inc., with whom it is collaborating to develop "flying cars" into one of Suzuki's new mobility businesses to follow automobiles, motorcycles, and marine products. Overseas, the Suzuki Innovation Center (SIC) has been operational since 2022 at the Indian Institute of Technology Hyderabad, where digitalization is evolving rapidly. Suzuki has dispatched young employees from various internal divisions to SIC, where they are working with Indian Institute of Technology Hyderabad students to contribute ideas, develop IT products and carry out innovation generation activities that will lead to social contribution, with the goal of solving issues that people face in their daily lives. Furthermore, Suzuki established the subsidiary Next Bharat Ventures IFSC Private Limited and a fund in 2024. Suzuki will dispatch young employees to this company to build connections with people in India that go beyond the mobility field, with the goal of contributing to India's future development.

## **Training in Silicon Valley**

Suzuki began dispatching staff to Silicon Valley in September 2017 to gain exposure to the venture spirit of taking on challenges without fear of failure, and learn design thinking, which is a problem-solving method. So far, Suzuki has dispatched a total of 171 people, representing a wide range of both male and female personnel from executives to young staff, to Silicon Valley on 17 occasions to learn from local startups that embody a "focus on the customer," which is a major element of Suzuki's Mission Statement. Even during

the COVID-19 pandemic, Suzuki trained a total of 123 people on 9 additional occasions, including online training and domestic assignments. This training was also attended by a diverse mix of male and female personnel, ranging from executives to young staff. These employees have applied the things they have learned locally, such as design thinking and the mindset of taking on challenges without fear of failure, to daily operations and human capital development.

# Training in Silicon Valley

- Embrace the venture spirit Embrace the venture spirit and the spirit of constantly taking on challenges, which comprise Suzuki's founding spirit
- Learn design thinking Learn design thinking, a framework for customer-centric thinking, and methods to embody Suzuki's Mission Statement
- Transform the mindset Learn from experience the mindset needed to foster an organizational culture that promotes individual learning and taking on challenges as a team
- Yes, and Transform into a culture that fosters psychological safety and encourages people to share ideas and take on challenges

# Becoming who Suzuki wants to be



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local (	Community   With Local Communities   Re	spect for Human Rights   Human Capital Developm	ent Diversity of Human Capital	
<special feature=""> Panel Disc</special>	ussion for Female Employees Occupation	al Health and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

Digital education

We provide digital education at three levels: for all employees, for DX promotion personnel, and for executives and managers in administrative positions.

For all employees, we provide DX literacy education with the aim of improving operational efficiency, creating added value, and promoting the active use of digital tools in each department.

For DX promotion personnel, we provide DX promotion skills training for them to acquire more advanced data analysis skills, introduce digital tools, and deploy them internally. In this way, we have established a system in which DX promotion personnel take the lead in digitalization within the company.

For executives and managers, we provide DX management education to ensure our competitive advantage and transformation through the use of digital technology.

# Main educational activities

## DX management training

Based on the recognition that DX is a management issue, management has adopted the slogan, "Executive Officers and Executive General Managers form the No. 1 digital team in the industry," and has exchange meetings with top IT vendors that are actively promoting DX, as well as DX training by internal and external instructors. This training is designed to provide officers and Executive General Managers with hands-on experience and an understanding of principles and guidelines for fields such as software, networking, and security. In FY2024, we plan to expand this initiative to managers and conduct it six times a year.



			DX promotion personnel				Executive
Category	Content	All employees	Data analysis personnel	Process improvement personnel	Security personnel	Software development personnel	Officers/ Managers in administrative positions
	Microsoft 365 basic skills acquisition	0					
DX literacy education	Information security education	0					
	Education on data utilization concepts	0					
	Utilization of cloud storage	0					
Utilization of huginood	Utilization of robotic process automation (RPA) tools	0					
digitalization tools	Utilization of low-code development tools	0					
	Utilization of business intelligence (BI) tools	0					
	Utilization of generative AI	0					
Internal sharing of know-how	Generative AI, data utilization, etc.	0					
DX promotion skills	Education to enhance data analysis skills		0				
training	Promotion of data analysis using BI tools		0				
Promotion of process	Promotion of process improvement using RPA tools			0			
improvement using digi- talization tools	Promotion of process improvement using low-code development tools			0			
Security professional	Education for information security personnel in each department				0		
development education	Security core personnel development education (dispatch to external organizations)				0		
	Nurturing of in-house development personnel					0	
Software personnel development	Nurturing of global talent (engineer exchange with Maruti Suzuki, joint research with Indian Institutes of Technology)					0	
DX management	Training by top IT vendors						0
education	DX training by internal and external instructors						0
Data utilization manage- ment education	Training in problem solving through data analysis						0

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Cost-effective Products and Services	Reduction in Traffic Fatalities Sustainable Local C	Community   With Local Communities   Re	espect for Human Rights   Human Capital Developmen	t Diversity of Human Capital	

Education to promote business digitalization tools We provide education through instructional videos on lowcode development, BI development, and other topics to enable all employees to become citizen developers. Additionally, to accelerate business process improvement, we are selecting process improvement personnel from each department and plan to improve their skills and continue developing them by offering technical consultation sessions.

## Data analysis and utilization education

We provide education on data utilization concepts, as well as education to enhance data analysis skills. We have three courses that provide education to enhance data analysis skills: Basic, Applied, and Practical. In addition to training, we also offer a "Data Utilization Quiz" to create an environment in which all employees can have fun while improving themselves and developing their skills at any time, thereby improving and solidifying their understanding of data analysis.

i. Education on data utilization concepts (Target: 80% of all employees)

Enable employees to visualize what they will be able to achieve through data analysis.

- ii. Education to enhance data analysis skills (Target: 80% of DX promotion and data analyst personnels)
- Basic course: Learn to predict events based on data trends and characteristics
- Applied course: Learn to examine analysis results and assess their validity Learn to identify key takeaways from analysis failures that can be applied to future analyses
- Practical course: Lower the barriers to using AI and learn to apply it in one's own work

# Construction and utilization of a platform for generative Al use

We introduced ChatGPT, a generative AI model, on March 21, 2023, ahead of other companies in our industry. Currently, nearly 10 in-house apps are in operation. In order to improve the productivity of all employees, we are promoting the in-house development of applications using generative AI and fostering an environment in which employees can independently develop applications using generative AI (i.e., citizen development using generative AI).

- i. In-house development of applications using generative Al In addition to general uses of generative Al, such as summarizing long texts, generating sentences, and creating code, we are developing applications that can be used specifically for internal business operations, including generative Al that references in-house know-how (e.g., documents and internally shared websites) to answer questions through dialogue.
- ii. Creating an environment for citizen development using generative Al

By making generative AI-based application programming interface (API) available internally, we are creating an environment in which employees can develop applications and systems using generative AI, even without specialized knowledge of generative AI or API.

# **Efforts for career advancement**

We believe that individual growth requires each employee to repeatedly pursue Challenge and Action to improve their ability to perform their duties. Suzuki implements a human capital development program that supports the acceleration of each employee in taking on challenges and taking action.

# Self-declaration system

This system is to provide employees with opportunities to review their work and capabilities once a year, reconfirm their own strength and weakness, and lead them to further improvement in capabilities. In addition, they can clarify jobs and departments that they want to try as a career plan, and submit it to their supervisors and the departments of human capital. The submitted contents are effectively utilized as basic data for development and optimal assignment of human capital.

## **Rotation system**

Suzuki implements systematic rotations of human capital by preparing the Company-wide personnel change plan in order to improve employees' knowledge and technical skills and revitalize our organizations. The goal we set in this system is to have all young employees in engineering, clerical, and sales positions experience the transfer to different departments within 10 years of joining the Company.

# Foreign language training program

To improve the foreign language skills of employees, Suzuki offers support as follows:

- Implemented a system where employees can take the TOEIC test for free, with examination fees covered by the Company.
- Introduced online English conversation courses and other programs, with the Company subsidizing a part of the expenses of employees who complete such programs.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	mmunity   With Local Communities	Respect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	

# **Diversity of Human Capital**

Suzuki respects the individuality and will of each employee, regardless of gender, age, nationality, human rights, religion, or disability, and is committed to creating an environment and culture in which every employee can fully realize their potential and enhance their abilities through diverse work styles, while maintaining a balance between work and life.

# Promoting participation by women

To further create workplaces where women can work successfully, since 2020, the Company has set a target to triple the number of female employees with job titles in 2025 compared with the number in FY2015, and it is working to increase the number with job titles who are managers in administrative positions or candidates. This target was achieved ahead of schedule, with the number of female employees with job titles reaching 182 in FY2023, which was 3.4 times more than in FY2015.

Meanwhile, the number of female managers was 25 as of FY2023 (ratio of female managers: 1.85%). In order to bring the ratio of female managers to the same level as the ratio of female employees in the future, we will first aim to increase the ratio of female managers to 5.0% by 2030 and will work not only to support a good work-life-balance but also career development. Furthermore, Suzuki considers the low ratio of women in the automobile industry to be an issue. Suzuki is striving to achieve ease of work so that everyone, regardless of gender, age, nationality, human rights, religion, or disability, can work comfortably in all its workplaces, including production plants. To that end, the Company will take steps such as fundamentally improving work environments through production technology innovation.

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

## 1. Term of plan

- From April 1, 2020 to March 31, 2025 (5 years)
- 2. Issues
  - · Low ratio of female managers
- · Low rate of paid annual leave taken by all employees including managers
- 3. Target
  - (1) Triple the number of female employees with positions in 2025 compared to FY2015, before the Act on the Promotion of Female Participation and Career Advancement in the Workplace was enforced
  - (2) Improve rate of paid annual leave taken by all employees, including managers in administrative positions, by 10% compared to FY2018 in 2025
- 4. Actions to take
- Action 1: Reinforce awareness of existing measures to promote flexible work styles, and promote using them
- Education regarding work and family balancing (conducted at training by employment year / rank-based training) From the first half of FY2020:
  - Conduct training to promote understanding among employees with a position
  - Conduct explanations and promotions of the work and family balancing system for young employees From the first half of FY2021:
  - Conduct explanations and promotions of the work and family balancing system to new employees
- Communicating information regarding work and family balancing
- From the first half of FY2020:

Hold gatherings of employees taking childcare leave of absence ahead of their reinstatement (twice a year) Explanations of the work and family balancing system, exchanges of opinion with employees who have taken childcare leave of absence, exchanges of information among employees taking childcare leave of absence, provision of information regarding postpartum care from an industrial physician, individual consultations, etc. From the first half of FY2021:

Set up an internal webpage regarding information on work and family balancing support

Action 2: Enhance awareness of promotion to take paid leave, and consider measures to promote taking leave

- ◆ Inform regarding the status of paid leave taken, and promote using paid leave
  - From the second half of FY2020:

Disclose the status of paid leave taken by each department on the internal website to promote taking leave From the first half of FY2021:

Renew the attendance recording system so that employees themselves can easily ascertain the status of paid leave taken

Other initiatives besides the above include:

- · Strengthen human capital development to support the participation of female employees
- · Expansion of systems as a foundation for female employees to play more active roles

Going forward, the Company will take various initiatives to become a company where female employees can demonstrate their abilities and work successfully.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Com	nmunity   With Local Communities   Resp	pect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
Special Features Danel Dice	uccion for Fomalo Employees	and Haalth and Cafaty Ctable Labor Management Dale	stiens Establishing a Dahust Cumply Chain	Ctable Crowth of Color and Drofite		

# System for supporting work and family balancing

We are creating a working environment where employees with motivation and ability can continue working through a system that enables employees to choose from various working styles. We are enhancing awareness of work and family balancing in the entire workplace and promoting an employee-friendly working atmosphere.

## Short working hours system (childcare and family-care shortened working hours)

We have adopted a system to shorten daily working hours to six or seven hours based on application by employees raising children who are elementary school-aged or younger, or employees with family members in need of nursing care. In FY2023, 355 employees used this system.

### • Leave · Leave of absence (childcare and family-care leave)

Many employees, both men and women, who need to concentrate on childcare or nursing care use the leave of absence system. In FY2023, 395 employees used this system. From April 2022, to create an atmosphere in which it is easier for men to take part in child-raising, the newly established "Paternal Childcare Leave" of up to five days can be taken within eight weeks of the birth of a child, in addition to the existing two days of "Paternal Childcare Leave." In FY2023, 289 male employees took childcare leave (63.1%), reflecting steady progress in fostering a supportive corporate atmosphere.

#### Life (livelihood) support leave

Employees can carry over up to 40 days of paid leave beyond the two-year validity period after it is granted. We have also introduced the Life Support Leave system, which allows employees to take leave for injury or illness, nursing care of parents or children, infertility treatment, and bone marrow donation.

## • Acquired 2022 Kurumin accreditation In accordance with the Act on

Advancement of Measures to Support Raising Next-Generation Children, Suzuki has received Kurumin certification as a company that supports child raising.

Information sharing seminar for parents

of childcare in dual-income households.

Suzuki has restarted an Information sharing seminar for

parents, which had been put on hold during the COVID-19

pandemic. The seminar is intended for employees taking

system that allows employees to return to the workplace

smoothly without feeling anxious, and to easily seek consul-

tation after they are reinstated by sharing the experiences of

employees who have returned to work from childcare leave

and exchanging information among employees. The seminar

is also held to give married couples a deeper understanding

(の) 産婦人科オンライン

Since April 2023, Suzuki has introduced a service that allows users to easily consult specialists on issues related to preg-

nancy, infertility, childbirth, childcare, and women's health online from their smartphones anytime, anywhere. With this

employees and their families in Japan, as well as personnel stationed overseas and their accompanying family members,

service, Suzuki aims to create an environment in which

can find solutions to issues and work with even greater

peace of mind.

Online consultation service for pediatrics and obstetrics-gynecology

childcare leave and their spouses. It is held to create a

#### Overview of Obstetrics-Gynecology and Pediatrics Online

Eligible users	Suzuki's employees and their family members
Consultation topics	Issues related to women's health (childbirth, infertility treatment, menstrual irregularities, menopausal symptoms, etc.) and issues related to children's health and childcare
Consultation methods	Text messaging, video call, LINE (text messaging, voice call, video call)

Japan

#### Suzuki Motor Sales Miyazaki Inc.

Suzuki Motor Sales Miyazaki is making efforts in accordance with its actual corporate conditions and the lifestyles of its employees, such as introducing "child nursing care leave" and the "short-time flex system" and reducing overtime work by implementing "no overtime days" so that employees can balance work, childcare, and family life and work with peace of mind. In September 2023, it received Kurumin certification as a company that supports child raising.

To ensure that employees understand and take advantage of these systems so that they can thrive in the workplace for a long time, the company held a study session in June 2024, during which lectures were given about the work-life balance support systems, including childcare and nursing care leave.





SUZUKI MOTOR CORPORATION Sustainability Data Book 2024  $\supseteq \leftarrow 130 \rightarrow$ 

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Cor	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capita	Diversity of Human Capital	
<snecial feature=""> Panel Disc</snecial>	ussion for Female Employees Occupa	tional Health and Safety Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

# LGBTQ

In addition to prohibiting harassment and discriminatory language and behavior related to sexual orientation and gender identity in our employment regulations, we are working to foster a culture of understanding and acceptance of sexual diversity among our employees, including addressing the issue of outing someone in the Compliance Handbook distributed to all employees to raise awareness. In addition, we have standardized uniforms for men and women and added gender-neutral restrooms.

# **Employment of people with disabilities**

Suzuki strives to create a working environment where people with disabilities can continue to work at ease. We appoint a specialist in charge of employing people with disabilities, as well as a psychiatric social worker in the Human Capital Division to provide individual consultations periodically and also assign a vocational life consultant for persons with disabilities to each workplace to care for their problems.

Suzuki Support Co., Ltd., a special subsidiary company established in February 2005, has been conducting business activities for 20 years. As of the end of March 2024, 79 employees with disabilities, including those with severe disabilities, are performing janitorial services at Suzuki's head office, employee dormitories and related facilities and stationery management services, as well as farm work at Suzuki's farm together with supervisors. Their sincere and cheerful attitude toward work greatly encourages all the people in Suzuki. Suzuki will, through Suzuki Support, continue to actively employ people with disabilities for them to feel happiness through working and to grow as people through social participation in line with the philosophy behind the establishment of Suzuki Support, which is to contribute to society.

## [Summary of Suzuki Support]

1. Company name	Suzuki Support Co., Ltd.
2. Capital	¥10 million
3. Capital investor	Suzuki Motor Corporation
4. Location	300 Takatsuka-cho, Chuo-ku, Hamamatsu, Shizuoka
5. Establishment	February 2005
6. Business category	Janitorial services, stationery management, farming production
7. Representative	Yusuke Kato
3. Number of employees	129 (incl. 82 employees with disabilities)



# Workforce mobility

In a social climate where the mobility of human capital and labor shortages are accelerating, we strive to create a company and workplace environment where people feel that working for Suzuki is both attractive and conducive to personal growth.

# **Mid-career recruitment**

To secure a diverse range of human capital, Suzuki has been focusing on mid-career recruitment in recent years in addition to new graduate recruitment. In FY2023, the Company hired 181 people (a 172% (105 person) increase over the previous year). Furthermore, Suzuki has established a new employment format that is not limited to the existing personnel system for certain human capital who possess knowledge and experience in new fields that have not been accumulated within the Company. This new employment format was implemented beginning in June 2023.

## Alumni recruitment

We are actively pursuing alumni recruitment to rehire former Suzuki employees. We believe that they will be able to utilize the knowledge gained while working at Suzuki and combine it with knowledge and experience gained outside in order to once again become an immediate asset to Suzuki as a familiar workplace environment. We also expect them to contribute to the Company's further growth by recognizing its strengths and weaknesses, further developing the strengths, and addressing the weaknesses.

# **Referral recruitment**

We are engaged in referral recruitment in which we encourage current Suzuki employees to introduce their friends and acquaintances to the Company. By having our employees provide detailed explanations about Suzuki beforehand, applicants can gain a deeper understanding of the Company. We believe this will help them become familiar with Suzuki before joining, thereby enhancing employee retention.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Con	nmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capita	Diversity of Human Capital	
Special Features Panel Discu	ussion for Eemale Employees	tional Health and Cafety Stable Labor Management Bol	ations Establishing a Dobust Supply Chain	Stable Growth of Sales and Brofits		

# Recruitment of digital professionals for nextgeneration technology development

Securing digital professionals necessary for the development of next-generation technologies, including CASE, has become an urgent priority. Amid the shortage of digital professionals in Japan, we have been focusing on India, which has produced a large number of talent in this field, and have been recruiting directly from the Indian Institutes of Technology Hyderabad since 2018. (A cumulative total of 16 employees have been hired as of April 2024.) In the Indian market, which is one of Suzuki's strengths, we are working together with our subsidiary Maruti Suzuki India Limited to improve our competitiveness through the exchange of human capital.

Communication	<ul> <li>We are improving both the English language skills of Japanese employees and the Japanese language skills of non-Japanese employees to reduce communication gaps caused by lan- guage barriers.</li> </ul>
environment	<ul> <li>We are gradually expanding English versions of Company notices, various guides, internal sys- tems, posted material, etc.</li> </ul>
	A multilingual translation tool has been intro- duced as part of our internal IT environment to support daily written communication.
Japanese language education program	We provide foreign employees with educational opportunities and funding to acquire the mini- mum Japanese language skills necessary for independent daily life at the Company and in society. Additionally, we support self-education to achieve higher levels of Japanese language skills.
Providing food and housing environment	In terms of food, we offer authentic Indian cui- sine in the Company cafeteria to accommodate Indian employees, who make up the majority of our foreign staff and have distinct food cultures. In terms of housing, our Company dormitories provide Western-style rooms, vegetarian-only kitchens, and fully private shower rooms to cater to the needs of foreign employees with different lifestyles.
Utilization of external services	We provide detailed services for foreign employ- ees in cooperation with external providers who offer consultations on daily life and concerns.

# TOPICS

# TORIZEN and Suzuki start collaboration to improve food environment for foreign employees –Serving authentic Indian vegetarian dishes to the Suzuki employee cafeteria–

TORIZEN Co., Ltd. (Head Office: Hamamatsu City, Shizuoka Prefecture; Representative Director: Yoshitaka Date), a company engaged in the bridal and restaurant businesses, and Suzuki, have developed food kits for food service providers that enable them to serve authentic Indian vegetarian dishes with simple cooking, and have started serving them in Suzuki's employee cafeteria.

At Suzuki, foreign employees from India and other countries are active mainly in the engineering departments in Japan, and the Company plans to increase the number of foreign employees, including highly skilled workers. Suzuki has served Indian vegetarian food in the cafeteria, and with this introduction, the Company will enhance the food environment in order to create an environment in which foreign employees can exercise their motivation and ability in a fulfilling state of mind and body to work actively.

Starting with the introduction of Indian vegetarian dishes, the company will enhance menus for foreigners and create a comfortable working environment.

In addition, in the future, the two companies will consider offering a service to serve foreign dishes to companies nationwide that have issues with the food environment of foreign workers.

To celebrate the launch, a tasting event of Indian vegetarian dishes was held at Suzuki's head office, attended by Hamamatsu Mayor Yusuke Nakano, TORIZEN's President Yoshitaka Date, and Suzuki's President Toshihiro Suzuki.



President Suzuki (left), Hamamatsu Mayor Nakano (center), TORIZEN'S President Date (right)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Com	nmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
«Special Features Danel Dice	uccion for Fomalo Employees	Venel Health and Cofety Ctable Labor Management Del	ations - Establishing a Debust Supply Chain	Stable Crowth of Color and Drofite		

# **Visualizing human capital**

By breaking down tasks by individual division, visualizing the workflow and skills required, and linking the skills needed by each employee, the tasks that are dependent on specific individuals will become clear. This allows for an understanding of the allocation of human capital in one's own department, clarifying plans for supplementing or training of staff in anticipation of any personnel vacancies. Through dialogue between supervisors and their team members during target challenges and skill development interviews, personal development plans, career paths and achievements are continuously shared, encouraging and evaluating individual growth and contributing to the growth of and reinforcing the organization. In the future, a "task breakdown chart (skill map)" created by each department will be incorporated as human capital data in the human resource base system and utilized in understanding the state of human capital and for recruiting and assignment, reskilling, talent management and so on.

we will conduct multi-faceted evaluations of managers to assess their suitability as leaders from every perspective, and will work to engage in appropriate placement of personnel and human capital development.

# **Departments with human resources function**

To respond more accurately and promptly to on-site issues closer to the field based on the three reality principles, a new department-specific human capital function, independent of the Human Capital Development Division, was established within the Automobile Engineering and Manufacturing fields in 2023. In addition to working together to solve individual employee concerns and issues, these departments hold roundtable discussions where junior employees and officers and executive general managers can dialogue directly with one another, and gather feedback from the field to drive workplace improvements and problem-solving initiatives.

# **Succession plan**

The Company is working to develop a succession plan for next-generation leaders (officers, Executive General Managers, Division Managers) with the goal of maintaining continued corporate growth. In conjunction with human resource system reforms carried out in April 2024, we defined the competencies, personal and behavioral attributes required of each position, clarifying the roles of employees with job titles. In addition, we have established a talent pool of those at the executive and managerial levels, allowing for flexible assignment of these individuals in key management positions within the organization. Position promotions are determined at meetings of the Executive Committee, where the president and other executives exchange opinions based not only on recommendations from supervisors but also on a list of successor candidates drawn up by the Human Capital Department. Going forward,

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	

# <Special Feature> Panel Discussion for Female Employees

# Thinking about Creating Your Unique Career Path: Lessons from Female Managers on What They Value in Leadership

In July 2024, Suzuki Motor Corporation held a discussion session for its female employees on the theme of career development.

Employees who expressed interest in advancing their careers to management positions through a pre-event survey titled "Support for Work-Life Balance and Women's Career Development" gathered for a panel discussion led by female managers, with Outside Director Naoko Takahashi also participating as a guest.



## On holding this roundtable discussion

**Takahashi:** It has been over a year since I was appointed to the role of Outside Director at Suzuki in June of last year. Since then, I have long wanted to hear from our female employees, so I am very pleased that the idea of holding this roundtable discussion has come to fruition. Having had some experience working on diversity and women's empowerment in the field of sports, I hoped to learn about the environment for and achievements of women in society and the automotive industry, and to contribute in any way I can. I fully support efforts to create relationships and opportunities for everyone at Suzuki to expand communication and networks with one another, allowing them to seek advice and share their concerns by understanding the nature of each other's work, what they find fulfilling and the challenges they face.



Naoko Takahashi Outside Director (In her second year) Initially, I was surprised at the fact that the ratio of female employees at Suzuki was only 13%, but this low proportion of women is not unique to Suzuki; many companies in the automotive industry have a ratio of female employees at the level of 10%. I believe that as the shift to EVs progresses, opportunities for women to play a role will increase. I am confident that if Suzuki's female employees take the initiative to showcase the attractiveness to the outside world, we can change the image people have of the industry.

As of the end of March 2024, Suzuki had 25 female managers, making up 1.8% of management overall. However, we have set a new target of raising this to 5% by 2030, with a clear intent to eventually increase this number to match the overall ratio of female employees, which, as noted in the company's securities report, was 12.8% as of the end of March 2024. To achieve this goal, we first conducted a survey of all female employees after discussions with the Human Capital DE&I Team, garnering a response of 73.4%, which was higher than I had expected. The results of the survey revealed a lack of role models and advisors, and based on those findings, today's roundtable discussion was positioned as an opportunity to find role models and learn about their attitudes, perspectives and skills to advance the participants' careers. I hope that hearing about the experiences of those who have been promoted to management will serve as inspiration. Our additional goal is to create a more supportive work environment for female employees

and improve retention rates.

Many people, especially children, may feel that the Olympics are a far-off event seen only on TV. However, by engaging in activities like sports workshops, exercising and interacting with one another directly, they can begin to see the Olympics as something within reach. Their eyes light up as they realize that if they keep working hard, they too may have the potential, making the Olympics feel more familiar. Similarly, even if becoming a manager currently feels like a distant, challenging goal, listening to and becoming more familiar with the experiences of others may change that perspective. I hope today serves as a new first step, a starting point on that journey.

# Q1. How did you end up in management? Also, why did you think of becoming a manager?

**Ohashi:** Originally, my goal wasn't to be in a management position. That said, my experience serving as an officer in our labor union was a significant turning point for me, as it made me realize that the situation wouldn't change unless women spoke out about their own challenges in their own words. For example, during one particular emergency, the Company and union leadership were considering ways to enable female employees who are also mothers to come into work. However, these mothers also needed to be able to take time off to care for their children, and the female employees involved were seeking an environment in which they could take that time off. This made me realize that there are certain perspectives that men might overlook. For the Company to shift to one that is not only accommodating of



Miho Ohashi Division Manger Automobile E3 Engineering Support Div. Automobile EV Engineering Since joining the Company, gained experience primarily in design support fields including CAD, process management and training. Became an assistant manager in 2008, moved into management in 2016 and assumed current post in 2024.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	

women, but one in which women can play an active role, women need to think and speak up for themselves, and I put myself in a management position to help achieve that.

**Ema:** Since joining the Company in a general position (primarily in charge of handling routine and standardized tasks), I worked continuously in the administrative division of overseas sales, coordinating with the general manager and assistant managers to keep the division organized. Under the system at the time, those in general positions had only limited opportunities for promotion, which was frustrating, but I nevertheless worked diligently. One day, my general manager at the time asked me if I wanted to take the management exam, and since my child was already a university student, I decided to accept the challenge.



Kimiko Ema

Department Manager Global Business Administration Div. Global Marketing Management Since joining the Company, gained experience in coordinating production and sales plans and improving operations in overseas sales. Became a section chief in 2012, moved to management in 2015, and assumed current position in 2016.

**Sumi:** When I joined the Company, I never thought about going into management. But in an engineering division—a workplace environment dominated by men—I found myself developing a growing desire to become a manager when a managerial category for technical specialists was created. My supervisor at the time suggested that I try becoming a role model for career advancement for female engineers, and I did want to take a step up. Since this also coincided with a time my child was working hard on school exams, I thought, "Alright, Mom is going to work hard too," and I decided to take the management exam.

**Nishimura:** Seeing the male employees around me get promoted one after another made me think, "If that guy got promoted, maybe I can too!" (laughs). I also enjoy reading



Chikako Sumi Department manager in charge Basic and Advanced Technology Planning Dept. Environment, Material & Manufacturing Engineering Development Div. Technical Strategy After joining the Company, gained experience as a specialist in plastic materials, including technologies for the development and evaluation of plastic materials. Became a section chief in 2002, and

assumed current position in 2015.

my fortune, and since it often said that I would end up in a leadership position and that I would never lack financially, I decided to take on the challenge thinking I might make that happen for myself.

# Q2. Were there any barriers to balancing work with your home life?

**Ohashi:** I've given birth twice, and during my first pregnancy I made the mistake of thinking that my job was something only I could do. Unfortunately, I started my maternity leave having done almost nothing in the way of handing off my work, and found myself inundated with phone calls from the office. Clearly, I had inconvenienced my co-workers. Learning from this, before my second maternity leave I was careful about handing my work over to others, which allowed me to take my leave in peace and even to be given new tasks upon my return to work. This experience taught me how important it is to work as a team rather than attempting to do my job alone. When raising children, having to take time off unexpectedly is unavoidable, so it's crucial to establish a workplace structure where work is shared among multiple people, allowing for understanding and flexibility in the event one has to take time off at the last minute.

**Ema:** When I raised my child, it was a time when almost no one took childcare leave, and daycare options were limited. I was concerned about returning to work after giving birth, but my husband's mother had just retired and advised me that it would be better not to quit my job. She also offered to help with childcare, so I returned to work eight weeks after giving

birth. I wouldn't have been able to stay in the job this long without my mother-in-law, so I'm very grateful for that support. That said, I did make a conscious effort to spend weekends with my child, and to never miss a school function even on weekdays.

**Sumi:** On weekdays, I switched to being a morning person, getting up at 4 a.m. to take care of all the housework before taking the first train to work. I made a conscious effort to put on my working person's face on the commute to the office, then switch to being a mother on the way home. One thing that really made an impression on me was when my husband pointed out that there were others who could take my place in the company, but that I was the only mother my child had. I conveyed the same thought to my team members, and we established a system where those in main and secondary roles support one another.

## Q3. What do you find rewarding about being a manager? Has your perspective on your work changed since becoming a manager?

**Nishimura:** There are two things that I appreciate since becoming a manager. One is that I've gotten away from being in a position where my time was managed by others, and can now work flexibly at my own discretion. The other is my salary. Compared to before, I sometimes wonder if I truly deserve to be paid this much, which motivates me to work with even greater dedication and focus.



#### Yuriko Nishimura

Department manager in charge CN Promotion Dept. Supply Chain Development Div. Procurement Strategy After joining the Company, gained experience working in many areas, including domestic sales, human capital development and procurement strategy. Became a section chief in 2017, and assumed current post in 2024.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Product Quality and Safety | Economical Products and Services | Reduction in Traffic Fatalities | Sustainable Local Community | With Local Communities | Respect for Human Rights | Nurturing of Human Capital | Diversity of Human Capital | Second Capital | Diversity of Human Capital | Second Capital | Second Capital | Stable Labor-Management Relations | Establishing a Robust Supply Chain | Stable Growth of Sales and Profits



**Ohashi:** While the responsibilities are heavier, I'm also given authority that is commensurate with those responsibilities, and I find it rewarding to create the kind of organization I seek. Currently, what makes me happiest is seeing my team members grow. When everyone thinks, acts and makes proposals on their own, it makes me feel as though I've had a positive influence on them, and that makes me happier than receiving praise as their supervisor (laughs).

## Q4. It must have been challenging to become a manager and immediately take on the role of department manager. How did you manage the challenges you faced?

**Ema:** Honestly, department manager is a tough job. As a staff member, one's responsibilities are limited to one's own tasks, but as a department manager, we must take responsibility for all of the work done in the department. Amidst the difficulties of trying to understand every task, I also had to make decisions about a variety of operations and coordinate with other departments to resolve issues and keep things moving forward. As a department manager, there have been challenging situations when I had to lead from the front, but when difficulties arose, I kept moving forward by consulting with my manager, officers and Executive General Manager. I regularly tell my team members to ask those who know when they are unsure about something so they can perform their tasks accurately. I've overcome these challenges by building connections with people I can rely on across various departments and seeking their help when needed.

## Q5. There are those who may feel more fulfilled in a contributor role rather than in management and may thus hesitate to become a manager. What are your thoughts on this?

**Ohashi:** Under the new human resources system introduced in April 2024, post and non-post positions have been separated, clarifying that employees can move between the two. I think it's wonderful that with this system we now have options that consider individual preferences, allowing people to take on a managerial role when they want to lead an organization, or focus on non-managerial roles when they wish to deepen their expertise. I've been in a managerial position until now, but in the future, if I want to enhance my expertise, I'd like to consider non-managerial roles as a possible option.

## Q6. Do you work in the same way as the men? Or is your way of working unique because you are a woman?

**Sumi:** In the past, I had a supervisor ask if I had the same physical strength as a man and if I could do the same work; I replied no. At the time, my supervisor suggested that since I was a different physical type and worked differently from the men, it didn't make sense nor was it necessary for me to have the same goals as them, and perhaps I should try for my

own style of management. Sometimes, just having someone listen can be a relief, so now when someone seeks my advice. I make a conscious effort to listen without showing any displeasure, and to create an atmosphere in which people feel comfortable talking to me. Also, as a manager, I have team members in technical fields outside of my own area of expertise, so I continue to pursue my own approach to management. learning the technical side from them while advancing our work together.

**Nishimura:** While there are differences in the ratio of men to women depending on the workplace, in many of the places l've worked to date I was often the only woman, which on the contrary offered me many opportunities to speak my mind (laughs). I've never felt the need to act the same way as the men, and I've freely spoken up about things that might be difficult for men to say. Certainly, there were challenges in the male-dominated environments when visiting clients or factories, but I tried to approach those situations without letting them bother me. I believe that both men and women, as well as people dealing with a variety of circumstances beyond gender, all face challenges. It's important to create an environment where team members can communicate effectively and feel comfortable discussing their concerns, while ensuring that everyone can work well together.

# Finally, please share a final word with today's participants.

**Ohashi:** In the survey, many respondents expressed uncertainty about their ability to balance work with home life and child rearing once they became managers, but I don't believe marriage or childbirth needs to interrupt a career. Looking at my team members who have come back from maternity leave, they're all extremely productive. Housework and childcare both require multi-tasking-doing the laundry as you



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Cor	nmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capita	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	ussion for Female Employees Occupat	ional Health and Safety Stable Labor-Management Rel	ations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

cook and soothe your child at the same time. How to cook in the shortest amount of time without sacrificing quality: That in itself is the practice of business improvement. That's why I believe the experience of rearing a child and handling housework absolutely contributes to one's job. I think it's fine if women take all the time they need to handle those obligations before then coming back to work. I hope they will center their vision for their jobs around taking advantage of the experiences they have gained in life to ensure themselves a lengthy career.

**Ema:** Among the women around me working shortened hours, some have demonstrated high productivity, comparable to those working regular hours, and have achieved results in the limited time they have, even earning promotions to section manager. For those aiming for managerial positions, don't rush your life plans. If you work hard, there are people who will notice and who will give you a push in advancing your career. I hope you will all work hard—within reasonable extent—so that you can achieve what you want to do in the future.

**Sumi:** I think it's important to keep your ears open for new information. For those about to enter the child-rearing phase

of your lives, I also think it's important to value your personal time. You need time for self-reflection, and having that time allows you to enjoy your time with family and at work even more. I also make it a point to take on a new challenge every year. Challenging yourself to something new will also lead to new encounters. For example, participating as a volunteer, you will meet people from a variety of age groups and backgrounds, including both the elderly and those of the child-rearing generation. While encountering a wide range of people different from those you meet at work, you might even get information about a product someone would like to see. Incidentally, I began jogging a few years ago, and the time I spend running is excellent for clearing my mind and thinking by myself.

**Nishimura:** Have we offered some reassurance that even women like myself can become managers (laughs)? Luck and opportunities are everywhere. While it's fine to continue working away at the same job in the same department, transferring elsewhere brings a change in environment and in your superiors and can also bring new opportunities, so I think it's good to keep yourself open to a variety of possibilities. Don't be afraid to move around. Also, thinking of yourself as lucky will in fact attract more opportunities. It's important to stay positive.

#### In conclusion (from the DE&I Promotion team)

To address the issue identified in the survey of female employees regarding the lack of role models, we held a roundtable discussion titled "Thinking about Creating Your Unique Career Path: Lessons from Female Managers on What They Value in Leadership." The event aimed to help participants envision a career unique to themselves, and gain insights and tips for taking action to achieving it by learning about the working styles and perspectives of diverse female managers.

Feedback from the participants included, "I was able to think more positively about career development," "This clarified what my next steps should be," and, "I was encouraged to see how the company's initiatives are taking shape."

We are filled with joy at having taken this first step toward a new future with all of our female employees!

We will continue as a company to support career development for women through roundtable discussions and other programs on different topics and with different target audiences. We are excited to move forward, step by step, with all of our employees!



A commemorative photo taken with fans displaying what participants want to do to advance their careers, capturing their commitment!



Director Takahashi introducing members of the Capital Department DE&I Team to the attendee





Satoko Nakaaki served as emcee

After the roundtable, wasting no time getting to work on the next strategy

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capit	al Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees	tional Health and Safety Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

# Occupational Health and Safety

# **Basic Safety Concept**

• Make safety the first priority. (Safety First) The basis of corporate activities is "people." The first priority must always be given to safety that protects "people."

## All accidents are preventable.

Managers must lead the workplace, having the strong belief that "all accidents are preventable."

## Safety is everyone's responsibility.

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

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

# Following are the initiatives primarily implemented in FY2023 to ensure employees can work safely, securely and in good health.

Initiatives for safety and health

■ Initiatives in FY2023

	Target	Priorities	Specific measures
		Rigorous workplace safety management	<ul> <li>Reconfirm the risk of crane work and forklift work</li> <li>Conduct risk assessment of work that could lead to serious accidents and promote risk reduction measures</li> <li>Improve work environment and pathways and promote 5S in order to prevent falling accidents</li> <li>Promote pedestrian-vehicle separation and compliance with rules when walking</li> </ul>
Occupational Safety	Zero serious or lost-time accidents Total number of occupational accidents of 30 or less	Improve safety awareness and ensure safe behavior through repeated education and drills	<ul> <li>Safety education of supervisors</li> <li>Educate personnel on regulations and rules reflecting past accidents, including experienced workers</li> <li>Improve risk prediction skills and risk sensitivity by continuing risk prediction drills and providing experiential training on risks</li> </ul>
		Prevent accidents by inexperienced workers (less than three months) and workers transferring between processes (less than one month)	<ul> <li>Conduct regular patrols, work checks, and interviews</li> <li>Strengthen follow-up of temporary employees in particular</li> <li>(Confirm rules and basics, and identify difficult tasks)</li> </ul>
	Create a better	Management of chemical substances	<ul> <li>Strengthen chemical substance management associated with amendments to laws and promote risk reduction measures</li> <li>Prepare lists of chemical substances in use and maps of chemical substance storage locations</li> <li>Enhancements to labeling standards mandated by laws and regulations, as well as storage methods identifiable at a glance</li> <li>Nurture chemical substances managers</li> </ul>
Occupational Health	workplace where employees can be physically and mentally healthy	Better working environment	Improve work environments for hazardous work (fine particles, noise, chemical substances, etc.) • Conduct measurements in work environment • Perform mask-fit tests of workers exposed to welding fumes Implement heat illness countermeasures • Improvement measures suited to workplace characteristics, including outdoor and irregular work, and use of heat index • Provide early warning before hot weather and related education and guidance (including construction contractors, etc.)

# Safety and health control system

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

In addition, the Central Safety and Health Committee conducts a central safety patrol once a year to raise safety awareness within the Company through cross-functional safety activities by inter-department crosschecks. A departmental health committee is established at each office and constantly conducts activities related to safety and health based on the policy of the Central Safety and Health Committee.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Con	nmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	ussion for Female Employees Occupatio	nal Health and Safety Stable Labor-Management Rel	ations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

# **Risk assessment activities**

At Suzuki, we conduct risk assessments as part of activities aimed at preventing occupational accidents. By identifying risks in individual tasks and implementing measures to mitigate them, we are working to improve safety and enhance employees' awareness of safety. Risk assessments were first introduced in 2001, and since 2016, we have also conducted risk assessments on chemical substances. In 2017, to prevent any serious occupational accidents, we revised our risk assessment evaluation methods, re-evaluated particularly high-risk tasks, and have been working to reduce risks even further.

Incidence of occupational accidents (Cases)							
				FY2023			
		FT2021 result	FT2022 result	Target	Result		
Total number of accidents	occupational	75	58	30 or less	68		
	Lost-time	8	2		2		
Serious and lost-time accidents	Serious	0	0	0	0		
	(Fatal on-site accidents)*	0	0		0		

\* Number of worker deaths was zero

#### Trends in occupational accident frequency rate



\* Source: Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Cor	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capita	I Diversity of Human Capital	
<special feature=""> Panel Disc</special>	ussion for Female Employees	anal Health and Safety Stable Labor-Management Rel	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

# **Employee health**

# Health management

Guided by the catchphrase, "Happy customers are created by happy employees!" Team Suzuki has worked together on health management initiatives to ensure we can provide products that delight customers. Through these ongoing initiatives, Suzuki has been certified a Health and Productivity Management Outstanding Organization every year since 2021.



# Health management promotion structure

Headed by the Representative Director and President, the Human Capital Department takes the lead in promoting employee health.

In promoting employee health, an individual responsible for health promotion is appointed at each business location, and the entire company works together on these initiatives.

Accordingly, proactively taking opinions from experts, including health promoting industrial physicians, public health nurses, and nurses, activities through labor management cooperation are carried out.

In addition, the members of the Health Management Promotion Team have increased their understanding of health management by acquiring Health Management Advisor certification. They also carry out activities to promote Suzuki's health management activities to a wide audience, both inside and outside the Company.

#### Promotion structure



#### **Health Declaration**

Guided by the catchphrase of "Happy customers are created by happy employees!" the Company will take on health initiatives as Team Suzuki to ensure that all employees who work at the Suzuki Group can implement the Mission Statement and work positively and energetically in excellent mental and physical health, and as a result, provide products that delight customers.

Representative Director and President



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services Redu	uction in Traffic Fatalities Sustainable Local Cor	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees   Occupational H	lealth and Safety   Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		



\*1 A condition in which operational efficiency has been reduced due to a health problem

\*2 A condition in which business processes cannot be performed due to absence from work

\*3 A condition in which vitality (feelings of energization from work), enthusiasm (pride and work satisfaction), and immersion (dedication to work) are fully realized

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services Redu	uction in Traffic Fatalities   Sustainable Local Cor	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational H	lealth and Safety Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

■ KPIs for promoting health management

Category	Measurement method	FY2022	FY2023	FY2025 target
Absenteeism	Count of the number of employees on leave due to mental health issues	0.8%	0.7%	0%
→ Being on leave or absent from work	Count of the number of employees on leave due to illness other than mental health	0.2%	0.2%	0%
Presenteeism → A condition in which operational efficiency has been reduced due to a health problem	Average employee survey results (employees' demonstrated performance) using SPQ (Single-Item Presenteeism Question, the University of Tokyo single-item edition) → Smaller scores indicate better conditions	_	29.0%	20%
Work engagement → A condition in which vitality, enthusiasm, and immersion are fully realized	Average employee survey results using the short version of the Utrecht Work Engagement Scale (0: Never – 6: Always) → Larger scores indicate better conditions	_	2.71	3.5

#### Health indicators

Category	FY2021	FY2022	FY2023	FY2025 target
Percentage of employees who received regular health checkups	100.0%	100.0%	100.0%	Continued 100%
Percentage of employees who underwent a thorough examination after a regular health check	71.3%	59%	57.6%	100%
Specific health check implementation rate	99.4%	99.5%*2	99.0%* <sup>2</sup>	100%
Specific health guidance implementation rate	53.1%	57.8%*2	59.0%*2	55%→60% (Updated target because it was achieved in FY2022)
Stress check response rate	95.2%	93.0%	91.9%	95% or more
Smoking rate	24.8%	26.2%	24.3%	15% or less
Exercises regularly $^{*1}$ (Exercises for at least 30 minutes per session at least twice a week, for one year or more)	25.5%	20.6%	25.3%	30% or more
Sufficiently rested through sleep*1	61.6%	62.5%	61.9%	65% or more
Skips breakfast at least three times a week*1	17.4%	18.6%	18.8%	10% or less
Drinks alcoholic beverages regularly $^{\star 1}$ (approximately 180 ml or more per day)	11.7%	10.7%	9.3%	10% or less
Obesity ratio	32.0%	30.7%	27.0%	25% or less
Prevalence of employees showing irregularities in glucometabolic items	14.7%	14.2%	16.8%	12% or less
Prevalence of employees showing irregularities in lipid items	29.3%	27.5%	25.5%	25% or less
Prevalence of employees showing irregularities in blood pressure	8.9%	11.8%	13.0%	8% or less

 $^{\star 1}$  Calculated based on health-check questionnaire forms for regular health checkups.

\*2 Disclosed based on figures aggregated as of September 17, 2024.

# Initiatives for in-house dissemination

Each month we publish the "Health & Management News" to provide employees with information on health management activities and as an effort to solicit ideas and opinions regarding these activities.

The internal medical office monthly newsletter "Hanaemi" is published under the concept of "Information when you need it, even if that time is not now," and includes close-to-home health information.



\* Hanaemi is a yamato kotoba (an old Japanese word) that means a bright smile that blooms like a flower, or to smile like a blooming flower. The internal medical office named the character with the hope that "smiles can overflow among all of the people who work for Suzuki."

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	mmunity   With Local Communities	Respect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	

# Initiatives to enhance health literacy

# Informal discussion between management and employees

We regularly hold informal discussions on health management topics between members of management, including the President, and employees. Videos of the discussions are







distributed through the Company in an effort to enhance employee health literacy.

# Health checkups and efforts to stay healthy

Employees under the age of 40 undergo regular health checkups conducted by the Company, while those age 40 and above are referred to an outside medical institution for comprehensive health checkups, including screenings for cancer and other diseases, to facilitate early detection and treatment. In collaboration with the Suzuki Health Insurance Association, we also focus on dental health, and have put in place a system enabling employees to receive annual dental checkups. We also have in place a system to allow employee family members to undergo health checkups, ensuring that both employees and their families can lead healthy and fulfilling lives.

Further, to assist employees in improving their lifestyle habits, we provide a visualization of their vegetable intake, and provide health guidance through everyday, practical dietary practices.

#### Prevention of health damage caused by working long hours

Interviews with an industrial physician are conducted for employees who work more than 80 hours of overtime in a month, in addition to which consultations are held for employees who work more than 60 hours of overtime in a month, both part of our efforts to facilitate early detection of mental health issues and prevent damage to employee health.

#### Specific health guidance

The Health Insurance Association and medical offices at each business location collaborate to ensure that employees who were not able to receive specific health guidance during their comprehensive medical checkups at outside medical institutions can access such guidance within the Company.

### Mental health measures

We conduct mental health training to facilitate early detection of mental health issues and prevent their recurrence. To ensure employees do not try to deal with their issues alone, we have established a Mental Health Consultation Room (providing counseling by psychiatrists and clinical psychologists), and further, as an outside counseling service, we have also worked with an external specialist organization to put in place an employee assistance program (EAP service) which is available to both employees and their families.

### Initiatives to promote habitual exercise

Athletes from the Suzuki Athlete Club travel to various offices to provide instruction in Suzuki Original Calisthenics, the correct way of walking and more.

Suzuki Original Calisthenics were devised by athletes of the Suzuki Athlete Club based on an internal survey.

As a result of these activities, employees' habitual exercise increased from 20.6% (in FY2022) to 25.3% (in FY2023).



### Health counseling service for women

We have established a health consultation service run by an obstetrician-gynecologist where female employees can easily go with questions about their own health, and where male employees can also turn for answers to questions about their partner's health, pregnancy and childbirth.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Cor	mmunity   With Local Communities   Resp	ect for Human Rights Nurturing of Human Capital	Diversity of Human Capital	

#### Health management initiatives for employees assigned overseas

We conduct in-house health checkups and vaccinations for employees who are assigned overseas, both before their departure and after their return. Moreover, we encourage employees assigned overseas and others to check medical information from the Ministry of Foreign Affairs and FORTH, the Quarantine Information Office, Ministry of Health, Labour and Welfare, to understand the symptoms, treatment and prevention methods for diseases (including infectious diseases such as tuberculosis, malaria and HIV) prevalent in the countries and regions to which they will be traveling. We also recommend various types of vaccinations at Company expense based on the country or region to which the person will travel.

We have also created a system that allows employees assigned overseas to receive consultations and guidance from internal industrial physicians, public health nurses, and nurses via online conferencing. In addition, the Company subscribes to a medical assistance service that provides hospital appointments, medical interpretation and cashless services using overseas travel insurance in the event of injury or illness to employees assigned overseas and others.

#### Initiatives to prevent secondhand smoking

We are subsidizing half of outpatient fees up to ¥10,000 for employees who are taking on the challenge of quitting smoking through health insurance associations.

As an initiative to prevent secondhand smoking, we have prohibited all indoor smoking, set up smoking areas (outdoor), and prescribed smoking times. We also hold regular monthly, Company-wide no smoking days.

#### Welfare system connected to health management

Under the cafeteria plan (selective welfare system), one of the in-house welfare systems, we have prepared many items to support health and for work and family balancing, providing help for employees' needs.

# Initiatives to promote health management in the community

As part of efforts to contribute to community health, former Olympic athletes from the Suzuki Athlete Club attended the Lake Sanaru Fureai Walk, an event sponsored by the local government, offering preand post-walk exercise and a class in the correct way to walk.



#### Japan

#### Domestic sales distributors

Sales distributors emphasize the maintenance and promotion of good employee health, and are advancing initiatives aimed at achieving "Health Management." From time to time, they conduct health management training for employees, to increase overall employee health awareness and promote health management across the company as a whole. To promote health management among their own clients (their sub-distributors), some distributors have also incorporated health management seminars as part of their conferences.





Suzuki Motor Sales Tokai Inc.
 "Aging Seminar for Working Adult Women"

② Suzuki Motor Sales Tottori Inc. "Tips for Improving Intestinal Function and Gut Health (Sponsored by Tottori Yakult, Inc.)"

③ Suzuki Motor Sales Aomori Inc. Seminar titled "Health Management will Improve Your Company's Results" (With support from Tokyo Marine & Nichido Fire Insurance Co., Ltd.)

#### Domestic sales distributors

Japan

Sales distributors emphasize the maintenance and promotion of employees' good health, and strive to create workplace environments that are easy to work in.

A total of 26 sales distributors have been recognized as 2024 KIH Outstanding Organization (Large Enterprise Category) as part of the Certified Health & Productivity Management Outstanding Organizations Recognition Program\* operated by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

\* Certified KENKO Investment for Health (KIH) Outstanding Organizations Recognition Program: A system to award companies, including large corporations and small and medium-sized enterprises, that practice particularly outstanding health management based on initiatives that meet local health issues and health promotion efforts promoted by the Nippon Kenko Kaigi.

### Suzuki sales distributors recognized as 2024 KIH Outstanding Organization (Large Enterprise Category)

Suzuki Motor Sales Hokkaido Inc.	Suzuki Motor Sales Hokuriku Inc.					
Suzuki Motor Sales Aomori Inc.	Suzuki Motor Sales Chubu Inc.					
Suzuki Motor Sales Yamagata Inc.	Suzuki Motor Sales Tokai Inc.					
Suzuki Motor Sales Ibaraki Inc.	Suzuki Motor Sales Kyoto Inc.					
Suzuki Motor Sales Gunma Inc.	Suzuki Motor Sales Kansai Inc.					
Suzuki Motor Sales Kanto Inc.	Suzuki Motor Sales Hyogo Inc.					
Suzuki Motor Sales Saitama Inc.	Suzuki Motor Sales Tottori Inc.					
Suzuki Motor Sales Nishisaitama Inc.	Suzuki Motor Sales Hiroshima Inc.					
Suzuki Motor Sales Chiba Inc.	Suzuki Motor Sales Yamaguchi Inc.					
Suzuki Motor Sales Keiyo Inc.	Suzuki Motor Sales Saga Inc.					
Suzuki Motor Sales Tokyo Inc.	Suzuki Motor Sales Kumamoto Inc.					
Suzuki Motor Sales Minami Tokyo Inc.	Suzuki Motor Sales Kagoshima Inc.					
Suzuki Motor Sales Syonan Inc.	Suzuki Motor Sales Okinawa Inc.					
Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
---	----------------------------------	---	---	--	----------------------------	----------------------------
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Con	mmunity   With Local Communities   Resp	pect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
<snecial feature=""> Panel Disc</snecial>	cussion for Female Employees	Stable Labor-Management Re	elations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## **External recognition**

## 2024 Hamamatsu Wellness Award

In recognition of our contribution to promoting the Hamamatsu Wellness Project, aimed at realizing a preventive and health-focused city by the city of Hamamatsu, and as a model project and initiative for other companies and organization, Suzuki received the Hamamatsu Wellness Award in the health management category at the 2024 Hamamatsu Wellness Awards.



## TOPICS

## Suzuki joins the Health & Productivity Management Alliance –Promoting health and productivity management through practical initiatives and sharing expertise–

On December 26, 2023, Suzuki joined the Health & Productivity Management Alliance.

The Health & Productivity Management Alliance was established on June 30, 2023, and is comprised of 319 companies and organizations (as of December 26, 2023) that support the Alliance's vision to "Revitalize Japanese companies and achieve the sustainability of company-run health insurance societies by promoting employee well-being."

With its catchphrase, "Happy customers are created by happy employees," Suzuki, led by its President, is working to promote health and productivity management activities. Since being certified as the KENKO Investment for Health (KIH) Outstanding Organization in 2021, it has continued to be recognized with that certification every year since.

In joining this Alliance, we will accelerate our health management initiatives by sharing expertise with other participating companies, building our organizational structure, analyzing health issues and developing measures to address them.

The Company will take on health initiatives as Team Suzuki to ensure that all employees who work at the Suzuki Group can implement the Mission Statement and work positively and energetically in excellent mental and physical health, and as a result, provide products that delight customers.

The Health & Productivity Management Alliance URL: <u>https://kenkokeiei-alliance.com/</u> (Japanese language only) Health and Productivity Management® is a registered trademark of the non-profit organization Kenkokeiei. Suzuki Motor Corporation Health Management URL:

https://www.globalsuzuki.com/corporate/csr\_environment/social/safety.html

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety Economical Products and Services Reduction in Traffic Fatalities Sustainable Local Community With Local Communities Respect for Human Rights Nurturing of Human Capital Diversity of Human Capital						
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupational H	lealth and Safety Stable Labor-Management Rela	ations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## Stable Labor-Management Relations

## Labor-management relations

Suzuki has built a mutual trust and a good relationship with the Suzuki Labor Union, which represents Suzuki employees. The number of labor union members is 17,296 as of the end of FY2023, and the unionization rate of full-time employees (excluding managers and non-union members defined in the labor agreement) is 100%.

Transformation in the negotiation style from 2022 onwards

Labor-management negotiations had primarily been held once a year in spring, the Shunto labor-management wage negotiation. The main topic at Shunto was largely on salary raises and bonuses; however, information exchange and discussion about other issues between employees and management was limited, and the exchange of opinions was only a formality. Given this situation, to enliven communication between managers and their teammates at each workplace, the core site of labor-management trust, we tried holding debates at each level, and at the 2022 spring management-labor negotiations, we conducted measures to realize this. These efforts will continue from 2023 as well.

Activities during Shunto labor-management wage negotiations

Suzuki made negotiations "a place of dialogue," in which the Company conveys its initiatives for the future, and shares with the union the issues that should be addressed in relation to those measures, with both sides aligning their positions while discussing ways to reach solutions.

Based on the belief that it would be effective for not only union members, but also managers to work together on labor-management negotiations, a message, mainly targeting managers, from the President was issued at the same timing as the negotiations. Information on the content of the dialogue, including this message, was made available to all members of labor and management.



# Continuous activities after labor-management negotiations

Communication is enhanced by holding regular informal labor-management gatherings at the division level to make them address issues of their own workplace by themselves first. Issues that are difficult to solve by the workplace alone are discussed continuously in District Labor-Management Consultation and Central Labor-Management Consultation meetings held monthly until the Shunto labor-management wage negotiations in March. This process aims to make the annual spring wage negotiations the capstone of labormanagement discussions.

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

#### Conducting union member attitude survey

The Suzuki Labor Union, which represents Suzuki employees, conducts an attitude survey of all union members in collaboration with the Federation of Suzuki Automobile Workers' Unions (a federation of Suzuki-related labor unions whose members are Suzuki Group labor unions). This survey has been conducted every year since 2018 in order to create a better company and workplace by grasping the strengths and weaknesses of the Suzuki Group as a whole from an inside perspective. Issues identified through the survey results are reported to union members and incorporated into union activities. Concurrently, labor and management share the issues, which are put to good use in joint labor-management activities to solve workplace issues, thereby maintaining a stable labor-management relationship.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Con	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	

<Special Feature> Panel Discussion for Female Employees | Occupational Health and Safety | Stable Labor-Management Relations | Establishing a Robust Supply Chain | Stable Growth of Sales and Profits

# Building a stable relationship with the labor unions in the Suzuki Group

The Suzuki Group has 120 member companies (manufacturers, non-manufacturers, sales distributors) in Japan and abroad. It is our hope that those 120 member companies are individually trusted by the local residents, society, and customers.

At Suzuki, we hold seminars for union officials and staff at human capital departments from overseas Group companies to make them understand the importance of trusting relationships and smooth communication between labor and management, as well as the need for a fair and equal personnel management system, etc. We also work with the Suzuki Union to promote global personnel exchanges both domestically and abroad, and we strive to establish a work environment which allows our approximately 70,000 employees in 120 companies to work with creativity and enthusiasm, and to maintain a stable labor-management relationship.

#### India Maruti Suzuki India Limited

Maruti Suzuki India strives to ensure a stable and friendly labor-management relationship through effective communication, employee participation in important decision-making processes, and various employee welfare programs. The company conducts regular interactive communication led by the President with employees at various levels in order to constantly provide information on the condition of management overall and provide a robust platform for exchanging opinions.

#### ■ Engagement with Unions and Shop Floor Employees

Engagement Channel	Frequency
Meeting of managing director with union representatives	
Meetings of production and human resource Senior management with union representatives	Monthly
Meetings of production and human resource functions with union representatives	
Interactions of production and human resource functions with shop floor employees	Ongoing basis
Dedicated grievance redressal helpdesk "Samadhan" for shop floor employees	Weekly

#### Freedom of association and collective bargaining

Maruti Suzuki India Limited promotes freedom of association and collective bargaining. There are a total of three workers' unions. It allows collective bargaining and actively collaborates with all the unions. During the year, elections to elect workforce union representatives at the vehicle manufacturing facility at Manesar were conducted in a smooth manner.

#### Compensation system

Maruti Suzuki India provides industry-leading allowances and compensation that exceeds the industry average. In terms of remuneration policy, the company has introduced a well-structured performance-linked remuneration system for all ranks of employees, without gender discrimination, and based on indicators of improved productivity and achievement of business targets.

#### Employee welfare system

Maruti Suzuki India values employees who contributed to the company's development. The company contributes 1% of after-tax profit in the prior fiscal year to a fund for employee welfare. The fund is utilized for welfare measures such as housing loan subsidies, educational support for employees' children, development of shared infrastructure for employee housing, and social security measures such as postretirement medical benefits for employees and their spouses. At a housing project carried out in Dharuhera in the state of

Haryana, 275 housing units have so far been delivered to employees.



Dharuhera Housing Association hands Maruti Suzuki apartments over an apartment to an employee

#### Capability upgrading and career development

Maruti Suzuki India Limited has been partnering with various academic institutions to provide access higher education programs to its employees. Under this program, the shopfloor workers are eligible to participate in 3-year diploma program. Eligible employees who complete the higher education program are considered for promotions to take up higher responsibilities.

Course	Course taken by	Number of employees benefited so far under higher education programs offered by Maruti Suzuki India Limited
Diploma program (Mechanical)	Workers	638

#### Connections between employee families and the company

To build connections with employees' families and provide for their welfare, Maruti Suzuki India holds events such as career counseling by experts for employees' children, Family Day, and plant tours for families. Communication through internal

newsletters and President's messages issued on special days fulfill a crucial role in relations with employees' families.



#### • Gender diversity and inclusion

Maruti Suzuki India Limited pro-

motes gender diversity and provides equal opportunity to all. Various welfare measures are taken to support and encourage female employees. During the year, it deployed the first batch of women workforce on the production shopfloor. This initiative assumes greater significance given the limited availability of women workforce in the country, especially in the skills that are required for performing production operations. Over the past few years, it has taken measures to train women on the shopfloor-specific skillsets.



Deployment of female workforce on production shopfloor

#### Handling grievances from front line employees through a specialist help desk

A specialist help desk handles grievances, in order to address grievances reported by employees, including temporary employees. Regular grievance hearings are held to address employee problems.

#### Awards and recognition

Maruti Suzuki India Limited has been recognized at the prestigious Industry Academia Conference (IAC) Corporate Awards 2024 under the Private Sector Category for pioneering work in "Sculpting Talent for Tomorrow."

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Con	nmunity With Local Communities Resp	pect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	

<Special Feature> Panel Discussion for Female Employees | Occupational Health and Safety | Stable Labor-Management Relations | Establishing a Robust Supply Chain | Stable Growth of Sales and Profits

## Wages

Through mutual trust, we have developed a good relationship with the Suzuki Labor Union, which represents Suzuki employees. Among the labor union's goals are stable employment and maintaining and improving work conditions. In order to meet these conditions, stable development of the Company is essential. When negotiating salaries, bonuses, labor hours, etc. as distributions of the results of corporate activities, we share the same direction of trying to develop the Company in a stable manner while having discussions from the standpoints of the Company and the labor union.

In addition, labor and management conclude an agreement to guarantee minimum wages annually.

Starting	salaries in Japan		(As of April 2024)
Level of education		Monthly salary (yen)	Comparison with minimum wage (%)
High schoo	ol	201,000	126
Technical of Clerical/Teo	college (regular course) chnical Positions	223,000	140
Technical of	college (specialized course)	251,000	157
	Practical Position	211,500	132
University	Clerical/Engineering/ Sales Positions	251,000	157
Graduate s	chool (master's degree)	273,000	171

\* Minimum wage is calculated based on Shizuoka Prefecture's minimum wage (¥985/hour) for an 8-hour workday, 20.3 days per month. Salaries are based on a classification system, and there is no disparity by gender, race, or region for the same qualification.

## President's workplace dialogue

Since 2021, the President has visited all workplaces within the Company (divisions, plants, sites) and has held information sharing meetings (FY2023: 24 headquarters and 39 workplaces). The President directly conveys his thoughts and ideas to employees, and employees share their daily issues with the President. The President and employees share problems, cooperate, and make a concerted effort to solve those problems. Notably, these meetings provide young to midlevel employees with the opportunity to convey their thoughts and ideas directly to the President in their own words. In addition, the President and other members of management listen to these voices of employees and strive to make improvements flexibly and rapidly.

Also, since 2023, our handling of grievances has been put on our website for viewing, which shows we don't just absorb employee opinions and move on; we provide feedback by continuing to address them.

## Welfare and benefits

#### Dormitory for single employees and housing

Suzuki has a dormitory for single employees who join the Company from distant areas. Depending on the region, there is also company housing for employees working at domestic offices (including those on secondment).

#### Company-subsidized housing

Suzuki also has subsidized housing where the Company rents ordinary homes for employees as a dormitory or company housing for employees (including those on secondment) working at domestic offices or sales distributors in regions where there is no dormitory or company housing.

#### **Sports facilities**

Suzuki has established gym facilities that are provided to employees to improve their health, boost their physical condition, or spend their leisure time. Comprehensive sports facilities (Suzuki ground, Suzuki gym, a weight training room and tennis courts) with nighttime lighting are located close to the head office. The Company also has a ground adjacent to the lwata Plant (for sports such as baseball, softball and soccer).

#### **Employee cafeterias**

Cafeterias are located at the head office, each plant and dormitories (with some exceptions) as food supply facilities for employees, and serve meals such as a la carte dishes, set menus, curry rice and noodles. (Dormitories mainly serve set menus.) The head office cafeteria also serves breakfast and beverages, providing such offerings as freshly baked bread and freshly dripped coffee.

On January 15, 2024 we began providing vegetarian Indian food at our employee cafeteria at the head office. The food is prepared by a company offering restaurant business in Hamamatsu City, and the flavors were codeveloped by Suzuki's employees from India to align with Indian tastes. At sites other than head office, the food is available by reservation.

#### Asset accumulation savings program

Suzuki has an asset building savings program for the purpose of encouraging employees to save, and any employee under the age of 55 can take part (with the three types of assets: general assets, annuity assets, and housing assets).

#### Employee vehicle or family vehicle purchase program

This is a program that enables employees or a member of their family (a spouse or child of an employee) to receive a predefined discount upon purchase of a (new Suzuki) vehicle (some models are excluded). The program also enables funding if purchase funds are needed.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Cor	nmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	

Employee stock purchase plan

The employee stock purchase plan is a program where a certain amount of money is deducted from monthly pay to buy Company stock regularly. It started in 1973 as an employee benefit program. Employees can acquire stock easily in proportion to their monthly contribution and the Company also provides an incentive for the contribution to support employees' asset building. Employees hold stock in their own company, so when the Company's results improve, the stock price goes up and as a result their own asset value increases. For this reason, the program can be expected to raise employee motivation and also foster an awareness of participating in management.

Also, Suzuki has raised the incentive grant rate for its employee shareholders' association from the previous 5.6% to 100% (maximum incentive of ¥10,000) as part of its human capital investment initiatives since April 2023. By making the program attractive and easy to join, even more employees are participating in the stock ownership association, which supports asset formation and raises their sense of participation in management.

Suzuki will continue to expand its welfare and benefits programs to unite its employees and work as one to achieve the Growth Strategy for FY2030, while aiming to be a company essential to people and society.

Appual	After cl	nange	Before change		
Alifiual	Salary	Bonus	Salary	Bonus	
Maximum amount of accumulated funds eligible for incentive payment	¥120,000 (¥10,000/month)	-	¥600,000 (¥50,000/month)	¥400,000 (¥200,000 × 2)	
Maximum annual incentive amount	¥120,000	-	¥33,600	¥22,400	

<Special Feature> Panel Discussion for Female Employees
Occupational Health and Safety
Stable Labor-Management Relations
Establishing a Robust Supply Chain
Stable Growth of Sales and Profits

#### Benefit station

The Company has established a menu of services (travel, leisure, fine dining, sports, shopping, educational courses, etc.) that can be used without limit at preferred member prices. Moreover, points from the menu recognized under the cafeteria plan can be combined with this service and used together.



#### Kitchen car

Kitchen cars are operated at the head office and multiple business sites. There is a café menu featuring drinks and sweets like crepes and shaved ice and a lunch menu that includes hamburgers, plate lunches and soup.

## Selective welfare system

## • Cafeteria plan

To ensure benefits are received fairly by employees regardless of worksite or environment and to broadly support the preferences of individual employees in their diversity, employees can freely select from a benefits menu set up by the Company (work-life balance support, health support, skill level support, leisure time support, and lifestyle support, etc.) and can receive this assistance up to the number of points that have been received (cafeteria points).

カフェテリアポイントを利用して補助を受けることができるメニュー(一例)						
· <b>諭 靣立支援</b> 育児施設代、保育料、育児用品代、 介護施設代、介護用品代 等	健康支援     フィットネスクラブ利用料、     ゴルフブレー代、人間ドック利用補助等	スズキグループ制度     生協での商品購入、スズキビジネス関連     貫補助、食堂利用補助等				
能力支援 自己管発書語・語学学習本構入、 語学スクール費用 等	余暇支援     秋雨、コンサート、スポーツ観戦、     道国地、国内外旅行代等	生活支援     借家の賃貸家賃、住宅ローン費用、 ビジネス被服(スーツ等)購入補助 等				



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupation	nal Health and Safety Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## Establishing a Robust Supply Chain

Suzuki believes that its role is to cooperate on an equal footing with suppliers, and to build a relationship where all can prosper together to "Develop products of superior value by focusing on the customer," which is the first item in our Mission Statement. Those business partners are selected through a fair and equitable procedure based on the six principles of quality, cost, delivery deadline, technical development capabilities, risk management, and past track record as well as on CSR compliance, which includes how the company handles the environment and human rights.

## **Procurement philosophy and policy**

We strive to conduct fair and equitable transactions by providing a wide range of opportunities for entry regardless of company size, transaction record, nationality or region, and are committed to procurement activities in line with our philosophy and principles, aiming for co-existence and shared prosperity with suppliers.

Based on the CSR Guidelines for Suppliers and Declaration of Partnership Building, Suzuki will proactively promote in its supply chain respect for human rights, elimination of substances of concern and also appropriate transactions, in order to contribute to the realization of a sustainable society.

## Suzuki CSR Guidelines for Suppliers

Stakeholders including business partners of Suzuki are becoming more multinational and diversified as our business activities are developed globally. Therefore, we are expected to fulfill social responsibilities with due consideration for other cultures and histories, in addition to following laws and ordinances, and the social norms of each country.

Based on such social demand, we compiled the basic concept and practices of social responsibilities that we should accomplish with our business partners as Suzuki CSR Guidelines for Suppliers. Upon making procurement throughout the Suzuki Group, we ask our business partners to comply with the guidelines. We kindly request our business partners to understand the purpose and cooperate with us to promote CSR activities together. https://www.globalsuzuki.com/corporate/environmental/green\_policy/

#### (Efforts to maintain workable guidelines)

- (1) In the basic principles of the Basic Purchase Agreement that we conclude with our business partners, we state clearly that "both we and our business partners shall recognize our social responsibilities in civic society and comply with relevant laws and regulations, both in Japan and overseas," and strive to conform to social norms.
- (2) Once a year the Procurement Policy Presentation is held for Suzuki suppliers and we ask them to strengthen their response to human rights in the supply chain (improving benefits for foreign nationals, inspecting the supply chain to check on whether they are using minerals related to human rights, etc.), realizing carbon neutrality, avoiding use of substances of concern, etc. and for thorough compliance. With regard to human rights in particular, we hold separate training for suppliers and those in charge of procurement and strive to promote understanding by sharing the latest information.
- (3) Efforts are made in understanding the environmental conservation initiatives of our business partners by conducting research on greenhouse gas CO<sub>2</sub> emissions and water consumption once a year.
- (4) In the case of any compliance issues or doubts regarding transactions with Group companies, we work to resolve them through the use of our whistleblowing hotlines (Suzuki Group Risk Management Hotline and those run by third-party organizations) for consultations.
- (5) Quality audits are held periodically (frequency based on rank in quality) under the Supplier Quality Assurance Manual that compiles Suzuki's basic policy, activities and requests for quality assurance.

#### • Suzuki Green Procurement Guideline

Please refer to page 71 for our initiatives for promotion of green procurement.

Note: Green Procurement Guideline

https://www.globalsuzuki.com/corporate/environmental/green\_policy/

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Cor	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capita	al Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupation	al Health and Safety Stable Labor-Management Rel	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

## **Declaration of Partnership Building**

Suzuki has established the Declaration of Partnership Building to build new partnerships with its suppliers. We will comply with transaction practices (Promotion Standards based on the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises) that are preferable to subcontracting business partners and will work to cooperate with supply chain business partners and business operators working to create value while promoting co-existence and mutual prosperity.

This Declaration of Partnership Building is posted on the Partnership Building Declaration Portal.

Based on this Declaration of Partnership Building, Suzuki is:

- Strengthening cooperative relationships with our business partners, whom we regard as important counterparts, to create new value in diverse areas such as development, manufacturing, quality, and strengthening price competitiveness.
- Working to improve our transaction practices in compliance with the Subcontract Act and the Promotion Standards of the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises.
- Working to increase opportunities for information exchange with our business partners to learn about product (and parts) delivery problems, financing concerns, and other issues, and take sincere measures to resolve them promptly. Through these measures, we will work to raise added value on the entire supply chain.



## TOPICS

### Suzuki revises the Declaration of Partnership Building

With amendments made to the Promotion Standards of the Act on the Promotion of Subcontracting Small and Medium-sized Enterprises in March 2024, Suzuki revised its Declaration of Partnership Building that was formulated and announced in August 2020 (hereinafter, the "Declaration").

The Partnership Building Promotion Council Pioneering the Future\* held in May 2020 decided to implement the Declaration to raise the added value of the entire supply chain and aim for co-existence and mutual prosperity for large companies and small and medium-sized enterprises. Business operators that place orders make the declaration and execute it.

Based primarily on revisions to the Promotion Standards, the Declaration made revisions and additions to the following provisions in items related to "Methods for Determining Prices."

- Price deliberations with business partners should be held at least once a year.
- Explicit deliberations should be adequately held based on the Labor Cost Guidelines so that it is possible to improve labor conditions, and these costs should be appropriately passed off in prices.
- When raw material prices and energy costs are spiking, companies should aim to appropriately pass off the full amount of the cost increases.

In line with the Declaration, Suzuki is working to collaborate with all business partners and business operators that create value for their co-existence and mutual prosperity, and will actively endeavor to build new partnerships.

\* Council with members that include the Minister of State for Economic and Fiscal Policy, the Minister of Economy, Trade and Industry, the Deputy Chief Cabinet Secretary (government affairs), the Minister of Health, Labour and Welfare, the Minister of Agriculture, Forestry and Fisheries, the Minister of Land, Infrastructure, Transport and Tourism, representatives from the business world, and representatives from the world of labor.

#### Suzuki's Declaration of Partnership Building

https://www.suzuki.co.jp/corporate/csr\_environment/base/home/pdf/biz-partnership.pdf (Japanese language only)

#### **Declaration of Partnership Building portal site**

https://www.biz-partnership.jp/ (Japanese language only)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Cor	nmunity   With Local Communities	Respect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
<snecial feature=""> Panel Disc</snecial>	sussion for Female Employees Occupat	ional Health and Safety Stable Labor-Management Pel	ations Establishing a Pobust Supply	Chain Stable Growth of Sales and Profits		

## **Promotion structure**

Building stronger partnerships of reliability with suppliers advances stable and sustainable procurement, and for that reason, Procurement Strategy chooses suppliers and engages in procurement activities based on rules and procurement policies. Among those, for issues such as respect for human rights in the supply chain and preventing environmental destruction, associated departments such as the Sustainability Promotion Group, Product Environmental Affairs Promotion Group and Procurement Strategy and overseas sites collaborate closely and share information, which is used as a base to respond. These activities are periodically reported to the Executive Committee and important projects are submitted to the Board of Directors for decision-making.

## **Promoting sustainable transactions**

## Sustainable relationships

In creating trusting relationships with our business partners, we aim to establish sustainable relationships. For that purpose, we regard mutual communication as the most important factor, and make efforts for mutual understanding by holding the Procurement Policy Presentation once a year to enable our business partners to share and understand Suzuki's policy, product and production plans, as well as to inform them of our procurement policy based on those plans.

Also, we share ideas not only between top and middle management, but also among management and individuals responsible for daily business operations.

## **Global procurement**

We will accelerate global procurement activities by working with worldwide production sites. Previously, procurement activities were carried out mainly at individual production sites, but we have shifted to an approach with a greater global basis to obtain the most suitable parts at competitive prices. That benefits not only Suzuki, but also our business partners who can stably receive orders and accumulate various technologies. By sharing those merits, we can build relationships with even greater trust.

## **Business continuity plan efforts**

In addition to seismic reinforcement of individual office buildings, we have produced a business continuity plan (BCP). We regard the preparation for earthquakes, tsunami and other wide-scale disasters as part of our responsibility to the local community, business partners, and customers. We recommend disaster measures such as seismic reinforcement to our partners located in areas that are likely to experience heavy damage. We are tackling such initiatives together with our business partners for their early recovery if they should fall victim to such a disaster.

## Activities to support suppliers

We hold regular information exchange meetings with our local cooperating suppliers to share production plan forecasts and requests to reduce the impact on management caused by fluctuations in production volume. In addition, we conduct workshops on technical issues in collaboration with the Hamamatsu Agency for Innovation's Next-generation Vehicle Center Hamamatsu with the aim of strengthening the competitiveness of the supply chain.

## Awareness-raising activities for employees, suppliers

Each year, the Executive General Manager of the Procurement Strategy holds a briefing on procurement policy in the Procurement Policy Presentation for suppliers. During the briefing, suppliers are asked to understand the importance of human rights and environmental issues based on the Suzuki CSR Guidelines for Suppliers, and are requested to disseminate the guidelines through their own companies' supply chains. In addition, for managers in charge of procurement and suppliers we also hold workshops mainly related to foreign technical intern trainees and responsible procurement of conflict minerals and battery materials, and strive to raise awareness of human rights due diligence.

# Establishment of whistleblowing and consultation system

We have established a whistleblowing and consultation system that is available not only to employees and Group companies, but also to suppliers to obtain information on violations of laws or regulations in the supply chain, and to take corrective measures when problems are discovered. This whistleblowing and consultation system is posted together with the Suzuki CSR Guidelines for Suppliers on the information sharing system joining suppliers and Suzuki, and can be easily accessible for our suppliers.

## Participation in outside associations, etc.

As a member of the Japan Automobile Manufacturers Association, Suzuki joins other manufacturers to take part in meetings such as the Supply Chain Committee to discuss issues such as strengthening supply chain infrastructure and improving competitiveness in the automobile industry. Currently, the participating companies are addressing issues such as trade optimization, achieving carbon neutrality, and human rights due diligence, and these policies are reflected in Suzuki's business activities.

Suzuki, with its procurement policies and measures related to them, is working from the standpoint of being a member of the Japan Automobile Manufacturers Association for the development of the industry, and in turn the resolution of social issues.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Product Quality and Safety	Economical Products and Services	Reduction in Traffic Fatalities Sustainable Local Co	mmunity   With Local Communities   Resp	ect for Human Rights   Nurturing of Human Capital	Diversity of Human Capital	
<special feature=""> Panel Disc</special>	cussion for Female Employees Occupation	al Health and Safety Stable Labor-Management Re	lations Establishing a Robust Supply Chain	Stable Growth of Sales and Profits		

Stable Growth of Sales and Profits

## Financial







Net sales by segment





R&D expenses



Automobile sales

2,571

1.924

6/17

2020

Overseas

2,145

2021

(Thousand units)

2.852

2,179

2019

Japan





Motorcycle sales



138,397





1,912

1,873

2023 (FY)



(After the stock split) 221.107 138.4 113.80 160,345 146.421 134.222 82.55 75.41 11 79 11.2% 9.0% 9.2%





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
		_				
Corpo	orate Governance	155 ——— Corpora 170 ——— Privacy,	te Governance and Information Securit	Compliance y and Intellectual Property		

Privacy, Information Security and Intellectual Property

Environmental

## **Corporate governance**

Corporate Governance and Compliance

Basic policy on corporate governance

Through fair and efficient corporate activities, Suzuki 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 as established by the Tokyo Stock Exchange, Suzuki will make continuous efforts to ensure the rights and equality of shareholders and the effectiveness of the Board of Directors and the Audit & Supervisory Board, as well as to upgrade the internal control system.

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

Corporate Governance Report https://www.globalsuzuki.com/ir/library/governance/pdf/report.pdf

#### Outline of the corporate governance system

With the Audit & Supervisory Board System as its foundation, Suzuki has adopted the current corporate structure based on the belief that appointing multiple highly independent Outside Directors, ensuring that the majority of Auditors are

Social

Outside Auditors, and establishing an optional committee to handle the nomination of Director candidates and decisions on remuneration will enhance the Company's governance framework.

Data

#### Corporate governance system



(As of the end of September 2024)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Corporate Governance and C	ompliance Privacy, Information Security and	Intellectual Property				

#### Corporate governance initiatives

												(FY)	
		Through 2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	From 2024	
	Management planning and strategy	Mid-Term Management Targets	Mid-Te	Mid-Term Management Plan–SUZUKI NEXT 100 Mid-Term Management Plan–"Sho-Sho-Kei-Ta (Smaller, Fewer, Lighter, Shorter, Beauty)"								o-Sho-Kei-Tan-Bi ter, Beauty)"	
											Growth Strategy for FY2030		
D	Directors												
	Term	1-year terms for D	1-year terms for Directors since 2002										
	Supervision / execution	Introduced a mana	ntroduced a managing officer system in 2006 (number of Directors decreased from 29 to 14)										
	Number of members	Since June 2013: 9				8			9			3	
	Number of Outside Directors	Since June 2012: 2								3			
A	udit & Supervisory Board Mo	embers											
	Number of members	Since 2001: 5 (Outside Audit & Supervisory Board Members: 3)											

#### **Board of Directors**

The Company adopted a managing officer system in 2006 with the aim of speeding up decision-making at the Board of Directors, executing business flexibly and clarifying accountability, and has made progress in slimming the composition of the Board of Directors. Currently, there are eight Directors, and out of them, three Outside Directors are elected so that the Company can strengthen the Board's function to supervise business management and have Outside Directors offer useful advice, suggestions, etc. on the Company's business management, based on their respective experience and knowledge and from their diverse perspectives.

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

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

#### Composition of resolution matters in Board of Directors meetings



## Examples of Board of Directors meeting agenda

Management issues	<ul> <li>Indian business</li> <li>Sustainability initiatives</li> <li>Collaboration with and investment in other companies</li> </ul>
Governance	<ul> <li>Human capital / Intellectual property / Information security</li> <li>Board evaluation</li> <li>Whistleblowing</li> </ul>
Personnel and organization	Organizational changes and executive     appointments
Financial results-related	Monthly business performance reports



■ Composition of reporting matters in Board of Directors meetings

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Corporate Governance and (	Compliance Privacy. Information Security and	Intellectual Property				

#### **Board evaluation**

The Company conducts an annual analysis and evaluation to improve the effectiveness of the Board of Directors. An outline of the FY2023 analysis and evaluation is as follows.

1. Method of analysis and evaluation

(conducted February to June 2024)

The Company focused on the Board of Directors' chal-

lenges in enhancing Suzuki's competitiveness.

- (1) Interviews with all Directors and Audit & Supervisory Board Members
- (2) Opinions exchanged between the Representative Directors, Outside Directors and Outside Audit & Supervisory Board Members, primarily around Suzuki's challenges
- (3) Future initiatives discussed by the execution side based on opinions of the Outside Directors and Outside Audit & Supervisory Board Members
- (4) Future initiatives deliberated and confirmed by the Board of Directors
- 2. Outline of results

Based primarily on findings from the Outside Directors and Outside Audit & Supervisory Board members, the following were identified as priority issues for FY2024:

Suzuki plans to announce a new Mid-Term Management Plan by the end of FY2024 to achieve its Growth Strategy for FY2030 (announced in January 2023). To contribute to constructive discussions on the Company's strategic orientation, which is the primary role and responsibility of the Board of Directors, efforts will be made to further enhance the effectiveness of the Board, including addressing these priority issues.

(1) Expand discussion and deliberation regarding strategy

- (2) Agenda management from submission to internal meeting bodies to submission to the Board of Directors
- (3) Feedback on the status of responses to findings raised at Board of Directors meetings
- [Ref.] Priority issues from the previous (FY2022) analysis and evaluation and results of initiatives in FY2023 <Priority issues>
- (1) Selection of themes to be deliberated, resolved and reported
- (2) Schedule management and advance preparation for submissions to the Board of Directors

(3) Timing of prior distribution of materials; how materials are to be written and explained

<Results of initiatives>

(Opinions of Outside Directors and Outside Audit & Supervisory Board Members)

- Themes are being selected with growth in mind.
- No particular problems with operations or preparation of materials.
- Discussions by internal meeting bodies other than the Board of Directors are open to Outside Directors, allowing them to participate in discussions by the Board with an understanding of background and progress to date.

<Ongoing issues>

Securing appropriate time for discussion.

#### Audit & Supervisory Board

The Audit & Supervisory Board aims to establish a quality corporate governance system in collaboration with the Board of Directors, one that responds to the public trust and that ensures sound and sustained growth for the Company and its Group companies, and creates medium- to long-term corporate value. As a stand-alone body, it conducts audits to ensure the proper management and offers appropriate opinions to the management team.

1. Structure and procedures of the Audit & Supervisory Board The Audit & Supervisory Board consists of five members: two full-time Audit & Supervisory Board Members with business experience, and three Outside Audit & Supervisory Board Members with advanced expertise and extensive experience in areas such as finance, accounting, legal affairs, and technology. Their audits are conducted from a variety of perspectives.

The audit procedures of Audit & Supervisory Board Members conform to the auditing standards established by the Audit & Supervisory Board and are conducted according to the auditing policy and division of duties. Audit & Supervisory Board Members audit the proper execution of corporate management and communicate their opinions by attending meetings of the Board of Directors and other important meetings, inspecting important approval documents, etc., and receiving reports and conducting interviews with Directors and employees on the status of operations.

2. Activities of the Audit & Supervisory Board In principle, the Company holds meetings of its Audit & Supervisory Board once a month, and otherwise as needed.

Further, Audit & Supervisory Board Members exchange opinions among themselves in advance regarding agenda items for the Board of Directors in an effort to ensure they can offer meaningful opinions at meetings of the Board.

- (1) Priority audit items for FY2023 included verifying the establishment and operation of an internal control system, focusing on the management and operations involving human capital; the establishment and operation of a system regarding profit and loss and cost management of individual models; and the development of management and supervisory systems for outsourced development of automotive technology.
- (2) A meeting to exchange opinions was held with the Representative Directors and Outside Directors to discuss a wide range of topics, including management challenges and risk awareness. At the same time, exchanges of opinions with the management of subsidiaries were conducted to confirm the operational status of Group governance systems.

#### Examples of Audit & Supervisory Board agenda items

esolutions	<ul> <li>Audit policies, audit plans, and division of duties</li> <li>Consent to proposal for appointment of Audit &amp; Supervisory Board members</li> <li>Evaluation and appointment/dismissal of Accounting Auditors</li> <li>Consent to audit remuneration of Accounting Auditors</li> <li>Preparation of audit report</li> </ul>
eports	<ul> <li>Efforts regarding the audit results from Accounting Auditors and audit quality management</li> <li>Status of audits of head office and Group companies from their internal audit divisions</li> <li>Status of financial reporting from the Finance Division</li> </ul>
eview and reliberations	<ul> <li>Audit policy and audit plans</li> <li>Audit status and observations from each Audit &amp; Supervisory Board Member</li> <li>Establishment and operation of an internal control system</li> <li>Selection and review of key audit matters (KAM) with accounting auditors and reasonableness of audit results</li> </ul>

Environmental

Introduction

## Effectiveness evaluation of the Audit & Supervisory Board

The Audit & Supervisory Board evaluates its effectiveness by having each member review their activities, conducting evaluations via a checklist, and providing opinions and suggestions by means of surveys. These are discussed and examined collectively by all Members, and the findings are reflected in the next audit plan as action items in an effort to continually improve effectiveness.

# Independence of Outside Directors and Outside Audit & Supervisory Board Members

Concerning the independence from the Company with regard to the election of Outside Directors and Outside Audit & Supervisory Board Members, the Company judges their independence under the Company's "Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members of the Company" based on independence criteria set by the Tokyo Stock Exchange. Suzuki reports all the elected Outside Directors and Outside Audit & Supervisory Board Members to the Tokyo Stock Exchange as independent officers.

<Standard for Independence of Outside Directors and Outside Audit & Supervisory Board Members>

The Company judges an independent person who does not fall under any of the following as an Outside Director or an Outside Audit & Supervisory Board Member:

- 1. Persons concerned with the Company and its subsidiaries ("the Suzuki Group")
  - With regard to Outside Directors, any person who is or was a person executing business<sup>\*1</sup> of the Suzuki Group at present or in the past,
  - (2) With regard to Outside Audit & Supervisory Board Members, any person who is or was a Director, Managing Officer, or employee of the Suzuki Group at present or in the past, or
  - (3) A spouse or a relative within the second degree of kinship of a present Director or Managing Officer of the Suzuki Group
- 2. Persons concerned such as business partners or major shareholders, etc.
  - (1) Any person who is a person executing business of any

- of the following:
- A company whose major business partner is the Suzuki Group\*<sup>2</sup>

Social

- 2) A major business partner of the Suzuki Group\*3
- A major shareholder holding 10% or more of the total voting rights of the Company
- A company in which the Suzuki Group holds 10% or more of the total voting rights
- (2) A person who is or was a representative partner or a partner of the Suzuki Group's Accounting Auditor at present or in the past five years
- (3) A person who receives a large amount of remuneration from the Suzuki Group other than remuneration for Director / Audit & Supervisory Board Member\*<sup>4</sup>
- (4) A person who receives a large donation from the Suzuki Group\*<sup>5</sup>
- (5) A spouse or relative within the second degree of kinship of a person who falls under categories(1) through (4) above
  - Notes
  - 1. A person executing business:
  - An Executive Director, an executive officer, a Managing Officer or an employee 2. A company whose major business partner is the Suzuki Group:
  - A company which belongs to the group of a business partner who has received 2% or more of its consolidated net sales in the group's latest fiscal year from the Suzuki Group in any of the past three fiscal years
  - 3. A major business partner of the Suzuki Group: A company which belongs to the group of a business partner who has paid 2% or more of the Suzuki Group's consolidated net sales or provides loans to the Suzuki Group worth 2% or more of its consolidated total assets in the Suzuki Group's latest fiscal year in any of the nast three fiscal years
  - 4. A person who receives a large amount of remuneration:
  - In any of the past three fiscal years:
  - A consultant or legal or accounting expert, etc., who receives annual remuneration of  $\pm 10$  million or more other than remuneration as a Director / Audit & Supervisory Board Member, as an individual
  - A consultant or legal or accounting expert, etc., who belongs to an organization that receives annual remuneration worth 2% or more of its annual total revenues
  - 5. A person who receives a large donation:
  - In any of the past three fiscal years:

 A person who receives an annual donation of ¥10 million or more as an individual
 A person who belongs to an organization that receives an annual donation worth 2% or more of its annual total revenues and manages the activities that are the purpose of the donation

### Training for Directors and Audit & Supervisory Board Members

The Company provides training sessions to help Directors and Audit & Supervisory Board Members deepen their understanding of their roles and responsibilities. We intend to make the training an opportunity in which Directors and Audit & Supervisory Board Members take part together, in principle, so that they can share information on their respective roles, responsibilities, etc.

Data

When a new Outside Director or a new Outside Audit & Supervisory Board Member assumes post in the Company, the Company will explain to the person the corporate philosophy, lines of business, finances, organizations, etc. In addition, the Company will prepare opportunities, such as interaction with Directors, Managing Officers and employees in the Company, attendance at various meetings related to business operation and management, and joining of factory inspections, to ensure that the person can deepen their understanding of the Company.

#### Committee on Personnel and Remuneration, etc.

To enhance transparency and objectivity in electing candidates for Directors and Audit & Supervisory Board Members, as well as deciding remuneration of Directors, the Company has established the Committee on Personnel and Remuneration, etc. as an optional committee. A majority of the members are Outside Directors.

The Committee on Personnel and Remuneration, etc. discusses issues such as election standards and adequacy of candidates for Directors and Audit & Supervisory Board Members, as well as the adequacy of the system and level of Directors' remuneration. The Board of Directors decides based on their results. Also, the Board of Directors delegates decisions on some matters to the Committee.

Decisions made by the Board of Directors for the election and remuneration of Senior Managing Officers are also based on the results of the Committee's deliberation.

The main issues reviewed in FY2023 were as follows:

- Appropriateness of policy for determination of individual remuneration, etc. of Directors in FY2023
- Determination of the specific details of basic remuneration for each individual Director in FY2023 (the Board of Directors has delegated this determination to the Committee on Personnel and Remuneration, etc.)
- Appropriateness of policy and procedures for determining the remuneration of Managing Officers in FY2023
- Suitability of candidates for Directors and Audit & Supervisory Board Members to be proposed at the Annual General Meeting of Shareholders to be held in June 2024.

ntents	Intro	duction	I		Environ	mental			Social			Corporate Gove	ernance		Data	Guidelines Reference Tabl
Corporate Governance and Co	mpliance   Privac	y, Inform	ation Security ar	nd Intellectual	Property											
Members attend (as of June 27, 2 Knowledge and	ling meetings o 2024) and atten expertise of Di	of the Idanco irecto	Board of I e in FY202 rs and Auc	Directors 3 lit & Sup	, Audit & S ervisory Be	Superviso oard Men	ry Board, a nbers	and Com	mittee oi	n Personn	el and Re *1 ©: Experie *2 ©: Experie	muneration, on the second seco	<b>etc.</b> : Experience as e ng countries	executive officer	Outside Board Members	
			Board of Directors	Audit & Supervisory Board	Committee on Personnel and Remuneration, etc.	Corporate management* <sup>3</sup>	Technology / R&D / Procurement / Manufacturing / Quality	Sales / Marketing	Finance / Accounting	Legal / Risk management	ESG / Sustainability	HR development / Labor relations / HR	Overseas business / International experience*2	IT / Digital	Outside Directors	
Representative Director and President	Toshihiro Suzuki		O 17 times / 17 times		O 5 times / 5 times	0	0	0			0		0		3/8 Outside Audit & Supervisory Board	
Representative Director and Executive Vice President	Naomi Ishii	*1	O 14 times / 14 times		O 3 times / 3 times	0		0			0	0	O	0	Members 3/5	
Director and Senior Managing Officer	Katsuhiro Kato	*2	0				0			0				0		
Director and Senior Managing Officer	Shigetoshi Torii	*2	0			0	0				0		O			
Director and Managing Officer	Aritaka Okajima	*2	0			0		0								
Outside Director	Hideaki Domichi Independent		O 17 times / 17 times		O 5 times / 5 times	0				0	0	0	O		■ Female Roard Members	
Outside Director	Shun Egusa Independent		O 17 times / 17 times		O 5 times / 5 times	0	0						0			
Outside Director	Naoko Takahashi Independent Femal	*1 le	O 13 times / 14 times		O 2 times / 3 times						0		O		Eemale Director	
Full-time Audit &	Taisuke Toyoda		O 17 times /	O 13 times /					0	0	0				1/8	

0

Ο

Ο

Ο

0

Ο

Ο

Female Audit & Supervisory Board Member

**1**/5

 $\bigcirc$ : Committee member  $\triangle$ : Observer

Ο

Ο

Notes: 1. Mr. Naomi Ishii and Ms. Naoko Takahashi were appointed as Directors on June 23, 2023.

Shigeo Yamagishi

Norihisa Nagano

Mitsuhiro Fukuta

Independent Female

Independent

Junko Kito

Independent

Supervisory Board Member

Full-time Audit &

Outside Audit &

Outside Audit &

Outside Audit &

Attendance records cover the Board of Directors and Committee on Personnel and Remuneration, etc. meetings held after assuming posts as Directors.

13 times

0

0

13 times /

13 times

0

12 times /

13 times

Ο

 $\triangle$ 

5 times /

5 times

 $\triangle$ 

4 times /

5 times

 $\triangle$ 

17 times

0

0

17 times /

17 times

0

16 times /

17 times

Ο

2. Mr. Katsuhiro Kato, Mr. Shigetoshi Torii and Mr. Aritaka Okajima were appointed as Directors on June 27, 2024.

\*3

\*3

3. Mr. Shigeo Yamagishi and Ms. Junko Kito were appointed as Audit & Supervisory Board Members on June 27, 2024.

SUZUKI MUTUR CURPURATION SUSTAINADIIITY DATA BOOK 2024 🚽	SUZUKI MOTOR CORPORATION	Sustainability Data Book 2024	$\supseteq \leftarrow 160$	$\rightarrow$
--	--------------------------	-------------------------------	----------------------------	---------------

Introduction

Contents

## Executive Committee and other various meetings relating to business operation and management

In order to speedily deliberate and decide on important management issues and measures, the Company holds the Executive Committee, attended by Executive Directors, Managing Officers, Executive General Managers, and Audit & Supervisory Board Members, as well as meetings to report and share information on management and business execution on a regular and as-needed basis.

Also, various meetings are held periodically and whenever necessary to deliberate business plans, etc. and to receive reports on operation of the Company, enabling the Company to appropriately plan, identify administrative issues at an early stage, and grasp the situation on execution of operation.

In such a way, the Company enhances the efficiency of decision-making at the meetings of the Board of Directors and the supervision of execution of operations.

#### **Corporate Governance Committee**

The Corporate Governance Committee was established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures and policies for the Suzuki Group's sustainable growth and the medium- to long-term enhancement of corporate value. The Committee also verifies the results of the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act.

The Committee was restructured in April 2023 to include the President as the Chairperson, the Vice Presidents, some of the Senior Managing Officers and Managing Officers as Vice Chairpersons, and other Managing Officers and the Executive General Managers as members, with Full-time Audit & Supervisory Board Members present as observers, commencing to oversee overall risk management including compliance.

#### Internal auditing

The Audit Division was established as an organization under the direct control of the President, whose staff members with expertise in various areas of the Company's operations regularly audit the Company's departments and domestic and overseas Group companies in accordance with the audit plan, while also providing advice and guidance on improvements regarding audit findings.

Operational audits include on-site, remote, and paper audits to confirm the appropriateness and efficiency of overall operations, compliance with laws and regulations and internal rules, and the development and operation of internal controls, such as the management and maintenance of assets. The operational audit results, along with proposals for improvement of matters pointed out, are reported to the President and the head of relevant divisions each time an audit is conducted. Audit results are also reported to the Audit & Supervisory Board and opinions are exchanged there, as well as to the Board of Directors once every six months. Advice and guidance are provided until improvements are completed in an effort to correct issues at an early stage.

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

For subsidiaries with internal audit divisions, the Company's internal auditing checks their activities, receives reports on their audit plans and results, and provides advice and guidance as necessary.

Furthermore, audit results are shared with the Accounting Auditor as needed, and regular meetings are held to share information, enhance communication, and maintain close cooperation.

#### Policy on Directors' and Audit & Supervisory Board Members' remuneration

Data

a. Remuneration of Directors

**Corporate Governance** 

Regarding the decision-making policy for individual remuneration of Directors (hereinafter, "Decision-making Policy"), the Committee on Personnel and Remuneration, etc., with a majority of the members as Outside Directors, is consulted on the appropriateness of the proposed policy. The Board of Directors deliberates and makes a resolution based on the report. The following is a summary of the Decision-making Policy as of the publication of this data book.

Remuneration of Directors (excluding Outside Directors) consists of basic remuneration, bonuses linked to the Company's performance of each fiscal year, and restricted stock remuneration to function as an incentive for continuous improvement of the Company's corporate value resulting in the medium- to long-term stock price. The ratio is roughly 40% basic remuneration, 30% bonuses, and 30% restricted stock remuneration. Outside Directors' remuneration shall be solely basic remuneration, given their duties.

#### Estimated composition of the remuneration of Directors (excluding Outside Directors)



Environmental

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Corporate Governance and C	ompliance Privacy. Information Security and	Intellectual Property				

**[Basic remuneration]** Basic remuneration is fixed monthly remuneration, which is determined and paid in consideration of duties and responsibilities, remuneration levels at other companies, and employee salary levels.

## [Bonus]

Bonuses are paid to Directors (excluding Outside Directors) in order to raise awareness of improvement of each fiscal year's performance and function as an incentive for continuous improvement of corporate value. The specific amount of remuneration for each individual is calculated by multiplying the performance indicators predetermined by the Board of Directors by a stipulated percentage and the multiplication rate based on position predetermined by the Board of Directors. The performance indicator is consolidated operating profit from the perspective of company profitability.

### [Restricted stock remuneration]

It is paid to Directors (excluding Outside Directors) in order to function as an incentive for continuous improvement of corporate value and to further promote shared value with shareholders. Eligible Directors receive ordinary shares of the Company by paying all remuneration paid based on the resolution of the Board of Directors (monetary remuneration rights) as a contribution in kind. The transfer restriction period is until the date of retirement from the position of Director. If a Director falls under certain grounds, such as the Director retiring for any reason other than that deemed reasonable by the Board of Directors, the Company shall acquire the shares allotted for no fee. b. Remuneration of Audit & Supervisory Board Members

The remuneration of Audit & Supervisory Board Members shall be limited to basic remuneration (monthly fixed remuneration) and is determined and paid based on consultations with Audit & Supervisory Board Members.

## ■ Amount of remuneration in FY2023

Officer	Total amount of	Total a	Number of		
classification	(Million yen)	Basic remuneration	Bonus	Restricted stock remuneration	eligible officers
Directors (excluding Outside Directors)	598	213	232	152	7
Outside Directors	38	38	-	-	3
Total	636	251	232	152	10
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	64	64	-	-	2
Outside Audit & Supervisory Board Members	41	41	-	-	3
Total	106	106	-	-	5

Note: The above remuneration for Directors (excluding Outside Directors) includes the amount paid to 2 Directors who retired with the completion of their terms as of the conclusion of the 157th Annual General Meeting of Shareholders held on June 23, 2023.

The bonus and restricted stock remuneration are the amounts recorded as expenses in FY2023.

SUZUKI MOTOR CORPORATION	Sustainability Data Book 2024	Ş	$\leftarrow 162 \rightarrow$
--------------------------	-------------------------------	---	------------------------------

Introduction

### Dialogue with shareholders and others

In the belief that understanding the interests and concerns of the shareholders through constructive dialogues from a mid- and long-term perspective will contribute to the Company's sustainable growth and the mid- and long-term enhancement of corporate value, the Company is striving to promote dialogue with its shareholders.

In FY2023, the number of meetings held with shareholders and others totaled 369, involving 1,157 companies and 1,525 participants.

Following are the policies designed to encourage sound dialogue with shareholders.

1. Person in charge of IR

Corporate Governance and Compliance

A Director in charge of IR is on-site in Tokyo, with a dedicated department serving as the point of contact for IR inquiries. To support this, a department responsible for preparing disclosure materials, such as financial statements and IR documents, has been set up at the head office.

Dialogue with shareholders and others shall be conducted to a reasonable extent, taking into account shareholder requests and main areas of interest. As a general rule, these engagements shall be handled by Directors or senior management with sufficient knowledge and experience to provide precise explanations.

In FY2023, the Director in charge of IR handled 64 out of 369 meetings (17%).

#### 2. Collaboration with relevant departments

The IR contact department in Tokyo and the IR support department in the head office collaborate with other relevant departments to review and share their understanding in advance based on the topics for dialogue with shareholders and others. Relevant departments may also attend depending on the topic.

#### 3. Dialogue methods

Environmental

In addition to individual meetings, we hold quarterly financial results briefings for securities analysts and institutional investors, investor conferences in Japan and overseas, and IR events such as new car launch events, business and technical briefings as needed. We also strive to enhance the IR-related materials, including Englishlanguage translations, available on the Company's website.

Of the 369 meetings held in FY2023, 253 (69%) were conducted online via teleconferences, web meetings, or similar methods.

Online meetings allowed for engagement with numerous overseas institutional investors; among the 1,157 we met with in FY2023, 718 (62%) were overseas institutional investors.

#### <Key dialogue topics>

Of 369 meetings, 21 (6%) were related to ESG, including meetings with individuals responsible for exercising voting rights.

In normal meetings, the main topics of discussion include the state of our key markets, such as the market for automobiles in India and Japan, our electrification strategy, financial figures, shareholder returns and others, discussions which contribute to enhancing corporate value.

Exchanges of opinions ranged widely in ESG meetings as well, covering topics including measures for carbon neutrality, growth strategies, human rights, women's empowerment, investments in human capital, and corporate governance, among other topics.

#### 4. Feedback

**Corporate Governance** 

Opinions, interests and concerns obtained through meetings with shareholders and others are reported to management in an appropriate manner, and utilized in promoting the Company's sustainable growth and mediumto long-term enhancement of corporate value.

Data

In FY2023, a total of 17 opinions and concerns of shareholders and others were reported to management. In addition, regular meetings with management focusing on IR topics were initiated in the latter half of the fiscal year. These efforts contributed to a qualitative improvement in information disclosure and were reflected in a variety of measures, including the implementation of growth strategy briefings, the appointment of women as Outside Directors, improvements in financial disclosure documents and integrated reports, and the execution of share buybacks, among others. Introduction

5. Controlling insider information

Insider information is tightly controlled to prevent leaks outside the Company.

We have established a quiet period of about one month prior to our financial results announcement, during which we limit our dialogue with shareholders and others regarding information on financial results.

During our dialogues with shareholders and others, responses are handled, in principle, by multiple members in the interest of mutual oversight.

#### FY2023 result

Number of meetings held		Number of	Number of	
Total	Of which, ESG meetings	companies	people	
369	21	1,157	1,525	

#### 6. Fair information disclosure

Environmental

We strictly observe the Fair Disclosure Rule stipulated in the Financial Instruments and Exchange Act when disclosing information to investors, securities analysts, and other related parties.

Social

#### **Cross-shareholdings**

For the Company's sustainable growth and the mid- to longterm enhancement of corporate value, Suzuki may hold shares of business partners and others when deemed beneficial for creating business opportunities, forming business alliances and building, maintaining, and strengthening transactional and cooperative relationships.

Data

Appropriateness of individual cross-shareholdings is examined by the Board of Directors every year. The Company makes a comprehensive judgment on the accompanying benefits, risks, and other factors of holdings, taking into consideration the nature, scale, and other factors of transactions and setting qualitative criteria, including aspects of enhancement of corporate value, as well as quantitative criteria including comparison with capital costs. The Company will then reduce cross-shareholdings in the stocks it has decided to sell.

Note that as of the end of FY2023, we have identified four stocks which will be subject to sale during FY2024.



## Change in the number of cross-shareholdings of listed companies



Social

Corporate Governance and Compliance Privacy, Information Security and Intellectual Property

## Compliance

### Basic policy

For the Suzuki Group to achieve sustainable growth and development, it must be trusted by society, and its activities need to be supported and understood. For this purpose, Suzuki recognizes that it is essential to not only comply with laws and internal regulations, but also adhere to social norms and carry out activities based on high ethical standards.

On the basis of the tradition and spirit passed down since the Company's founding, in 1962 Suzuki established the Mission Statement, which expresses the corporate philosophy of "what kind of company we seek to become" with the aim of sharing values throughout the Suzuki Group. (Please refer to page 9 of Corporate Philosophy for details.)

In 2016, Suzuki formulated the Suzuki Group Code of Conduct in line with the spirit of the Mission Statement, as a set of rules for enabling all persons working in the Suzuki Group to dedicate themselves to their duties healthily, efficiently, and energetically. This Code of Conduct has been made into a booklet so that all Suzuki Group employees can carry it at all times. Besides a Japanese version, English and Portuguese versions have been created and distributed to non-Japanese employees working in Japan. Also, at overseas subsidiaries, booklets written in the respective local native languages are distributed to employees.

Furthermore, based on the Code of Conduct, in 2020 Suzuki created and distributed the Compliance Handbook to all employees in Japan. This handbook specifically summarizes what people working in the Suzuki Group must and must not do from the perspective of compliance. Along with a Japanese version, Suzuki also created English and Portuguese versions of the handbook to enable employees to confirm and review their conduct at any time in their daily work.

#### Compliance system

Environmental

#### Corporate Governance Committee

Suzuki has established the Corporate Governance Committee, which directly reports to the Board of Directors. The Committee examines matters to ensure compliance and risk management, as well as to promote measures and policies to address cross-organizational issues in cooperation with related departments. The Committee also verifies the results of the effectiveness evaluation of internal controls over financial reporting in accordance with Article 24-4-4, Paragraph 1 of the Financial Instruments and Exchange Act.

Following the resolution of the Board of Directors in March 2023, the Committee was restructured in April 2023 to include the President as Chairperson, the Vice Presidents, some of the Senior Managing Officers and Managing Officers as Vice Chairpersons, and other Managing Officers and the Executive General Managers as members, with Full-time Audit & Supervisory Board Members present as observers, commencing to oversee overall risk management including compliance. Also, in June and July 2024, following resolutions by the Board of Directors, the structure and agenda items of the Committee and the executive and business operations committees were reorganized and clarified to enhance timely reporting to management and the effectiveness of deliberations.

The Committee engages in enhancement of compliance awareness by employees and urges caution for individual legal compliance throughout the Company. Furthermore, if compliance issues arise, the Committee deliberates each issue, formulates required measures, and reports the details to Directors and Audit & Supervisory Board Members as appropriate.

#### Whistleblowing system

#### (Suzuki Group Risk Management Hotline)

With the aim of preventing and promptly addressing noncompliance matters, Suzuki has established whistleblowing hotlines (Suzuki Group Risk Management Hotline; two internal hotlines and one external hotline (law firm)) based on a whistleblowing system. The hotlines accept reports from all Suzuki Group executives and employees (including temporary employees, fixed-term contract employees, and retired employees), regardless of whether in Japan or overseas, and from external parties such as business partners and contractors. Rules for whistleblower protection have been established at whistleblowing hotlines, covering matters such as protecting the anonymity of whistleblowers and maintaining the confidentiality of report content, thereby establishing a system that allows whistleblowers to report on breach of laws and regulations or their possibility without facing any disadvantageous treatment.

Data

Suzuki has also conducted a survey on awareness and use of the whistleblowing system and conducts initiatives to ensure employees' opinions lead to improvements.

The number of whistleblowing cases in the past five years (FY2019–FY2023) is as follows:

#### Trends in the number of whistleblowing cases\*





Environmental

Corporate Governance and Compliance Privacy, Information Security and Intellectual Property

#### Compliance-related education

The Suzuki Group offers internal compliance-related education and training. Primarily through rank-based group training, education programs suited to each level, from newly hired employees to management supervisors, are selected and implemented on a systematic, ongoing basis.

#### FY2023 results

Scope	Suzuki Motor Corporation	Suzuki Group domestic distributors and Group sales companies, etc.		
Number of participants	1,169	3,886		
Scope of training	<ul> <li>New recruit seminar</li> <li>Training for newly appointed employees with job titles (assistant manager / supervisor / foreman / manager / Executive General Manager class)</li> </ul>	<ul> <li>New recruit seminar</li> <li>2nd-year seminar / 5th-year seminar / 7th-year seminar</li> <li>Training for newly appointed site managers</li> <li>Training for newly appointed employees with job titles (assistant manager / manager)</li> <li>Training for dealership and plant managers</li> </ul>		
Main topics	Labor management, safety and health management, fire prevention management, whistleblowing, harassment, intellectual property (copyright, etc.), Subcontract Act, and security export control, among other topics			

#### Daily compliance quiz

To foster a culture of everyday awareness of compliance, an e-learning program that displays one compliance-related quiz question a day when employees and executives start up their work computers has been running daily since June 2017.

### Compliance-related initiatives

#### Status of measures to prevent recurrence of improper conduct during final vehicle inspections

Remember 5.18 activities so that we never forget the improper sampling inspection of fuel efficiency and exhaust gas in 2016 as well as the improper conduct regarding final vehicle inspection in 2018, are conducted in a way that all employees and officers, including the President, can take part, and we strive to foster a workplace culture where improper conduct does not occur due to compliance awareness and enhanced communication. Since FY2023, Suzuki has conducted Company-wide "stocktaking" activities as a general inspection, focusing on the relationship between operations and laws and regulations. These activities involve reviewing daily operations to identify and resolve issues while they are still minor.

Social

In FY2024, these activities were expanded to 55 distributors in Japan and 5 major sites overseas. This fiscal year's "stocktaking" activities primarily focused on issues with tasks affected by legal and other changes and newly added responsibilities, which were shared Company-wide, emphasizing personal accountability and reaffirming that Team Suzuki will work together to address them. Numerous tasks have improved since last fiscal year, and these activities are beginning to yield results. Efforts to improve daily operations will continue. Next fiscal year, we will expand these activities to overseas sites that have not yet been covered, further strengthening the Suzuki Group's overall framework for engaging in compliance efforts.

We continued to hold worksite discussions. The President personally visits all divisions, plants, and sites of Suzuki Motor Corporation and exchanges views with employees on legal compliance and new operational measures. In FY2023, the President visited offices and sites in 39 Suzuki Motor Corporation locations throughout Japan.



The Remember 5.18 activities in session (held on May 17, 2024)

#### Japan Domestic sales distributors

Data

Sales distributors train employees through an education system suiting their type of work or career to develop staff that customers can rely on. In addition, they set up opportunities and attend lectures on harassment and the SDGs to create organizations where human capital can thrive and to manage risks.



Harassment training for managers Suzuki Motor Sales Saga Inc.

#### Philippines Suzuki Philippines Inc.

Suzuki Philippines Inc. adopted its own Anti-Competition and Anti-Trust Law Guidebook, approved on December 19, 2023. Furthermore, on December 21, 2023, it announced the memorandum to all employees for guidance and legal compliance. The printed handbooks were distributed on April 16, 2024.



Privacy, Information Security and Intellectual Property

Corporate Governance and Compliance

## **Risk management**

### Risk management system

Suzuki has established the Corporate Governance Committee under the Board of Directors. The Committee has been established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures to address cross-organizational issues in cooperation with related departments.

The Company ensures that issues occurring or recognized in any department are deliberated on promptly by the Corporate Governance Committee or another committee, depending on their urgency and severity. The Company checks concerns regarding the impact and measures from each division every week at the Executive Committee to quickly grasp the impact on the business and make necessary management decisions on issues related to product quality, homologations, and final vehicle inspections, as well as newer issues such as climate change and decarbonization, and issues of shortages of semiconductors and other parts or raw materials. Particularly important issues are discussed and reported by the Board of Directors.

#### Response to quality issues

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

## Establishing a tax policy

Environmental

Suzuki established the Suzuki Group Tax Policy as the basic policy for thorough tax compliance and to conduct appropriate tax payments.

Social

(Established in December 2022 and revised in September 2024)

#### Tax Policy of the Suzuki Group

The Suzuki Group (hereinafter, "we") shall conduct business by placing utmost importance on our motto and mission of developing products and providing services of superior value by focusing on the customer. Simultaneously, we understand the importance of being tax compliant, by duly fulfilling our obligations as a taxpayer and returning our profits to society through tax payments and strive to contribute to society.

#### (Legal Compliance)

We shall comply with the tax laws and tax treaties of individual countries and adhere to the spirit of international standards such as the OECD Transfer Pricing Guidelines and the BEPS Action Plan, thereby ensuring fair and equitable payment of taxes while also not engaging in unjust tax avoidance practices.

#### (Governance)

The executive officer in charge of finance oversees tax matters for the entire Suzuki Group. We have established appropriate reporting systems to deal with tax risks as part of an internal control mechanism, with the Board of Directors receiving reports on tax filings and other matters. Audit & Supervisory Board Members also attend those meetings and verify the content of the filings. Management strives to resolve tax risks that are crucial and/or require immediate attention through deliberations at meetings of the Board of Directors as necessary. Regular in-house training is conducted for every employee to deepen understanding and awareness of tax compliance.

#### (Relationship with Tax Authorities)

We shall take every possible opportunity to foster a trustworthy relationship with tax authorities. In addition, if there is a lack of mutual understanding with the tax authorities, we shall promptly communicate with them. Furthermore, we shall sincerely make transparent tax payments and deal with tax audits appropriately in accordance with the basic policy and guidelines.

#### (Prevention of Double Taxation)

We are well aware of the applicable double taxation risks arising because of international taxation, including transfer pricing. We follow the international transfer pricing guidelines as well as local regulations of the respective countries of operation when determining the prices of inter-company transactions. Furthermore, as a Group, we shall strive to eliminate the risk of double taxation by consultation with tax experts, negotiation with relevant tax authorities, and implementation of applicable remedies.

### Efforts for preventing corruption

While acknowledging the existence of differences in laws and regulations related to competition such as anti-trust law, those related to fair trading, and societal norms in each country or region, the Suzuki Group will grasp the differences and provide training to employees to ensure that they observe laws and regulations and societal norms in their respective countries and regions. We will work to prevent all forms of corruption, including bribery.

Data

#### • Efforts for preventing bribery

"Compliance" is included in the Suzuki Group Code of Conduct, and provisions regarding both "Bribery" and "Entertaining" are stipulated in the Compliance Handbook in an effort to prevent bribery.

To further clarify our approach to prohibiting bribery, in March 2024, following a resolution of the Board of Directors, we established the Suzuki Group's basic policy regarding prohibition of bribery. Fully recognizing that bribery can lead to severe penalties and the loss of public trust in every country, we act in accordance with this basic policy to ensure we have no involvement in bribery or other unlawful practices.

We also require all business entities involved in our operations (including business partners, joint venture partners, consultants, agents, etc.) to comply with this basic policy.

<u> </u>		
1.0	nte.	nrs
00		1163

Social

#### Corporate Governance and Compliance Privacy, Information Security and Intellectual Property

Introduction

#### Suzuki Group's Principles on the Prohibition of Bribery

#### 1. Purpose

The purpose of these Principles is to ensure that Suzuki Motor Corporation and its consolidated subsidiaries (hereinafter collectively referred to as "Suzuki Group") and their officers and employees avoid involvement in any act of bribery and comply with the anti-bribery laws and regulations of all applicable countries, thereby fostering compliance with such anti-bribery laws and contributing to fair and ethical business practices.

Environmental

#### 2. Scope of Application

The scope of application of these Principles shall be Suzuki Group companies and their directors, officers, and employees.

#### 3. Prohibition of Bribery

- i) The Suzuki Group shall not, directly or through intermediaries, offer, promise, or authorize any financial or other benefits to any public official or any officer or employee of other entity, whether domestically or internationally, for the purpose of obtaining or maintaining an improper advantage for the Suzuki Group, or to improperly influence the performance of his/her duties and responsibilities.
- ii) The Suzuki Group shall not, directly or through intermediaries, request or accept, or promise to accept, any financial or other benefits offered in connection with a transaction, whether domestically or internationally, for the purpose of improperly influencing the Suzuki Group's business decision-making or the performance of its duties and responsibilities.

For the sake of clarity, in any of the cases mentioned in i) and ii) above, such entertainments, gifts, etc. that, based on circumstances such as timing, item, amount, frequency, and other relevant circumstances, are for ceremonial/festive purposes, or for other legitimate purposes, and do not exceed the scope of socially acceptable limits, shall not be deemed to contradict these Principles.

#### 4. Prohibition of Facilitation Payments

The Suzuki Group shall not make any facilitation payments (i.e., minor payments to facilitate standard administrative processes) to public officials in any country or territory in connection with the Suzuki Group's business activities.

#### 5. Bribery by Business Partners, etc.

The Suzuki Group shall also require all business entities (including business partners, joint venture counterparties, consultants, agents, etc.) involved in its operations to comply with these Principles. If it is found that, or if there is good reason to believe that, another entity has engaged in bribery in connection with the business activities of the Suzuki Group, the Suzuki Group shall not engage in any transactions with such entity, and if the Suzuki Group is engaged in a transaction with such entity, the Suzuki Group shall terminate such transaction.

#### 6. Records Management

The Suzuki Group shall prepare and maintain reasonably detailed, accurate and fair accounting records of all transactions and dispositions of assets (including, but not limited to, entertainments and gifts) in connection with the business activities of the Suzuki Group.

#### 7. Prior Consultation

In the event of any doubts or uncertainties in relation to these Principles or in the event of noticing any wrongdoing, immediately report such doubts, uncertainties, or wrongdoing to your supervisor and consult the Legal Department (or a lawyer if the Legal Department is unavailable). (Please see below for the definition of terms used in these Principles.)

#### Definitions

a) The term "public official" shall mean any of the following:

- i) Officials of the government, ministries and agencies, and local governments;
- ii) Officers and employees of government-affiliated companies and entities\* (\*i.e., companies and entities that are de facto controlled by the government, ministries and agencies, local governments, etc.);
- iii) Officers and employees of companies and entities engaged in specific activities related to the public interest;
- iv) Officials of international organizations;
- v) Politicians, and officers and employees of political party;
- vi) Officers and employees of the government, ministries and agencies, local governments, government-affiliated companies and entities, and business entities entrusted with administrative tasks by international organizations (e.g. testing institutions, etc.); or
   vi) but it table to the the institutions, etc.); or
- vii) Individuals equivalent to any the above-mentioned individuals (including candidates for such individuals).

#### b) The term "financial or other benefits" shall mean the following:

- i) Cash, coupons, gift certificates, gifts, stocks, loans, collateral, or guarantees;
- ii) Invitations to sports events, theatrical performances, trips, etc.;
- iii) Donations and sponsorship expenses;
- iv) Gratuities, rebates, promotional expenses, or discounts;
- v) Opportunities for employment, schooling, or similar advancement to an individual or their relatives; or
- vi) Benefits equivalent to any of the above.

#### Compliance Handbook

Suzuki strives to prevent misconduct by specifying prohibited acts in its Compliance Handbook (e.g., making facilitation payments, providing entertainment for public officials who have an influence on corporate activities, etc.). Foreign language versions of the Handbook have been prepared and it is also being made available to Group companies.

Data

#### Internal regulations regarding entertainment

To build and maintain fair and proper relationships with all our business partners, Suzuki has prescribed internal regulations regarding entertainment received from our business partners and requires all executives and employees to obey these rules.

#### • Efforts for preventing anti-competitive behavior

Within the Suzuki Group Code of Conduct, Suzuki calls for compliance with laws and regulations, including competition laws, and provides thorough education in this area. Moreover, Suzuki is working to raise the level of understanding among employees by distributing a Compliance Handbook and Competition Law Handbook, which cite specific prohibited behavior in an easily comprehensible manner.

- Cartel and bid-rigging regulations (exchanging information with competitors, business alliances and OEMs, bid rigging)
- Regulations on unfair trade practices (unjust discriminatory treatment, resale price constraints, transaction term constraints, tie-in sales, abuse of superior bargaining position, misleading representations)
- Emergency response (prior consultation, cooperation with on-site inspections by government authorities)

Corporate Governance and Compliance Privacy, Information Security and Intellectual Property

Efforts for compliance with laws and regulations, respect for human rights and environmental conservation in the supply chain

In step with the global development of Suzuki's business activities, its business partners and other stakeholders are increasingly multi-nationalized and diversified. As such, there are rising expectations for Suzuki to not only comply with the laws and social norms of each country but also fulfill its corporate social responsibilities (CSR) while giving consideration to the culture and history of each region.

Based on such social demands, Suzuki summarized in its CSR Guidelines for Suppliers its basic policy on the social responsibilities it must fulfill and the matters it must put into practice together with its business partners. Accordingly, Suzuki and its suppliers work as one team in promoting CSR activities.

Moreover, Suzuki newly established the Suzuki Group's basic policy regarding human rights in December 2022. We believe that respect for human rights is the basis of all our corporate activities and are rigorous in this pursuit through each of the companies in the Suzuki Group. Furthermore, we expect all business partners associated with our business, including suppliers and dealers, to understand this policy and respect human rights, and proactively encourage and cooperate with them on their efforts.

Please refer to page 121 for details on the Suzuki Group's basic policy regarding human rights.

#### Business Continuity Plan (BCP)

The Company has formulated a BCP assuming the occurrence of Nankai Trough megathrust earthquakes, and based on this, secures the necessary cash on hand and lines of credit as one aspect of measures to prepare for natural disasters.

#### Disaster measures by Suzuki

Suzuki takes various measures for natural disasters including Nankai Trough megathrust earthquakes to give top priority to protecting employees' lives and quickly resuming our business for our customers as well as minimizing the impact of damages. For example, we have taken various preventive measures such as earthquake resistance measures for buildings and facilities, fire prevention measures, establishment of the disaster action manual and Business Continuity Plan (BCP) that includes establishment of a disaster countermeasure organization, and purchase of earthquake insurance.

Social

#### Damage prevention

Environmental

While the Group has been taking various measures to prevent anticipated damage caused by Nankai Trough megathrust earthquakes, after experiencing the Great East Japan Earthquake, it has diversified production and research sites including those overseas. Firstly, it relocated plants and facilities to the Miyakoda district in the northern part of Hamamatsu from the Ryuyo region in Iwata, Shizuoka, since massive tsunami damages are anticipated in the region. The Group has diversified its production of engines for mini-vehicles, which was concentrated at Sagara Plant, to Kosai Plant to mitigate risk. Furthermore, the Group is expanding its research facilities in India in order to mitigate risk concerning product development facilities for automobiles at Sagara Proving Grounds. In order to enhance the performance of disaster countermeasure headquarters, which is to be established following a disaster, the head office periodically conducts training with officers and each representative of the disaster countermeasure headquarters attending in cooperation with a consulting company specialized in disaster countermeasures. Through these initiatives, the Group will continue to enhance its preparedness against natural disasters.

#### • Efforts against earthquakes and tsunami taken by Suzuki for local residents

A part of Suzuki's facilities is registered as a tsunami shelter

for local residents, who are invited to see the shelter once a year. Also, we have a system in place to deploy watchmen to the roof of the head office when an earthquake occurs. There, manual and electric sirens are installed, and if a tsunami has been observed, a siren is sounded to notify staff and nearby residents. The electric siren is designed to be operated via a dedicated electric generator in case of a power failure.



Inspection tour of a tsunami evacuation area

#### • Measures against earthquakes and tsunami taken by Suzuki for employees

Data

Earthquake Early Warning systems are installed at the head office, each plant, and manufacturing Group companies in an aim to protect the lives of our employees. Earthquake and tsunami evacuation drills are repeatedly conducted with participation from all employees so that when the Earthquake Early Warning system is activated, the employees are able to guarantee their safety, and at offices with risk of tsunami, safely evacuate to places where damage from flooding is not anticipated. We have established a system to confirm the safety of employees immediately when a disaster occurs via communication equipment such as satellite telephones and radios, which are installed at each plant and sales distributors all over Japan as an emergency communication tool, and we conduct a communication drill every month to be ready for an emergency.

Furthermore, as a method of confirming the safety of offduty employees, we introduced the "safety information system" in case an earthquake or tsunami occurs. When an earthquake with a seismic intensity of five lower or above occurs, in order to confirm the safety of employees and their families, this system automatically sends "safety inquiry e-mails" to e-mail addresses that each employee has registered and those who receive the e-mail send a reply about their own safety condition, allowing managers to confirm the situation. We conduct training twice a year so that we can confirm everyone's safety immediately during a disaster.

Additionally, we distribute leaflets titled "What you should do at each home in advance to prepare for various disasters" to all employees so that each home can be ready for earthquakes and floods. We urge everyone to confirm individual contact information and evacuation sites as well as the risk to homes, etc. through hazard maps, and to stockpile sup-

plies, and convey the importance of making preparations before disasters occur.



Earthquake and tsunami evacuation drills

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

#### • Efforts against fire disasters

Suzuki works to identify the actual cause of even the smallest fires, to find out the real cause of the fire and thoroughly carry out effective measures, as well as conducts Companywide voluntary inspections in conjunction with fire prevention campaigns. We conduct fire drills using fire extinguishers and fire hydrants to minimize damage in the event of a fire, as well as drills in which fire trucks and small portable pumps are used to discharge water by the "private fire brigade," a fire prevention organization consisting of employees.

Moreover, to ensure there are no fire prevention defects at plants and offices, we conduct fire disaster audits cross-checking each other in addition to fire prevention audits conducted in conjunction with insurance companies, setting fire disaster standards to prevent fires from breaking out and building a global fire disaster system including overseas plants.

## ご家庭での災害 (地震・水害)への 備えについて

南海トラフ地震や、近年多発する台風・ 大雨による大規模大害等の災害発生時には、 ご家族が各勤務先学校等で被災し、直ぐに はご自宅に帰れない可能性があります。また、 携帯基地局の停電等により連絡が取れない ことも想定されます。

そのような事態に備え、事前にご家族で 話し合う機会を設けることが非常に重要です。 当リーフレットを参考に、ご家族で必要な事項 に関して予め取決めておきましょう。



A leaflet distributed in 2021

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

Suzuki contributed a total of ¥500 million by the end of September 2014 to the "Hamamatsu Tsunami Protection Measure Fund" which Hamamatsu City has founded for constructing a tsunami barrier as a countermeasure for tsunami





Private fire brigade drill

Fire evacuation drill

Fire evacuation drill

## caused by earthquakes. In addition, a total of ¥500 million was donated to "Hamamatsu Sports Facility Construction Fund" by the end of March 2015 to cooperate with construction of a sports facility which serves as both a tsunami evacuation base and urgent relief heliport in case of a disaster. As a result, with the "Hamamatsu Tsunami Protection Measure Fund" and "Hamamatsu Sports Facility Construction Fund" combined, the total amount of contributions to the Hamamatsu City storm surge barrier was ¥1 billion.

The Company also contributed ¥340 million in total to eight neighboring cities and towns in western Shizuoka Prefecture, where many of its plants, associated facilities and business partners are located, for disaster measures such as earthquakes and tsunami by the end of March 2019, contributed ¥2.8 billion to lwata City in August 2020 to promote the construction of the storm surge barrier, and donated a portion of land for the Ryuyo Proving Grounds in December 2021.

## TOPICS

### **Global Risk Management initiatives started**

Suzuki started the Global Risk Management (GRM) initiative in FY2022 in cooperation with Tokio Marine & Nichido Fire Insurance Co., Ltd. and Tokio Marine dR Co., Ltd., which have risk management expertise, with the aim of building a system where "fire accidents don't break out, are difficult to break out or quickly recover if they do break out."

(1) Formulate globally unified fire standards (P)

(2) Conduct joint fire prevention audits (D)

(3) Calculate a unified fire prevention score (C)

(4) Activities to improve on findings (A)

Depending on the GRM initiative, we will enact a PDCA cycle, strengthening the planning and checking for the aforementioned three items while striving to enhance the effectiveness of the Do and Action we carry out daily.

In FY2022, we started initiatives in the Suzuki Motor Corporation's main domestic plants and for domestic manufacturing subsidiaries, and plan to sequentially broaden their reach to development department facilities, sales offices and overseas offices. Corporate Governance and Compliance

Introduction

Privacy, Information Security and Intellectual Property

Social

Data

# Privacy, Information Security and Intellectual Property

Environmental

## **Privacy**

## Protecting personal information

We fully recognize that personal information (information regarding our customers, business partners, shareholders, investors, employees, etc.) is an important and valued asset that we receive from individuals, and it is our obligation under the law and our accountability to society, to handle this information properly and with care. In response to this, we established the "Suzuki Motor Corporation basic policy on protection of personal information" and work hard for protection of personal information. Details on the handling of personal information are released on the Suzuki corporate website:

For Japan:

http://www.suzuki.co.jp/privacy\_statement/index.html For overseas: https://www.globalsuzuki.com/cookies/index.html

We establish the in-house rules and revise them as required according to revision of related laws, etc. to handle personal information appropriately, and to familiarize our employees with these rules, Suzuki provides education so that all employees thoroughly become aware of protection and appropriate handling of personal information. The specific measures taken by Suzuki to manage personal information are as follows.

Suzuki has appointed personal information managers responsible for managing personal information for the entire Company, as well as those responsible for managing personal information in each department, and has implemented necessary and appropriate measures, including items 1 to 6 below, to prevent leakage, loss, damage, misuse, alteration, and unauthorized access of personal information handled by Suzuki. In addition, in accordance with regulations and manuals, the status of personal information handling is reviewed once a year and reported to the Corporate Governance Committee, and a reporting system is in place for cases of inappropriate handling of personal information.

- 1. Establish regulations and manuals for handling personal information (personal data) at each stage of acquisition, use, storage, provision, deletion, disposal, etc., including handling methods, responsible personnel, personnel in charge, and their responsibilities
- 2. Clarify the employees who handle personal information (personal data) and the scope of such information handled by these employees, and establish a reporting and communication system in case of any instances or indications of violation of laws, regulations, or handling rules are detected
- 3. Provide training to employees on matters to keep in mind regarding the handling of personal information
- 4. Manage employees' entry and exit to areas where personal information (personal data) is handled, restrict equipment brought in by employees, and take measures to prevent unauthorized persons from viewing personal information (personal data)
- 5. Control access to limit the scope of personnel in charge and the personal information databases, etc. handled
- 6. Implement mechanisms to protect information systems that handle personal information (personal data) from unauthorized outside access or unauthorized software

In addition, the basic policy on protection of personal information is also followed at Suzuki Group companies to thoroughly ensure protection of personal information.

We will continuously review and improve the personal information protection system.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Corporate Governance and Compliance Privacy, Information Security and Intellectual Property

## **Information security**

Basic concept

To properly manage personal and confidential information, based on the Suzuki Basic Policy for Information Security, an information security officers' committee was established under the Corporate Governance Committee to deal with information security in general including cybersecurity, and the Company is promoting the Suzuki Group's information security measures.

### Suzuki Basic Policy for Information Security

- Legal compliance We shall comply with laws, regulations, national guidelines, contractual obligations, and other social norms related to information security.
- Initiatives for information security and product security
   To ensure that our customers can use our products and services with peace of mind,
   we shall address product security as part of our information security efforts.
- 3. Building of information security management system In addition to establishing an information security officers' committee, we shall assign a person in charge of handling confidential information and an information security promoter to each internal department and organization.
- Establishment of internal regulations
   We shall establish internal regulations concerning information security and make them known to all employees.
- 5. Establishment of audit system

We shall conduct information security audits regularly and as needed to verify that information security-related laws and regulations are complied with and that regulations and rules are functioning effectively.

- Implementation of information security measures
   We shall implement organizational, technical, physical, and personnel security measures to prevent damage such as information leaks or alterations.
- 7. Implementation of education

We shall provide information security-related education and training for all employees in order to raise their awareness of and ability to deal with information security.

8. Management of outsourced contractors

We shall examine the security level of outsourced contractors. For important outsourced contractors, the security level shall be audited on a regular basis.

9. Implementation of continuous improvements

We shall continuously improve the overall system to ensure information security by regularly evaluating and reviewing the above efforts.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Corporate Governance and Compliance | Privacy, Information Security and Intellectual Property

#### Management system

We have established countermeasures subcommittees under the information security officers' committee to build a system to implement more appropriate information security management.

#### ■ Information security management system promotion organization



## Measures against information leakage and external attacks

We obtained ISO 27001 (information security management system) certification in 2020, and we continue to maintain the certification by conducting Company-wide assessment activities and internal audits every year.

We have organized a dedicated CSIRT (Computer Security Incident Response Team) to prevent information security incidents, detect and resolve them at an early stage when they occur, and prevent recurrence after they occur. In preparation for the occurrence of such incidents, the CSIRT conducts (1) collection and analysis of information on information security incidents and (2) internal awareness-raising activities.

In addition, we conduct response training twice a year for CSIRT members on the assumption that an information security incident has occurred.

#### Implementation of education

For information security, we provide the following training to all employees, including officers, as well as to all personnel in charge.

• Implementation of information security education For all employees, including officers, we conduct e-learning education (once a year), distribution of ISMS (Information Security) education cards (once a year), new employee training, and rank-based training.

• Implementation of targeted attack e-mail response training For all employees, including officers, we conduct targeted attack e-mail response training (once or twice a year) and distribute ISMS education cards to alert them to security issues and inform them of the contact information in case of a security incident.

• Education for departmental information security officers Twice a year, information security management education is conducted for personnel in charge of handling confidential information and information security promoters in each department. Environmental

Corporate Governance and Compliance | Privacy, Information Security and Intellectual Property

Introduction

#### Product security

• Product security countermeasures subcommittee Under the information security officers' committee, we have established a product security countermeasures subcommittee, an organizational body that manages security operations from product development to disposal, and conducts regular management of product security. By continuing these activities, we ensure the daily safety and security of our customers.

#### PSIRT

This countermeasures subcommittee has established a PSIRT (Product Security Incident Response Team) to collect industry information from organizations such as Auto-ISAC\*, a North American automotive cybersecurity organization that collects and analyzes product-related security information, in preparation for product security attacks.

\* Automotive Information Sharing and Analysis Center

#### Product security reporting and audits

We conduct audits every year to comply with and improve organizational systems and regulations and procedures related to product security. The product security countermeasures subcommittee regularly reports on the progress of development and the status of the PSIRT, as well as objective status reports through audits, in order to speedily deal with attacks related to product security.

## Initiatives related to intellectual property

Suzuki has made it the first part of its Mission Statement to "develop products of superior value by focusing on the customer." The Company conducts intellectual property activities basically for rights formalization of knowledge and technology that create value, and protects, accumulates and utilizes these rights as intangible assets.

Social

The core of these intellectual property strategies lies in "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," which is the root of Suzuki's philosophy and culture and also contributes to carbon neutrality. Based on the Philosophy of Conduct "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," each and every employee will respond to the diversifying needs of customers and society with wisdom and ingenuity. They will design and develop products with original ideas that are unique to Suzuki, inspiring amazement, and will continue to create intellectual property.

#### Promotion structure

#### Intellectual Property Promotion Committee

In March 2022, the Company newly established the Intellectual Property Promotion Committee. This committee, which is attended by Directors, Managing Officers and Executive General Managers from relevant departments, holds Company-wide discussions on intellectual property strategies, and will continue this activity in the future (held 19 times between March 2022 and August 2024).

The contents discussed and determined at this committee are reported to the Executive Committee and the Board of Directors for approval. In this way, the Company establishes an appropriate governance organization for intellectual property and promotes the execution of intellectual property strategies.



#### Review of system for creating intellectual property

Under the technology strategy announced in July 2024, the design and development department and the intellectual property department will collaborate, embedding intellectual property staff in the development site focused on energy minimization. This collaboration aims to transform on-site inspiration and ideas into competitive patent rights.

Data

In conjunction with the new human resources system launched this fiscal year, the Company is establishing a framework to recognize employees who contribute to the creation of intellectual property. This initiative aims to accelerate the growth of individual employees in intellectual property creation, thereby further enhancing the Company's earning power.

#### • Enhancing incentives to create intellectual property through a reward system

In April 2023, Suzuki revised the reward system for intellectual property to make individual employees who create intellectual property feel "praised," "recognized" or "highly commended." Incentives for creating intellectual property were also strengthened in such ways as, in particular, having the inventors of patents chosen by general managers for embodying as products Suzuki's unique "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)," being presented with awards directly by the President at Company-wide events, holding roundtable talks among the inventors, the President and officers, and disclosing scenes of such events on the Company intranet. In June of this year, we conducted a survey among employees regarding the revised reward system. By making improvements based on the results of that survey, we are promoting activities to continually make the system even better. The focus of this fiscal year's presidential award are the nine patents described in the next section, "Achievements of 'Sho-Sho-Kei-Tan-Bi.'"

Guidelines Reference Table

#### A roundtable discussion between inventors, the President and officers



The roundtable discussion held in May 2024 was attended by 16 inventors and 10 others, including the President and officers



An inventor explaining their own invention. Intellectual property staff sat in as an assistant



In a relaxed atmosphere, the warm smiles of the President and officers draw out stories of ingenuity and challenges faced during the invention process

### Achievements of "Sho-Sho-Kei-Tan-Bi"



Social

An award ceremony held in the new fiscal year ceremony

### Fixed structure for vehicle power supply

<Patent key point>

Environmental

To protect the MHEV lithium-ion battery during side collisions, the design was achieved not by adding components, but by incorporating a subtraction approach of creating a designated weak point.

<Unique to Suzuki>

Smaller: Space-saving

Fewer: Limits the increase in the number of components

Lighter: Avoids an increase in weight associated with added components

#### • Cover structure for internal combustion engine

<Patent key point>

To ensure the rigidity of the engine case at the actuator support component for the electric VVT, the oil gallery wall was utilized as a structural reinforcement.

<Unique to Suzuki>

Fewer: Limits the increase in the number of components Lighter: Avoids an increase in weight

#### Electrical component support structure

<Patent key point> Harness routing successfully designed to protect the wire harness of the MHEV lithium-ion battery during a side collision. <Unique to Suzuki> Smaller: Space-saving Shorter: Wire harness shortened

#### Electric vehicle battery pack mounting structure

<Patent key point>

By utilizing the body platform of an engine-powered vehicle to the greatest extent possible for electrification, the investment in developing a new chassis was minimized. <Unique to Suzuki>

Fewer: Reduced development costs

Lighter: Weight savings with minimal changes



<ICEV specification>

<BEV specification>

#### Steering device for electric vehicles

<Patent key point>

A structure for the electric senior vehicles that allows a steering wheel that was in a fixed position to be unlocked when driving straight ahead and switching from autonomous to manual driving mode, improving convenience for the user. <Unique to Suzuki>

Fewer: Eliminates discomfort and improves user convenience

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Corporate Governance and Compliance | Privacy, Information Security and Intellectual Property

#### Driver assistance device

<Patent key point> Improved driver operability by automatically transitioning to auto-park standby mode upon detection of an available parking space within a parking lot. <Unique to Suzuki> Shorter: Shortened parking operation time

#### • Engine fuel supply device

<Patent key point> Achieved a compact injector layout for CNG bi-fuel vehicles, resulting in weight savings. <Unique to Suzuki> Smaller: Space-saving Fewer: Improved ease of maintenance Lighter: Weight savings due to a highly space-efficient layout

### Cooling system for power sources in marine propulsion devices

<Patent key point>

A basic patent related to microplastic collection devices that contributes to marine environmental conservation <Unique to Suzuki>

Smaller: Space-saving

Fewer: Limits the increase in the number of components Beauty: Marine environmental conservation



#### Straddle-type vehicle

<Patent key point>

Improved the mountability of the onboard charger for EV scooters, enabling shortening of the wire harness between the battery and the charger. <Unique to Suzuki>

Smaller: Space-saving

Shorter: Wire harness shortened

Various initiatives concerning intellectual property

#### Enhancing patent applications in India

Suzuki has been enhancing patent applications in India, which is one of Suzuki's primary markets. Following Japan, where we have the most rights acquired (approximately 4,300), we have currently acquired and maintain over 1,800 patents in India.

#### Periodic provision of the latest patent-related information

As one benchmark, we promote viewing technological information by providing\* the latest patent-related information about business inside and outside the Company in an easyto-view format, and support manufacturing and the realization of customers' desires.

\* Once a week as a rule

#### Conducting systematic intellectual property training

Suzuki also concentrates on intellectual property training by rank, implements stratified training with a focus on patent law<sup>\*1</sup> and copyright law<sup>\*2</sup>, and promotes the importance of preserving and utilizing intellectual property throughout the entire company.

\*1 Training conducted for a total of more than 3,200 people, primarily junior engineers in their second to third year with the Company. The program is ongoing.

\*2 E-learning targeting all employees given to approximately 14,000 people (through FY2023) Group training conducted for new employees since 2019 (over 2,300 people through FY2023). On-demand training conducted for newly appointed managers since 2020 (approximately 1,200 people through FY2023).

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

#### Environmental Data | Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries | Areas Included in the Environmental Initiatives | Third Party Guarantee | Company Data | Company Profile

## **Environmental Data**

## **Environmental management**

Environmental impact and initiatives in business activities

#### Domestic offices of Suzuki Motor Corporation

	FY2021	FY2022	FY2023
Electricity (1 million kWh)	462.0	485.9	503.2
Fossil fuel (10,000 GJ)	165.5	165.6	163.3

# FY2021 FY2022 FY2023 CO2 emissions\* (1,000 t-CO2) 277.7 308.1 306.9

#### Domestic manufacturing plants of Suzuki Motor Corporation

#### INPUT

- ----

		FY2021	FY2022	FY2023
	Purchased power (1 million kWh)	376	400	417
	Wind power (Kosai Plant) (1 million kWh)	1.53	1.40	1.60
	Small-scale water power (1 million kWh)	0	0.068	0.061
	Solar power (lwata, Kosai) (1 million kWh)	0.05	0.30	0.860
Electricity,	LPG (1,000 tons)	13.5	13.6	10.9
fossil fuel	City gas (1 million m <sup>3</sup> )	20.6	20.6	23.4
	Kerosene (1,000 kL)	0.102	0	0
	Fuel oil A (1,000 kL)	0.0003	0.0025	0.0003
	Light oil (kL)	9.7	8.7	7.9
	Gasoline (kL)	122	132	152
	Industrial waterworks (1 million m <sup>3</sup> )	2.53	3.22	3.24
Water	Waterworks (1,000 m <sup>3</sup> )	47.1	93.0	99.0
	Well water (1 million m <sup>3</sup> )	0.55	0.93	0.93
	Iron (1,000 tons)	480.1	542.6	580.4
Raw material	Aluminum (1,000 tons)	43.7	45.2	51.2
	Resin (1,000 tons)	30.6	35.0	38.9
PRTR target sub	stance (tons)	2,965	3,092	3,666

#### Transportation

#### INPUT

	FY2021	FY2022	FY2023
Fuel (light oil, etc.) (10,000 GJ)	50.1	54.7	57.4

#### OUTPUT

		FY2021	FY2022	FY2023
	CO2 (1,000 t-CO2)	238	241	129
	SOx (tons)	2	0.05	0.05
Release to	NOx (tons)	67	69	51
atmospheric air	PRTR target substance (tons)	1,075	1,191	1,368
	VOC emissions (tons)	2,964	3,560	4,008
	Ozone-depleting substance (CFC-11 conversion) (tons)	0.000002	0	0.001
	Displacement to rivers, lakes, and reservoir (10,000 m <sup>3</sup> )	380	483	602
Displacement	Displacement to sewerage (10,000 m <sup>3</sup> )	6.0	5.8	6.0
	PRTR substance (tons)	1.6	1.5	2.6
	Recycled amount (1,000 tons)	116	102	109
Treatment	Of which PRTR substance (tons)	13.4	12.8	18.2
	Landfill waste amount (tons)	0	0	0

[Scope of aggregation] Iwata, Kosai, Osuka, Sagara, die and Hamamatsu plants (PRTR substance includes output at the head office, Motorcycle Technical Center, Marine Technical Center and Shimokawa and Sagara proving grounds and excludes Tooling Dept. Ozone-depleting substance are for Suzuki Motor Corporation domestic offices)

\* Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider.)

#### OUTPUT

	FY2021	FY2022	FY2023
CO <sub>2</sub> (1,000 t-CO <sub>2</sub> )	34.5	37.7	39.5

\* Calculated based on emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Electricity is based on basic emission coefficients for each electricity provider.)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data	at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	s Third Party Guarantee Company	/ Data Company Profile	

#### Sales and registration

#### • Number of sold/registered vehicles in Japan

		FY2021	FY2022	FY2023
Automobiles	Automobile sales (1,000 units)	561	627	674
	Hybrid vehicle sales (1,000 units)	290	324	358
	Ratio of hybrid vehicle sales (%)	51.7	51.7	53.1

#### Recycling

### • Collection of ELVs (automobiles)

		FY2021	FY2022	FY2023
405	Total weight of collection (1,000 tons)	59.5	52.3	54.8
	Collected vehicles (1,000 units)	430.0	372.2	383.5
ASK	Weight of recycled materials (1,000 tons)	57.3	49.5	51.7
	Recycling rate (%)	96.4	96.7	96.5
	Total weight of collection (tons)	179.7	202.3	239.1
Airbade	Collected vehicles (1,000 units)	370.7	342.7	365.5
Allbags	Weight of recycled materials (tons)	170.9	193.0	232.5
	Recycling rate (%)	95.1	95.4	97.3
CECc	Weight of collection (tons)	78.2	68.6	69.5
CFUS	Collected vehicles (1,000 units)	391.3	358.7	372.8
Recycling rate (%)*1		99.3	99.4	99.3

\*1 Recycling rate is calculated on weight basis.

### • Collection of ELVs (motorcycles)

	FY2021	FY2022	FY2023
Recycling rate (%)*2	97.7	97.8	97.8

\*2 Recycling rate is calculated on weight basis.

## **Environmental accounting**

Cost of envir	onmental c					(	¥100 million)		
Classification	Description			Trends		FY2023			
Classification		Description	FY2020	FY2021	FY2022	Investment	Cost	Total	
	Pollution prevention	Measures for pollution, etc. including prevention of air pollution and water contamination	9.4	5.2	9.0	9.7	5.2	15.0	
Business	Environmental conservation	Prevention of global warming, protection of ozone layer, etc.	5.0	3.9	3.2	4.1	2.8	6.9	
area costs	Recycling of resources	Effective utilization of resources, resources reduction in weight and volume, recycling, proper treatment, etc. of waste		0.8	5.2	3.1	7.6	10.7	
	Total	33.1	9.9	17.3	17.0	15.6	32.6		
Upstream/ downstream costs	Collection, recy of ELVs and pa	0.2	0.2	0.2	0.0	0.2	0.2		
Managerial costs	Employee educ	ation, environmental ISO, etc.	6.7	6.7	7.0	0.0	9.8	9.8	
Research and development costs	Research and c reduction of th and developme during producti	530.7	610.8	791.8	78.0	762.2	840.1		
Social activities costs	Nature conserv community inte disclosures	Nature conservation and greening activities, community interaction, donations, information disclosures			1.1	0.0	1.1	1.1	
Environmental damage costs	Soil and nature	0.4	0.4	0.4	0.0	0.1	0.1		
Total			571.8	628.8	817.8	95.0	789.0	884.0	

## Effectiveness of environmental conservation

(¥100 million)

	Item	FY2019	FY2020	FY2021	FY2022	FY2023
	Energy cost reduction	1.5	2.3	1.9	2.0	2.6
Fconomic	Waste management cost reduction	0.3	0.1	0.1	0.2	0.1
effect	Resource saving (including recycling and valuable resource disposal)	24.8	27.4	42.1	54.1	57.0
	Total	26.6	29.8	44.0	56.3	59.7

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Environmental Data | Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries | Areas Included in the Environmental Initiatives | Third Party Guarantee | Company Data | Company Profile

Third party guaranteed items are marked with V

## **Climate change**

#### GHG emissions in the entire value chain

Scope 1, 2, and 3			(10,000 t-CO <sub>2</sub> )
	FY2021	FY2022	FY2023
Entire value chain (total of Scope 1, 2, and 3)	9,207	10,370	10,871
Direct emissions from corporate activities (Scope 1*1)	40	42	41
Domestic	15	15	15 🗸
Overseas	25	27	26
Indirect emissions from energies (Scope 2*1)	71	72	54
Domestic	26	28	11 🗸
Overseas	45	45	43
Emissions from corporate activities (total of Scope 1 and 2)	111	114	95
Emissions from use of products by users (Scope 3: Category 11)*2	7,532	8,270	8,558 🗸
Other emissions (other than Scope 3: Category 11)	1,564	1,986	2,217
Other indirect emissions (total of Scope 3)	9,096	10,256	10,775

#### Sales of models equipped with hybrid systems (HEV) and CNG\*

(1,000 units)

(%)

(%)

(%)

			FY2021		FY2022			FY2023		
	Region	Total units sold	HEV/CNG equipped	HEV ratio	Total units sold	HEV/CNG equipped	HEV ratio	Total units sold	HEV/CNG equipped	HEV ratio
HEV	Japan	561	290	51.7%	627	324	51.7%	674	358	53.1%
	India	1,365	135	9.9%	1,645	296	18.0%	1,794	266	14.8%
	Europe	225	194	86.2%	171	156	91.2%	236	214	90.7%
	Others	556	7	1.3%	557	24	4.3%	464	41	8.8%
	Total	2,707	626	23.1%	3,000	800	26.7%	3,168	879	27.7%
CNG	India	1,365	234	17.1%	1,645	329	20.0%	1,794	483	26.9%
HEV+CNG	Total	2,707	860	31.8%	3,000	1,129	37.6%	3,168	1,362	43.0%

\* In Japan, Europe, and Others, HEV only. Part of hybrid units in Others includes hybrid units exported from Japan and India. HEVs include Mild Hybrid. S-ENE CHARGE, and SHVS.

#### <Automobiles> Trends in reduction of global average CO<sub>2</sub> emissions of new models\*<sup>4</sup>

	Target	FY2019	FY2020	FY2021	FY2022	FY2023
Trends in reduction rate of global average CO2 emissions of new models*4 (compared to FY2010)	30	23.2	23.5	23.7	25.8	27.7

\*4 Global average CO<sub>2</sub> emissions of new models are calculated using Company regulations based on CO<sub>2</sub> emissions (fuel efficiency) that were measured under the specified method of each country.

#### <Automobiles> Status of average CO2 reductions in main markets

	FY2019	FY2020	FY2021	FY2022	FY2023
Average CO <sub>2</sub> emissions reduction in Japan (passenger cars)* <sup>5</sup> (compared to FY2010)	77	81	80	80	74
Average CO <sub>2</sub> emissions reduction in Europe (compared to 2010)	88	73	72	70	72
Average CO <sub>2</sub> emissions reduction in India (compared to FY2010)	75	76	75	73	71

\*5 Values converted from 10.15 mode or WLTC mode to JC08 mode

(GWh)

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

	Target	FY2019	FY2020	FY2021	FY2022	FY2023
Trends in the reduction rate per unit of global output (compared to FY2010)	15	13	11	12	13	14

<outboard motors=""> Trends in reduction of g</outboard>	global CO2	emissions	per unit o	utput		(%
	Target	FY2019	FY2020	FY2021	FY2022	FY2023
Trends in the reduction rate of global CO <sub>2</sub> emissions per unit of output (compared to FY2010)	15	14	14	13	17	20

[FY2023 Emissions calculation conditions and reporting standard]

- Domestic: Suzuki Motor Corporation and 66 domestic manufacturing and non-manufacturing subsidiaries

 Target gases: Greenhouse gases (seven gases: carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride)

• Calculation method: Scope 2 emissions were calculated based on the market standard of the GHG Protocol.

Emission coefficients

- Electricity: Adjusted emission coefficients by electricity provider for Japan (results for FY2022), and 2021 values of IEA Emissions Factors 2023 for overseas

- Fuel: Emission coefficients under Japan's Mandatory Greenhouse Gas Accounting and Reporting System (Ver 5.0) were used in Japan, and IPCC Guidelines 2006 were used overseas. Unit calorific values for city gas are based on those released by suppliers.

#### \*2 <Scope 3 Category 11>

- Calculation range: Suzuki Group
- Products subject to calculation: Automobiles, motorcycles, outboard motors, motorized wheelchairs, and other Suzuki products
- Outline of calculation method
- Calculated by multiplying the estimated lifetime running distance of products sold in the fiscal year under review by the emissions intensity for each model.
   Annual running distance and years of use are based on published information, primarily the IEA SMP Model.

- Emissions intensity for each model are based on the certified values prescribed by the regulations of each country and converted to WTW (Well-to-Wheel).

#### Energy consumption amount of Suzuki Group

	FY2021	FY2022	FY2023
Global total	3,265	3,455	3,475
Domestic	1,327	1,360	1,377
Overseas	1,938	2,095	2,098

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

<sup>\*1 &</sup>lt;Scope 1 and 2>

Calculation range

<sup>-</sup> Overseas: 32 overseas manufacturing and non-manufacturing subsidiaries

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Tabl

Environmental Data | Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries | Areas Included in the Environmental Initiatives | Third Party Guarantee | Company Data | Company Profile

(1,000 t-CO2)

#### CO<sub>2</sub> emissions globally

	Target	FY2019	FY2020	FY2021	FY2022	FY2023
Suzuki		280	257	238	241	129
Domestic manufacturing subsidiaries		95	85	78	80	47
Overseas manufacturing subsidiaries		648	596	671	683	660
Total		1,023	938	988	1,004	835
Intensity (t-CO2/unit)	0.252 in FY2025	0.347	0.357	0.352	0.313	0.256

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, and Hamamatsu Plant), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Total C	O2 reduction by activities conducted glo	obally				(t-CO:	)
		FY2019	FY2020	FY2021	FY2022	FY2023	l
	Conversion of fuel	264	0	0	0	2,486	Î
	Consolidating and downsizing facilities	1,849	96	181	157	56	Ī
	Employing inverters, etc. and converting to high-efficiency equipment	2,791	444	355	2,180	908	
Japan	Performing proper facility operations and optimizing operating conditions	437	2,235	3,706	4,212	1,402	
	Stopping power supply when line stops, light-out when unnecessary, etc.	1,382	3,691	2,051	4,968	1,463	
	Total	6,273	6,466	6,293	11,517	6,315	
	Conversion of fuel	0	0	0	0	708	
	Consolidating and downsizing facilities	1,389	560	318	2,443	3,556	
	Employing inverters, etc. and converting to high-efficiency equipment	2,157	753	1,044	2,222	2,518	
Overseas	Performing proper facility operations and optimizing operating conditions	7,097	7,194	5,379	1,910	1,303	
	Stopping power supply when line stops, light-out when unnecessary, etc.	4,823	258	1,285	1,381	1,765	
	Total	15,466	8,766	8,026	7,956	9,851	

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, and Hamamatsu Plant), and 15 overseas manufacturing subsidiaries

CO2 reduced by renewable energies					(t-CO <sub>2</sub> )
	FY2019	FY2020	FY2021	FY2022	FY2023
Small-scale water power Kosai Plant	0	0	0	29	26
Wind power Kosai Plant and training center	807	712	626	598	638
Solar power Maruti Suzuki India Limited, Pak Suzuki Motor Co., Ltd., etc.	3,003	8,465	19,806	23,113	30,244
Solar power Makinohara, Hamamatsu Plant, etc.	18,738	17,978	17,034	17,279	17,700
Total	22,548	27,155	37,466	41,019	48,658

#### CO2 emissions from domestic transportation

	FY2019	FY2020	FY2021	FY2022	FY2023
CO <sub>2</sub> emissions (1,000 tons)	39	38	34	38	39
CO <sub>2</sub> emissions per net sales (t-CO <sub>2</sub> /million yen)	0.0218	0.0220	0.0200	0.0167	0.0149

## Air conservation

#### SOx/NOx emissions (tons) FY2019 FY2020 FY2021 FY2022 FY2023 S0x emissions\*1 5 0.05 0.05 3 2 N0x emissions 76 66 67 69 51

\*1 SOx emissions are calculated according to fuel consumption from January to December.

[Scope of aggregation] Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, and Hamamatsu Plant

#### VOC emissions in painting process

	Target	FY2019	FY2020	FY2021	FY2022	FY2018
Total VOC emissions (tons)		3,404	3,351	2,964	3,560	4,008
VOC intensity emissions (g/m <sup>2</sup> )	45.3* <sup>2</sup>	43.1	43.1	45.1	46.1	47.0

\*2 40% reduction compared to FY2000

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

## Water resources

#### Water use globally

	Target	FY2019	FY2020	FY2021	FY2022	FY2023
Suzuki (10,000 m³)		320	332	309	319	319
Domestic manufacturing subsidiaries (10,000 m <sup>3</sup> )		87	81	75	90	86
Overseas manufacturing subsidiaries (10,000 m <sup>3</sup> )		457	402	437	502	431
Total (10,000 m <sup>3</sup> )		864	815	821	911	836
Amount per global automobile production unit (m <sup>3</sup> /unit)	2.52* <sup>1</sup>	2.93	3.11	2.92	2.83	2.55

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

\*1 Down 10% compared to FY2016

#### Wastewater globally

	FY2019	FY2020	FY2021	FY2022	FY2023
Suzuki (10,000 m³)	433	418	386	369	460
Domestic manufacturing subsidiaries (10,000 m <sup>3</sup> )	87	81	74	91	88
Overseas manufacturing subsidiaries (10,000 m <sup>3</sup> )	160	143	175	170	241
Total (10,000 m <sup>3</sup> )	681	642	635	631	788
Amount per global automobile production unit (m <sup>3</sup> /unit)	2.3	2.5	2.3	2.0	2.4

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 15 overseas manufacturing subsidiaries

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data	at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	Third Party Guarantee Company	y Data Company Profile	

(%)

## **Recycling of resources**

Global raw material input			(1,000 tons)
	FY2021	FY2022	FY2023
Iron	1,033	1,216	1,326
Aluminum	147	165	181
Resin	78	91	101
Recycled resin	1	1	0.5

[Scope of aggregation] Suzuki, 4 domestic manufacturing subsidiaries, and 14 overseas manufacturing subsidiaries

## **Chemical substances**

#### PRTR target substances handled, emitted, and transferred

	FY2019	FY2020	FY2021	FY2022	FY2023
Handled amount	3,692	3,125	2,965	3,092	3,666
Amount emitted and transferred	1,295	1,147	1,090	1,205	1,389

[Scope of aggregation] Head office, Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant (Sagara Proving Grounds), Hamamatsu Plant, Motorcycle Technical Center (Ryuyo Proving Grounds), Marine Technical Center, and Shimokawa Proving Grounds (from FY2020)

<automobiles> ASR recycling rate and vehicle recycling rate</automobiles>						
	Standard*2	FY2019	FY2020	FY2021	FY2022	FY2023
ASR recycling rate	70 or higher	96.7	96.4	96.4	96.7	96.5
Vehicle recycling rate (figure converted into percentage of vehicle)		99.4	99.3	99.3	99.4	99.3

\*2 Legal standard for FY2015

#### <Motorcycles> Recycling rate

	Target*3	FY2019	FY2020	FY2021	FY2022	FY2023
Recycling rate (percentage of recycling)	95 or higher	97.8	98.0	97.7	97.8	97.8

\*3 FY2015 target

Total global waste discharge					(1,000 tons)
	FY2019	FY2020	FY2021	FY2022	FY2023
Suzuki	104	113	116	121	131
Domestic manufacturing subsidiaries	20	16	16	17	20
India	209	185	229	258	273
Indonesia	12	8	11	15	9
Thailand	5	3	4	3	2
Total	350	325	376	414	435

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (India, Indonesia, Thailand)

Global landfill					(tons)
	FY2019	FY2020	FY2021	FY2022	FY2023
Suzuki	0.17	0	0	0	0
Domestic manufacturing subsidiaries	217	0	0	0.1	0.04
India	370	260	321	347	0
Thailand	10	9	8	14	5
Total	597	269	329	361	5

[Scope of aggregation] Suzuki (Iwata Plant, Kosai Plant, Osuka Plant, Sagara Plant, Hamamatsu Plant, and Tooling Dept.), 4 domestic manufacturing subsidiaries, and 6 overseas manufacturing subsidiaries (India, Thailand) (tons)
Environmental Data

Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries

Third Party Guarantee Company Data Company Profile

Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries

### To be an environmentally friendly company, Suzuki domestic plants and domestic consolidated subsidiaries are actively participating in environmental preservation activities. This section shows our environment related data in FY2022.

#### Suzuki domestic plants and domestic consolidated subsidiaries

## Suzuki Auto Parts Mfg. Co., Ltd. Enshu Seiko Plant Snic Co., Ltd. Suzuki Seimitsu Plant Hamakita Trim Plant Hamamatsu Plant Ryuyo Seat Plant Ryuyo Pipe Plant Sagara Plant Hamamatsu Plant Iwata Plant Sagara Plant Osuka Plant Kosai Plan Suzuki Akita Auto Parts Mfg. Co., Ltd. Suzuki Toyama Auto Parts Mfg. Co., Ltd. •: Domestic plants •: Consolidated subsidiaries

#### <Environmental data>

Environmenta

Suzuki domestic plants and domestic consolidated subsidiaries follow laws, regulations and agreements for environmental control, and promote the reduction of environmental impact, based on the strictest regulation values. In-house standard values are set to 70% of the strictest regulation values to proactively reduce the environmental load, as well as to prevent environmental incidents.

Social

Areas Included in the Environmental Initiatives

#### [How to see the environmental data chart]

• Regulation values adopted are the strictest from among the Water Pollution Prevention Act, Air Pollution Control Act, ordinances by local government and agreements on environmental pollution control.

Data

• Names and units of each item are as per below.

#### Water quality

Item	Name	Unit
рН	Hydrogen-ion concentration	None
BOD	Biochemical oxygen demand	mg/L
COD	Chemical oxygen demand	mg/L
SS	Suspended solids	mg/L
-	Oil content	mg/L
-	Lead	mg/L
-	Chrome	mg/L
-	Total nitrogen	mg/L
-	Total phosphorus	mg/L
-	Zinc	mg/L
-	Iron	mg/L

#### Air pollution

Item	Name	Unit
NOx	Nitrogen oxide	ppm
SOx	Sulfur oxide	K value
-	Particulates	g/Nm³
-	Chlorine	mg/Nm³
-	Hydrogen chloride	mg/Nm <sup>3</sup>
-	Fluorine and hydrogen fluoride	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 Dioxins only mg-TEQ/year

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Tab

## Suzuki's domestic plants

## Kosai Plant



[Operations] Assembly of mini passenger/commercial cars and compact passenger cars and assembly of automobile engines, outboard motors and motorized wheelchairs [Plant site area] 1,191,000 m<sup>2</sup>

[Building area] 478,000 m<sup>2</sup> [Number of employees] 3,200 [Location] 4520 Shirasuka, Kosai, Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Water source: Toyo River 1,309,728 m<sup>3</sup> Groundwater 216,991 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: Kasago River 2,637,364 m<sup>3</sup>

#### • Voluntary cleanup activities on roads around the Kosai Plant

As part of environmental conservation, we perform cleanup activities on roads around the plant twice a year together with supplier companies located in the plant site (a total of

80 people). Also, in an effort to improve environmental awareness, employees and suppliers are informed that littering is strictly prohibited.



#### Traffic safety guidance around the Kosai Plant

We conduct traffic safety guidance at crossings on employees' commuting roads and around the plant, aiming to promote seatbelt use and improve traffic manners and prevent traffic accidents mainly at intersections.

In FY2023, a total of 600 employees participated in this activity on streets and cooperated to build a safe and comfortable town.

#### • Efforts for traffic safety

In order to reconfirm compliance with traffic laws and regulations among new employees who join the Kosai Plant and serve as role models to people in the local community, we conduct safety education and on-road training at driving schools.



#### Plant field trips for elementary schools

In FY2022, we accepted field trips for elementary schools online. In FY2023, we conducted tours for 3,494 students from 53 elementary

schools at Suzuki Kosai Plant while observing COVID-19 protocols.

Students on their first plant tour observed with deep interest.



#### Acceptance of workplace tours

Under the strict application of COVID-19 protocols, we accept workplace tours, mainly from high school students. 96 students from 38 schools have visited the Kosai Plant to learn about the manufacturing industry through factory tours and other activities.

#### Science Experience for Youth

We participated in the 23rd Science Experience for Youth, which was held on December 9, 2023. Companies in Kosai City gathered together in the Main Arena of Kosai Amenity Plaza.

Suzuki Kosai Plant provided an experience of creating a coaster using a miniature loom. As many as 84 children visited the Suzuki Booth and tried the experience. Both children and adults participated in the experience, which was enjoyed by families.



Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data	a at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental	Initiatives Third Party Guarantee Company	/ Data Company Profile	

Kosai Plant

\* For information on units for the environmental data on the right (Water quality data and air pollution data), please refer to "How to see the environmental data chart" on page 181.

### Water quality data (Water Pollution Prevention Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages	Item	Regulation values	Results	Averages
рН	5.8-8.6	7.6-8.0	7.85	Lead	0.1	Under 0.01	Under 0.01
BOD	15	0.8-4.1	2.08	Chrome	0.4	-	-
COD	30	3.9-11.0	6.8	Total nitrogen	12	1.6-3.1	2.45
SS	15	Under 1–2	1	Total phosphorous	2	0.26-0.53	0.41
Oil content	2	Under 1	Under 1	Zinc	1	0.09-0.12	0.11

#### Air pollution data (Air Pollution Control Act, ordinances by local government, agreements)

Substances	Facilities	Regulation values	Results	Averages
	Small once-through boiler	150	15-29	22
	Small once-through boiler	150	14-30	22
	Once-through boiler	150	44-67	52
	Water cooling and heating machine	150	46-69	57
	Water cooling and heating machine	150	25-33	29
	Electrodeposition drying furnace	230	50-57	54
NOv	Electrodeposition drying furnace	230	22-32	27
NUX	Final coating drying furnace	230	32-46	39
	Second coating drying furnace	230	41-56	49
	Second coating drying furnace	230	17-29	23
	Final coating drying furnace	230	17-22	20
	Second/final coating drying furnace	230	19-20	20
	Electrodeposition drying furnace	230	130	130
	Gas engine generator	600	250-320	285
	Small once-through boiler	0.1	Under 0.005-0.006	Under 0.006
	Small once-through boiler	0.1	Under 0.005-0.006	Under 0.006
	Once-through boiler	0.1	Under 0.006-0.007	Under 0.006
	Water cooling and heating machine	0.1	Under 0.006	Under 0.006
	Water cooling and heating machine	0.1	Under 0.006	Under 0.006
	Electrodeposition drying furnace	0.2	Under 0.007-0.008	Under 0.008
Dortioulatoo	Electrodeposition drying furnace	0.2	Under 0.005	Under 0.005
Particulates	Final coating drying furnace	0.2	Under 0.008-0.009	Under 0.009
	Second coating drying furnace	0.2	Under 0.009-0.010	Under 0.010
	Second coating drying furnace	0.2	Under 0.005	Under 0.005
	Final coating drying furnace	0.2	Under 0.005	Under 0.005
	Second/final coating drying furnace	0.2	Under 0.010	Under 0.010
	Electrodeposition drying furnace	0.2	Under 0.005	Under 0.005
	Gas engine generator	0.05	Under 0.012	Under 0.012

Substances	Facilities	Regulation values	Results	Averages
	Aluminum melting furnace (low pressure casting 1)	3	1.3-2.0	1.7
Fluorine	Aluminum melting furnace (low pressure casting 2)	3	1.6-2.3	2.0
	Aluminum melting furnace (die cast 1)	3	1.0-1.2	1.1
	Aluminum melting furnace (die cast 2)	3	1.0-1.4	1.2
	Aluminum melting furnace (die cast 3)	3	1.0-1.5	1.3
	Aluminum melting furnace (low pressure casting 1)	30	Under 1	Under 1
Chlorine	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
	Aluminum melting furnace (low pressure casting 1)	80	Under 5	Under 5
Hydrogen	Aluminum melting furnace (low pressure casting 2)	80	Under 5	Under 5
chloride	Aluminum melting furnace (die cast 1)	80	Under 5	Under 5
	Aluminum melting furnace (die cast 2)	80	Under 5–7	6
	Aluminum melting furnace (die cast 3)	80	Under 5	Under 5
	Aluminum melting furnace (low pressure casting 1)	1	0.00017-0.0012	0.00069
Dioxins	Aluminum melting furnace (low pressure casting 2)	1	0.00003-0.000094	0.000062
	Aluminum melting furnace (die cast 1)	1	0.0015-0.012	0.0068
	Aluminum melting furnace (die cast 2)	1	0.0017-0.08	0.0409
	Aluminum melting furnace (die cast 3)	1	0.0013-0.012	0.0067
	Coating section	700	153	153
NOC	Coating section	700	197	197
VUC	Coating section	700	413	413
	Coating section	700	170	170

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Dat	a at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental I	nitiatives Third Party Guarantee Compar	ny Data Company Profile	

Kosai Plant

## \* For information on units for the environmental data on the right (PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Control	0 Substance name			Discharge	amount		Transfer amount		Recycled	Decomposi-	Product
number	Substance name	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
1	Zinc compound (water soluble)	39,000	0	240	0	0	0	0	0.0	11,000	27,000
53	Ethyl benzene	330,000	210,000	0	0	0	0	490	54,000.0	40,000	19,000
80	Xylene	370,000	200,000	0	0	0	0	19	37,000.0	44,000	84,000
83	Cumene	6,200	3,000	0	0	0	0	0	3,100.0	62	0
243	Dioxins	0.65	0.65	0	0	0	0	0	0	0	0
300	Toluene	430,000	170,000	0	0	0	0	0	47,000.0	47,000	160,000
302	Naphthalene	9,900	5,600	0	0	0	0	0	0.0	4,200	0
309	Nickel compounds	5,500	0	60	0	0	0	0	3,800.0	0	1,700
374	Hydrogen fluoride and its water-soluble salt	4,000	0	0	0	0	0	870	22.0	1,800	0
392	Hexane	77,000	390	0	0	0	0	1	510.0	1,500	72,000
400	Benzene	14,000	66	0	0	0	0	0	0.0	720	13,000
407	Poly (oxyethylene) alkyl ether (alkyl group: C12-C15 and mixtures thereof)	5,400	0	400	0	0	0	0	0.0	4,900	0
411	Formaldehyde	6,200	3,000	0	0	0	0	740	740.0	1,700	0
412	Manganese and its compounds	5,000	0	5	0	0	0	25	0.0	0	5,000
580	alpha-Alkyl-omega-hydroxypoly (oxyethylene) (limited to those the alkyl group is C=9-11 and mixture thereof, and the number average molecular weight is less than 1,000)	3,000	0	300	0	0	0	0	0.0	2,700	0
594	Ethylene glycol monoethyl ether	47,000	34,000	0	0	0	0	0	0.0	13,000	0
626	Diethanolamine	2,000	2,000	4	0	0	0	0	0.0	65	0
627	Diethylene glycol monobutyl ether	6,800	4,600	0	0	0	0	0	0.0	2,200	0
629	Cyclohexane	14,000	10,000	0	0	0	0	0	0.0	4,200	0
683	Triisopropanolamine	3,000	0	180	0	0	0	0	0.0	2,800	0
691	Trimethylbenzene	390,000	200,000	0	0	0	0	2	76,000.0	64,000	53,000
697	Lead and its compounds	6,300	0	0	0	0	0	0	630.0	0	5,600
731	Heptane	8,100	7,200	0	0	0	0	0	0.0	930	0
737	Methyl isobutyl ketone	27,000	18,000	0	0	0	0	0	7,100.0	2,400	1

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Tab
Environmental Data	Social Contribution Activities and Environmental Data	at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiat	tives Third Party Guarantee Company	Data Company Profile	

## Iwata Plant



[Operations] Assembly of mini passenger/commercial cars [Plant site area] 298,000 m<sup>2</sup> [Building area] 147,000 m<sup>2</sup> [Number of employees] 1,100 [Location] 2500 Iwai, Iwata, Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Water source: Tenryu River 155,159 m<sup>3</sup> Groundwater 208,060 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: Akuro River 581,197 m<sup>3</sup>

#### • Voluntary cleanup around the plant

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



#### • Efforts for traffic safety

Traffic safety guidance activities are carried out periodically around the plant by the plant's traffic safety group members to improve traffic manners and prevent traffic accidents by employees.

Additionally, we reconfirm compliance with traffic laws, regulations, and manners with new employees who have joined the lwata Plant, and conduct safety education and on-road training at driving schools in addition to driver checks (driving aptitude evaluations) so that as automobile manufacturing employees they can serve as role models to people in the local community.



#### • Regular exchanges with local residents

We hold information exchange meetings about Suzuki's business details and the environmental efforts of the lwata Plant to communicate and build friendly relationships with local residents.

#### Field trips

We have restarted in-person field trips for local elementary school students. We also conduct online field trip lessons, connecting schools directly to plants and holding online Q&A sessions connecting to Suzuki Plaza and plants.

In FY2023, we delivered messages from the manufacturing front lines to 5,131 students from a total of 76 schools as the Iwata Plant held in-person field trips for 512 students from 10 schools, online field trips for 3,450 students from 52 schools, and Suzuki Plaza held online Q&A sessions for 1,169 students from 14 schools.

#### • Cleaning side drains inside the plant

We have adopted a policy of inspecting side drains and moving swiftly to clean them in order to prevent flood damage from sudden heavy rainstorms. We clean all of the side drains inside the plant once a month. This activity also helps to confirm that no abnormal effluents are flowing out of the plant.

In seasons where the wet bulb globe temperature is high, we conduct a digital camera inspection, where we pick up trash while taking photos of unsafe areas and implementing measures to deal with them.



5S subcommittee members: 22 (Side drain data) Targeted areas: 42 areas Amount collected: Average 350 kg/time

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Dat	a at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	Third Party Guarantee Company	y Data Company Profile	

Iwata Plant

\* For information on units for the environmental data on the right (Water quality data, air pollution data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages	
рН	5.8-8.6	7.8	7.8	
BOD	20 (15)*	0.8	0.8	
SS	40 (30)*	1	1	
Oil content	3	Under 1	Under 1	
Lead	0.1	Under 0.01	Under 0.01	
Chrome	2	Under 0.04	Under 0.04	
Total nitrogen	100	8.2	8.2	
Zinc	1	0.1	0.1	

\* Values in parentheses ( ) show daily averages.

# Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
	Electrodeposition drying furnace in line 1	230	39-57	48
	Second coating drying furnace in line 1	230	13-14	14
	Final coating drying furnace in line 1	230	Under 12–14	13
NOx	No. 5 Small once-through boiler	150	21-44	33
	No. 6 Small once-through boiler	150	14-24	19
	No. 7 Small once-through boiler	150	18-24	21
	No. 8 Small once-through boiler	150	15-25	20
	Electrodeposition drying furnace in line 1	0.2	Under 0.005	Under 0.005
	Second coating drying furnace in line 1	0.2	Under 0.005	Under 0.005
	Final coating drying furnace in line 1	0.2	Under 0.005	Under 0.005
Particulates	No. 5 Small once-through boiler	0.1	Under 0.005	Under 0.005
	No. 6 Small once-through boiler	0.1	Under 0.006	Under 0.006
	No. 7 Small once-through boiler	0.1	Under 0.005	Under 0.005
	No. 8 Small once-through boiler	0.1	Under 0.006	Under 0.000
	Second coating booth in line 1	700	110	110
VOC	Final coating booth in line 1	700	180	180
	Bumper coating booth	700	210	210

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Control	Culations and	A		Discharge	amount		Transfer	amount	Recycled Decomposi-		Product
number	Substance name	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
1	Zinc compound (water soluble)	8,300	0	83	0	0	0	0	0.0	2,400	5,800
53	Ethyl benzene	89,000	49,000	0	0	0	0	0	23,000.0	8,700	7,600
80	Xylene	100,000	44,000	0	0	0	0	0	16,000.0	11,000	33,000
83	Cumene	1,700	1,000	0	0	0	0	0	750.0	580	0
300	Toluene	150,000	47,000	0	0	0	0	36	25,000.0	17,000	65,000
302	Naphthalene	6,000	3,700	0	0	0	0	0	0.0	2,300	0
309	Nickel compounds	1,100	0	140	0	0	0	610	0.1	0	320
355	bis (2-ethylhexyl) phthalate	42,000	0	0	0	0	0	4,200	0.0	0	38,000
392	Hexane	29,000	29	0	0	0	0	0	0.0	580	29,000
400	Benzene	5,200	5	0	0	0	0	0	0.0	130	5,100
411	Formaldehyde	1,800	870	0	0	0	0	210	210.0	480	0
412	Manganese and its compounds	2,600	0	150	0	0	0	880	0.0	0	1,500
594	Ethylene glycol monoethyl ether	22,000	15,000	0	0	0	0	23	0.0	7,500	0
598	Chloric acid and its potassium and sodium salt	1,300	0	0	0	0	0	0	0.0	1,300	0
626	Diethanolamine	2,100	0	160	0	0	0	0	0.0	1,900	0
627	Diethylene glycol monobutyl ether	3,700	2,500	0	0	0	0	0	0.0	1,100	0
691	Trimethylbenzene	120,000	49,000	0	0	0	0	1,500	31,000.0	12,000	21,000
731	Heptane	4,900	4,000	0	0	0	0	31	0.0	860	0
737	Methyl isobutyl ketone	17,000	8,600	0	0	0	0	0	7,400.0	1,300	0

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

## Sagara Plant



[Operations] Assembly of compact passenger cars and automobile engines, casting and machining of engine components
[Plant site area] 1,973,000 m<sup>2</sup>
[Building area] 275,000 m<sup>2</sup>
[Number of employees] 2,300
[Location] 1111 Shirai, Makinohara, Shizuoka

#### <Environmental data>

Major water source and drain outlet

Water source:Oi River 747,193 m³<br/>Groundwater 0 m³<br/>Rainwater 0 m³Drain outlet:Hirugaya River 563,785 m³

#### • Voluntary cleanup around the plant

At our Sagara Plant, we actively work to maintain the local environment, reflecting an emphasis on co-existence with the local community. We conduct local environmental maintenance activities three times a year, in which we clean up the area around the plant together with personnel from the Sagara test course and associate companies inside the Sagara office. In FY2023 (April-March) 105 people participated. The weeding activities have also been conducted alongside the cleanup since FY2022, which has reduced retention of litter, and the amount of garbage collected has therefore decreased (amount of garbage collected: 147 kg in FY2022, 116 kg in FY2023). We will continue cleaning activities and work to preserve the local environment.



#### Joint drills for external oil leaks

Previously, each department held its own emergency drills, with the primary focus on measures to prevent leaks. Therefore, in November 2023, we held a leak response drill envisaging an external leak for the entire business site. This drill confirmed the response procedures in the event of a leak into a stormwater management reservoir or river. The drill highlighted issues in our procedures and equipment, and proved to be an effective activity for preventing environmental pollution by solving these issues.



#### • Opinion exchanges with local residents

An annual information exchange meeting is held in February every year to provide information on topics such as Suzuki's business activities and environmental efforts to local residents and listen to their opinions.

In February 2023, we conducted an opinions exchange and plant tour with members of the local community association and Makinohara City Hall.

#### Efforts for traffic safety

We conduct traffic safety guidance activities around the plant during national (prefectural) traffic safety campaign periods. We also conduct driving checks twice a month as employees drive home. Those found violating traffic rules are given individual guidance to improve their driving manners. We also conduct safe driving courses at driving schools every year for young people, including new employees, providing skills training such as back-up training, on-road driving, and hazard prediction drills, as well as driving aptitude tests. We hope to prevent accidents among young people, who have a higher incident rate for accidents.





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data	at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmen	ital Initiatives Third Party Guarantee Company	Data Company Profile	

Sagara Plant

\* For information on units for the environmental data on the right (Water quality data and air pollution data), please refer to "How to see the environmental data chart" on page 181.

### Water quality data (Water Pollution Prevention Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages	Iten
рН	5.8-8.6	7.1-7.4	7.3	Lead
BOD	20 (15)*	2.3-5.7	4.2	Chrome
COD	N/A	19-24	22	Total nitrogen
SS	40 (30)*	2-4	3	Total phosphorou
Oil content	2.5	0.5	0.5	Zinc

Item	Regulation values	Results	Averages
Lead	0.1	0.01	0.01
Chrome	1	0.04	0.04
Total nitrogen	120 (60)*	7.8-9.9	8.9
Total phosphorous	16 (8)*	2.2-5.8	3.6
Zinc	1	0.04-0.09	0.07

\* Values in parentheses ( ) show daily averages.

#### Air pollution data (Air Pollution Control Act, ordinances by local government, agreements)

Substances	Facilities	Regulation values	Results	Averages
	Water cooling and heating machine 1	150	51-90	71
	Water cooling and heating machine 2	150	45-75	60
	Heat-treating furnace	180	33-42	38
	Melting furnace 1	180	29-35	32
NOx	Melting furnace 2	180	46-66	56
	Electrodeposition drying furnace RTO 1	230	34-100	64
	Electrodeposition drying furnace RTO 2	230	14-37	23
	Electrodeposition drying furnace RTO 3	230	21-66	36
	Second/final coating drying furnace	230	19-24	22
	Water cooling and heating machine 1	150	0.003-0.0044	0.0037
	Water cooling and heating machine 2	150	0.0034-0.0036	0.0035
	Heat-treating furnace	180	0.005	0.005
	Melting furnace 1	180	0.002-0.025	0.014
Particulates	Melting furnace 2	180	0.0024-0.0055	0.004
	Electrodeposition drying furnace RTO 1	230	0.011-0.015	0.013
	Electrodeposition drying furnace RTO 2	230	0.014-0.023	0.018
	Electrodeposition drying furnace RTO 3	230	0.013-0.023	0.018
	Second/final coating drying furnace	230	0.012-0.015	0.014

Substances	Facilities	Regulation values	Results	Averages
Fluorino	Melting furnace 1	3	0.9	0.9
Fluorine	Melting furnace 2	3	0.9	0.9
011	Melting furnace 1	30	0.3	0.3
chionne	Melting furnace 2	30	0.3	0.3
Hvdrogen	Melting furnace 1	80	1-2.5	1.8
chloride	Melting furnace 2	80	1	1
Diavina	Melting furnace 1	1	0.0051	0.0051
DIOXIIIS	Melting furnace 2	1	0.01	0.01
	Coating section 1	400	66	66
VOC	Coating section 2	400	65	65
	Coating section 3	400	31	31
	Coating section 4	700	240	240

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Dat	a at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental I	nitiatives Third Party Guarantee Compar	ny Data Company Profile	

Sagara Plant

\* For information on units for the environmental data on the right (PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Control	Culatorea anna	A		Discharge	amount		Transfer	amount	Recycled	Decomposi-	Product
number	Substance name	Alliount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
1	Zinc compound (water soluble)	10,000	0	100	0	0	0	0	0.0	3,000	7,100
53	Ethyl benzene	54,000	25,000	0	0	0	0	0	3,800.0	13,000	12,000
80	Xylene	100,000	26,000	0	0	0	0	0	3,000.0	21,000	50,000
83	Cumene	4,200	2,800	0	0	0	0	0	110.0	1,400	0
243	Dioxins	0	0	0	0	0	0	0	0	0	0
300	Toluene	230,000	15,000	0	0	0	0	6	1,300.0	35,000	180,000
302	Naphthalene	1,500	860	0	0	0	0	0	0.0	640	0
309	Nickel compounds	1,300	1	170	0	0	0	740	0.3	0	390
392	Hexane	31,000	530	0	0	0	0	0	0.0	6,400	24,000
400	Benzene	8,000	46	0	0	0	0	0	0.0	1,400	6,600
411	Formaldehyde	560	270	0	0	0	0	67	67.0	150	0
412	Manganese and its compounds	3,000	0	180	0	0	0	1,000	0.0	0	1,800
594	Ethylene glycol monoethyl ether	76,000	45,000	0	0	0	0	0	20,000.0	12,000	0
598	Chloric acid and its potassium and sodium salt	1,700	1,700	0	0	0	0	0	0.0	0	0
626	Diethanolamine	1,000	0	78	0	0	0	0	0.0	970	0
627	Diethylene glycol monobutyl ether	3,500	2,200	0	0	0	0	0	0.0	1,400	0
683	Triisopropanolamine	5,100	0	310	0	0	0	0	0.0	4,800	0
691	Trimethylbenzene	170,000	77,000	0	0	0	0	0	12,000.0	36,000	44,000
697	Lead and its compounds	16,000	0	0	0	0	0	0	1,600.0	0	15,000
737	Methyl isobutyl ketone	6,100	4,400	0	0	0	0	0	240.0	1,400	0

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

### Hamamatsu Plant



 [Operations] Assembly of motorcycles and motorcycle engines, testing and development of motorcycles
 [Plant site area] 177,000 m<sup>2</sup>
 [Building area] 63,000 m<sup>2</sup>
 [Number of employees] 1,500
 [Location] 8686 Miyakoda-cho, Hamana-ku, Hamamatsu, Shizuoka

#### <Environmental data>

Major water source and drain outlet

Water source: Tenryu River 84,665 m<sup>3</sup> Groundwater 27,849 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: Public sewerage 59,575 m<sup>3</sup>

#### Sidewalk cleanup activities around the plant

In June and November of FY2023, we picked up trash and cut the grass around the plant.

Approximately 25 people participated each time in this activity, which we conduct regularly as part of environmental maintenance.

By greeting local residents as we worked, we instilled a deeper understanding of social contribution.

#### Efforts for traffic safety

We reconfirmed compliance with traffic laws and rules among new employees who joined the Hamamatsu Plant. In order to serve as role models to people in the local community, we conduct safety classes and on-road driver training at driving schools.

We also hold safe driving classes for young people provided by the Hosoe Police Station Traffic Section, aiming to increase awareness of safe driving.

#### Participation in street-side guidance with local safe driving management association

We participate in traffic safety guidance in the streets with the Hosoe District Safe Driving Management Association to call for safe driving and encourage community interaction by actively exchanging greetings with students on their way to and from school and other local people.







#### Community interaction

#### Interaction with the local community

On September 30, 2023, we held the Hamamatsu Plant Autumn Festival.

Approximately 3,500 people visited, including local residents, and the event was successful on a grand scale.

#### • Online field trips directly connected with Suzuki Plaza and plants

We conducted online field trips for local elementary school students, connecting schools directly to Suzuki Plaza and plants. For fields trips at the Hamamatsu Plant, we invited 2,880 students from 38 schools to visit our motorcycle manufacturing plant. The highly curious elementary students asked a variety of questions, and developed an interest in manufacturing. It was a very satisfying initiative.

Looking ahead, we plan to invite local elementary schools for field trips as well.





Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data	at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental I	nitiatives   Third Party Guarantee   Company	Data Company Profile	

Hamamatsu Plant

\* For information on units for the environmental data on the right (Water quality data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

# Water quality data (Sewerage Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages
рН	5.0-9.0	7.2-7.4	7.3
BOD	600	9.2-51	22
SS	600	12-26	19
Oil content	30	Under 1–5	1.8
Lead	0.1	Under 0.01	Under 0.01
Chrome	2	Under 0.04	Under 0.04
Total nitrogen	240	28-67	49
Total phosphorous	32	-	-
Zinc	2	0.08-0.38	0.19

#### Air pollution data (Air Pollution Control Act, ordinances by local government, agreements) No applicable facilities

PRTR target substances (accumulated values calculated according to PRTR Law)

Management	Substance name			Discharge	amount		Transfer amount		Recycled Decomposi-	Decomposi-	Product
number	Substance name	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
53	Ethyl benzene	15,000	11,000	0	0	0	0	310	27.0	3,400	100
80	Xylene	15,000	8,900	0	0	0	0	190	68.0	5,600	450
300	Toluene	80,000	38,000	0	0	0	0	2,600	2,600.0	36,000	860
309	Nickel compounds	1,800	29	0	0	0	4	1,200	43.0	0	29
374	Hydrogen fluoride and its water-soluble salt (compound group aggregate substance)	4,700	0	0	0	0	5	24	0.0	0	4,700
691	Trimethylbenzene	7,000	3,300	0	0	0	0	2	0.0	3,100	580
737	Methyl isobutyl ketone	1,600	1,300	0	0	0	0	0	0.0	290	0

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

Social Contribution Activities and Environmental Data at Suzuki's Domestic Plants and Consolidated Subsidiaries Areas Included in the Environmental Initiatives Third Party Guarantee Company Data Company Profile Environmental Data

## **Osuka Plant**



[Operations] Cast parts manufacturing, etc. [Plant site area] 151,000 m<sup>2</sup> [Building area] 55,000 m<sup>2</sup> [Number of employees] 400 [Location] 6333 Nishi Obuchi, Kakegawa, Shizuoka

#### <Environmental data>

Major water source and drain outlet Water source: Groundwater 473,605 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: Nishi-Otani River 132,913 m<sup>3</sup>

#### Voluntary cleanup around the plant

We periodically pick up trash around the plant with the aim of environmental beautification.

In FY2023, we conducted cleanup activities mainly along the roads around the plant four times.

We will continue to conduct environmental education for employees and engage in environmental conservation.

#### Publishing environmental newsletters

We publish environmental news twice a year in June and October at the Osuka Plant introducing environmental efforts made by the plant.

We will continue to issue these newsletters as one aspect of our educational activities to always think about the environment.



Cleanup activities



#### • Cleanup activities after the Grand Festival at a local shrine

After the local Mikumano Shrine Grand Festival, employees participated in cleanup activities around the shrine.

In FY2023, new employees and others again participated in the cleanup activities with local residents. This has become an annual event established in the community, with many board members of the community association expressing their appreciation, and will continue in the future.

#### • Conducting traffic safety guidance on streets

During the national traffic safety campaign held quarterly, we conducted street-side guidance along the prefectural road leading to the plant's entrance.

This activity also connects with awareness-raising activities for members of the public who use the prefectural road, and we intend to continue traffic accident prevention activities going forward.



nvironmental news



Traffic safety guidance on the streets

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data	a at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	Third Party Guarantee Company	/ Data Company Profile	

**Osuka Plant** 

\* For information on units for the environmental data on the right (Water quality data, air pollution data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

#### Water quality data (Water Pollution Prevention Act, ordinances by local government, agreements)

Item	Regulation values	Results	Averages	Item	Regulation values	Results	Averages
рН	5.8-8.6	7.1-7.4	7.3	Lead	Less than 0.1	Under 0.01	Under 0.01
BOD	15 (10)*	Under 0.5-0.6	0.6	Chrome	Less than 2.0	Under 0.04	Under 0.04
COD	-	1.9-3.5	2.7	Total nitrogen	Less than 120 (60)	5.4-8.6	6.8
SS	15 (10)*	Under 1.0-1.0	1.0	Total phosphorous	Less than 16 (8)	0.17-1.3	0.72
Oil content	Less than 2.0	Under 0.2 -0.3	0.3	Zinc	Less than 1.0	0.05-0.31	0.13

\* Values in parentheses ( ) show daily averages.

#### Air pollution data (Air Pollution Control Act, ordinances by local government, agreements)

Substances	Facilities	Regulation values	Results	Averages
	Aluminum melting furnace 1	180	Under 17	Under 17
	Aluminum melting furnace 2	180	20-40	30
NOx	Aluminum melting furnace 3	180	Under 27–57	57
	Aluminum dust collector 1	180	Under 45	Under 45
	Metal heat treatment furnace 1	180	31-32	32
	Aluminum dust collector 1	0.20	Under 0.005	Under 0.005
	Aluminum melting furnace 1	0.20	Under 0.005	Under 0.005
	Aluminum melting furnace 2	0.20	Under 0.005	Under 0.005
	Aluminum melting furnace 3	0.20	Under 0.005	Under 0.005
Particulates	Metal heat treatment furnace 1	0.20	0.007-0.013	0.010
	Dry dust collector 1	0.10	Under 0.005	Under 0.005
	Dry dust collector 2	0.10	Under 0.005	Under 0.005
	Dry dust collector 3	0.10	Under 0.005	Under 0.005
	Dry dust collector 4	0.10	Under 0.005	Under 0.005
	Aluminum dust collector 1	3	Under 0.3	Under 0.3
	Aluminum melting furnace 1	3	1.3	1.3
Fluerine	Aluminum melting furnace 2	3	1.0-1.7	1.4
riuoiille	Aluminum melting furnace 3	3	0.5-1.3	0.9
	Aluminum melting furnace 4	3	0.7	0.7
	Aluminum melting furnace 5	3	1.1	1.1

Substances	Facilities	Regulation values	Results	Averages
	Aluminum dust collector 1	30	Under 1	Under 1
	Aluminum melting furnace 1	30	Under 1	Under 1
Chlorino	Aluminum melting furnace 2	30	Under 1	Under 1
CHIOHINE	Aluminum melting furnace 3	30	Under 1	Under 1
	Aluminum melting furnace 4	30	Under 1	Under 1
	Aluminum melting furnace 5	30	Under 1	Under 1
	Aluminum dust collector 1	80	Under 5	Under 5
	Aluminum melting furnace 1	80	6.0	6.0
Hydrogen	Aluminum melting furnace 2	80	5.0-6.0	5.5
chloride	Aluminum melting furnace 3	80	Under 5	Under 5
	Aluminum melting furnace 4	80	Under 5	Under 5
	Aluminum melting furnace 5	80	Under 5	Under 5
	Aluminum melting furnace 1	1	0.00086	0.00086
	Aluminum melting furnace 2	1	0.0022	0.0022
Dioxins	Aluminum melting furnace 3	1	0.000053	0.000053
	Aluminum melting furnace 5	1	0.0035	0.0035
	Aluminum dust collector 1	5	0.00003	0.00003

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	Substance name	Amountt		Discharge	amount		Transfer	amount	Recycled	Decomposi-	Product
number	Substance name	Allount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
53	Ethyl benzene	1,400	970	0	0	0	0	0	5.4	380	3
80	Xylene	1,700	1,100	0	0	0	0	0	5.0	530	3
243	Dioxins	0	0	0	0	0	0	0	0	0	0
300	Toluene	5,500	2,900	0	0	0	0	0	1,100.0	1,000	1
412	Manganese and its compounds	86,000	0	0	0	0	0	1,700	0.0	0	84,000
594	Ethylene glycol monoethyl ether	4,200	3,700	0	0	0	0	410	0.0	0	0
627	Diethylene glycol monobutyl ether	2,500	2,200	0	0	0	0	250	0.0	0	0
665	Cerium and its compounds	5,300	0	0	0	0	0	0	530.0	0	4,800
667	Silicon carbide	7,900	0	0	0	0	0	47	0.0	0	19
683	Triisopropanolamine	1,300	0	1	0	0	0	0	0.0	18	0
691	Trimethylbenzene	1,200	730	0	0	0	0	39	0.0	460	0
697	Lead and its compounds	2.500	0	0	0	0	0	15	0.0	0	2,400

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

## 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, Hamana-ku, Hamamatsu, Shizuoka

#### <Environmental data>

Major water source and drain outlet

Water source:	Tenryu River 41,302 m <sup>3</sup>
	Rainwater 0 m <sup>3</sup>
Drain outlet:	Public sewerage 41,302 m <sup>3</sup>

\* For information on units for the environmental data on the right (Air pollution data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

# Suzuki Seimitsu Plant of Suzuki Auto Parts Mfg. Co., Ltd.

[Operations]	Casting, heat treatment and gear-cutting of automobile parts
[Location]	500 linoya, Inasa-cho, Hamana-ku, Hamamatsu, Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Water source: Tenryu River (drinking water) 4,689 m<sup>3</sup> Groundwater 113,830 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: Iinoya River 149,193 m<sup>3</sup>

\* For information on units for the environmental data on the right (Water quality data and air pollution data), please refer to "How to see the environmental data chart" on page 181.

### Water quality data (Water Pollution Prevention Act, ordinances by local government)

Sent to Hamamatsu Plant of Suzuki Motor Corporation for treatment

#### Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOx	Melting furnace	180	32	32
Particulates	Melting furnace	0.2	0.02	0.02
Chlorine	Melting furnace	30	0.7	0.7
	Pre-melting furnace	30	0.7-0.8	0.8
Hydrogen	Melting furnace	80	4.1	4.1
chloride	Pre-melting furnace	80	1.2-1.3	1.3

Substances	Facilities	Regulation values	Results	Averages
Fluorino	Melting furnace	3	0.7-0.8	0.8
Fluorine	Pre-melting furnace	3	0.7-0.8	0.8
Diovinc	Melting furnace	1	0.065	0.065
DIOXIIIS	Pre-melting furnace	1	0.05	0.05

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	Substance name	Amount*	Discharge amount			Transfer amount		Recycled	Incineration	Product	
number			Air	Rivers	Soil	Landfill	Sewerage	Waste	amount amount	inclusion	
243	Dioxins	2.3	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

\* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Incineration amount and Product inclusion).

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
рН	5.8-8.6	.8-8.6 7.0-8.0	
BOD	15 1.0-7.2		2
SS	20	1.0-1.2	1.0
Oil content	5	0.5-0.6	0.5
Total nitrogen	60	5.0-14	10
Total phosphorus	8	0.04-0.6	0.04
Zinc	1	0.05-0.14	0.08

# Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
lΩv	Continuous carburizing furnace	180	10-19	13
NOX.	Annealing furnace	180	10	10
60x	Continuous carburizing furnace	17.5	0.09-0.1	0.09
K value)	Annealing furnace	17.5	0.09	0.09
articulator	Continuous carburizing furnace	0.2	0.01	0.01
diticuidtes	Annealing furnace	0.2	0.01	0.01

#### PRTR target substances (accumulated values calculated according to PRTR Law)

There is no PRTR target substance subject to performance reporting.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

# 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: Groundwater 78,709 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: Futamata River 59,649 m<sup>3</sup>

\* For information on units for the environmental data on the right (Water quality data, air pollution data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

Suzuki Akita	Auto	Parts	Mfg.	Co., Lt	d.
--------------	------	-------	------	---------	----

[Operations]	Casting and machining of automobile parts
[Location]	192-1 lenohigashi, Hamaikawa, Ikawa,
	Minamiakita, Akita

#### <Environmental data>

#### Major water source and drain outlet

Water source: Omata Spring water source (drinking water) 16,009 m<sup>3</sup> Groundwater 42,112 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: I River 58,121 m<sup>3</sup>

\* For information on units for the environmental data on the right (Water quality data, air pollution data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

## Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
рН	6.5-8.2	7.1-7.6	7.4
BOD	10	1.0-2.0	1.5
COD	35	1.2-4.7	3.0
SS	15	2	2
Oil content	3	1	1
Chrome	2	0.05	0.05
Total nitrogen	100	0.4-1.6	1.0
Zinc	2	0.05-0.13	0.09

#### Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
I had a second	Aluminum central melting furnace	80	1	1
chloride	Aluminum central pre-melting furnace	80	0.9	0.9
chionac	Casting of pistons	80	Under 0.5	Under 0.5
	Aluminum central melting furnace	30	Under	Under 1
Chlorine	Aluminum central pre-melting furnace	30	Under	Under 1
	Casting of pistons	30	Under	Under 1
	Aluminum central melting furnace	3	1.2	1.2
Fluorine	Aluminum central pre-melting furnace	3	1.8	1.8
	Casting of pistons	3	Under 0.6	Under 0.6
Diovine	Aluminum central melting furnace	1	0.0054	0.0054
DIOXIIIS	Aluminum central pre-melting furnace	1	0.0000057	0.00000057

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	Substance name	Amount*	Amount*		Discharg	e amount		Transfer	amount	Recycled	Incineration	Product
number	Substance name		Air	Rivers	Soil	Landfill	Sewerage	Waste	amount am	amount	inclusion	
243	Dioxins	0.029	0.029	0	0	0	0	0	0	0	0	

\* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Incineration amount and Product inclusion).

## Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
рН	5.8-8.6	6.9-7.7	7.5
BOD	20	1.0-4.0	2.1
SS	30	3.7-20	7.3
Oil content	4	0.5	0.5
Total nitrogen	18	1.2-2.4	1.7
Total phosphorous	1.9	0.1-0.4	0.2
Zinc	2	0.01-0.13	0.03

# Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
	Boiler 1	-	63-75	64
NOx	Boiler 2	180	40-51	40
NUX	Continuous carburizing furnace 1	180	Under 1–13	1
	Continuous carburizing furnace 2	180	1-28	3
	Boiler 1	0.49	Under 0.0015	Under 0.0015
SOx	Boiler 2	0.56	Under 0.0008	Under 0.0008
(K value)	Continuous carburizing furnace 1	0.69	Under 0.0025	Under 0.0025
	Continuous carburizing furnace 2	0.66	Under 0.0004	Under 0.0004
	Boiler 1	0.3	Under 0.002	Under 0.002
Darticulator	Boiler 2	0.3	Under 0.003	Under 0.003
raiticulates	Continuous carburizing furnace 1	0.2	Under 0.003	Under 0.003
	Continuous carburizing furnace 2	0.2	Under 0.003	Under 0.003

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	Substance name	Amountt	Discharge amount				Transfer	amount	Recycled	Decomposi-	Product	
number	Substance fidine	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion	
1	Zinc compound (water-soluble) (compound group aggregate substance)	2,500	0	0	0	0	0	0	2,500	0	0	
80	Xylene	2,900	110	0	0	0	0	0	0	2,800	0	
296	1, 2, 4 - trimethylbenzene	4,000	40	0	0	0	0	0	0	3,900	0	
752	2, 4, 4 - trimethylbenzene	1,500	0	0	0	0	0	0	1,500	0	0	

## Suzuki Toyama Auto Parts Mfg. Co., Ltd.

[Operations]Processing of automobile parts[Location]3200 Mizushima, Oyabe, Toyama

#### <Environmental data>

#### Major water source and drain outlet

Water source:	Groundwater 547,124 m <sup>3</sup>
	Rainwater 0 m <sup>3</sup>
Drain outlet:	Oyabe River 547,124 m <sup>3</sup>

\* For information on units for the environmental data on the right (Water quality data, and air pollution data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

#### Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
рН	6-8	6.8-7.8	7.4
BOD	15	1.0-12	3.7
SS	15	1.5-9.2	4.5
Oil content	5	0.5-0.8	0.5
Lead	0.02	0.001-0.002	0.002
Chrome	2	0.02	0.02
Total nitrogen	120 (60)*	0.8-7.5	1.9
Total phosphorus	16 (8)*	0.06-0.44	0.20
Zinc	2	0.05-0.49	0.10

# Air pollution data (Air Pollution Control Act, ordinances by local government)

Substances	Facilities	Regulation values	Results	Averages
NOv	Boiler	180	66-89	78
NUX	Melting furnace (2.5 t/h)	180	34-36	35
SOx	Boiler	17.5	0.08-0.3	0.19
(K value)	Melting furnace (2.5 t/h)	17.5	0.0004-0.001	0.0007
Darticulator	Boiler	0.3	0.0019-0.0032	0.0026
Particulates	Melting furnace (2.5 t/h)	0.2	0.0001-0.0034	0.0018
	Melting furnace (2.5 t/h)	5	0.0096	0.0096
Diaving	Melting furnace 15	1	0	0
DIUXIIIS	Melting furnace 16	1	0	0
	Melting furnace 0	1	0	0

\* Values in parentheses ( ) show daily averages.

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	Substance name	Amountt	Discharge amount				Transfer	amount	Recycled	Decomposi-	Product
number	Substance name	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
438	Methylnaphthalene	2,900	14	0	0	0	0	0	0	2,900	0
683	Triisopropanolamine	1,600	0	0	0	0	0	1,600	0	0	0
243	Dioxins	-	1.4	0	0	0	0	0	0	0	0

\* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

## Sagara Plant of Snic Co., Ltd.

[Operations]Manufacture of automobile interior parts[Location]1111 Shirai, Makinohara, Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Included in the Sagara Plant of Suzuki Motor Corporation

\* For information on units for the environmental data on the right (PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

### Air pollution data (Air Pollution Control Act, ordinances by local government)

No applicable facilities

Sent to Sagara Plant of Suzuki Motor Corporation for treatment

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	Substance name	Amountt		Discharg	e amount		Transfer	amount	Recycled	Decomposi-	Product
number	Substance name	Alliount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
298	Tolylene diisocyanate	470,000	0	0	0	0	0	350	0	0	470,000

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data a	t Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	Third Party Guarantee Company	Data Company Profile	

## Ryuyo Seat Plant of Snic Co., Ltd.

[Operations]Manufacture of automobile interior parts[Location]1403 Higashi Hiramatsu, Iwata, Shizuoka

#### <Environmental data>

Major water source and drain outlet Water source: Tenryu River 22,550 m<sup>3</sup> Rainwater 0 m<sup>3</sup>

Drain outlet: Tenryu River 8,099 m<sup>3</sup>

\* For information on units for the environmental data on the right (PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

## Ryuyo Pipe Plant of Snic Co., Ltd.

[Operations]	Manufacture of automobile interior parts and
	pipe parts
[Location]	6-2 Minami Hiramatsu, Iwata, Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Water source:	Tenryu River 11,469 m <sup>3</sup>
	Rainwater 0 m <sup>3</sup>
Drain outlet:	Tenryu River 8,543 m <sup>3</sup>

\* For information on units for the environmental data on the right (Water quality data and PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

## Hamakita Trim Plant of Snic Co., Ltd.

[Operations]	Manufacture of automobile interior resin parts
[Location]	5158-1 Hiraguchi, Hamana-ku, Hamamatsu,
	Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Water source: Groundwater 7,189 m<sup>3</sup> Tenryu River 475 m<sup>3</sup> Rainwater 0 m<sup>3</sup> Drain outlet: Gojinya River 7,664 m<sup>3</sup>

\* For information on units for the environmental data on the right (Water quality data), please refer to "How to see the environmental data chart" on page 181.

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

No applicable facilities

Air pollution data (Air Pollution Control Act, ordinances by local government) No applicable facilities

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	rement Substance name		Discharge amount				Transfer	amount	Recycled	Decomposi-	Product
number			Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
297	1, 3, 5 - trimethylbenzene	1,500	1,500	0	0	0	0	0	0	0	0
298	Tolylene diisocyanate	51,000	0 0		0	0	0	460	0	0	0
448	Methylenebis (4, 1-phenylene) diisocyanate	92,000	0	0	0	0	0	60	0	0	0

\* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
рН	5.8-8.6	8.0	8.0
BOD	15	2.5	2.5
SS	40	34	34
Oil content	3	Under 1	Under 1

# Air pollution data (Air Pollution Control Act, ordinances by local government)

No applicable facilities

\* Values in parentheses ( ) show daily averages.

#### PRTR target substances (accumulated values calculated according to PRTR Law)

Management	jement Substance name		Substance name			Discharg	e amount		Transfer	amount	Recycled	Decomposi-	Product
number	er Substance name	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion		
87	Chromium, trivalent chromium and their compounds	4,800	48	0	0	0	0	0	120	0	4,800		
308	Nickel	1,600	16	0	0	0	0	0	39	0	1,500		

\* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

Item	Regulation values	Results	Averages
рН	5.8-8.6	7.6	7.6
BOD	160 (120)	1.6	1.6
SS	200 (150)	Under 5	Under 5
Zinc	2	0.1	0.1

# Air pollution data (Air Pollution Control Act, ordinances by local government)

No applicable facilities

#### PRTR target substances (accumulated values calculated according to PRTR Law)

There is no PRTR target substance subject to performance reporting.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data at	Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	Third Party Guarantee Company	Data Company Profile	

Iwata Pipe Plant of Snic Co., Ltd.

[Operations]Manufacturing of automobile pipe parts[Location]2500 lwai, lwata, Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Included in the Iwata Plant of Suzuki Motor Corporation

\* For information on units for the environmental data on the right (PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

Sent to Iwata Plant of Suzuki Motor Corporation for treatment

#### Air pollution data (Air Pollution Control Act, ordinances by local government) No applicable facilities

Air pollution data (Air Pollution Control Act,

ordinances by local government)

No applicable facilities

#### PRTR target substances (accumulated values calculated according to PRTR Law)

anagement	ement Substance name			Discharg	e amount		Transfer	amount	Recycled	Decomposi-	Product
number	Substance name	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
87	Chromium, trivalent chromium and their compounds	2,600	26	0	0	0	0	0	64	0	2,500
308	Nickel	1,200	12	0	0	0	0	0	31	0	1,200

\* As calculations are made to two significant figures, the total volume handled (Amount) may not match the sum amounts of individual columns to the right (Discharge amount, Transfer amount, Recycled amount, Decomposition disposal and Product inclusion).

## Kosai Plant of Snic Co., Ltd.

Operations]	Manufacture of automobile interior parts
Location]	4520 Shirasuka, Kosai, Shizuoka

#### <Environmental data>

#### Major water source and drain outlet

Included in Kosai Plant of Suzuki Motor Corporation

\* For information on units for the environmental data on the right (PRTR target substances), please refer to "How to see the environmental data chart" on page 181.

# Water quality data (Water Pollution Prevention Act, ordinances by local government)

#### Sent to Kosai Plant of Suzuki Motor Corporation for treatment

#### PRTR target substances (accumulated values calculated according to PRTR Law)

<b>N</b> anagement	Substance name	Amount*	Discharge amount				Transfer	amount	Recycled	Decomposi-	Product
number	Substance name	Amount	Air	Rivers	Soil	Landfill	Sewerage	Waste	amount	tion disposal	inclusion
87	Chromium, trivalent chromium and their compounds	36,000	360	360 0 0		0	0	0	1,400	0	34,000
308	Nickel	18,000	180	180 0		0	0	0	1,400	0	16,000
412	Manganese and its compounds	40,000	400	400 0		0	0	0	700	0	39,000
297	1, 3, 5 - trimethylbenzene	4,100	89	89 0		0	0	0	0	0	4,000
298	Tolylene diisocyanate	70,000	0		0	0	0	0	0	0	70,000
448	Methylenebis (4, 1-phenylene) diisocyanate	21,000	0	0	0	0	0	0	0	0	21,000

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data	at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	Third Party Guarantee Com	pany Data Company Profile	

# Areas Included in the Environmental Initiatives

Suzuki		
	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.
Consolidated subsidiaries	Domestic sales distributors / Domestic non-manufacturing subsidiaries (62 companies)	Suzuki Motorcycle Sales Inc., Suzuki Motor Sales Hokkaido Inc., Asahikawa Suzuki Motor Sales Inc., Suzuki Motor Sales Aomori Inc., Suzuki Motor Sales Iwate Inc., Suzuki Motor Sales Yamagata Inc., Suzuki Arena Akitachuo Inc., Suzuki Motor Sales Miyagi Inc., Suzuki Motor Sales Fukushima Inc., Suzuki Motor Sales Ibaraki Inc., Suzuki Motor Sales Tochigi Inc., Suzuki Motor Sales Gunma Inc., Suzuki Motor Sales Saitama Inc., Suzuki Motor Sales Nishisaitama Inc., Suzuki Motor Sales Kanogawa 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 Nigata 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 Kanagawa Inc., Suzuki Motor Sales Toyama Inc., Suzuki Motor Sales Nagano Inc., Suzuki Motor Sales Kanagawa Inc., Suzuki Motor Sales Toyama Inc., Suzuki Motor Sales Shiga Inc., Suzuki Motor Sales Kyoto Inc., Suzuki Motor Sales Kagawa Inc., Suzuki Motor Sales Tokushima Inc., Suzuki Motor Sales Hyogo Inc., Suzuki Motor Sales Nara Inc., Suzuki Motor Sales Wakayama Inc., Suzuki Motor Sales Kagawa Inc., Suzuki Motor Sales Inc., Suzuki Motor Sales Hiroshima Inc., Suzuki Motor Sales Yamaguchi Inc., Suzuki Motor Sales Tukuki Motor Sales Saga Inc., Suzuki Motor Sales Nagasaki Inc., Suzuki Motor Sales Kumamoto Inc., Suzuki Motor Sales Yamaguchi Inc., Suzuki Motor Sales Fukuoka Inc., Suzuki Motor Sales Kagoshima Inc., Suzuki Motor Sales Nigazaki Inc., Suzuki Motor Sales Kumamoto Inc., Suzuki Motor Sales Ohita Inc., Suzuki Motor Sales Miyazaki Inc., Suzuki Motor Sales Kagoshima Inc., Suzuki Motor Sales Okinawa Inc., Suzuki Marine Co., Ltd., Suzuki Tr
	Overseas manufacturing subsidiaries (15 companies)	India: Maruti Suzuki India Ltd., Suzuki Motorcycle India Private Limited, Suzuki Motor Gujarat Private Limited (from FY2016), Thailand: Thai Suzuki Motor Co., Ltd., Suzuki Motor (Thailand) Co., Ltd., Indonesia: PT Suzuki Indomobil Motor, USA: Suzuki Manufacturing of America Corporation, Hungary: Magyar Suzuki Corporation Ltd., Pakistan: Pak Suzuki Motor Co., Ltd., Philippines: Suzuki Philippines Inc., Myanmar: Suzuki (Myanmar) Motor Co., Ltd., Suzuki Thilawa Motor Co., Ltd. (from FY2018), Cambodia: Cambodia Suzuki Motor Co., Ltd., Colombia: Suzuki Motor de Colombia S.A., Vietnam: Vietnam Suzuki Corp.
	Overseas sales distributors (19 companies)	USA: Suzuki Motor USA, LLC, Suzuki Marine USA, LLC, Canada: Suzuki Canada Inc., France: Suzuki France S.A.S., Italy: Suzuki Italia S.p.A., Germany: Suzuki Deutschland GmbH, Spain: Suzuki Motor Ibérica, S.A.U., Austria: Suzuki Austria Automobil Handels GmbH, UK: Suzuki GB PLC, Poland: Suzuki Motor Poland Ltd., China: Suzuki Motor (China) Investment Co., Ltd., Taiwan: Tai Ling Motor Co., Ltd., Australia: Suzuki Australia Pty. Ltd., New Zealand: Suzuki New Zealand Ltd., Mexico: Suzuki Motor de Mexico, S.A. de C.V., Indonesia: PT Suzuki Finance Indonesia, South Africa: Suzuki Auto South Africa (Pty) Ltd. India: Suzuki Digital Private Limited, Suzuki R&D Center India Private LTD

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Data a	at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiatives	Third Party Guarantee Com	ipany Data Company Profile	

# Third Party Guarantee



	Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Referen
--	----------	--------------	---------------	--------	----------------------	------	--------------------

# Company Data

#### ■ 1. Production and sales volume

				Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Automobile	Production unit	Total			2,964	2,651	2,822	3,210	3,265
		Domestic production		Thoucand units	944	930	840	954	1,011
	Overseas production				2,020	1,721	1,982	2,256	2,254
			India		1,577	1,440	1,659	1,922	1,984
	Unit sales	Total			2,852	2,571	2,707	3,000	3,168
		Domestic sales		Thousand units	672	647	561	627	674
		Overseas sales			2,179	1,924	2,145	2,373	2,493
			India		1,436	1,323	1,365	1,645	1,794
	Unit sales of hybrid models*			Thousand units	489	615	626	800	879
	Unit sales of "With" series			Unit	2,229	2,084	2,402	2,161	2,124
Motorcycle	Production units				1,729	1,497	1,784	1,914	1,914
		Domestic production		Thousand units	95	67	99	111	101
		Overseas production			1,634	1,430	1,685	1,803	1,813
	Unit sales				1,709	1,535	1,634	1,859	1,912
		Domestic sales		Thousand units	49	51	53	46	39
		Overseas sales			1,661	1,484	1,581	1,814	1,873

\* Hybrid models include Mild Hybrid, S-ENE CHARGE, and SHVS.

#### ■ 2. Financial information (Consolidated)

Net sales			34,884	31,782	35,684	46,416	53,743
Automobile			31,574	28,766	32,048	41,622	48,838
Motorcycle			2,426	2,065	2,535	3,332	3,669
Marine*			745	834	980	1,346	1,123
Other*			139	117	121	118	112
Domestic sa	les	¥100 million	11,795	11,740	10,737	12,120	13,128
Overseas sal	es		23,089	20,042	24,947	34,296	40,615
	Europe		4,653	4,227	4,181	4,792	7,003
	North America		671	681	794	1,237	1,056
	Asia		15,237	12,931	15,901	22,274	25,960
	Others		2,529	2,202	4,071	5,993	6,594
Operating profit			2,151	1,944	1,915	3,506	4,656
Ordinary profit		¥100 million	2,454	2,483	2,629	3,828	4,885
Profit attributable to owners of parent			1,342	1,464	1,603	2,211	2,677
Capital expenditures			2,365	1,709	1,894	2,699	3,215
Depreciation and amortization		¥100 million	1,642	1,365	1,615	1,773	1,972
R&D expenses		±100 IIIIII0II	1,481	1,462	1,607	2,056	2,342
Interest-bearing debt balance			4,042	7,708	6,742	7,638	7,862
Total assets		¥100 million	33,398	40,364	41,552	45,777	53,856
Net assets		±100 IIIIII0II	17,937	20,320	22,637	25,086	31,384
Shareholders' equity ratio		%	44.5	41.8	45.2	45.4	46.3
Profit per share		v	286.36	301.65	330.20	455.21	138.40
Cash dividends per share (annual)		Ŧ	85.00	90.00	91.00	100.00	122
ROE		%	9.3	9.2	9.0	11.2	11.7

\* In the reportable segments of consolidated net sales, "Marine business, etc." segments have been classified into "Marine business" and "Other business" from FY2020.

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
Environmental Data	Social Contribution Activities and Environmental Dat	a at Suzuki's Domestic Plants and Consolidated Subsidiaries	Areas Included in the Environmental Initiati	ives Third Party Guarantee Company	/ Data Company Profile	

■ 3. Employee information

			Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees		Male		13,932	14,220	14.326	14,503	14,795
		Female	Person	1.714	1.853	1.941	2.047	2.160
		Total		15.646	16.073	16.267	16,550	16.955
Employees with job titles		Male		4,403	4,577	4,695	4,892	5,051
(Of total)		Female	Person	114	132	136	156	182
		Total	1	4,517	4,709	4,831	5,048	5,233
Managers		Male		1,121	1,185	1,248	1,282	1,330
(Of total)		Female	Person	18	18	20	21	25
		Total		1,139	1,203	1,268	1,303	1,355
Ratio of female workers in manageme	ent roles <sup>(Note 1)</sup>		%	1.6	1.5	1.6	1.6	1.9
New employees		Male		569	651	451	567	765
		Female	Person	139	168	144	152	178
		Total		708	819	595	719	943
College degree or above		Male		413	474	285	383	384
(Of total)		Female	Person	81	103	67	61	83
		Total		494	577	352	444	467
Employment rate of people with disal	bilities			2.20	2.23	2.35	2.44	2.34
Turnover rate			%	3.10	2.21	2.85	3.04	3.26
Rate of paid leave taken				77.2	75.0	85.4	81.4	81.1
Number of mid-career hires		Male		133	53	72	114	157
		Female	Person	25	10	25	16	31
		Total		158	63	97	130	188
Number of part-time or temporary en	nployees	Male		316	218	116	100	129
		Female	Person	165	130	90	77	67
		Total		481	348	206	177	196
Digital professionals		Male		1	2	2	4	6
Number of direct hires in India		Female	Person	1	0	0	0	1
(11.1.4)		lotal		2	2	2	4	/
Gender wage gap <sup>(Note 1)</sup>	All employees			63.0	64.5	64.3	64.4	64.5
	Full-time workers		%	62.5	64.1	64.3	64.0	64.4
	Part time or temporary employees			75.1	72.6	64.3	67.5	61.2
Childcare	Number of employees using the reduced	Male		5	7	9	11	10
	work hour system for childcare	Female	Person	251	278	289	312	336
	work nour system for childcare	Total		256	285	298	323	346
	Number of employees using the	Male		23	63	90	213	289
	childcare leave system	Female	Person	94	80	96	86	101
		Total		117	143	186	299	390
	Male rate of taking childcare leave(Note 2)			-	_	17.7	43.5	63.1
	Reinstatement rate of employees using	Male	%	100.0	100.0	100.0	99.1	99.5
	childcare leave system	Female		97.8	96.6	98.7	96.8	98.8
-		Total		98.1	97.4	99.3	98.0	99.3
Family-care	Number of employees using the reduced	Male		1	0	0	2	2
	work hour system for family-care	Female	Person	4	4	4	/	/
		Iotai		5	4	4	9	9
	Number of employees using the	Male	Dava a	0	3	3	3	2
	family-care leave system	Female	Person	1	<u> </u>	3	0	3
		Mala		1	5	b 22.2	3	5
	Reinstatement rate of employees using	Fomalo		100.0	00.7 E0.0	33.3	00.0	50.0
	family-care leave system	Total	70	100.0	0.0	33.3		100.0
		Total		100.0	60.0	33.3	66.6	80.0

(Note) 1. Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

2. Calculated the rate of taking childcare leave under Article 71-4, Item 1 of the Ordinance for Enforcement of the Act on Childcare Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ordinance of the Ministry of Labor No. 25 of 1991), based on the provisions of the Act on Childcare Leave, Caregiver Leave, Caregive

#### 4. Others

	Number of Outside Directors	Person	2	2	3	2	3
Others	Number of consolidated subsidiaries	Company	130	127	120	119	120
	Number of equity-method affiliates	Company	28	28	31	32	32

#### ■ 5. Major outside associations in which the Company participates

Japan Automobile Manufacturers Association, Inc., Society of Automotive Engineers of Japan, Japan Business Federation, The Global Alliance for Sustainable Supply Chain (ASSC), Task Force on Climate-related Financial Disclosures (TCFD)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

# Company Profile (As of March 31, 2024)

Company name	Suzuki Motor Corporation
Date of incorporation	March 1920
Address of head office	300 Takatsuka-cho, Chuo-ku, Hamamatsu, Shizuoka, 432-8611 Japan
Representative Director and President	Toshihiro Suzuki
Main product line	Automobiles, motorcycles, outboard motors, motorized wheelchairs, etc.
Capital	¥138,370 million
Employees	16,955 (Consolidated total: 72,372)

#### Head office and domestic plants



#### Overseas network

E: Major Overseas Sales Subsidiaries and Affiliates •: Major Overseas Assembly Plants



- Suzuki Motor USA, LLC (USA)
   Suzuki Marine USA, LLC (USA)
   Suzuki Canada Inc. (Canada)
   Suzuki Motor de Mexico, S.A. de C.V. (Mexico)
   Suzuki Australia Pty. Ltd. (Australia)
   Suzuki New Zealand Ltd. (New Zealand)
   Suzuki Motor (China) Investment Co., Ltd. (China)
   Suzuki France S.A.S. (France)
   Suzuki Italia S.p.A. (Italy)
   Suzuki Deutschland GmbH (Germany)
   Suzuki GB PLC (UK)
   Suzuki Motor Ibérica, S.A.U. (Spain)
   Suzuki Motor Poland sp. z o.o. (Poland)
   Suzuki Auto South Africa (Pty) Ltd. (South Africa)
- Suzuki Manufacturing of America Corporation (USA)
  Suzuki Motor de Colombia S.A. (Colombia)
  Magyar Suzuki Corporation Ltd. (Hungary)
  Suzuki Egypt S.A.E. (Egypt)
  Toyota Tsusho Manufacturing Ghana Co. Limited (Ghana)
  Jinan Qingqi Suzuki Motorcycle Co., Ltd. (China)
  Iangmen Dachangjiang Group Co., Ltd. (China)
  Changzhou Haojue Suzuki Motorcycle Co., Ltd. (China)
  Tai Ling Motor Co., Ltd. (Taiwan)
  Suzuki Philippines Inc. (Philippines)
- Suzuki Thilawa Motor Co., Ltd. (Myanmar)
  Suzuki Motor (Thailand) Co., Ltd. (Thailand)
  Thai Suzuki Motor Co., Ltd. (Thailand)
  Cambodia Suzuki Motor Co., Ltd. (Cambodia)
  Vietnam Suzuki Corp. (Vietnam)
  PT Suzuki Indomobil Motor (Indonesia)
  Maruti Suzuki India Limited (India)
  Suzuki Motor Gujarat Private Limited (India)
  Suzuki Motorcycle India Private Limited (India)
  Pak Suzuki Motor Co., Ltd. (Pakistan)

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
	Cuidelines		dauda Dafayanaa Tabla			
	Guidelines	205 — GRI Stan	uarus Reference Table			

## Reference Tables

208 — TCFD Reference Table

Environmental

Social

# **GRI Standards Reference Table**

Introduction

Standard	disclosures	Relevant pages in report
GRI 102:	General disclosures	
1. Organi	zational profile	
102-1	Name of the organization	203
102-2	Activities, brands, products, and services	203
102-3	Location of head office	203
102-4	Location of operations	203
102-5	Ownership and legal form	203
102-6	Markets served	153, 203
102-7	Scale of the organization	153, 201, 203
102-8	Information on employees and other workers	202
102-9	Supply chain	25, 26, 150-152
102-10	Significant changes to the organization and its supply chain	-
102-11	Precautionary Principle or approach	166-169
102-12	External initiatives	15, 26, 29, 152, 202
102-13	Membership of associations	202

2. Strate	8y	
102-14	Statement from senior decision-maker	3–5
102-15	Key impacts, risks, and opportunities	29–31, 166–169 <u>Securities Report</u>
3. Ethics	and integrity	
102-16	Values, principles, standards, and norms of behavior	9-11, 164-169

102-17	Mechanisms for advice and concerns about ethics	164-169

Standard	disclosures	Relevant pages in report			
4. Governance					
102-18	Governance structure	155-165			
102-19	Delegating authority	155-165			
102-20	Executive-level responsibility for economic, environmental, and social topics	155-165			
102-21	Consulting stakeholders on economic, environmental, and social topics	155-165			
102-22	Composition of the highest governance body and its committees	155-165			
102-23	Chair of the highest governance body	Securities Report			
102-24	Nominating and selecting the highest governance body	155-165			
102-25	Conflicts of interest	155-165			
102-26	Role of highest governance body in setting purpose, values, and strategy	155-165			
102-27	Collective knowledge of highest governance body	155-165			
102-28	Evaluating the highest governance body's performance	155-165			
102-29	Identifying and managing economic, environmental, and social impacts	155-165			
102-30	Effectiveness of risk management processes	155-165			
102-31	Review of economic, environmental, and social topics	155-165			
102-32	Highest governance body's role in sustainability reporting	14, 19, 155-165			
102-33	Communicating critical concerns	155-165			
102-34	Nature and total number of critical concerns	-			
102-35	Remuneration policies	160, 161 <u>Corporate</u> <u>Governance Report</u>			
102-36	Process for determining remuneration	160, 161 <u>Corporate</u> <u>Governance Report</u>			
102-37	Stakeholders' involvement in remuneration	160, 161 Securities Report			
102-38	Annual total compensation ratio	Securities Report			
102-39	Percentage increase in annual total compensation ratio	_			

Data

5. Stakeholder engagement				
102-40	List of stakeholder groups	11		
102-41	Collective bargaining agreements	11, 146, 147		
102-42	Identifying and selecting stakeholders	11		
102-43	Approach to stakeholder engagement	11		
102-44	Key topics and concerns raised	-		

6. Reporting practice			
102-45	Entities included in the consolidated financial statements	-	
102-46	Defining report content and topic Boundaries	2, 14	
102-47	List of material topics	14	
102-48	Restatements of information	-	
102-49	Changes in reporting	-	
102-50	Reporting period	2	
102-51	Date of most recent report	2	
102-52	Reporting cycle	2	
102-53	Contact point for questions regarding the report	2	
102-54	Claims of reporting in accordance with the GRI Standards	2, 205-207	
102-55	GRI content index	2	
102-56	External assurance	200	

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

GRI Standards Reference Table TCFD Reference Table

Standar	d disclosures	Relevant pages in report
Econom	ic	
GRI 103:	Management approach	
103-1	Explanation of the material topic and its boundary	14
103-2	The management approach and its components	4-8, 14
103-3	Evaluation of the management approach	4-8.14

GRI 201: Economic performance						
201-1	Direct economic value generated and distributed	6-8, 153, 201				
201-2	Financial implications and other risks and opportunities due to climate change	30, 31 Securities Report				
201-3	Defined benefit plan obligations and other retirement plans	Securities Report				
201-4	Financial assistance received from government	_				

GRI 202	Market presence	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	148
202-2	Proportion of senior management hired from the local community	_
GRI 203	Indirect economic impacts	
203-1	Infrastructure investments and services supported	74, 75, 114, 118, 169
203-2	Significant indirect economic impact	-
GRI 204	Procurement practices	
204-1	Proportion of spending on local suppliers	-
GRI 205	Anti-corruption	
205-1	Operations assessed for risks related to corruption	166-167
205-2	Communication and training about anti-corruption policies and procedures	166-167
205-3	Confirmed incidents of corruption and actions taken	-
GRI 206	Anti-competitive behavior	
206-1	legal actions for anti-competitive behavior anti-trust, and monopoly practices	_

206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

GRI 207: Tax			
207-1	Approach to tax	166	
207-2	Tax governance, control, and risk management	166	
207-3	Stakeholder engagement and management of concerns related to tax	166	
207-4	Country-by-country reporting	-	

-		
Standard	disclosures	Relevant pages in report
<b>GRI-Envi</b>	ronmental	
GRI 103:	Management approach	
103-1	Explanation of the material topic and its boundary	14, 15
103-2	The management approach and its component	19~24
103-3	Evaluation of the management approach	19~24
GRI 301:	Materials	
301-1	Materials used by weight or volume	27, 180
301-2	Recycled input materials used	62, 180
301-3	Reclaimed products and their packaging materials	60, 67
CDI 202	Fin and u	
GRI 302.	Energy	27 22 14 176 170
302-1	Energy consumption within the organization	27, 33, 44, 176, 178
302-2	Energy consumption outside of the organization	27, 47, 176, 179
302-3	Energy intensity	-
302-4	Reduction of energy consumption	33, 1/6, 1/8
302-5	Reductions in energy requirements of products and services	33, 34, 36, 38, 39, 178
GRI 303.	水と排水	
303-1	Interactions with water as a shared resource	53, 73, 76
303-2	Management of water discharge-related impacts	20, 22, 53, 54, 55
000 1		20, 22, 53, 54, 55
303-3	Water withdrawal	185. 187. 190. 194–195
303-4	Water discharge	20, 22, 27, 53, 55, 176, 179, 182, 185, 187, 190, 194-195
303-5	Water consumption	20, 22, 27, 53, 54, 55, 176, 179, 182, 185, 187, 190, 194–195
		, ,
GRI 304:	Biodiversity	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	73–75, 78
304-2	Significant impacts of activities, products, and services on biodiversity	-
304-3	Habitats protected or restored	74-78
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	72
		/3
CDI 20E	Fraissians	/3
GRI 305:	Emissions	73
GRI 305: 305-1	Emissions Direct (Scope 1) GHG emissions	73 32, 37, 178 22, 37, 178
GRI 305: 305-1 305-2	Emissions Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions Othes indirect (Scope 2) GHG emissions	73 32, 37, 178 32, 37, 178
GRI 305: 305-1 305-2 305-3	Emissions Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions Other indirect (Scope 3) GHG emissions Other indirect (Scope 3) GHG emissions	73 32, 37, 178 32, 37, 178 32, 37, 178
GRI 305: 305-1 305-2 305-3 305-4	Emissions Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions Other indirect (Scope 3) GHG emissions GHG emissions intensity Deal of the form	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179
GRI 305: 305-1 305-2 305-3 305-3 305-4 305-5	Emissions Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions Other indirect (Scope 3) GHG emissions GHG emissions intensity Reduction of GHG emissions	32, 37, 178           32, 37, 178           32, 37, 178           42, 179           27, 32, 33, 42, 43, 176-179
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 205-7	Emissions Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions Other indirect (Scope 3) GHG emissions GHG emissions intensity Reduction of GHG emissions Emissions of ozone-depleting substances (ODS)	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 176 27, 176
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 176 27, 52, 176, 179
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306:	Emissions Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions Other indirect (Scope 3) GHG emissions GHG emissions intensity Reduction of GHG emissions Emissions of ozone-depleting substances (ODS) Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions Waste	32, 37, 178           32, 37, 178           32, 37, 178           22, 37, 178           22, 37, 178           22, 37, 178           22, 37, 178           27, 32, 33, 42, 43, 176-179           27, 52, 176, 179
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176–179 27, 52, 176, 179
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1 306-2	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 176 27, 176 27, 52, 176, 179 - 71
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1 306-2 306-3	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste generated	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 176 27, 52, 176, 179 - 71 27, 65, 66, 176, 180
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1 306-2 306-3 306-4	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste generated         Waste diverted from disposal	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 176 27, 52, 176, 179 - - 71 27, 65, 61, 176, 180 27, 66, 176, 180
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-6 305-7 GRI 306: 306-1 306-2 306-3 306-4 306-5	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste diverted from disposal         Waste diverted from disposal	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 176 27, 52, 176, 179 
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1 306-2 306-3 306-4 306-5	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste diverted from disposal         Waste directed to disposal	73           32, 37, 178           32, 37, 178           32, 37, 178           32, 37, 178           27, 32, 33, 42, 43, 176–179           27, 176           27, 52, 176, 179           71           27, 65, 66, 176, 180           27, 66, 176, 180           27, 65, 66, 176, 180
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1 306-2 306-3 306-4 306-5 GRI 307:	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste generated         Waste diverted from disposal         Waste directed to disposal         Environmental compliance	73           32, 37, 178           32, 37, 178           32, 37, 178           42, 179           27, 32, 33, 42, 43, 176-179           27, 176           27, 52, 176, 179           -           71           27, 65, 66, 176, 180           27, 65, 66, 176, 180           27, 65, 66, 176, 180
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306-1 306-1 306-2 306-3 306-4 306-5 GRI 307: 307-1	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste generated         Waste diverted from disposal         Waste directed to disposal         Environmental compliance         Non-compliance with environmental laws and regulations	73           32, 37, 178           32, 37, 178           32, 37, 178           42, 179           27, 32, 33, 42, 43, 176-179           27, 176           27, 52, 176, 179           27, 52, 176, 179           27, 52, 176, 179           27, 65, 66, 176, 180           27, 65, 66, 176, 180           27, 65, 66, 176, 180           27, 65, 66, 176, 180           27, 65, 66, 176, 180           27, 65, 56, 176, 180           27, 65, 56, 176, 180           27, 65, 56, 176, 180
GRI 305: 305-1 305-2 305-3 305-3 305-4 305-5 305-6 305-6 305-7 GRI 306: 306-1 306-2 306-3 306-4 306-5 GRI 307: 307-1	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste generated         Waste diverted from disposal         Waste diverted to disposal         Environmental compliance         Non-compliance with environmental laws and regulations	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 52, 176, 179 27, 52, 176, 179 
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1 306-1 306-2 306-3 306-3 306-5 GRI 307: 307-1 307-1 307-1	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste generated         Waste diverted from disposal         Waste directed to disposal         Environmental compliance         Non-compliance with environmental laws and regulations         Supplier environmental assessment	73 32, 37, 178 32, 37, 178 32, 37, 178 42, 179 27, 32, 33, 42, 43, 176-179 27, 176 27, 52, 176, 179 - 71 27, 65, 66, 176, 180 27, 65, 66, 176, 180 27, 65, 66, 176, 180 25 26, 60
GRI 305: 305-1 305-2 305-3 305-4 305-5 305-6 305-7 GRI 306: 306-1 306-2 306-3 306-4 306-5 GRI 307: 307-1 GRI 308: 308-1 209-2	Emissions         Direct (Scope 1) GHG emissions         Energy indirect (Scope 2) GHG emissions         Other indirect (Scope 3) GHG emissions         GHG emissions intensity         Reduction of GHG emissions         Emissions of ozone-depleting substances (ODS)         Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions         Waste         Waste generation and significant waste-related impacts         Management of significant waste-related impacts         Waste generated         Waste diverted from disposal         Waste directed to disposal         Environmental compliance         Non-compliance with environmental laws and regulations         Supplier environmental assessment         New suppliers that were screened using environmental criteria	73         32, 37, 178         32, 37, 178         32, 37, 178         32, 37, 178         42, 179         27, 32, 33, 42, 43, 176-179         27, 176         27, 52, 176, 179            71         27, 65, 66, 176, 180         27, 65, 66, 176, 180         27, 65, 66, 176, 180         27, 65, 66, 176, 180         25         26, 69         26, 69

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table

GRI Standards Reference Table TCFD Reference Table

Standar	d disclosures	Relevant pages in report		
Social				
GRI 103:	Management approach			
103-1	Explanation of the material topic and its Boundary	14		
103-2	The management approach and its components	14, 80, 81, 138, 140, 122		
103-3	Evaluation of the management approach	14, 80, 81, 138, 140, 122		

GRI 401: Employment			
401-1	New employee hires and employee turnover	202	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	147, 148	
401-3	Parental leave	130	

GRI 402:	Labor / Management relations	
402-1	Minimum notice periods regarding operational changes	146-147
GRI 403:	Occupational health and safety	
403-1	Occupational health and safety management system	138, 140
403-2	Hazard identification, risk assessment, and incident investigation	139
403-3	Occupational health services	140-145
403-4	Worker participation, consultation, and communication on occupational health and safety	140-145
403-5	Worker training on occupational health and safety	140-145
403-6	Promotion of worker health	140-145
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	139, 142-145
403-8	Workers covered by an occupational health and safety management system	146, 147
403-9	Work-related injuries	139
403-10	Work-related ill health	_

GRI 404: Training and education			
404-1	Average hours of training per year per employee	126	
404-2	Programs for upgrading employee skills and transition assistance programs	124-128	
404-3	Percentage of employees receiving regular performance and career development reviews	124-128	

GRI 405:	Diversity and equal opportunity	
405-1	Diversity of governance bodies and employees	129-137
405-2	Ratio of basic salary and remuneration of women to men	202
GRI 406:	Non-discrimination	
406-1	Incidents of discrimination and corrective actions taken	119-121
GRI 407:	Freedom of association and collective bargaining	
407-1	Operations and suppliers in which the right to freedom of association	147
	and collective bargaining may be at risk	
GRI 408:	Child labor	
408-1	Operations and suppliers at significant risk for incidents of child labor	119-120
GRI 409:	Forced or compulsory labor	

409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	119-120

Standar	d disclosures	Relevant pages in report
GRI 410:	Security practices	
410-1	Security personnel trained in numan rights policies or procedures	
GRI 411:	Rights of indigenous peoples	
411-1	Incidents of violations involving rights of indigenous peoples	-
GRI 412 <sup>.</sup>	Human rights assessment	
412-1	Operations that have been subject to human rights reviews or impact assessments	119-121
412-2	Employee training on human rights policies or procedures	119-121, 125, 165
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	150-152
GRI 413:	Local communities	
413-1	Operations with local community engagement, impact assessments, and development programs	100, 101, 114-118
413-2	Operations with significant actual and potential negative impacts on local communities	-
GRI 414:	Supplier social assessment	
414-1	New suppliers that were screened using social criteria	119, 120, 150-152
414-2	Negative social impacts in the supply chain and actions taken	119, 120, 150-152
GRI 415:	Public policy	
415-1	Political contributions	-
GRI 416:	Customer health and safety	
416-1	Assessment of the health and safety impacts of product and service categories	80-85, 93, 94
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	84 <u>Recalls, etc.</u>
GPI //17·	Marketing and labeling	
417-1	Requirements for product and service information and labeling	-
417-2	Incidents of non-compliance concerning product and service information and labeling	
417-3	Incidents of non-compliance concerning marketing communications	-
GRI 418:	Customer privacy	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	_
GDI //10-		

Contents	Introduction	Environmental	Social	Corporate Governance	Data	Guidelines Reference Table
GRI Standards Reference Tal	Die TCFD Reference Table					

# TCFD Reference Table

## Governance

Recommended disclosures		Relevant places	
a) Describe the board's oversight of climate-related risks and opportunities.	P.29	Organizational structure related to climate change risks	
b) Describe management's role in assessing and managing climate-related risks and opportunities.		and opportunities	

## Strategy

Recommended disclosures		Relevant places	
a) Describe the climate-related risks and opportunities the company has identified over the short, medium, and long term.		Climate-related risks and opportunities, scenario analysis Climate-related risks and opportunities for Suzuki	
b) Describe the impact of climate-related risks and opportunities on the company's businesses, strategy, and financial planning.	P.29		
c) Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	P.30		

## Risk management

Recommended disclosures	Relevant places	
a) Describe the company's processes for identifying and assessing climate-related risks.		
b) Describe the company's processes for managing climate-related risk.	P.31 Risk management system	
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management.	Assumed climate-related risks	

## Metrics and targets

Recommended disclosures		Relevant places		
<ul> <li>a) Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process.</li> </ul>	P.31 P.20	Basic policy Suzuki's environmental targets		
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	P.21-23 P.32-33	(Short-term / Medium-term / Long-term) Environmental plan		
c) Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets.		Disclosure of GHG emissions in the entire value chain		