

# INTEGRATED REPORT 2026



Suzuki Motor Corporation



## CONTENTS

### Special Section

**What Is the “Infrastructure Mobility” Suzuki Aims For, and What Will It Take to Achieve It?**



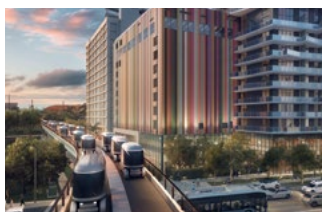
#### 05 Message from the President

The President's perspective on Suzuki's uniqueness and infrastructure mobility



#### 10 Feature

Suzuki as an "Indispensable Presence" Around the World



#### 12 Feature

Providing New Value as “Infrastructure Mobility”



#### 15 Roundtable Discussion with Outside Directors

Suzuki's Uniqueness and the Challenge of Infrastructure Mobility

### Main Section

#### 20 About Suzuki

- 20 Mission Statement and Philosophy of Conduct
- 21 Corporate Slogan
- 22 Value Creation Process
- 23 Our History
- 24 At a Glance
- 25 Business Overview
- 26 Materiality

#### 27 Growth Strategy

- 27 Mid-Term Management Plan
- 28 Financial Strategy
- 30 Technology Strategy
- 32 DX Strategy
- 33 Strategies by Business
- 33 Automobile
- 39 Motorcycle
- 43 Marine
- 45 Human Capital Strategy
- 49 Environment Strategy

#### 52 Governance

- 52 Directors, Audit & Supervisory Board Members and Officers
- 54 Corporate Governance
- 63 Risk Management
- 64 Compliance

#### 65 Data

- 65 Financial Highlights
- 66 11-Year Major Financial Data
- 67 11-Year Major Non-Financial Data
- 68 Major Product Lineup
- 69 Company and Stock Information



## About the Integrated Report

“Integrated Report 2026” is published with the aim of communicating to stakeholders the value created by the Suzuki Group through its business activities, as well as the initiatives we are undertaking to realize that value. Based on the information disclosure framework reviewed last year, the Integrated Report conveys the Suzuki Group’s value creation story, focusing on our management strategy and our vision for future growth.

In addition, to broadly share our philosophy and activities, this year we have also made the special feature content available on our website. We aim to expand the circle of resonance by helping more stakeholders deepen their understanding of Suzuki’s approach to value creation and initiatives.

## Major Updates

### ■ Reorganized content into the Special Section and the Main Section

The Special Section introduces Suzuki’s vision and role in society from multiple perspectives, with the theme of “Infrastructure Mobility.” The Main Section presents the value creation processes and various strategies that support the realization of this vision.

### ■ Reviewed materiality

We have reviewed our materiality following the renewal of the Mid-Term Management Plan. Taking into consideration changes in the business environment and social issues, we have reorganized the key issues that the Suzuki Group will address with priority.

### ■ Growth strategy update

Reflecting the content of the Technology Strategy Briefing 2026 and the status of our digital transformation (DX) initiatives, we are presenting the direction and initiatives of each strategy more clearly.

### ■ Expanded environmental information

We have expanded our disclosure of environmental information based on the Environmental Plan 2030. Following the new materiality framework, we introduce the direction of initiatives addressing environmental issues, including carbon neutrality.

## Information Disclosure Framework

■ Strongly relevant    ■ Relevant

|                                  | Integrated Report | Securities Report | Sustainability Website |
|----------------------------------|-------------------|-------------------|------------------------|
| Financial Information            | ■                 | ■                 |                        |
| Non-Financial Information        | ■                 | ■                 | ■                      |
| Coverage of Information          |                   | ■                 | ■                      |
| Storytelling                     | ■                 |                   |                        |
| Performance Report               | ■                 | ■                 | ■                      |
| Medium- to Long-Term Perspective | ■                 |                   | ■                      |

## Period Covered

FY2025 (April 1, 2025 to March 31, 2026)

However, this report also contains descriptions of some activities that took place before or after that time period.

## Scope of Information

This report covers information about the Suzuki Motor Corporation (“the Company”) and its domestic and overseas subsidiaries (together, “the Suzuki Group”). (Unless “Group companies,” “dealers,” or “overseas” are indicated in each description, the information relates to Suzuki Motor Corporation alone.)

## Referenced Guidelines

International Integrated Reporting Framework published by The IFRS Foundation

Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation published by the Ministry of Economy, Trade and Industry

## Caution with Respect to Forward-looking Statements

This report contains forward-looking statements based on the Company’s judgments in line with current assumptions and information available at the time of publication. Therefore, these forward-looking statements involve risks and uncertainties. The Company does not guarantee that such forward-looking statements will be realized. Please be advised that actual results may differ materially from those expressed or implied in the Company’s forward-looking statements as a result of changes in a variety of factors. Factors that may affect actual results include economic conditions and trends in demand in major markets, as well as volatility in foreign exchange rates (mainly the US Dollar/Yen, Euro/Yen, and Indian Rupee/Yen rates).



## Special Section

### 05 Message from the President

**10 Feature** Suzuki as an "Indispensable Presence" Around the World

**12 Feature** Providing New Value as "Infrastructure Mobility"

**15 Roundtable Discussion with Outside Directors**



## Message from the President



Staying close to people's daily lives and local communities,

always moving forward together as “infrastructure mobility”

Representative  
Director and  
President

TOSHIHIRO  
SUZUKI



## Message from the President



## Suzuki's OS: The Mission Statement and the Three Aspects of the Philosophy of Conduct

At Suzuki, we use the term “operating system (OS)” to describe our approach to corporate management and what lies at its core—what is “unique to Suzuki.” Just as basic software runs computers and smartphones, our OS underpins every action we take and every judgment we make. We will continuously maintain and strengthen it. The OS comprises the Mission Statement and the Philosophy of Conduct, which consists of three aspects in Japanese: “Three Realities and Two Fundamentals,” “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” and “YARAMAIKA.”

At the core of our OS is the Mission Statement, whose first principle is “Develop products of superior value by focusing on the customer.” It reflects our commitment to staying close to people's daily lives and pursuing technologies and services. This is the most important principle in Suzuki's management.

“Three Realities and Two Fundamentals” represents our approach to problem-solving. In September 2025, we expanded the concept of “Genba, Genbutsu, Genjitsu”—which emphasizes going to the Actual Place, observing the Actual Thing, and confirming the Actual Situation—by adding Genri and Gensoku, meaning the Fundamental Principle and Fundamental Rule. As technologies used in product development and information utilization become more advanced, we believe that the resolution with which we perceive “Genba, Genbutsu, Genjitsu (Actual Place, Actual Thing, Actual Situation)” will improve, enabling us to investigate them more deeply than ever before and move step by step closer to “Genri (Fundamental Principle).” This, in turn, requires us to examine more deeply and reassess even what we have previously regarded as “Gensoku (Fundamental Rule).” “Genba, Genbutsu, Genjitsu (Actual Place, Actual Thing, Actual Situation)” serves as our starting point; from there, we pursue a deeper understanding and move closer to the essence of things. We added “Two Fundamentals (Fundamental Principle and Fundamental Rule)” to “Three Realities (Actual Place, Actual Thing, Actual Situation)” to clearly express this approach.

“Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)” originated at our production sites. It represents the approach to manufacturing that we regard as essential to delivering value to customers. This means eliminating waste in the use of resources and energy and delivering products that are just right for the way our customers live. This is what makes Suzuki unique.

Lastly, “YARAMAIKA (Entrepreneurial Spirit)” is a philosophy for maintaining quick decision-making, close interpersonal relationships, the flexibility required to address change, and a willingness to take on challenges, while avoiding the organizational inertia and bureaucracy often seen in large companies. We aim to build an organization in which every Suzuki Group employee takes ownership and acts swiftly.

Under this OS, it is each and every employee who works to stay close to customers. All employees, not only those who engage directly with customers, will unite as Team Suzuki, share the OS comprising the Mission Statement and the three aspects of the Philosophy of Conduct, and work to stay close to customers.



## Message from the President

### Toward Product Development Focused on the Customer

Since the days of Suzuki Loom Works, the predecessor of present-day Suzuki Motor Corporation, Suzuki has stayed close to customers and contributed to local communities by serving as infrastructure supporting people's lives. Its founder, Michio Suzuki, established the company after building a loom by hand to make his mother's work easier. In commercializing the loom, he sought feedback from people around him who used it, addressed the problems they identified, and made repeated improvements. This marked the beginning of Suzuki's practice of focusing on the customer in product development.

In Japan, Suzuki has led the way in developing small, easy-to-use vehicles that offer high performance at affordable prices. In addition to passenger cars for daily use and leisure, we developed mini trucks and mini vans that are indispensable at worksites, making a significant contribution to the growth and development of Japanese industry. In overseas markets as well, including Pakistan and Hungary, Suzuki vehicles have been embraced as national cars that support people's lives, earning the trust of customers.

In India, now a pillar of Suzuki's growth strategy, we participated in India's national car development initiative, a government-led project launched in the early 1980s. We introduced a compact car for the mass market that helped advance motorization in India, while building locally rooted production and sales operations. Since then, we have continued to expand our service network across India. Today, the network is approaching 6,000 service locations. This network is a source of competitive strength that enables us to maintain a dominant market share.

Outside Japan and India as well, in countries including Pakistan, Indonesia, and Hungary, we have supported people's lives by understanding what local customers want and providing "People's car" that serve as national cars in each country. We will continue to pursue coexistence and mutual prosperity with local communities and contribute to it as infrastructure supporting people's lives.

### Infrastructure Mobility Closely Connected with People's Lives

In the Mid-Term Management Plan "By Your Side," we set out our vision of becoming "an infrastructure mobility closely connected with people's lives."

In recent years, the environment surrounding the automotive industry has changed dramatically. In particular, advances in autonomous driving and sharing services are prompting a fundamental reconsideration of not only automobiles but mobility as a whole. Just as we always have, Suzuki wants to continue supporting mobility in local communities as "infrastructure mobility" that is closely connected with and indispensable to people's lives.

To us, "infrastructure mobility" means more than vehicles that simply enable people to travel. In the future, as autonomous driving and connected technologies advance, we believe mobility will function as part of social infrastructure by working in coordination with roads, transportation systems, local services, and other elements. That is why we will look beyond the vehicle as a standalone product and focus on the entire mobility system that supports people's lives and work. As we advance co-creation with diverse partners, we will take on the challenge of providing new value.

To expand the value that "infrastructure mobility" is expected to deliver, collaboration with other companies, including those in different industries and fields, will likely become increasingly important. Creating a highly convenient, safe, and secure environment for many people will also require more human-centered thinking than ever before. With this in mind, we need to reconsider whether we can continue doing things in the same way and recognize that we must actively take on challenges in areas that are new to us.

### Expanding the Business Domains of Infrastructure Mobility

Suzuki operates across a broad range of business domains, extending beyond mobility for daily use and leisure to work

mobility that supports worksites. In other words, we are expanding the range of value we deliver through mobility beyond the boundaries of an automobile manufacturer.

One specific product example is the Jimny, an off-road four-wheel-drive vehicle that meets Japan's mini vehicle standards. It is not only popular for leisure use but also highly valued as an indispensable mobility solution by customers working on steeply sloped farms or engaged in hunting, forestry, and other fields.

We are also advancing the use of technologies across divisional and product category boundaries. We pursue product development through flexible collaboration and cooperation, for example by applying technologies developed over many years through our work on electric senior vehicles to the base unit of a versatile electric platform. I believe this is a strength unique to Suzuki, made possible by the organizational structure under our "YARAMAIIKA (Entrepreneurial Spirit)" management approach.





## Message from the President



Going forward, through efforts such as strengthening collaboration with startups, we intend to move swiftly and proactively pursue initiatives driven by fresh ideas to further expand the business domains of “infrastructure mobility.”

### Minimization of Energy and Maximization of Essential Value

Suzuki’s technology strategy is “Right × Light Mobile Tech.” The name combines “Right (just right)” and “Light (lightweight),” two concepts closely linked to our Philosophy of Conduct, “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty).” The strategy advances initiatives along two axes: “Minimization of Energy,” which means being by the side of the Earth, and “Maximization of Essential Value,” which means being by the side of the People.

Amid heightened uncertainty in international affairs, the need for more efficient use of energy is continuing to grow. Suzuki will achieve Minimization of Energy by focusing on the development of SLight technologies to reduce vehicle weight by 100 kg, high-efficiency internal combustion engines, and electrification technologies. For Maximization of Essential Value, meanwhile, we will return to the fundamentals of car-making and re-examine the essential functions of a vehicle. Through “just-right features at a just-right price,” we will provide customers with safety, ease of operation, and the joy of driving. Of course, “infrastructure mobility,” which I have discussed so far, is also an important element of Maximization of Essential Value.

With regard to powertrains, Suzuki will pursue practical technology choices through a “multi-pathway approach.” Rather than shifting uniformly to EVs worldwide, our approach is to deliver optimal combinations of powertrains and energy technologies for each country and region, taking into account local infrastructure conditions and what customers can reasonably afford.

We do not believe that equipping every EV with a large-

capacity battery is the only right answer. When we look at how customers use their vehicles in daily life, many primarily travel short distances. We therefore believe it is important to combine battery capacity suited to the intended use with a lightweight vehicle body, rather than installing a battery larger than necessary, thereby balancing energy efficiency with affordability.

In India, where coal-fired power generation accounts for approximately 70% of total electricity generation, promoting EVs alone will not lead to substantial CO<sub>2</sub> reductions. Suzuki therefore aims to achieve carbon neutrality by producing biogas from the abundant cow dung available in rural areas and using it as fuel for CNG vehicles, a segment in which Suzuki holds a high share of the local market.

As another option for countries with major agricultural sectors, we are also developing flex-fuel vehicles (FFVs), which can operate on any blend of ethanol and gasoline, thereby supporting the use of plant-derived bioethanol fuel. In June 2026, Suzuki launched its first flex-fuel automobile through Maruti Suzuki India Limited.

### Co-Creation with Local Communities

India currently has a population of approximately 1.4 billion, but only around 400 million people are said to be able to afford an automobile. Through Next Bharat Ventures, we will build connections with the “Next Billion” and contribute to addressing the social issue of income inequality in India by creating jobs in rural areas and expanding the middle class. We are also pursuing other initiatives to increase the incomes of farmers in rural areas. One such initiative is the production of biogas from cow manure, as mentioned earlier. This provides farmers with additional income through the sale of their cow manure.

In Japan, we will continue to grow together with our dealers and business partners nationwide and contribute to the revitalization of local communities. We also plan to focus on co-creation with external partners, including startups.



## Message from the President

### Progress of the Mid-Term Management Plan and New Developments

I believe we made a solid start in FY2025, the first year of the Mid-Term Management Plan “By Your Side.”

What we need to do is to develop the vehicles our customers need, sell them effectively, and continue to reliably provide the services they require. Although we have set target performance figures, achieving those targets is not an end in itself. We will continue to place importance on making every effort so that our customers feel glad that they bought a Suzuki vehicle.

Suzuki entered the EV market later than other Japanese automakers, but I do not believe that we are too late. As demand for EVs begins to grow in earnest, the real challenge will be how to convert that demand into actual customer purchases. We will promote activities to help customers better understand the benefits and practical use of EVs, as we aim to make 2026 a landmark year for EV adoption.

Amid major changes in the business environment, what is required of us is to provide products and services that customers will continue to choose, build a strong management base, and sustainably enhance corporate value.

To enhance corporate value, it is important to concentrate our limited management resources in areas that truly create value.

We introduced Suzuki-style ROIC management to enable more precise managerial decision-making based on data and facts, rather than relying solely on experience and intuition. It serves as a tool for Team Suzuki to discuss where management resources should be allocated. By combining it with Suzuki's OS, we will strive to further enhance corporate value.

We believe that digital technologies, including AI, will be one component of this management base. In utilizing AI, however, introducing the technology itself is not the objective. It is important that, after thoroughly applying “Three Realities and Two Fundamentals” by confirming “Genba, Genbutsu, Genjitsu (Actual Place, Actual Thing, Actual Situation)” and drilling down to “Genri (Fundamental Principle)” and “Gensoku (Fundamental Rule),” we steadily deploy AI in areas that will contribute to strengthening our competitiveness and earning power.

We will also continue our efforts in AI-related risk management—including information security, intellectual property protection, and the appropriate use of AI—as well as in

human capital development. We will leverage AI as a means of enhancing human wisdom and frontline capabilities, linking each employee's efforts to take on challenges to the growth of Team Suzuki as a whole.

### Every Member of Team Suzuki Takes on the Challenge of Making a Leap Forward

The corporate slogan “By Your Side” is a brief and straightforward expression that encapsulates the thoughts embodied in the Mission Statement and Philosophy of Conduct, which I have discussed since the beginning of this message. Those whose

side we should be on include not only customers who purchase our products but also business partners connected to us through the supply chain and colleagues with whom we work within the Company—in other words, everyone with whom each of us interacts. Being conscious of the need to put ourselves on “Your Side” and think and act from that perspective should bring further growth and development to Team Suzuki.

Every member of Team Suzuki will take on the challenge of making a leap forward as we strive to meet the expectations of all our stakeholders, enhance corporate value, and become “infrastructure mobility” that continues to contribute to society.



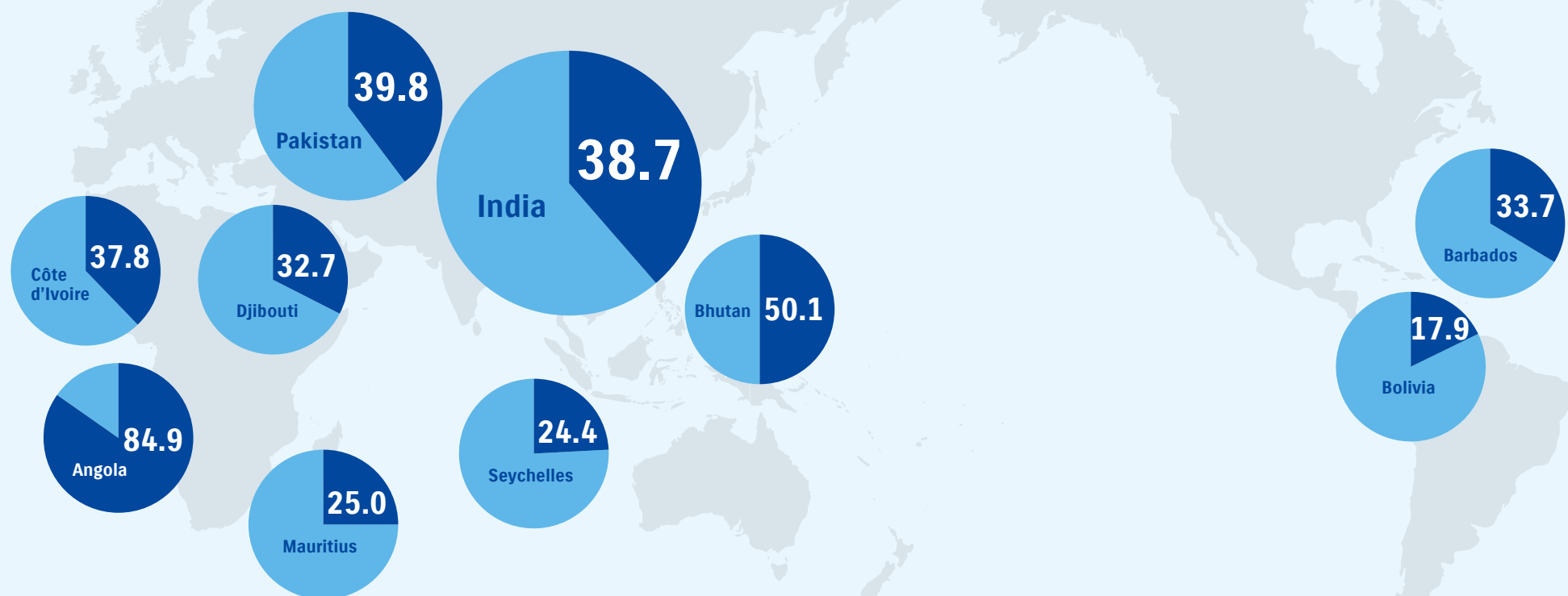


## Feature Suzuki as an “Indispensable Presence” Around the World

### No.1 in Automobile Market Share in 10 Countries Worldwide\*

Suzuki has achieved the No.1 automobile market share in 10 countries worldwide. By staying close to the daily lives of local communities and supporting people's mobility and lives, Suzuki has become an indispensable presence.

\* Source: Suzuki survey based on FY2025 sales results



#### Staying Close to Customers and Growing Together with Local Communities

Under its Mission Statement, which begins with “focusing on the customer,” Suzuki has engaged with the daily lives of customers and local communities, as well as with social issues. By thoroughly applying “Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual Place, Actual Thing, Actual Situation, Fundamental Principle, Fundamental Rule),” and pursuing the value that each individual customer truly needs, Suzuki has become a presence that supports people's lives in many countries and regions.



## Suzuki as an “Indispensable Presence” Around the World

Suzuki stays close to people around the world, supporting their mobility and daily lives.

### Hungary



The Swift, the first vehicle produced in Hungary (1992)

#### “Our Car,” Still Loved Today

Suzuki began local production in 1992, during Hungary's transition to a market economy, providing accessible, affordable cars to a broad range of people. Known and loved as “a mi autók (our car)” by the people of Hungary, Suzuki cars have become a familiar presence supporting people's lives and economic activity.

### India

#### Co-Creation with India That Began with the National Car Development Initiative

Driven by a desire to provide freedom of mobility to more people, Suzuki participated in the Indian government's national car development initiative in the early 1980s and has built locally rooted production, sales, and service operations. The Maruti 800 became many people's first car, expanding the possibilities in their lives by providing mobility for



The Maruti 800, widely loved in India (1983)

their families and work. Today, our service network extends to more than 6,000 locations across India, creating an environment in which customers can continue using their vehicles with peace of mind. In this way, we have continued to move forward alongside India as the country has grown.

### Japan

#### Accessible Mini and Compact Vehicles Supporting Mobility in Rural Areas and Everyday Life

Guided by our commitment to staying close to customers in their daily lives, we have pursued small, easy-to-use vehicles suited to Japan's road conditions and lifestyles. Affordable mini passenger vehicles, exemplified by the Alto, support daily mobility, including commuting to work or school, shopping, and visiting medical



Suzuki's first mini truck, the Suzulight Carry FB (1961)

facilities. Mini trucks and mini vans are also widely used in agriculture, commerce, and logistics.

Mini vehicles have become an indispensable presence supporting people's lives and local economies, particularly in rural areas where public transportation is limited.

### Pakistan



The Jimny, the first vehicle produced in Pakistan (1975)

#### Suzuki Laid the Foundation for Pakistan's Automotive Industry

Suzuki began operations in Pakistan in 1975, making the country its first overseas automobile production base. We have continued to provide practical vehicles that stay close to people's daily lives. The Mehran, affectionately known as “The Boss,” became a means of mobility for many households and businesses.

### Indonesia

#### Nearly 100 Years of Ties with Indonesia

Before entering the automotive business, Suzuki contributed to the development of local industry through its looms.

Since the 1970s, we have produced motorcycles and automobiles locally, supporting mobility and logistics while contributing to job creation and the development of the country's industrial base.

The Carry is widely valued as a commercial vehicle that supports local businesses.



A “Suzuki Loom” used in Indonesia



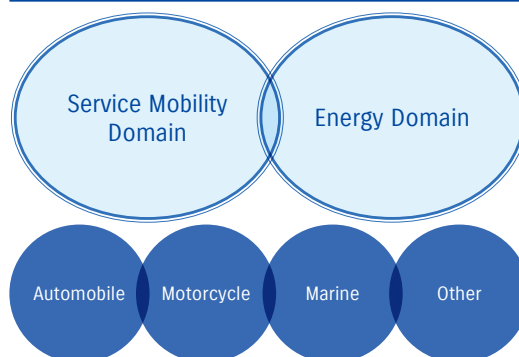
## Feature Providing New Value as “Infrastructure Mobility”

### Further Expanding Domains Beyond Our Four Businesses

By leveraging the strengths of our existing businesses, we aim to launch new ventures in the two domains of service mobility and energy, targeting 50 billion yen in revenue contribution by FY2030.

The automotive industry is facing a major transformation worldwide, with the shift towards Electric Vehicles (EVs), the increasing use of AI and the transition to carbon neutrality. Our business model may also evolve from ownership-based mobility to usage-based mobility. In new business domains, we position our response to these changes as the Service Mobility Domain, aiming to provide new value as an infrastructure mobility from two perspectives: Public Transportation Services and Work Mobility. In the Energy Domain, we aim to contribute to energy self-sufficiency and carbon neutrality initiatives in rural areas of India and Japan.

**FY2030 Revenue Target: 50 billion yen**



#### Two Domains

#### Service Mobility Domain: Responding to the Shift from Ownership to Usage

We position the Service Mobility Domain not as an extension of our existing business domains, but as a domain that provides mobility itself as social infrastructure. Building on the reliable hardware technologies based on the philosophy of “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)” that we have cultivated through our automobile, motorcycle, and marine businesses, as well as the sales and maintenance networks we have established primarily in India and Japan, we are taking on the challenge of creating mobility service models that respond to the societal shift from ownership to usage. Rather than acting alone, we aim to achieve social implementation through collaboration with a diverse range of partners, including companies, local governments, transportation operators, and communications and data platform providers.

#### Energy Domain: Contributing to Energy Self-Sufficiency and Carbon Neutrality

In the Energy Domain, we are developing biogas and energy storage businesses. In the biogas business, we produce Compressed Biogas (CBG), a carbon-neutral fuel, from the abundant cow manure available in India's dairy regions and supply it as fuel for CNG vehicles, while selling the cow manure after biogas production as organic fertilizer. In the energy storage business, we are exploring the commercialization of storage batteries that can be used for both automotive and stationary applications. We will also promote the efficient use of renewable energy in India and Japan, with a particular focus in rural areas.

#### Public Transportation Service

#### Glydways Collaboration Business: Proposing a New Form of Public Transportation

We are collaborating with Glydways, a U.S. based start-up, to develop a new transportation system that can move large numbers of people by efficiently operating mini-vehicle-sized electric vehicles on dedicated lanes. Through this efficient and convenient new transportation system --which minimizes infrastructure development and operating costs, as well as the number of vehicles, to a minimum while dispatching only as many vehicles as needed, when needed --we aim to address transportation challenges in cities around the world.



#### SkyDrive Collaboration Business: Providing a New Mode of Transportation

We are collaborating with Japanese startup SkyDrive Inc. to assist in the manufacture of a compact and lightweight electric vertical take-off and landing (eVTOL) aircraft. The small air mobility vehicle, designed for three passengers, boasts minimal limitations on take-off and landing locations, making it suitable for short-distance travel within cities. Through this initiative, we aim to provide customers with a new mode of transportation that helps reduce urban traffic congestion while minimizing environmental impact.



©SkyDrive Inc.

#### Work Mobility

#### MITRA: A Versatile Electric Platform Designed to Work Alongside Robots

Utilizing our proprietary technology developed over many years in motorized wheelchairs, we are developing MITRA, a versatile electric platform that can provide adaptable “legs” for robots used across various industries. By leveraging its excellent mobility and durability, we aim to provide “legs” for robots working alongside humans in various fields such as delivery, civil engineering, and agriculture. Through this initiative, we aim to connect robotics and AI technologies to practical real-world implementation.

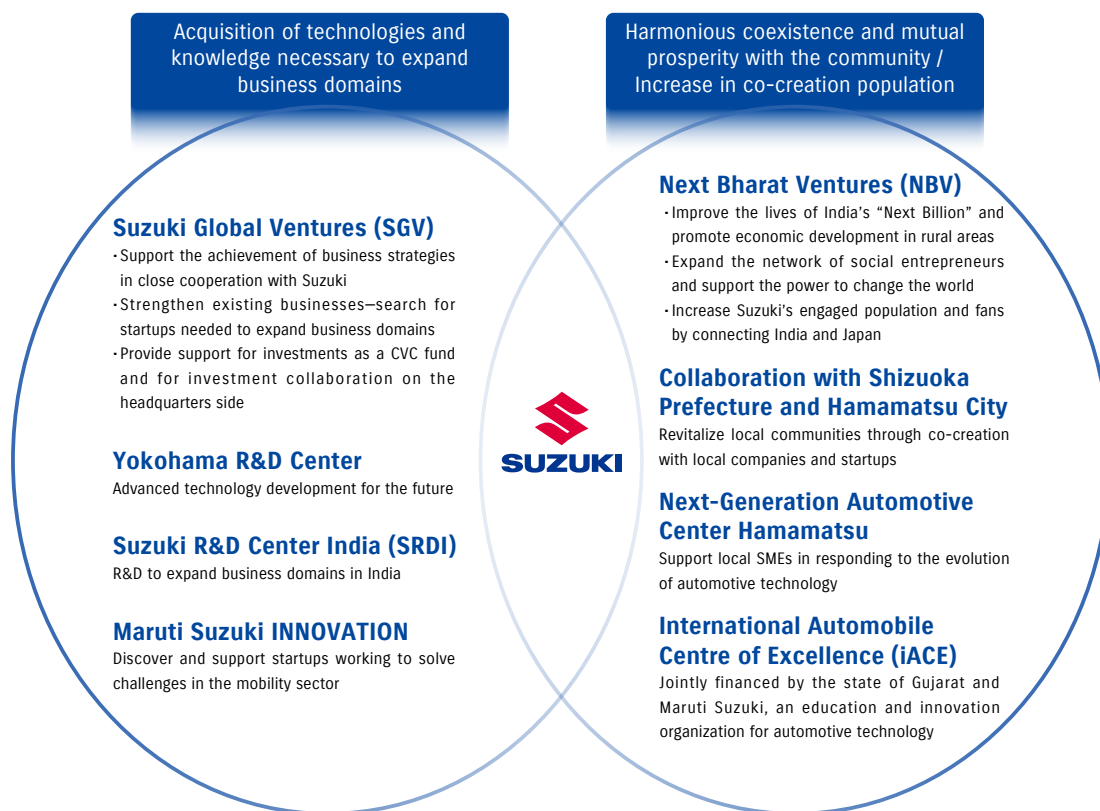




Providing New Value as “Infrastructure Mobility”

## Co-Creation with Startups and Communities

To acquire the knowledge and technologies necessary to expand our business domains and strengthen our ties with local communities, we will collaborate with startups and pursue harmonious coexistence and mutual prosperity with the community.



To acquire the knowledge and technologies necessary to expand our business domains, we will strengthen our organization for collaboration with startups.

We aim to grow alongside the regions where Suzuki operates and the people who live there, strengthening the connection between Suzuki, society, and individuals, and increasing the number of Suzuki fans. To achieve this, we plan to support startups and local businesses in Hamamatsu, Shizuoka, where our headquarters is located, as well as in rural areas of India, fostering mutual growth and development.

## Collaboration with Startups

Our collaboration with startups is conducted through Suzuki Global Ventures (SGV).

We operate SGV with the support of World Innovation Lab (WiL), a prominent venture capital firm with bases in Japan and the United States.

By working with our startup partners on an equal footing, we aim to accelerate initiatives in new domains that are challenging to enter through the extension of our existing business, with a focus on acquiring new technologies and knowledge.

## Suzuki Global Ventures

United States: Silicon Valley

### Mission

Accelerate the acquisition of technologies and knowledge in new fields, supporting the achievement of Suzuki's growth strategies



### Notable partner companies



In India, we are pursuing initiatives to grow alongside the region and its people through Next Bharat Ventures (NBV). By nurturing and supporting impact entrepreneurs who address social issues in India, we aim to contribute to the further development of Indian society, which has nurtured Suzuki's growth. Our activities are designed to help people in India secure employment, increase their income, and lead more prosperous lives. Through Next Bharat's efforts, we hope to win fans among the "Next Billion," so that when vehicle ownership becomes a possibility for them, Suzuki is their first choice.

SUZUKI INITIATIVE

## Next Bharat Ventures

India: Gujarat, Bengaluru, Hyderabad

### Mission

- Develop and support impact entrepreneurs working to solve social issues in India
- Contribute to the further development of Indian society that nurtured Suzuki
- Going beyond mobility to connect with India's "Next Billion"





Providing New Value as “Infrastructure Mobility”

## Next Bharat Ventures A Suzuki Initiative



Advancing Toward Impact for the  
“Next Billion” People.



About Company: Nearly 40 years ago, Suzuki embarked on its journey, striving to make a difference in the lives of about 400 million people in India through its mobility business. As India's population has now reached 1.4 billion, Suzuki's next goal is to engage with the “Next Billion,” extending beyond traditional mobility markets by embracing a vision of co-development and co-creation with the Indian population.

To realize this vision, Suzuki launched Next Bharat Ventures IFSC Private Limited in 2024, marking its first Fund Management Entity in India. Next Bharat is dedicated to empowering impact entrepreneurs who are grounded in local realities and focused on developing scalable, sustainable solutions that improve incomes and livelihoods.

The initiative centers around three key strategies:

- Enhancing income levels, livelihood and quality of life for the Next Billion
- Fostering meaningful connections with communities to expand Suzuki's co-creation ecosystem
- Systematically collecting data about the Next Billion to uncover new business opportunities

By enabling these entrepreneurs and utilizing insights from the Next Billion, Suzuki through Next Bharat intends to drive India's development.

### Impact Investing

Next Bharat Ventures operates through impact-focused investment funds that provide long-term “patient capital” to early-stage entrepreneurs while taking equity stakes in their ventures. This approach is designed to align with the growth trajectory of grassroots businesses, enabling founders to build resilient, purpose-driven enterprises that generate both sustainable financial returns and meaningful social impact.

To date, Next Bharat Ventures manages two impact funds. Fund I was established in 2024, followed by Fund II in 2026, demonstrating the organization's long-term commitment to supporting entrepreneurs who are addressing critical social and economic challenges across India. Through Fund I, Next Bharat Ventures has positively impacted the lives of more than 2 million people and built a diversified portfolio consisting of 14 impact-driven startups and 4 venture capital funds. These investments span key sectors including Agriculture, Food Processing, Handicrafts, Waste Management, Dairy, Retail, Livestock, and Human Resources. Collectively, these enterprises contribute to livelihood enhancement, income generation, job creation, sustainability, and economic inclusion across underserved communities. By backing entrepreneurs who combine commercial viability with social purpose.

Next Bharat Ventures is fostering a bottom-up development model that empowers local communities and addresses deep-rooted challenges related to livelihoods and income inequality. Building on the foundation established through Fund I, Fund II will continue to invest in high-potential impact enterprises that create sustainable livelihoods, improve economic opportunities, and generate measurable social outcomes. Through this next phase of investment, Next Bharat Ventures aims to deepen its impact, scale innovative solutions, and support a new generation of entrepreneurs driving inclusive and sustainable growth across Bharat.

### Community Building

Next Bharat Ventures (NBV) is strengthening India-Japan collaboration by connecting Japanese organizations with high-impact Indian startups serving the “Next Billion” population in rural and informal sectors.

Specifically, Japanese students and young professionals engage with NBV through Learn In Bharat, a participatory program that deepens their understanding of local issues and markets in India. This program has led to concrete initiatives such as subsequent personnel assignments and business entry into India. NBV also offers Learn in Nippon, a program for Indian students and entrepreneurs to study in Japan. In addition, NBV is deepening partnerships with multiple institutions in Japan, creating a platform for open innovation, market research, and talent exchange.

### Residency Program

To drive impact investing and foster a vibrant community of impact entrepreneurs, Next Bharat runs its flagship Residency Program for early-stage founders. The program combines intensive workshops, field immersion, mentoring, and investment evaluation to help founders refine both their business models and social impact.

By FY2025, NBV had run three cohorts of its Residency Program, with 46 entrepreneurs selected from a cumulative total of about 5,500 applications. Participating entrepreneurs strengthened their ability to solve business challenges and built support networks for business expansion.



## Feature Roundtable Discussion with Outside Directors

Under the new Mid-Term Management Plan “By Your Side,” Suzuki is pursuing further growth on the global stage while envisioning its mid- to long-term future.

Four Outside Directors, each with extensive expertise in their respective fields, shared their views on Suzuki’s pursuit of future growth, including its governance, the effectiveness of the plan, and Suzuki-style ROIC management.



Hideaki Domichi  
Asako Aoyama  
Naoko Takahashi  
Shun Egusa  
Outside Directors  
(from left)

## Suzuki’s Management Philosophy for Pioneering a New Era

**Takahashi:** I have been an Outside Director for three years. Board meetings are a forum for lively exchanges of views, and the atmosphere is truly open. We Outside Directors can not only sit in on various internal meetings at Suzuki but also review the related materials. This allows us to participate in Board meetings with an understanding of the discussions that took place before each matter was submitted to the Board.

I have also sensed changes in compliance and risk management. Reporting to the Corporate Governance Committee has become more active than before, and a culture in which issues can be shared openly rather than concealed has steadily taken root. I sense a commitment throughout the organization, including at the frontline, to increasing transparency and making Suzuki a better company.

**Egusa:** The Corporate Governance Code has been revised, which I see as a message from society that Outside Directors should become more actively involved in management. Suzuki already has advanced practices in place, but I believe the four of us now shoulder even greater responsibility.

**Domichi:** I was appointed as an Outside Director in 2020 and am now in my seventh year. During that time, the COVID-19 pandemic struck, and semiconductor shortages forced Suzuki to adjust production. Under normal circumstances, these challenges would have caused its business performance to deteriorate. Yet Suzuki has continued to improve its performance throughout this period. I did not really understand why at first, so I began referring to it as “Suzuki’s resilience.” Gradually, however, I came to realize that the source of Suzuki’s strength lies in its Mission Statement and the three aspects of its Philosophy of Conduct.

Suzuki updated one statement of its Philosophy of Conduct from “Three Realities” to “Three Realities and Two Fundamentals,” adding “Genri (Fundamental Principle)” and “Gensoku (Fundamental Rule)” to “Genba, Genbutsu, Genjitsu (Actual Place, Actual Thing, Actual Situation).” It may sound obvious, but it prompted considerable discussion at the Board meetings. I did not initially understand its significance either and asked management why “Genri (Fundamental Principle)” and “Gensoku (Fundamental Rule)” were being added at



## Roundtable Discussion with Outside Directors

this time. They explained, “Suzuki is rapidly accumulating and analyzing data. In doing so, we are finding that some of what we had taken for granted no longer holds true.” In other words, Suzuki is striving to discover the true “Genri (Fundamental Principle)” and “Gensoku (Fundamental Rule).” I understand that Suzuki is seeking to become a data-driven company, and that updating the Philosophy of Conduct to “Three Realities and Two Fundamentals” reflects this thinking.

**Egusa:** Suzuki has demonstrated unwavering strength even in the face of the COVID-19 pandemic and geopolitical risks, and I believe it also has significant technological advantages. People tend to assume that compact vehicles are easy to make, but they are required to meet safety standards equivalent to those for larger vehicles. I once spoke with some of Suzuki’s engineers and learned about the tremendous efforts being made behind the scenes, including efforts to enhance collision safety performance. I believe these vehicles are supported by technologies and expertise that Suzuki has cultivated over many years.

**Aoyama:** Although I have only recently been appointed, what has impressed me most is Suzuki’s strong commitment to listening. Not only do we Outside Directors feel free to speak up, but every view we express is also followed up on. I believe one of Suzuki’s defining characteristics is its determination not merely to acknowledge those views, but to translate them into improvements.

I understand that the recent addition of the “Two Fundamentals” to the “Three Realities” reflects an approach of determining the fundamental principles and rules, identifying issues, and making the necessary updates to address them, including updates to the relevant rules. In a rapidly changing environment, Suzuki actively seeks out and incorporates external perspectives. It also listens closely not only to Outside Directors but to frontline employees.

## Promoting “Individual Growth” to Achieve Our Targets

**Egusa:** Revenue per compact vehicle is low. Compact vehicles have the advantage of selling in large volumes, but unless they are produced and sold with exceptional efficiency, they cannot generate profits. Looking at the actual figures, Suzuki has steadily delivered

very strong performance. This suggests that “Three Realities and Two Fundamentals” and “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)” are deeply ingrained throughout the organization and contribute to highly efficient management.

However, if Suzuki is to continue growing, ever greater demands will be placed on productivity and development efficiency. What will underpin both is “individual growth.” The Mid-Term Management Plan “By Your Side” (hereinafter, the Current Mid-Term Plan) emphasizes “individual growth.” In this context, I see the adoption of AI as an approach that reflects Suzuki’s character.

**Domichi:** Suzuki began introducing AI as early as 2019, and routine tasks have already been streamlined. The use of AI is also advancing across frontline operations, including design and painting.

**Egusa:** This allows employees to use the time saved to think more creatively and further improve operational efficiency. This, in turn, should lead to “individual growth.”

**Takahashi:** I have competed in the world of track and field. In the world of sports as well, all kinds of data are quantified, and I often made use of such data during my competitive career. However, when making final decisions, I did not rely on data alone. I placed great importance on listening to my body and speaking with my coaches.

I believe the same is true in management. AI is a reliable partner, but final decisions must ultimately be made by people on the frontline. I believe data, frontline experience, and human judgment must work together to foster “individual growth.”

**Domichi:** In pursuing “individual growth,” I do not believe Suzuki can limit its focus to Japanese employees.

Suzuki envisions a future in which it expands its global strategy with India at its center. At the same time, competition is intensifying as foreign companies enter the market at a rapid pace. Accordingly, I believe it is most important to take an integrated, strategic approach to “individual growth” not only in India but also in other regions.

There is also the challenge of how to make “individual growth” visible in Japan. Until now, the effects of such growth, including the results of the personnel system reform, have not always been easy to see. Recently, however, indicators have begun to emerge that express these effects in terms of “earning power.” For example, the idea is to assess earning power by aggregating the contributions from factors such as the profitability of new models, model mix, and cost



Hideaki Domichi

reductions.

Furthermore, Suzuki is also pursuing its own approach to ROIC management to make investments and returns visible. I expect this approach to play a major role in implementing the Current Mid-Term Plan.

**Aoyama:** A distinctive feature of Suzuki-style ROIC management is its effort to break down company-wide figures and translate them into targets for departments, individual projects, and even individual employees. The aim is not to manage numbers, but to establish a system that enables each employee to grow by understanding their own role and achievements.

“Individual growth” is also discussed at Board meetings, and we Outside Directors place great importance on it. I believe it will help not only to strengthen earning power but also to enhance compliance and risk management. In today’s rapidly changing environment, everyone must recognize issues as they arise, share them, and work together to resolve them. That is the true strength of Team Suzuki, built on “individual growth.” If I were to point to one challenge, it would be that “individual growth” takes time. I intend to monitor this closely.



## Roundtable Discussion with Outside Directors

### Growth Investments with an Eye to the Future

**Domichi:** The Current Mid-Term Plan calls for investment totaling 4 trillion yen over six years. The first component is 2 trillion yen in capital expenditure, of which 1.2 trillion yen will be invested in India. Investment toward establishing production capacity of 4 million vehicles by 2030 is essential for maintaining Suzuki's competitive advantage.

The second component is 2 trillion yen in research and development expenses. Of this amount, 1.35 trillion yen will be allocated to technology to minimize energy consumption, a key area of focus. This investment is being made with a view to the next 10 years. It is critical because this technology will be vital to Suzuki's future.

**Egusa:** Although momentum in the EV market has slowed somewhat, Suzuki has continued to invest consistently. Making investment decisions based on short-term economic conditions or technology trends can lead a company in the wrong direction. Observing Suzuki has reinforced for me the importance of continuing to invest consistently over a five- to 10-year horizon, based on our strengths



Shun Egusa

and position in the market. At the same time, I intend to closely scrutinize which investments should be prioritized and which areas of development can deliver a competitive advantage.

**Aoyama:** From a shareholder's perspective, key concerns are whether investments for future growth are being steadily made with appropriate risk management in place, and whether those investments are leading to improved capital efficiency and the creation of corporate value. We also review management from this perspective. Suzuki takes a disciplined approach to capital allocation, using operating cash flow for both shareholder returns and growth investments. In making investment decisions, we maintain a rigorous focus on investment efficiency. While working to enhance earning power, we oversee whether investments are being made appropriately to meet the needs of society and customers and to advance next-generation infrastructure mobility. We believe that balancing sustainable growth with the creation of social value is a key responsibility of ours.

**Domichi:** Although this is not directly related to the automobile business, Suzuki invests in Indian startups through its Indian subsidiary, Next Bharat Ventures (hereinafter, NBV). Indian society is not as mature as Japanese society. That is precisely why innovation emerges there. Suzuki entered India in 1983 and stands foremost among Japanese companies in its knowledge of the country. Its strategy is to grow alongside India through these investments and then extend these connections from India, a key country in the Global South, to Africa and other regions.

**Takahashi:** India is indeed a lifeline for Suzuki, and I believe investment there is highly significant. Of its population of 1.4 billion, 1 billion people still do not own a car. Suzuki needs to build connections with them. By working with NBV to support startups and other companies addressing social issues in local communities, Suzuki aims to help improve their standard of living so that owning a car becomes attainable.

Through these activities, Suzuki will grow into a company that local communities need. I feel this is a distinctly Suzuki strategy. Over the long term, I believe Suzuki itself will become an essential part of the social infrastructure supporting the lives of local people.



Naoko Takahashi

### Infrastructure Mobility Closely Connected with People's Lives

**Domichi:** The Current Mid-Term Plan sets out the challenge of realizing infrastructure mobility closely connected with people's lives. This is very much in keeping with Suzuki's character. In rural areas of Japan, for example, there is one Suzuki vehicle for every person, and these vehicles are widely relied on as a means of daily transportation.

Meanwhile, the declining number of gas stations in regional areas has become a major social issue. In this context, EVs that can be charged at home are not simply new products, but they can become infrastructure that supports people's mobility. Suzuki plans to introduce a mini passenger EV and is also developing a charging environment by utilizing its nationwide sales network. I believe this initiative symbolizes infrastructure mobility closely connected with people's lives. The same applies in India. Suzuki has many service locations in the country, which will be a major strength as the shift to EVs progresses.

**Egusa:** When I hear the term "infrastructure mobility," I think of the world of large-scale, heavy-duty logistics, such as large trucks,



## Roundtable Discussion with Outside Directors

railways, aircraft, and maritime transport. At first, I felt that this did not quite fit with “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty),” which Suzuki values.

However, when Suzuki began investing in collaboration with Glydways, a U.S. startup, to develop a new form of public transportation service, I realized that this was Suzuki’s vision of infrastructure mobility. It is a unique system in which mini-vehicle-sized electric vehicles travel autonomously on dedicated lanes. It can be built with a relatively small investment, and the number of vehicles can be increased as the system becomes more widely used. It is expected to become an important mode of urban transportation.

**Takahashi:** Suzuki’s challenge of realizing infrastructure mobility begins with taking the customer’s perspective and communicating closely with local communities.

Suzuki values its dealers nationwide and holds kickoff meetings at the beginning of each fiscal year. By strengthening cooperation and deepening connections with local people, Suzuki builds strong, long-term relationships through which customers receive ongoing support—not only when they purchase a new vehicle, but for as long as they use it.

To use an analogy from athletics, Ekiden (long-distance relay race) cannot be won if only one runner is strong. When I competed in Ekiden races, I made a point of running every section of the course in advance, not just my own. This allowed me to understand the feelings with which each runner approached their section and to connect the thoughts and feelings of everyone on the team—including the role entrusted to me, the weight of the sash, their sweat, and the passion in their hearts. All of them can affect the outcome of the race.

The question is how each individual connects with the team. As Suzuki takes on the challenge of realizing infrastructure mobility and seeks to further develop activities rooted in local communities, I believe the question will be how Team Suzuki as a whole evolves.

**Aoyama:** We had extensive discussions about investing in NBV as part of our initiatives for local communities. A calculation of its ROIC would probably show a negative figure at present. Even so, we made a deliberate decision to proceed.

This is because it is important for people in India to have a positive impression of Suzuki and to want to drive Suzuki vehicles. However, this kind of value cannot be fully measured in numbers.

If Outside Directors were to make decisions based solely on numbers, we ourselves could be replaced by AI. That is why we value the perspective of whether an investment will help build relationships with future customers and address issues facing local communities. This represents Suzuki’s distinctive approach to infrastructure mobility. We will continue to hold disciplined discussions on investments that contribute to earning power.

## Recommendations for Global Growth

**Takahashi:** As early as 1983, Suzuki ventured into India with a bold vision. I hope Suzuki never loses that spirit of challenge or its global perspective. At the same time, I hope Suzuki will remain true to what makes it unique by continuing to value “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)” and staying rooted in local communities. By drawing strength from both its willingness to take on challenges and its commitment to staying close to local communities, I hope Suzuki will continue to expand infrastructure mobility.

**Aoyama:** Like Ms. Takahashi, I hope Suzuki will continue to be a company that provides infrastructure mobility solving the challenges faced by many people.

Given my own background in finance, I also want us to continue discussing how to manage risk and generate returns on investment while giving due consideration to the sustainable enhancement of corporate value. As a member of Team Suzuki, I hope these discussions will help us move closer to our vision.

**Egusa:** Under the Current Mid-Term Plan, Suzuki has declared its aim of achieving revenue of 8 trillion yen and operating profit of 800 billion yen. However, investor expectations are likely to rise toward revenue of 10 trillion yen and operating profit of 1 trillion yen. Reaching 10 trillion yen would require Suzuki to produce close to 5 million vehicles, which likely cannot be achieved simply by continuing along its current path. It is important to make “individual growth” even more visible and clearly show how these initiatives are leading to greater efficiency, faster execution, and increased earnings. Suzuki has many excellent initiatives. If it can effectively communicate how they contribute to corporate value, investors will gain a deeper understanding, leading to continued investment. I believe this virtuous cycle will become a driver of Suzuki’s growth.

**Domichi:** More than 70,000 people currently work across the Suzuki Group, and over half of them are employees of overseas subsidiaries. Suzuki’s strength lies at the frontline, and the employees of its overseas subsidiaries are on the frontlines in their respective countries. Suzuki has succeeded in India, but it must now expand its business in other promising markets, including Africa, the Middle East, and Latin America.

The key will again be the frontline. Suzuki must share its way of thinking with colleagues working on the frontlines around the world. For example, we believe that “Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)” is a sound approach, but people around the world hold different values. Success will therefore be difficult unless they understand and embrace why Suzuki places importance on this way of thinking. I hope Suzuki will ensure that its Mission Statement and Philosophy of Conduct are understood and embraced by all Group employees and use them to drive further growth.



Asako Aoyama



## Main Section

### 20 About Suzuki

- 20 Mission Statement and Philosophy of Conduct
- 21 Corporate Slogan
- 22 Value Creation Process
- 23 Our History
- 24 At a Glance
- 25 Business Overview
- 26 Materiality

### 27 Growth Strategy

- 27 Mid-Term Management Plan
- 28 Financial Strategy
- 30 Technology Strategy
- 32 DX Strategy
- 33 Strategies by Business
  - 33 Automobile
  - 39 Motorcycle
  - 43 Marine
- 45 Human Capital Strategy
- 49 Environment Strategy

### 52 Governance

- 52 Directors, Audit & Supervisory Board Members and Officers
- 54 Corporate Governance
- 63 Risk Management
- 64 Compliance

### 65 Data

- 65 Financial Highlights
- 66 11-Year Major Financial Data
- 67 11-Year Major Non-Financial Data
- 68 Major Product Lineup
- 69 Company and Stock Information



## Mission Statement and Philosophy of Conduct



### Mission Statement

Suzuki established the Mission Statement, which indicates the corporate policy of the Suzuki Group, in March 1962. The Mission Statement sets three goals for all employees of the Suzuki Group to understand and strive for: a goal toward carrying out a company's social missions (making products), a goal for the corporate organization that they belong to (building the company), and a goal for themselves (developing human resources), respectively. With the motto "products of superior value," which is mentioned in the first paragraph of the Mission Statement, all employees of the Suzuki Group are making daily efforts as value creators.

### Philosophy of Conduct

#### Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual Place, Actual Thing, Actual Situation, Fundamental Principle, Fundamental Rule)

Go immediately to the actual place, feel and experience the actual thing with your five senses, recognize and understand the reality, thoroughly eliminate theoretical speculation, accurately grasp the essence of things, and solve problems. Deeply investigate the Fundamental Principles and continuously update the Fundamental Rules.

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

"Sho-Sho-Kei-Tan-Bi" 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, it 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 our Philosophy of Conduct.

- "Smaller" leads to enhanced efficiency by making things compact,
- "Fewer" optimally distributes resources to what is most necessary by omitting waste,
- "Lighter" slims down for enhanced efficiency,
- "Shorter" speeds up decision-making, action and reporting, communication, and consultation processes, and
- "Beauty" has the underlying meaning 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.

#### YARAMAIKA (Entrepreneurial Spirit)

Always maintaining quick decision-making, close interpersonal relationships, and the flexibility required to address change are abilities that are often cited as examples of "lean management." Even as the size of the Company grows, every employee will work hard to ensure that Suzuki does not succumb to the issues that commonly affect large companies. To fulfill our social mission, we will continue to boldly tackle challenges.



## Corporate Slogan “By Your Side”



The corporate slogan “By Your Side” encapsulates our founding spirit, Mission Statement, and Philosophy of Conduct. These words embody our ongoing commitment to focusing on the customer rooted in the vision of our founder, Michio Suzuki.

### Founding Spirit

To make mother's work easier

Founder  
Michio Suzuki



The first machine gifted to  
his mother



1910s loom  
(reconstruction)

Suzuki Loom Works



### Mission Statement, Philosophy of Conduct



### Statement

“Always have ideas by focusing on the customer.

If the customer needs something,

we must do whatever we can to respond.

We can do anything if we work hard.”

We have continued striving for over 100 years to fulfill the vision of our founder by journeying alongside our customers,

at times delivering excitement,

and at other times delivering energy and uniqueness.

Rooted in the community,

we have expanded possibilities for many people.

And now, our vision, which has remained unchanged since our founding,

will be passed on to the next era.

A future that we hope to create with you.

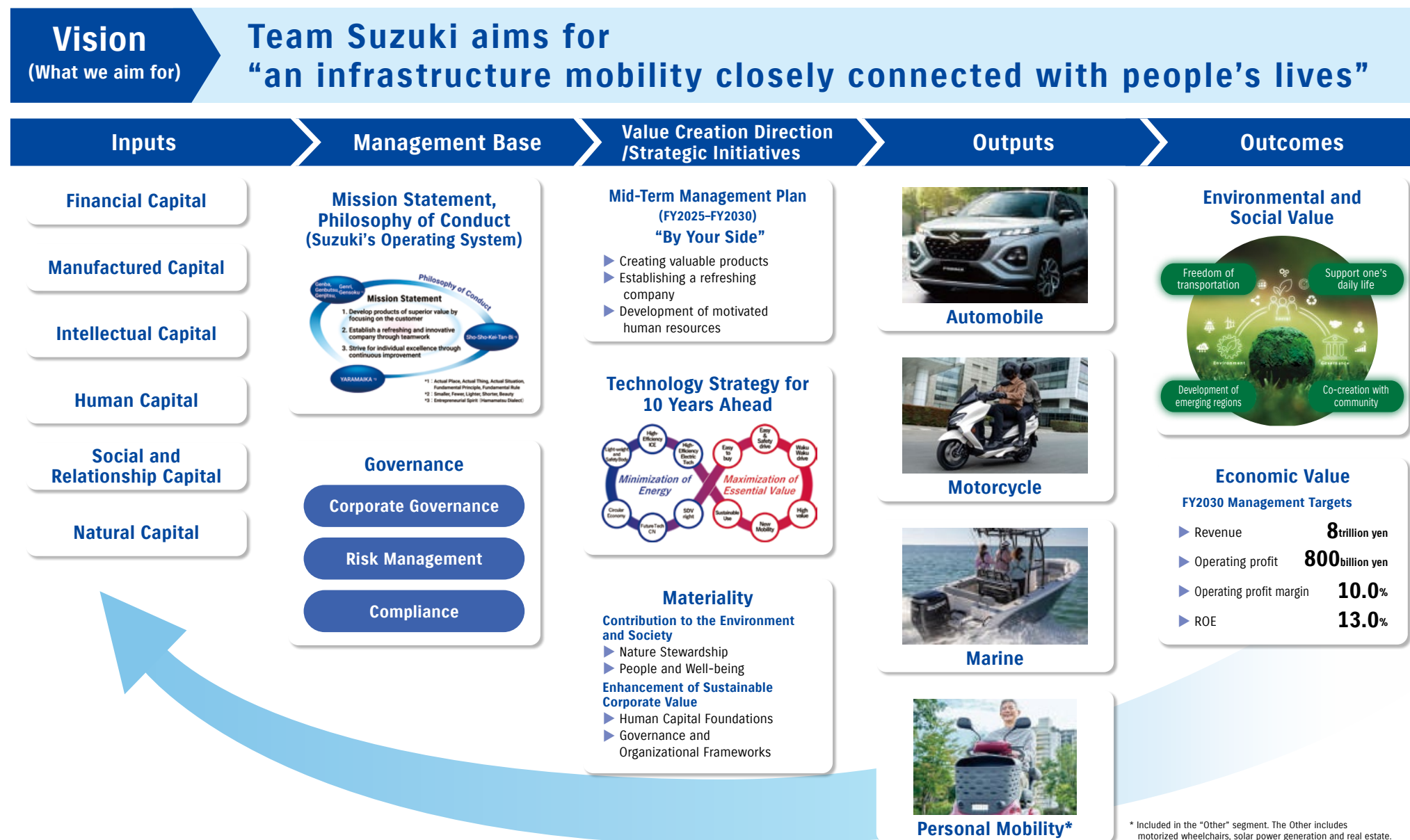
Not just supporting mobility, but becoming closely connected with people's lives.

Enriching your life by being there for you every day.

Closer, and for longer.

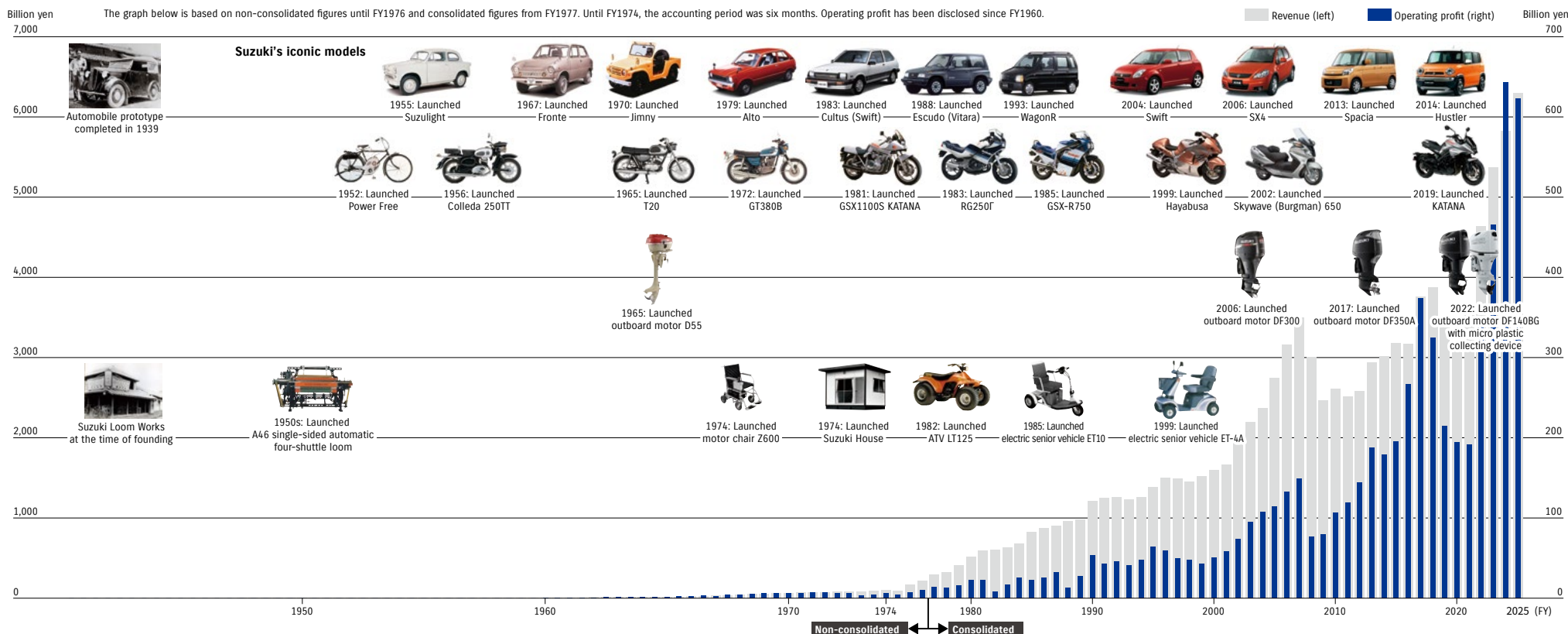
We strive to be your reliable partner for life.

## Value Creation Process





## Our History



1900–

1950–

1980–

2015–

### Starting out as a loom manufacturer, ambition for cars

- 1909 Oct. Michio Suzuki founded Suzuki Loom Works
- 1911 Invented an upper and lower shuttle device and developed a two-shuttle treadle loom that can weave striped patterns
- 1912 Invented a warp regulator, thereby completing the development of the Suzuki Power Loom
- 1920 Mar. Suzuki Loom Manufacturing Co. incorporated with Michio Suzuki as President
- 1929 Invented a card-saving device for the quad-shuttle loom, thereby completing the development of a sarong loom
- 1930 Started exporting a sarong loom to Southeast Asia
- 1936 Aug. Commenced research on automobiles
- 1937 Succeeded in developing an engine prototype
- 1939 Completed a small four-wheel sedan prototype
- 1941 Halted research on automobiles

### Transformation to an automobile manufacturer

- 1952 Jun. Announced the Power Free bicycle engine, entering the transportation equipment field
- 1954 Jan. Commenced research on mini vehicles
- Jun. Company name changed to Suzuki Motor Co., Ltd.
- 1955 Oct. Launched the Suzulight, blazing a trail for mini vehicles
- 1957 Feb. Shunzo Suzuki appointed as President
- 1962 Mar. Mission Statement established
- 1965 Apr. Entered the outboard motor field
- 1973 May. Jitsujiro Suzuki appointed as President
- 1974 Apr. Entered the medical equipment field
- Aug. Entered the housing field
- 1975 Suffered severe difficulties owing to delays in compliance with car emission regulations
- 1978 Jun. Osamu Suzuki appointed as President

### Stepping onto the world stage: Growth as a global company

- 1981 Aug. Entered into business tie-up with General Motors Corp. (GM)
- 1982 Sep. Commenced automobile production at Pak Suzuki Motor Co., Ltd. in Pakistan
- 1983 Dec. Commenced automobile production at Maruti Udyog Ltd. (currently Maruti Suzuki India Limited) in India
- 1990 Oct. Company name changed to Suzuki Motor Corporation
- 1992 Oct. Commenced automobile production at Magyar Suzuki Corporation Ltd. in Hungary
- 2000 Jun. Masao Toda appointed as President
- Osamu Suzuki appointed as Chairman and CEO
- 2003 Apr. Hiroshi Tsuda appointed as President
- 2008 Nov. Dissolved equity tie-up with GM
- Dec. Chairman and CEO Osamu Suzuki appointed to concurrent role as President
- 2009 Dec. Signed framework agreement with Volkswagen AG (VW) for a comprehensive partnership

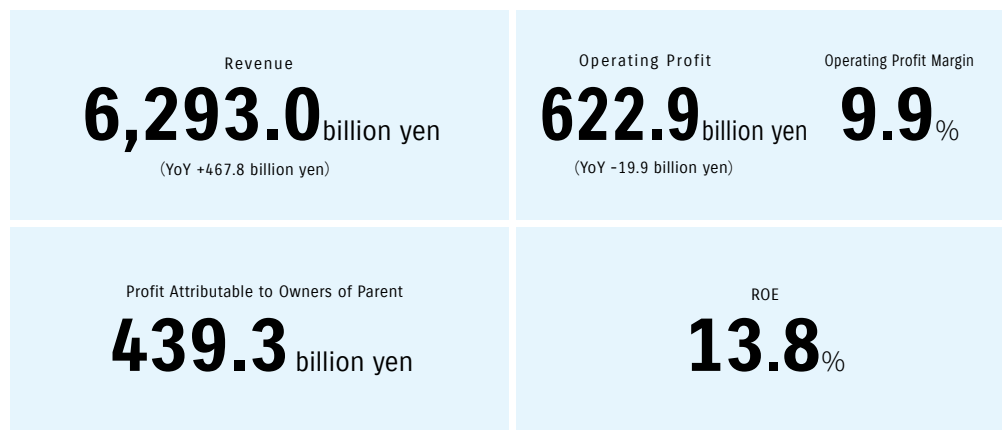
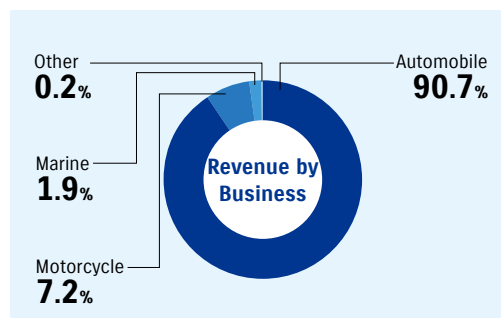
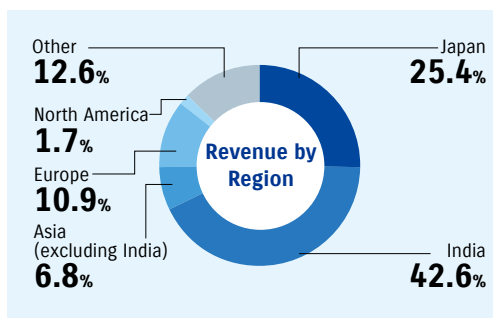
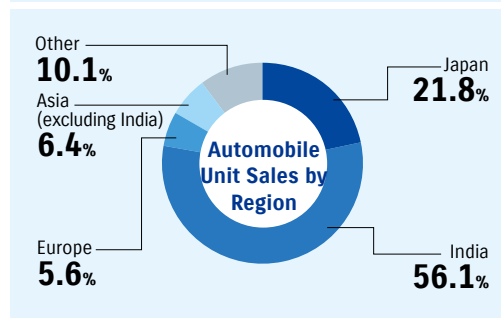
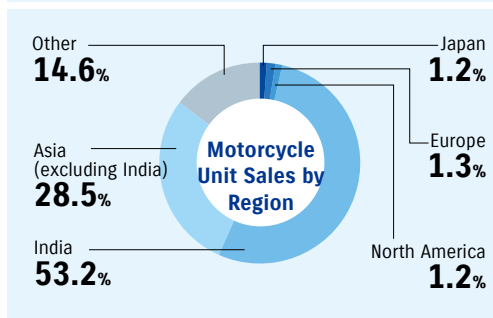
### Working toward the next 100 years

- 2015 Jun. Toshihiro Suzuki appointed as President and Announced the Mid-Term Management Plan "SUZUKI NEXT 100"
- Sep. Acquired all shares of Suzuki held by VW
- 2017 Feb. Concluded memorandum toward business partnership with Toyota Motor Corporation (Toyota)
- 2019 Aug. Entered into capital alliance agreement with Toyota
- 2020 Mar. Celebrated 100th anniversary
- Nov. Announced the Suzuki Environmental Vision 2050
- 2021 Feb. Announced the Mid-Term Management Plan "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)"
- 2023 Jan. Announced the Growth Strategy for FY2030
- 2024 Jul. Announced the Technology Strategy for 10 Years Ahead
- 2025 Feb. Announced the Mid-Term Management Plan "By Your Side"
- Sep. Announced the Technology Strategy 2025 for 10 Years Ahead
- Announced DX Strategy

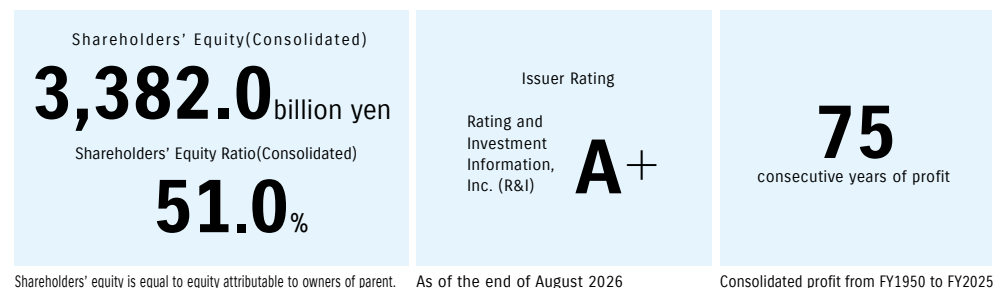


## Suzuki at a Glance

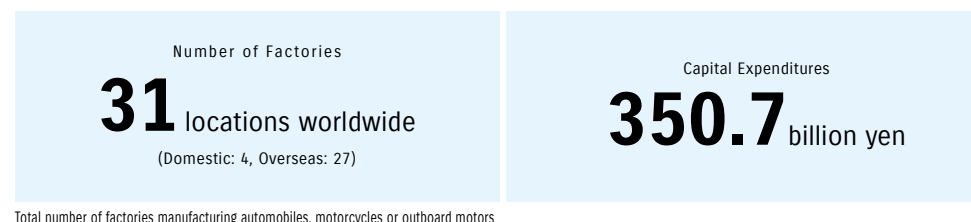
### Financial Information (Consolidated)



### Financial Capital



### Manufactured Capital



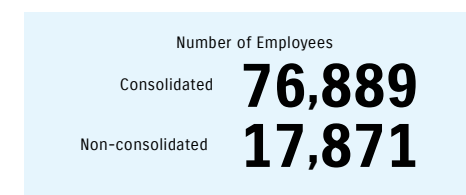
### Intellectual Capital



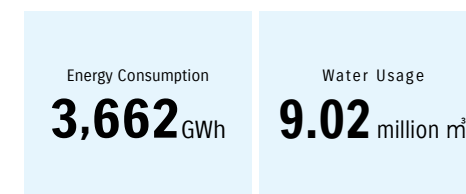
### Social and Relationship Capital



### Human Capital



### Natural Capital



Financial information (consolidated), financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, and natural capital are the actual results for FY2025 or figures as of the end of March 2026  
 Figures are rounded to the nearest unit



## Business Overview

Based on the mobility business, such as automobiles, motorcycles, and marine products, we offer a wide range of products and services that match the needs of customers and communities around the world. We stay close to our customers and provide means of transportation to support people's daily lives.

### 1952 Motorcycle

### 1955 Automobile

### 1965 Marine

### 1985 Personal Mobility<sup>1</sup>



**Motorcycle**

Sold in **150** countries and regions

FY2025 sales of **2.28** million units

Cumulative production of more than **99** million units

All figures are for motorcycles and ATVs combined.



**Automobile**

Sold in **188** countries and regions

FY2025 sales of **3.32** million units

Cumulative sales of more than **88** million units

Japan mini-vehicle share **33.0%** (1<sup>st</sup> 2)

India passenger car share **38.7%** (1<sup>st</sup> 2)

Countries where Suzuki is 1st in automobile market share

**10** countries (FY2025)<sup>3</sup>

India, Pakistan, Angola, Côte d'Ivoire, Mauritius, Bolivia, Bhutan, Barbados, Seychelles, and Djibouti



**Marine**

Sold in **177** countries and regions



**Personal Mobility**

Cumulative sales of more than **0.33** million units

Cumulative sales of Senior Car

1. Included in the "Other" segment. Other includes motorized wheelchairs, solar power generation and real estate.

2. Source: Japan Light Motor Vehicle and Motorcycle Association, and the Society of Indian Automobile Manufacturers (SIAM)

3. Source: Suzuki survey based on FY2025 sales results.



# Materiality

## Materiality (Key issues)

We have redefined the corporate materiality (key issues) in line with the formulation of the Mid-Term Management Plan announced in February 2025.

As stated in our corporate mission statement “focusing on the customer”, we assessed materiality from both perspectives, which are the impact of our business activities on the environment and society, and the financial impact of environmental and social changes on our business. We gathered and assessed opinions from all divisions, with extensive discussions at the executive management level, and the results were approved by the Board of Directors.

We are promoting our initiatives by using the newly identified materiality as the basis of the Company's sustainability policy. We are planning to review corporate materiality periodically in light of changes in the business environment.

## Steps in Defining Materiality

### Step 1

Identify issues by referencing various indices specified in ESG guidelines, such as the GRI Standards and SASB Materiality Map.

### Step 2

Check their alignment with the issues specified in the mid-term management plan at the Corporate Planning Department and other sustainability-related departments.

### Step 3

Check their adequacy and completeness by examining their significance from the perspective of stakeholders through engagement with ESG investors, environmental NGOs, and ESG rating agencies.

### Step 4

Specify materiality by discussing the adequacy and completeness of the identified issues at the Executive Committee, verify the significance of these issues depending on the nature of each, and confirm the appropriate method of disclosure.

### Step 5

Discuss and approve the materiality at the Board of Directors.

| Major initiatives                           |                               |                                                  |
|---------------------------------------------|-------------------------------|--------------------------------------------------|
| Contribution to the Environment and Society | Nature Stewardship            | Climate change and energy                        |
|                                             |                               | Efficient use of resources including circularity |
|                                             |                               | Biodiversity conservation                        |
|                                             | People and Well-being         | Respect for human rights                         |
|                                             |                               | Product safety, quality and service quality      |
| Enhancement of Sustainable Corporate Value  | Human Capital Foundations     | Human capital development and management         |
|                                             |                               | Occupational health and safety                   |
|                                             | Governance and Organizational | Corporate governance and compliance              |
|                                             |                               | Information security                             |
|                                             |                               | Resilient supply chain                           |

For details on each of these initiatives, please visit the Suzuki Sustainability website.  
URL: <https://www.globalsuzuki.com/sustainability/>



## Mid-Term Management Plan “By Your Side”

### Management Targets in Current Mid-Term Management Plan

#### Approach

The basic policies guiding the formulation of management targets and strategies in the Current Mid-Term Management Plan are “being close to our customers and society, continuing sustainable growth together, and enhancing corporate value” in order to remain a close and reliable presence for our customers and society.

In addition, as a concrete policy for our management targets, we are conscious of the cost of capital, building relationships with stakeholders such as customers, and investment in growth. As such, we have reflected what Suzuki can do on these fronts.

#### Management Targets

We aim to grow with stakeholders to achieve an operating profit margin of 10.0% or higher and ROE of 15.0% or higher in the first half of the 2030s.

We have set business and financial targets to achieve revenue of 8 trillion yen, operating profit of 800 billion yen (an operating profit margin of 10.0%), and ROE of 13.0% in FY2030.

We will make necessary investments with a view to improving our earnings structure even amid the increasing ratio of EVs, rising labor costs, and soaring raw material costs, and will achieve ROE of 15.0% or higher in the first half of the 2030s.

In FY2025, revenue totaled ¥6,293.0 billion, operating profit reached ¥622.9 billion (operating profit margin: 9.9%), and ROE was 13.8%. As the first year of the Mid-Term Management Plan, we were able to achieve results generally in line with our targets.

| Basic Policy                                                                         | Enhancing corporate value through sustainable growth                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Policy                                                                               | Reflection in Management Targets and Strategies                                                                                                                                                                                                                                                           |
| Creating value that exceeds the cost of capital                                      | <ul style="list-style-type: none"> <li>While continuing to adopt ROE as a KPI that takes capital costs into account, we will set the ROE target that exceeds the shareholder's capital cost as recognized by our company</li> <li>Implement financial strategies to improve capital efficiency</li> </ul> |
| Strengthening relationships with stakeholders to achieve long-term stable management | <ul style="list-style-type: none"> <li>Promote efforts in enhancing relationships with stakeholders</li> <li>Introduce a new shareholder return policy and strengthen relationships with mid- to long-term shareholders</li> </ul>                                                                        |
| Investing to achieve sustainable growth                                              | <ul style="list-style-type: none"> <li>Promote human capital investment and use of AI to strengthen it</li> <li>Carry on capital investments for increasing sales volume along with environmental initiatives and technology development investment aimed at minimizing energy consumption</li> </ul>     |

| Vision for First Half of the 2030s |                 |     |                 |
|------------------------------------|-----------------|-----|-----------------|
| Operating profit margin            | 10.0% or higher | ROE | 15.0% or higher |

| Current Mid-Term Plan Period |                         |                                                                                       |                     |                    |                         |                                                                    |                |
|------------------------------|-------------------------|---------------------------------------------------------------------------------------|---------------------|--------------------|-------------------------|--------------------------------------------------------------------|----------------|
| Management targets (FY2030)  |                         |                                                                                       | Business            | Unit sales         | Operating profit        | Financial indicator                                                | Target         |
| Revenue                      | 8 trillion yen          |  | Automobile Business | 4.2 million units  | 700 billion yen         | Capital expenditure (cumulative total for six years)               | 2 trillion yen |
| Operating profit (Margin)    | 800 billion yen (10.0%) |                                                                                       | Motorcycle Business | 2.54 million units | 50 billion yen          | Research and development expenses (cumulative total for six years) | 2 trillion yen |
| ROE                          | 13.0%                   |                                                                                       | Marine Business     | –                  | 35 billion yen          |                                                                    |                |
|                              |                         |                                                                                       | New Business        |                    | Revenue: 50 billion yen | Dividend on equity (DOE)                                           | 3.0%           |



# Financial Strategy

## Capital Allocation

To better understand the extent of growth investment, we have adopted a capital allocation policy that uses operating cash flow adjusted for R&D expenses.

We will improve profitability and efficiency, secure maximum investment funds, and proactively make growth investments.

To maximize corporate value, we will flexibly allocate the right management resources to the right places according to external conditions.

Growth investment will primarily focus on increasing production capacity to meet growing demand in India and developing technology to minimize energy consumption.

Specifically, we plan to invest a total of 4 trillion yen in growth by FY2030, including 2 trillion yen in capital investment, of which 1.2 trillion yen is related to India, and 2 trillion yen in research and development, of which 1.35 trillion yen is aimed at minimizing energy consumption.

In FY2025, we are actively making growth investments, including investments in the establishment of a new plant in India and in battery-related areas.

### Period of Current Mid-Term Management Plan

(Cumulative total for FY2025 to FY2030) (Billion yen)

| Capital Expenditure               | (Billion yen) |
|-----------------------------------|---------------|
| Increasing production capacity    | 750           |
| Preparation for new models        | 500           |
| Carbon neutrality / SSF*          | 150           |
| Quality and efficiency measures   | 250           |
| Sales bases, test equipment, etc. | 350           |
| Total                             | 2,000         |
| (India portion of total)          | 1,200         |

| R&D                                                         | (Billion yen) |
|-------------------------------------------------------------|---------------|
| Technology development toward minimizing energy consumption | 1,350         |
| Future technology development / new business domains        | 100           |
| Infrastructure investment (operation improvement DX, etc.)  | 550           |
| Total                                                       | 2,000         |

\* Suzuki Smart Factory

#### Improving Profitability and Efficiency

- Responding to changes in revenue structure, setting investment criteria, and strengthening budget management
- Improving asset efficiency
- Optimizing capital structure

#### Technology development toward minimizing energy consumption

|                                                                                          | (Billion yen) |
|------------------------------------------------------------------------------------------|---------------|
| Electrification / SDV right                                                              | 1,100         |
| Internal combustion engine (improved thermal efficiency / FFV / CN fuel compatible)      | 100           |
| Vehicle technology / lightweight technology / easy disassembly design / circular economy | 150           |
| Total                                                                                    | 1,350         |

#### Cash-In

Operating CF after R&D expenses adjustment\*  
5,500

External financing, etc.

#### Cash-Out

Dividends  
600

Capital expenditure  
2,000

Research and development expenses  
2,000

Battery-related investment

Other

Share buyback / Additional investment in corporate venture capital, etc.

#### Shareholder return policy

- Introduce DOE to realize stable progressive dividends through long-term growth
- DOE: Increase corporate value by enhancing shareholder returns with a target of 3.0%

#### Battery-related investment

- Increase production capacity to meet growing demand in India
- Technology development toward minimizing energy consumption

#### Battery-related investment

- Increase production capacity to meet growing demand in India
- Technology development toward minimizing energy consumption

\* Operating CF after R&D expenses adjustment = Operating CF before deduction of R&D expenses (Operating CF + R&D expenses)



## Financial Strategy

## Shareholder Return Policy

With regard to shareholder returns, we will focus on dividends for long-term shareholders of Suzuki, especially Suzuki fans supporting our challenges for FY2030. We will expand profits through growth investments while also increasing shareholder returns.

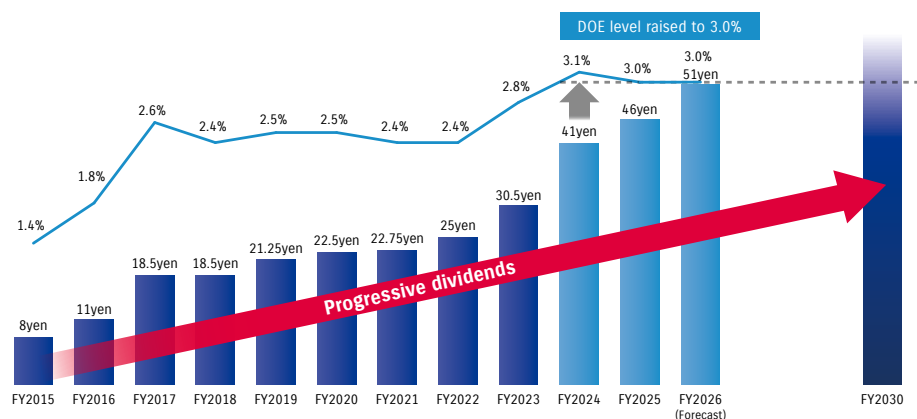
**Dividend policy: Progressive dividend – stable and continuous dividend, not profit-linked**

**Dividend indicator: Adoption of DOE as new metric – DOE level raised to 3.0%**

Whether to conduct share buybacks will be decided after comprehensive consideration of capital efficiency (ROE), stock price level (PBR), etc.

### Dividends and DOE

■ Cash dividends per share    DOE (dividend on equity ratio)



\*DOE = Dividend per share ÷ ((Equity attributable to owners of the parent per share at beginning of period + Equity attributable to owners of the parent at end of period) ÷ 2)

\*Equity attributable to owners of the parent excludes "other components of equity"

\*No reduction in dividends (progressive dividends) since FY2010.

\*Effective April 1, 2024, the Company conducted a four-for-one common stock split. For comparison with the current term, dividends for the FY2023 term and prior terms are stated on a post-stock split basis.

## Initiatives to Improve Corporate Value Director Remuneration

As mentioned earlier, the basic policy of our management targets for the Current Mid-Term Management Plan is "enhancing corporate value through sustainable growth." As such, we have formulated management targets and strategies based on this policy.

As one of the strategies, we have decided to introduce a new performance-linked, restricted stock remuneration system for Directors with the aims of further increasing the incentive to meet the management targets set in the Mid-Term Management Plan "By Your Side" and enhancing the Company's medium- to long-term corporate value, as well as to better meet the purpose of stock remuneration, which is to promote greater sharing of value between eligible Directors and shareholders.

We have introduced a TSR evaluation coefficient as a method of calculating granted shares, thereby clarifying Directors' commitment to stock price improvement.

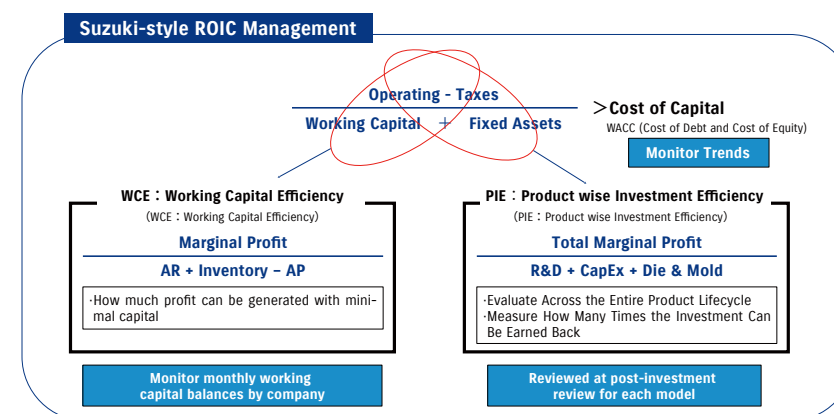
### Implementing Suzuki-style ROIC Management

To enhance capital efficiency, Suzuki is promoting initiatives tailored to its business characteristics while drawing on the principles of ROIC management. Specifically, the Company seeks to improve capital efficiency in a manner that can be embraced by all employees through the use of its proprietary indicators: the Product wise Investment Efficiency (PIE) indicator and the Working Capital Efficiency (WCE) indicator.

PIE is an indicator that focuses on each individual model, comparing the amount of investment required for its development and production with the profit it generates. The indicator is reviewed both during the planning stage of model development and when evaluating actual results, enabling discussions on the optimal combination of core performance, specifications, and design to maximize profitability.

WCE is an indicator that compares profits with working capital. By regularly monitoring trends in this indicator at the company level, Suzuki seeks to optimize working capital and secure resources for future growth investments.

By embedding the use of PIE and WCE throughout the organization and applying them at the operational level, Suzuki will continue to improve capital efficiency. In addition, Suzuki will strive to lower its cost of capital through risk mitigation and ensuring timely and appropriate disclosure of information.





# Technology Strategy / Technology Strategy 2026 for 10 Years Ahead

## Suzuki's Technology Strategy 2026

Delivering Market-Optimized Mobility to More Markets, More Quickly

### To achieve "Minimization of Energy," Suzuki will transform its development and production systems.

In 2024, Suzuki introduced "Minimization of Energy" as its technological philosophy for addressing global environmental and resource challenges, along with a multi-pathway approach to providing the optimal options in line with the circumstances in each region. In 2025, Suzuki added "Maximization of Essential Value," which stays by the side of the People, and defined the technologies developed to realize these concepts as "Right x Light Mobile Tech."

In 2026, to deliver these technologies to customers around the world, we will not only advance technology development but also transform the very way we carry out development and production. Technologies and platforms will be standardized globally, while products, procurement, and production will be optimized for each region. Suzuki will deliver mobility tailored to local conditions and applications to more regions, more quickly.



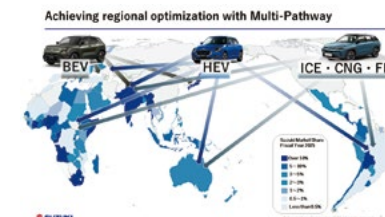
Toshihiro Suzuki  
Representative Director and President



## Achieving Regional Optimization through a Multi-Pathway Approach

The power generation mix, share of renewable energy, charging infrastructure, fuel conditions, stability of energy supply, and customer usage patterns vary by country and region. Rather than deploying a single technology uniformly, Suzuki will provide options suited to each region, including BEVs, HEVs, internal combustion engines, CNG and CBG, and biofuels.

The multi-pathway approach not only addresses current regional conditions; it also ensures that Suzuki is ready to provide the most suitable technologies and products immediately when infrastructure or energy conditions change.



## Toward Manufacturing That Keeps Pace with the Speed of Change

To deliver regionally optimized products to more customers while realizing the multi-pathway approach, Suzuki must accelerate the process of identifying changes in the environment and incorporating them into its products. By 2030, Suzuki aims to reduce the development lead time for new models by half compared with FY2020, improve development efficiency by 30%, and increase production efficiency by 50%. This is not merely about improving efficiency or cutting costs, but it is about strengthening the management foundation needed to become a company that can keep pace with the speed of change.

To achieve this, we will pursue the following three transformations.

### Concurrent Development

Rather than waiting for one process to be completed before moving on to the next, planning, design, production, quality, and procurement teams will share a common goal from an early stage, and downstream processes will also begin in parallel once critical decision factors have been identified.

### Deepening Digital Engineering

We will apply the design standards and evaluation expertise we have accumulated over many years, together with knowledge gained through actual vehicle testing, in the digital space to reduce duplication in prototyping and evaluation. We will also improve analysis accuracy and expand the areas in which actual vehicle testing can be replaced with digital evaluation.

### Advancing Modularization

We will expand the use of common modules and promote the sharing of basic designs, components, and production equipment between BEVs and HEVs. By optimizing the entire process from development through production, we will efficiently roll out products suited to different regions and applications.



For more details, please refer to the presentation materials from the Technology Strategy Briefing 2026.  
<https://www.globalsuzuki.com/ir/library/financialpresentation/pdf/2026/tsb2026.pdf>

## Environment Surrounding Mobility

The environment surrounding automobiles is changing significantly amid rising raw material prices and energy costs, tighter environmental and safety regulations, geopolitical risks, and changes in government policies and tax systems around the world. The features required of vehicles are also becoming more diverse and complex, while vehicle prices and weight are trending upward.

Precisely for this reason, Suzuki will identify the value and features that customers truly need and pursue "Just-Right features at Just-Right pricing," along with peace of mind, safety, and comfort. In doing so, we will achieve both "Minimization of Energy," reflecting our commitment to the Earth, and "Maximization of Essential Value," reflecting our commitment to people.

## Pursuing Overall Optimization through Team Suzuki

Sales, planning, design, production, quality, and procurement teams, together with colleagues around the world, including those in India, think about customer value beyond the boundaries of their respective areas of responsibility. "Team Suzuki," which pursues overall rather than partial optimization, will support this transformation.

We will refine our technologies, optimize them for each region, and turn them into customer value. By evolving not only the technologies themselves but also the processes for creating them and delivering them as products, Suzuki will achieve both "Minimization of Energy" and "Maximization of Essential Value."





## Technology strategy/Technology Strategy 2026 for 10 Years Ahead

### Technologies Supporting the Multi-Pathway Approach and Right × Light Mobile Tech

#### Using Energy Suited to Local Conditions through Compact, Lightweight, and Efficient Technologies

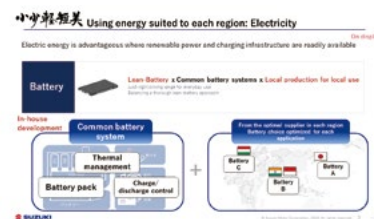
Suzuki is advancing technology development across electrification, internal combustion engines, vehicle bodies, electrical systems, materials, and resource circulation to provide mobility suited to the energy conditions and applications of each region. Underlying all these technologies is “Right × Light Mobile Tech,” which achieves both “Minimization of Energy” and “Maximization of Essential Value.”



Katsuhiro Kato  
Director and Executive Vice President  
Chief Technology Officer

#### Lean-Battery and Common Battery Systems

We develop battery systems including battery packs, thermal management, and charge/discharge control, in-house and standardize them across models, while selecting the optimal batteries and suppliers for each region and application. Through our lean-battery approach, which provides sufficient practical performance with only the battery capacity customers actually need, we will deliver a “Just-Right” driving range for everyday use while reducing resource use, vehicle weight, and cost.



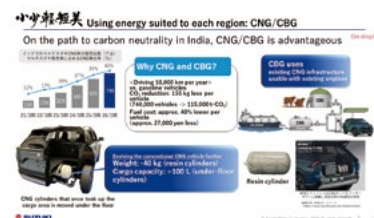
#### Compact, Lightweight, and Efficient Electrification Technologies

The next-generation e Axle will share basic designs and components between BEVs and HEVs and will be deployed across a wide range of models based on two specifications, large and small. The e 4WD system will also be shared between BEVs and HEVs, and the sharing of production equipment will help limit new investment. For mini vehicles, we will deploy a new hybrid system with a 48V P2 configuration, and for compact and larger vehicles, a series HEV system. We will further evolve the series HEV into PHEV and REEV Light applications by adding external charging capability and a right-sized battery.



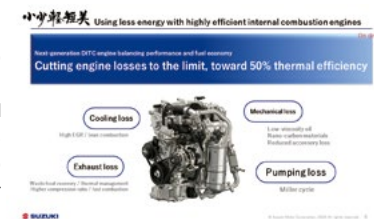
#### Leveraging Local Infrastructure with CNG and CBG

In India and other regions, we will focus on CNG, where infrastructure is already well established, as well as CBG, which can utilize existing CNG vehicles and infrastructure. By placing CNG cylinders under the floor and using resin cylinders, we will both increase cargo capacity and reduce weight, thereby improving not only environmental performance but also usability and cost-effectiveness for customers.



#### High-Efficiency Internal Combustion Engines

To make effective use of carbon-neutral fuels, it is also important to improve the efficiency of internal combustion engines so that they consume less energy. We will take on the challenge of achieving 50% thermal efficiency by reducing cooling, exhaust, mechanical, and pumping losses one by one. We are also developing a next-generation direct-injection turbo engine that combines high efficiency with powerful driving performance for growth markets.



#### Weight Reduction while Enhancing Safety and Peace of Mind

By combining expertise in vehicle bodies, powertrains, electrical systems, and production engineering with knowledge from motorcycles, automobiles, and outboard motors, we will achieve both safety and weight reduction across the entire vehicle. Rather than simply making the body stronger, we are pursuing structures and layouts that appropriately control crash energy, and we now have a clear path to a 100 kg weight reduction by 2030.



#### “Just-Right ADAS” to Help Prevent Accidents

Rather than limiting safety features to certain high-priced vehicles, we aim to deploy them across a broad range of models, including those in affordable price ranges. We will identify the safety features that customers truly need and advance the integration of cameras and controllers, curbing cost and weight while maintaining safety performance.



#### Advancing Resource Circulation and Taking on the Challenge of Becoming Carbon Negative

By adopting an all-polyester mono-material design for floor mats, we have improved recyclability and reduced CO<sub>2</sub> emissions from raw material production by approximately 70%. We are also advancing designs for easy disassembly, the use of recycled materials, and battery reuse. In addition, we are developing “CARBON CAPTURE CARRY,” which captures CO<sub>2</sub> emitted by vehicles while driving and utilizes it in agriculture and as a material resource. By combining this technology with carbon-neutral fuels, we will take on the challenge of becoming carbon negative.



#### Technology exhibits

Right × Light Mobile Tech  
Concept



Series HEV



New hybrid system



New direct-injection  
turbo engine





## DX Strategy

### —From the Start of Transformation to the Execution Phase—

#### Suzuki's DX and Mid-Term Management Plan

To achieve the Mid-Term Management Plan “By Your Side,” Suzuki has positioned the utilization of AI and data at the core of its management strategy. Since our 2022 declaration that “our executives and division heads will become the top digital team in the industry,” members of the management team themselves have led the transformation and established a foundation for promoting DX. Beginning this fiscal year, we will advance these initiatives from “declaration” to “execution” and “ultimately to results.” Rather than limiting the use of AI and data technologies to improving operational efficiency, we will apply them to (1) Transformation of Human Resources, (2) Organizational and Cultural Transformation, and (3) Transformation of Products and Services, thereby aiming to achieve the Mid-Term Management Plan and sustainably enhance corporate value. In parallel with the expanding use of AI, we will also build an AI governance framework, including the establishment of usage guidelines and the implementation of risk assessments.

#### (1) Transformation of Human Resources — Developing 6,380 DX Promotion Personnel

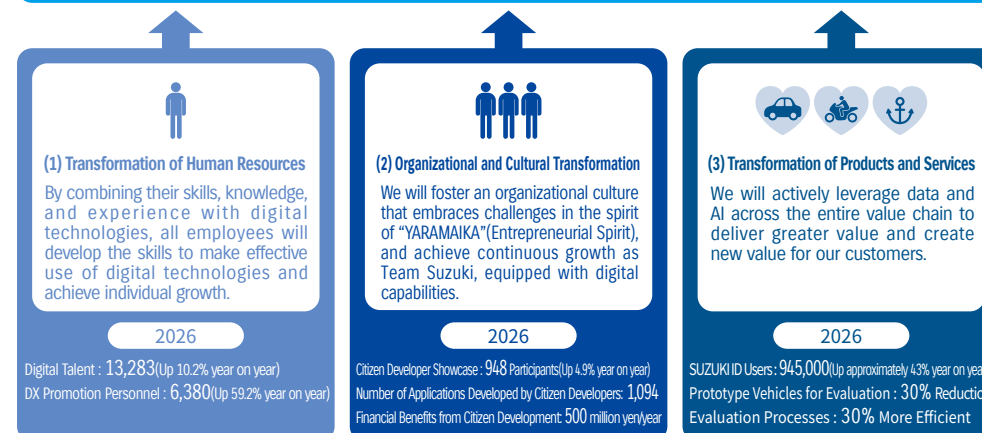
Suzuki positions the transformation of human resources as the starting point for corporate transformation through DX. In addition to providing DX management education for executives and managers, we are advancing data utilization education for all employees, developing citizen developers, and building a platform for the use of generative AI. By FY2025, a cumulative total of 13,283 employees had received DX literacy education, up 10.2% year on year. We provided management education to 988 employees and education to enhance data analysis skills to 1,729 employees. We also developed a total of 3,663 citizen developers, comprising 1,851 low-code developers and 1,812 BI developers. Together, these brought the number of DX promotion personnel to 6,380, up 59.2% year on year. Toward FY2030, we will further strengthen the digital fundamentals of all employees while increasing the cumulative number of employees trained in data analysis skills to 3,560 and the number of citizen developers to 9,348. In addition to broadening the reach of basic education, we will systematically increase the number of employees who practice DX through data analysis, visualization, and business application development, thereby strengthening DX execution across our businesses and workplaces.

#### (2) Organizational and Cultural Transformation – Sharing 1,094 Frontline-Driven Improvements Company-Wide

For DX to take root, it is essential not only to develop employees but also to foster an organizational culture in which those employees autonomously drive transformation on the front line. At Suzuki, frontline-led digital improvement activities are spreading company-wide, driven by 3,663 citizen developers we have trained. To date, 1,094 applications have been developed on the front line and are being used in actual operations. As a result, the financial benefits from improved operational efficiency reached approximately 500 million yen per year in 2025. This demonstrates that our investment in digital talent is steadily translating into business results. These achievements are shared throughout the Company through an internal Citizen Developer Showcase, and a process for sharing and applying these initiatives across departments is taking root. The event attracted 948 participants, up 4.9% year on year. A major advance in our DX is that, beyond improvements led by the IT department, a culture is beginning to take root in which frontline employees identify issues themselves and solve them using digital technologies. Going forward, we will move beyond improving individual operations and rolling out successful examples. By connecting data and business processes across departments and identifying issues throughout the entire value chain, we will evolve these efforts toward value creation based on company-wide optimization.

### Suzuki Digital Vision 2030

All employees will harness data and AI as powerful tools, working together as Team Suzuki to achieve the Mid-Term Management Plan “By Your Side.”



#### (3) Transformation of Products and Services – AI- and Data-Driven Transformation: From Expanded Customer Touchpoints to Revenue Growth

Suzuki aims to use AI and data to connect the entire value chain—from customer touchpoints through product planning, product development, and production to sales and services—and deliver optimal value to each individual customer. The number of SUZUKI ID users reached 945,000 in June 2026, an increase of approximately 43% year on year. We are working to improve convenience by offering Suzuki My Page, JimJam<sup>\*1</sup>, charging services, and other services, as well as an online service booking function. In 2026, we also began introducing an AI-powered tool for analyzing sales interactions with customers and are using customer touchpoint data accumulated at sales locations to develop sales personnel and improve the quality of customer service. We are also exploring the use of AI-generated customer personas based on VOC<sup>\*2</sup>, consumer data, and customer touchpoint information, aiming to expand revenue opportunities by deepening our understanding of customers and improving the accuracy of proposals. By 2030, we will digitally connect diverse mobility touchpoints, including automobiles, motorcycles, and marine products, to provide an optimal experience for each individual customer. In the product development domain, we are reforming development processes through the use of AI and data. We have consolidated design standards, information on past defects, and other data, and established an environment in which AI can be used to quickly search for and utilize the necessary information. We have also begun using a process for determining vehicle specifications using MBD<sup>\*3</sup> to meet development targets, while conducting proof-of-concept testing of AI-based design optimization for certain exterior parts. By using CAE<sup>\*\*</sup> in addition to MBD and AI, we aim to reduce the number of prototype vehicles for evaluation by 30% and evaluation workload by 30%. In addition, we are validating AI-based testing methods through industry-academia collaboration. At production sites, we are transforming safety, quality, and logistics with the aim of realizing the SSF (Suzuki Smart Factory). We are enhancing quality assurance through the latest sensing technologies and AI-based process monitoring while using AMRs<sup>\*5</sup>, AGVs<sup>\*6</sup>, and industrial robots to develop profitable factories that rigorously apply the principles of “Sho-Sho-Kei-Tan-Bi” (Smaller, Fewer, Lighter, Shorter, Beauty) and enhance our production systems. Through DX-driven reforms in sales, development, and production, we will expand customer touchpoints, improve development efficiency, and enhance productivity, thereby driving sustainable growth and strengthening earning power in line with the Mid-Term Management Plan “By Your Side.”

<sup>\*1</sup>JimJam: Suzuki's official smartphone app that allows users to record and share memories and photos of time spent with their Jimny on a map and get ideas for places to visit from posts by other owners.

<sup>\*2</sup>VOC (Voice of Customer): Data obtained by collecting and analyzing customer feedback

<sup>\*3</sup>MBD (Model-Based Development): A method of improving development efficiency through the use of models <sup>\*\*</sup>CAE (Computer-Aided Engineering): Technology for computer-based design and simulation

<sup>\*5</sup>AMR (Autonomous Mobile Robot): A robot that navigates autonomously to transport materials <sup>\*6</sup>AGV (Automated Guided Vehicle): An automated transport vehicle that travels along a predefined route



## Strategies by Business

Revenue  
Composition  
**90.7%**

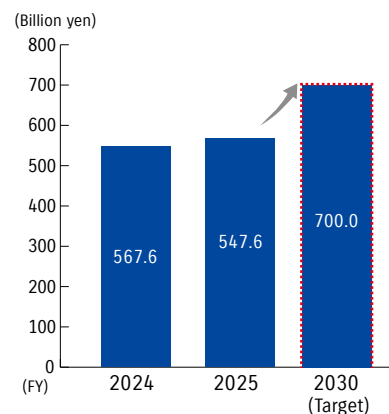
## Automobile



Major products: Mini vehicles, compact vehicles, standard vehicles  
Major business areas: Japan, India, Europe, Middle East and Africa, Asia

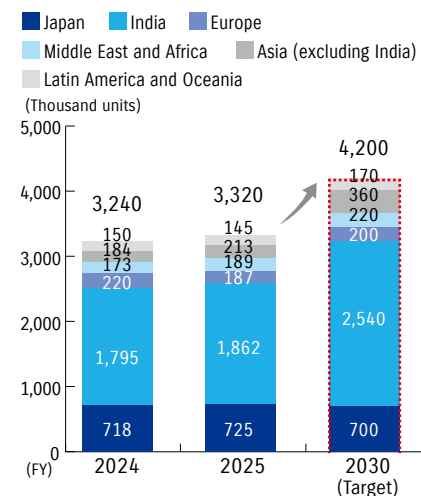
## Operating Profit

(Including FY2030 Target)

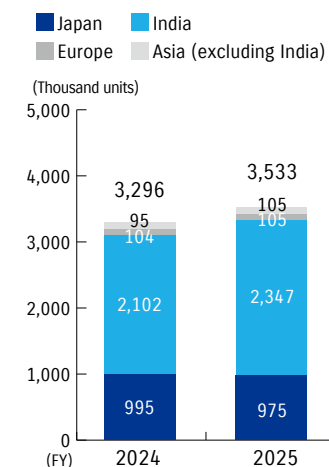


## Unit Sales

(Including FY2030 Target)



## Production Units

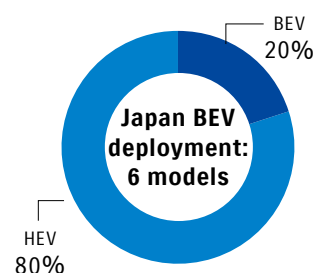
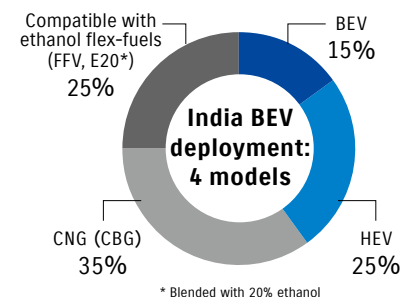
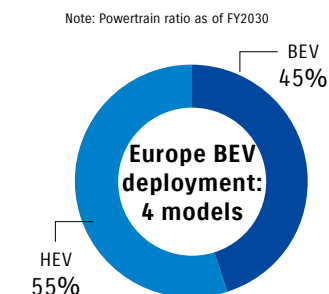


## Current Mid-Term Management Plan Initiatives

To enhance our corporate value and ensure customers continue to choose Suzuki products, we aim to develop what customers truly need, stay close to customers, and convey the thoughts and feelings embedded in our products by focusing on customers around the world and providing optimal products and services.

- Introduce battery electric vehicle (BEV) models with appropriate specifications that are in compliance with local regulations
- Also develop products such as HEVs, CNG (CBG) vehicles and ethanol FFVs to enable customers to choose products that suit their needs based on local energy conditions, etc.
- Increase profits by acquiring new customers, capturing more replacement demand and growing service revenue through sales activities that closely align with our customers, and aim to grow together with our customers

## Product Plans up to FY2030





## Strategy in the Current Mid-Term Management Plan

# Regional Strategies by Priority Market

## Japan

### Market Trends and Business Environment

In FY2025, sales in the Japanese automobile market reached 4,534 thousand units (99% compared to the previous fiscal year), remaining largely flat despite ongoing challenges such as rising raw material costs and supply chain issues.

Suzuki recorded a fourth consecutive fiscal year of sales growth in the Japanese automobile market with 725 thousand units sold in FY2025 (101% compared to the previous fiscal year). In the mini vehicle market, product updates to passenger models such as the Alto, Alto Lapin, and WagonR, together with the positive reception for the Carry and Super Carry—which underwent their first major exterior design changes in 12 years—helped Suzuki achieve a market share of 33.0%, surpassing its target of 30%. This marked the third consecutive year that Suzuki secured the top market share in the mini vehicle segment. In the registered vehicle category, Suzuki continued to expand its product lineup with the launch of the Jimny Nomade, the first five-door model in the Jimny series, and the e VITARA, Suzuki's first BEV. Sales reached a record-high 168 thousand units (127% compared to the previous fiscal year). Total automobile sales exceeded 700 thousand units for the second consecutive year and achieved a record market share of 16.0%.

### Suzuki's Market Advantage and Strategy

Suzuki's strength lies in providing compact and economical vehicles that cater to the daily mobility needs of customers in every region of Japan, with distinctive and memorable appeal. While the overall Japanese automobile market is expected to shrink in the future, Suzuki views Japan as a growth market due to its focus on compact vehicles that serve as essential daily transportation. Going forward, following the Jimny Nomade, XBEE, and e VITARA launched last year, we will continue to introduce products tailored to Japanese customer preferences and the Japanese market, aiming to further expand our lineup. We will also respond to electrification needs, beginning with the introduction of the e VITARA and e EVERY. In terms of sales and services, we will leverage our strong business sales\* network alongside our nationwide network of directly operated dealerships to maintain and expand sales and after-sales service coverage across Japan. Furthermore, based around customer-centric sales activities aimed at improving customer satisfaction, we will strengthen our touchpoints with customers both

physically and digitally to acquire new customers, capture more replacement demand, and grow the number of vehicles managed, which will serve as a long-term source of revenue. Through our automobile business in Japan, we will support the lives of Suzuki users and grow together with our dealers and customers.

\* Business sales: One of the sales systems by which Suzuki sells automobiles via local auto dealers (motors shops), car maintenance shops, and other dealers that supply Suzuki products.

### Products

#### October 2025: Launched the All-New Compact Crossover XBEE

We launched the all-new XBEE, developed under the concept of “a compact crossover combining a spacious interior with a striking design perfect for an active lifestyle.” In addition to the hallmark features of the XBEE—its lovable design and roomy, convenient interior—the new model offers advanced safety and comfort features, together with significantly improved driving performance and fuel efficiency. The exterior uses a rounded-square motif that conveys toughness to create a robust SUV look. The interior conveys the refinement expected of a compact car through panels styled to resemble leather and stitching and the adoption of a two-tier center console. The powertrain combines the Z12E engine, also used in the Swift and Solio, with a CVT, achieving both fuel efficiency and driving performance.

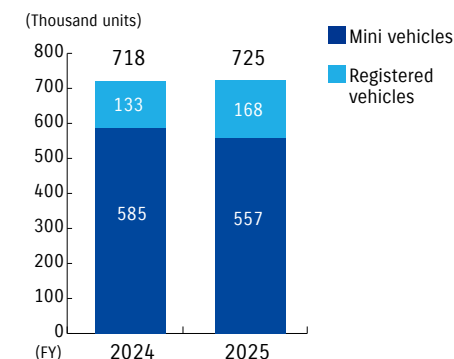
#### January 2026: Launched the Carry Series of Mini Trucks with a Significantly Redesigned Exterior

We launched partially updated versions of the following mini trucks: the Carry, Super Carry, Super Carry Special Edition X Limited, and Carry special-purpose models. In addition to redesigning the front exterior of every model in the Carry series, we introduced a digital meter display, smartphone tray, front passenger cup holder, and other features to improve functionality and storage capacity. For enhanced safety, we adopted the Dual Sensor Brake Support II collision-mitigation braking system and made front and rear parking sensors and LED headlamps standard on all models. We also added the mud escape assist function to models equipped with a differential lock, further improving their ability to escape from muddy conditions.

#### January 2026: Launched the All-New e VITARA, Suzuki's First BEV

The e VITARA is Suzuki's first global strategic BEV model, which was unveiled in Milan, Italy in November 2024, and was showcased at the Bharat Mobility Global Expo 2025 in India in January 2025. With the product concept of “Emotional Versatile Cruiser,” the e VITARA features a design that combines a sense of advanced BEV technology and the strength of an SUV, a BEV powertrain that delivers a nimble and sharp driving experience, an electric 4WD system “ALLGRIP-e” that provides not only off-road capability but also powerful performance, and a newly developed platform “HEARTECT-e” specifically for BEVs.

### Unit Sales





## India

### Market Trends and Business Environment

In FY2025, the Indian automobile market (the overall market for passenger and commercial vehicles) increased by 463 thousand units from 5,260 thousand units in the previous fiscal year to 5,723 thousand units (109% compared to the previous fiscal year).

The market expansion was supported by the September 2025 revision of the Goods and Services Tax (GST), which lowered tax rates on automobiles and stimulated demand, particularly for compact cars. Against this favorable backdrop, Maruti Suzuki's wholesale sales reached a record high of 1,862 thousand units (104% compared to the previous fiscal year). From October onward, following the implementation of the revised GST, sales remained steady due to a recovery in demand for compact cars and the introduction of the new Victoris and e VITARA. Meanwhile, uncertainties in the business environment remain and require close monitoring, including rising raw material and fuel prices against the backdrop of developments involving Iran. Under these circumstances, we will more effectively communicate the value of our fuel-efficient vehicles while enhancing the resilience of the entire supply chain by stabilizing parts procurement and strengthening our logistics systems.

### Suzuki's Market Advantage and Strategy

As of the end of March 2026, Suzuki has 4,601 sales offices and 5,926 service bases across India. We are working to strengthen our sales and service network throughout the country, from urban to rural areas. We are also strengthening the entire value chain—from procurement through production, logistics, and sales to after-sales service—to stabilize our business base and enhance competitiveness.

In terms of our product strategy, we offer a broad lineup including compact cars, SUVs, MPVs and commercial vehicles, in order to meet the increasingly diverse needs. In response to growing demand for safety and environmental performance amid rising income levels and tighter regulations, we are working to improve fuel efficiency and safety performance. On the environmental front, under our “multi-pathway” strategy, we will continue to offer a diverse range of powertrains, including BEVs, strong hybrid vehicles, CNG vehicles, and ethanol flex-fuel vehicles.

In terms of production, to contribute to realizing “Make in India, Make for the World,” we position India as a global production hub and are working to

meet domestic demand in India while expanding exports of finished vehicles. In FY2026, we plan to expand production capacity by approximately 500 thousand units across two plants, bringing total production capacity to approximately 2.9 million units by the end of FY2026. Over the medium to long term, we aim to secure annual production capacity of approximately 4 million units. At the same time, we will continue working to enhance productivity and quality at our existing factories.

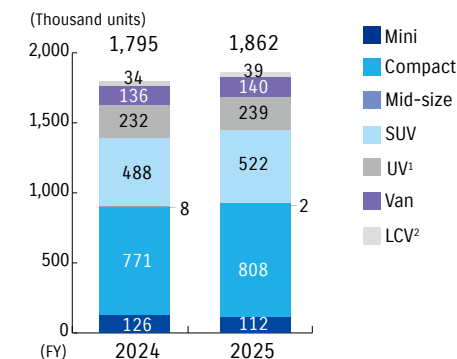
We also regard the “Next Billion”—the one billion people who do not yet have access to mobility—as an important segment that will drive future growth, and aim to achieve both the resolution of social issues and sustainable growth. As part of these efforts, through Next Bharat Ventures, we are working to cultivate future customers and markets by supporting entrepreneurs in rural areas and creating new businesses. In Gujarat, we are also developing the fuel supply infrastructure needed to help address energy challenges in rural communities and promote the adoption of CNG vehicles. These efforts included holding opening ceremonies for two biogas plants in FY2025. Going forward, we will continue to position India as our largest growth market and a global export hub. By contributing to Indian society and serving customers in India, we will strengthen our competitiveness in the Indian market, enhance corporate value, and pursue sustainable growth as a comprehensive mobility company encompassing automobiles, motorcycles, and environmental businesses.

### Products

#### All-New Victoris (Launched in September 2025)

Suzuki launched the all-new mid-size SUV Victoris on September 22, 2025. It is an SUV featuring a futuristic and commanding design along with enhanced equipment for safety and comfort. In December following its launch, the Victoris was awarded the “Indian Car of the Year 2026,” India's most prestigious automotive award. It offers a wide range of powertrain options, including a mild hybrid, a strong hybrid, and a CNG variant. The CNG variant, in particular, is Suzuki's first model to adopt an underbody method, achieving both improved fuel efficiency and a spacious luggage area. Through the all-new Victoris, we will respond to growing demand for SUVs while strengthening our competitiveness and meeting the increasingly diverse needs of customers.

### Unit Sales



1. UV= Utility vehicles (Ertiga, etc.) 2. LCV= Light commercial vehicles



## Strategies by Business | Automobile

## Strategy in the Current Mid-Term Management Plan | Regional Strategies by Priority Market

## Europe

## Market Trends and Business Environment

In FY2025, the overall market in Europe (EU + EFTA + UK) reached 13,410 thousand units, 103.6% compared to the previous fiscal year. Although the market is on a recovery trend, it remains below pre-COVID-19 levels, and consumer purchasing sentiment has yet to improve amid inflation, high interest rates, and geopolitical risks.

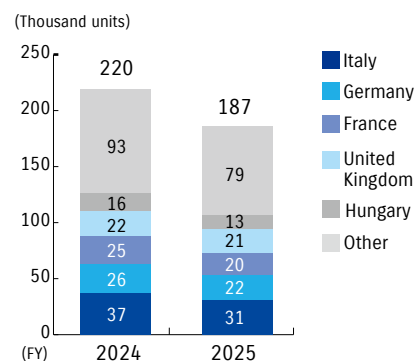
In the electrified vehicle market, BEV sales gradually increased against the backdrop of stricter CO<sub>2</sub> regulations in the EU and the UK's ZEV mandate, with the share of BEVs rising to 20.4% (16.4% in the previous fiscal year). Rising crude oil prices resulting from developments involving Iran have also helped accelerate the shift to BEVs. However, market conditions differ depending on government subsidy policies and the development of charging infrastructure, resulting in considerable variations in demand among countries.

## Suzuki's Market Advantage and Strategy

To address stricter CO<sub>2</sub> regulations in Europe and achieve sustainable growth, Suzuki began progressively introducing the e VITARA, its first BEV, to the market in the fall of 2025. The e VITARA is a global strategic model that combines Suzuki's strengths in 4WD performance and SUV product appeal, which have been highly regarded in the European market, with electrification technologies. It is positioned as a core model in Suzuki's electrification strategy in Europe.

Although uncertainty remains regarding the pace of the shift to BEVs and demand trends in the European market, we will continue to pursue a multi-pathway strategy by providing products best suited to actual market conditions.

## Unit Sales



## Middle East

## Market Trends and Business Environment

In FY2025, the overall market in the Middle East (excluding Iran) declined to 1,728 thousand units, partly due to the impact of developments involving Iran that began in March.

Suzuki's sales also declined in line with the overall market, reaching 62 thousand units (96% compared to the previous fiscal year).

Our market share remained unchanged from the previous fiscal year at 3.6%.

Although the outlook for FY2026 remains uncertain due to developments involving Iran, we will work closely with our distributors to achieve an early recovery.

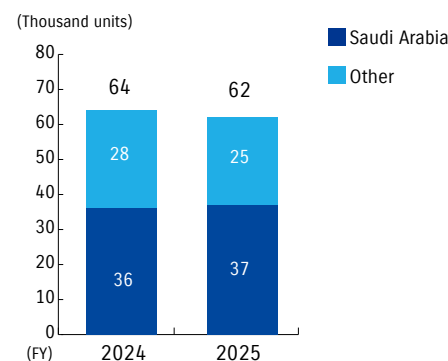
## Suzuki's Market Advantage and Strategy

The Middle East is geographically close to India, where Suzuki's largest production base is located. This geographical proximity offers advantages in terms of both transportation costs and logistics lead times.

Our strengths include distinctive products with unique appeal, such as the Dzire compact sedan and the Jimny SUV.

Going forward, we will continue to introduce new models, primarily those produced in India, while expanding our after-sales service network to enhance customer convenience and satisfaction.

## Unit Sales



## Africa

## Market Trends and Business Environment

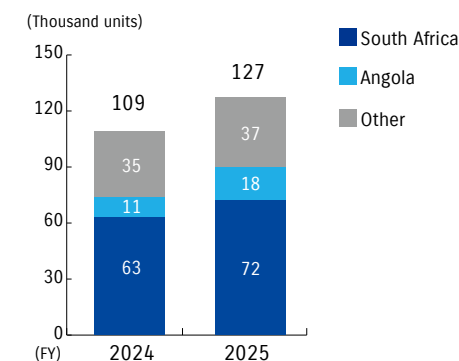
In FY2025, the overall market increased to 1,441 thousand units (125% compared to the previous fiscal year). Suzuki's sales increased significantly to a record-high 72 thousand units (115% compared to the previous fiscal year) in South Africa, the largest market in Africa. Our market share was 11.7%. Suzuki's sales in Africa as a whole also reached a record high of 126 thousand units (116% compared to the previous fiscal year), with a market share of 8.8%.

## Suzuki's Market Advantage and Strategy

Given its geographical proximity to India, where Suzuki's largest production base is located, and the presence of many countries with customer needs similar to those in India, the region provides a receptive environment for fuel-efficient, durable, and high-quality compact vehicles made in India.

In addition to South Africa, the largest market in Africa, we position sub-Saharan Africa, where population and economic growth are expected, as a key region. We will continue to introduce products suited to market demand and expand our sales and after-sales service activities.

## Unit Sales





## Strategies by Business | Automobile

## Strategy in the Current Mid-Term Management Plan | Regional Strategies by Priority Market

## ASEAN

## Market Trends and Business Environment

In FY2025, Indonesia, the largest market in ASEAN, declined year on year for the third consecutive year to 830 thousand units (96% compared to the previous fiscal year). Meanwhile, aggressive sales expansion by a local BEV manufacturer in Vietnam and by Chinese BEV manufacturers in Thailand drove growth in these markets, with Thailand reaching 650 thousand units (116% compared to the previous fiscal year) and Vietnam 630 thousand units (121% compared to the previous fiscal year). As a result, the overall ASEAN market reached 3,447 thousand units (105% compared to the previous fiscal year).

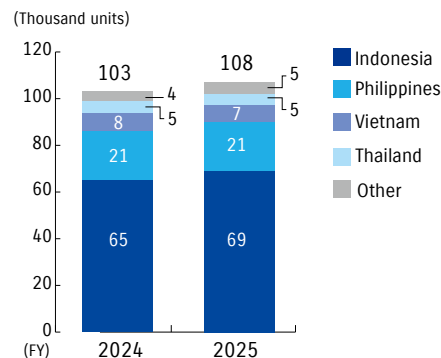
Following the introduction of a new model produced in Indonesia, Suzuki's unit sales increased to 108 thousand units (105% compared to the previous fiscal year), while its market share was 3.1% (3.3% in the previous fiscal year).

## Suzuki's Market Advantage and Strategy

In 2025, we added the Fronx, supplied from India in CKD form, to our lineup of Indonesia-made models suited to the usage environment of the ASEAN market, such as the three-row MPV Ertiga, the three-row SUV XL7, and the compact truck Carry. We will continue to supply products suited to the ASEAN market.

In terms of electrification, while considering the policies of each country, we will aim to expand sales of mild hybrid vehicles such as the Fronx and XL7 as a more realistic means of electrification.

## Unit Sales



## Pakistan

## Market Trends and Business Environment

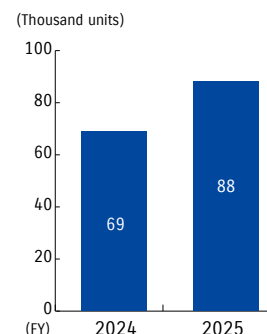
In FY2025, the total market, including figures released by the Pakistan Automotive Manufacturers Association (PAMA) and estimated sales by major non-member manufacturers\*, reached 222 thousand units (141% compared to the previous fiscal year). Demand remained steady due to political and economic stabilization, and the overall market continued its recovery trend. In this environment, Suzuki expanded production and sales primarily of Japan's mini vehicles such as the Alto and Every, as well as the Swift, with unit sales reaching 88 thousand units (128% compared to the previous fiscal year).

\* Since FY2022, figures have included major non-PAMA member manufacturers with high sales volumes.

## Suzuki's Market Advantage and Strategy

Pakistan has the fifth largest population in the world, and it is expected that demand for automobiles will increase in the future. Suzuki retained the top share in FY2025, with a market share of 39.8% (43.6% in the previous fiscal year). We will continue to introduce new models, utilizing our 175 sales and 164 service locations throughout Pakistan, to expand our sales volumes and meet the expectations of our customers in Pakistan.

## Unit Sales



## Latin America

## Market Trends and Business Environment

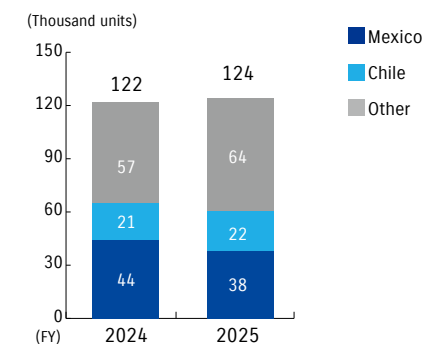
In FY2025, the overall market in Latin America increased to 6,239 thousand units (108% compared to the previous fiscal year), continuing its growth from FY2024. Suzuki's sales also increased to 124 thousand units (102% compared to the previous fiscal year), continuing its growth from FY2024, supported by economic recovery in major markets such as Chile, Colombia, and Bolivia, as well as strong sales of the Fronx and other SUV models. In Bolivia, where we celebrated 40 years of Suzuki vehicle sales last year, we achieved the top market share for the 16th consecutive year.

## Suzuki's Market Advantage and Strategy

Suzuki has retained the top market share in Bolivia and Barbados for many years, holds the second-highest market share in Nicaragua, and holds the third-highest market share in Chile and Costa Rica. We are widely supported by customers in Latin America, particularly for SUVs and compact passenger vehicles.

Going forward, we will continue to expand sales by focusing on lightweight and fuel-efficient hybrid products. We will also begin EV sales in FY2026, aiming to enhance the value of the Suzuki brand.

## Unit Sales



## Oceania

### Market Trends and Business Environment

In FY2025, the overall market in Oceania increased slightly from the previous fiscal year to 1,371 thousand units (101% compared to the previous fiscal year), while Suzuki's sales declined to 21 thousand units (75% compared to the previous fiscal year).

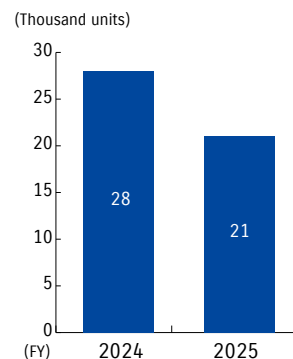
With CO<sub>2</sub> regulations based on Corporate Average Fuel Economy (CAFE) standards coming into effect in New Zealand from 2023 and Australia from 2025, it is predicted that the electrification of automobiles will accelerate in both countries.

### Suzuki's Market Advantage and Strategy

In FY2024, Suzuki launched the all-new Swift, its best-selling passenger model, making all variants hybrid-equipped. In FY2025, we also introduced the Fronx SUV, which features a hybrid powertrain.

In FY2026, we will introduce the e VITARA, Suzuki's first BEV, to comply with CO<sub>2</sub> regulations and further promote electrification.

### Unit Sales



#### TOPICS

### Suzuki Launched the e VITARA, First Global Strategic BEV Model

Suzuki has launched the e VITARA, its first mass-produced battery electric vehicle (BEV), as the first global strategic BEV model. The e VITARA made its world premiere in Milan, Italy, in November 2024, and launched in Europe first, followed by Japan in January 2026 and India in February of the same year. India serves as the global production base, and the e VITARA is exported to countries around the world, including Japan and Europe. Based on the product concept "Emotional Versatile Cruiser," the e VITARA features a design that combines a sense of advanced BEV technology and the strength of an SUV. It is equipped with the BEV-specific platform "HEARTECT-e," a highly efficient electric powertrain, and the electric 4WD system "ALLGRIP-e," delivering the powerful acceleration unique to EVs and enabling control of vehicle posture and handling in response to road conditions.

Furthermore, we are advancing the establishment of an EV ecosystem through electric mobility services, including the development of charging infrastructure and a network of support services for EVs.

The e VITARA is deployed as a global strategic model designed to meet the growing demand for electrification around the world.





## Strategies by Business

Revenue  
Composition  
**7.2%**

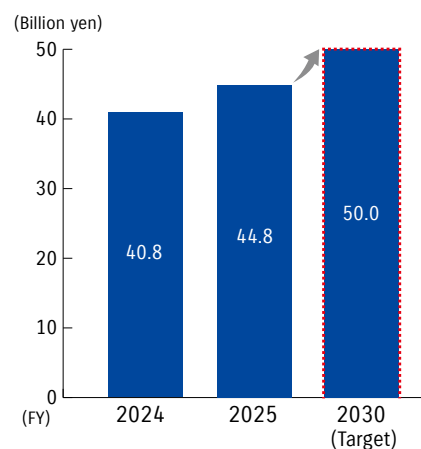
# Motorcycle



Main products: Motorcycles, buggies  
Major business areas: Japan, India, Europe

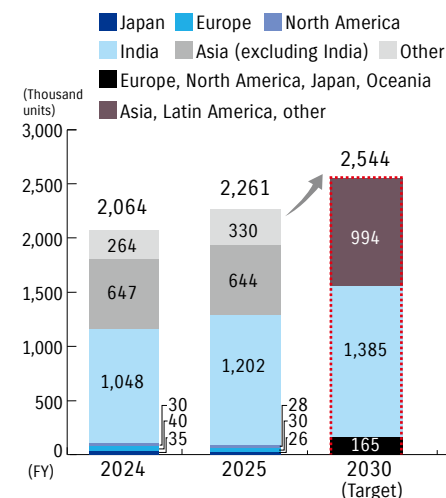
## Operating Profit

(Including FY2030 Target)

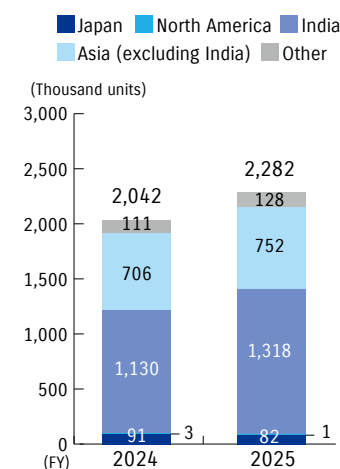


## Unit Sales

(Including FY2030 Target)



## Production Units



## Current Mid-Term Management Plan Initiatives

In the Current Mid-Term Management Plan, our aim is sales of 2.54 million units or more and operating profit of 50 billion yen or more in FY2030.

To achieve these goals, Suzuki will remain committed to its motorcycle philosophy: delivering valuable products with well-balanced, high-quality fundamental performance (riding, cornering, and braking). The engineering and production divisions will uncompromisingly develop and manufacture products that meet customer expectations, while the sales division will deliver these products, alongside the passion and dedication of the engineers and production teams behind them, to customers.

Specifically, we will strengthen sales and service by segmenting products into two categories: those used for hobbies and recreation, and those used for daily transportation or work. For the former, we aim to develop products that offer not only superb overall balance but also a sense of excitement at owning them, and will work to build long-term customer relationships through test ride events and the formation of fan communities. Meanwhile, for the latter, we will pursue fuel efficiency and ease of use, and will aim to increase customers by expanding our sales service network and providing customer service that reflects customer feedback.

In addition, as long-term initiatives, we will also focus on environmentally friendly technologies aimed at realizing net-zero CO<sub>2</sub> emissions by 2050, and on developing new technologies to increase product value.



## Strategy in the Current Mid-Term Management Plan

### Regional Strategies by Priority Market

#### Japan

##### Market Trends and Business Environment

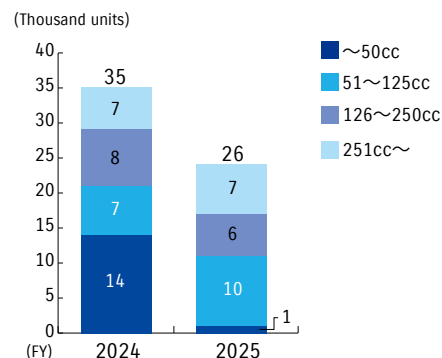
Sales in the overall market for FY2025 were 352 thousand units, representing 97% of those of the previous fiscal year. Suzuki's sales totaled 26 thousand units, representing 73% of those of the previous fiscal year, due to the discontinuation of production of Class-1 moped scooters (under 50cc). Meanwhile, the markets for Class-2 mopeds and large motorcycles remained steady. In FY2026, we will aim to expand sales of new models such as the DR-Z4S/SM and GSX-8T/8TT, while also increasing sales through user events.

##### Suzuki's Market Advantage and Strategy

Suzuki will hold user-oriented events featuring its large-displacement models—Hayabusa, KATANA, V-STROM, and the GSX-S/R series—to enhance brand appeal and ownership satisfaction, aiming to strengthen customer engagement and increase sales.

In FY2026, we also plan to introduce additional new models and will work to expand Suzuki's market share.

##### Unit Sales



#### India

##### Market Trends and Business Environment

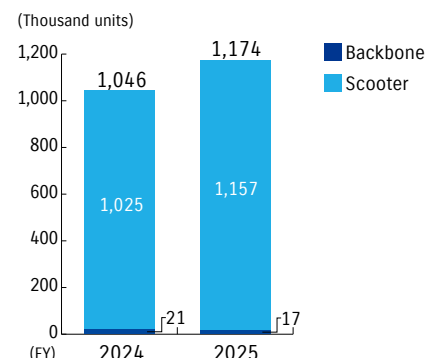
In FY2025, the Indian motorcycle market reached a record high of 21,706 thousand units (111% compared to the previous fiscal year), supported by demand stimulated by the reduction in the GST in September.

Suzuki's sales reached 1,174 thousand units (112% compared to the previous fiscal year), driven by sales growth of its core scooter models, the ACCESS and Burgman. As Suzuki's sales growth outpaced the overall market, its market share increased by 0.1 percentage points from the previous fiscal year to 5.4%.

##### Suzuki's Market Advantage and Strategy

We will maintain and strengthen our competitive advantage in 125cc scooters, one of Suzuki's core strengths. At the same time, we will expand our product lineup, including backbone models and EVs, to meet increasingly diverse customer needs and achieve sustainable growth.

##### Unit Sales



#### North America

##### Market Trends and Business Environment

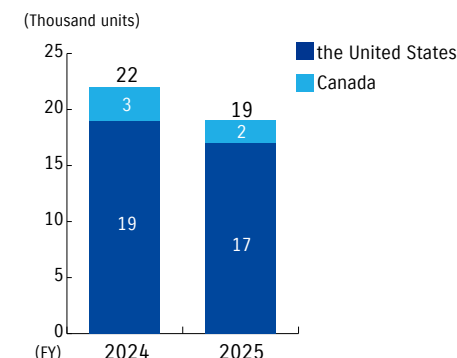
In FY2025, sales in the overall motorcycle market were 496 thousand units, representing 95% of those of the previous fiscal year. Concerns about an economic downturn arising from the Trump administration's tariff, immigration, and foreign policies led some consumers to postpone motorcycle purchases, causing the market to decline year on year. Manufacturers are increasing their sales promotion efforts to maintain sales, and competition is becoming even more intense. The Canadian market also declined to 97% of the previous fiscal year's level amid concerns about an economic downturn originating in the United States.

Although the business environment surrounding Suzuki remains challenging, we will aim to expand sales by introducing new products and strengthening our sales initiatives.

##### Suzuki's Market Advantage and Strategy

In North America, we will strengthen our product offerings for 800cc platform models, including the GSX-8R, GSX-8S, GSX-8T/8TT, and V-STROM 800 series, alongside the Hayabusa, GSX-R series, and GSX-S1000/GT/GX series, aiming to expand sales and enhance brand value. We will also strengthen touchpoints between customers and the Suzuki brand through motorsports activities and user events, thereby improving customer satisfaction and building a long-term fan base.

##### Unit Sales





## Europe

### Market Trends and Business Environment

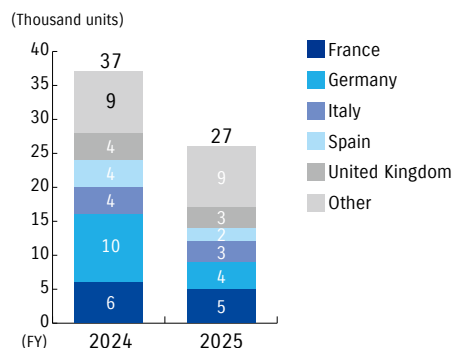
In FY2025, sales in the overall motorcycle market were 1,348 thousand units, representing 95% of those of the previous fiscal year. The market contracted due to changes in the market environment, as well as the reaction to the rush in demand associated with compliance with the Euro 5+ regulation in the previous year.

Suzuki's sales were 27 thousand units, representing 73% of those of the previous fiscal year. Since the beginning of the calendar year, however, sales have shifted to a recovery trend following revisions to appropriate pricing and the strengthening of sales initiatives. Sales from January to March reached 147% of those in the same period of the previous year, outperforming the overall motorcycle market, which stood at 119%. Meanwhile, the competitive environment is becoming increasingly challenging due to the growing presence of Chinese manufacturers and aggressive sales promotion activities by competitors.

### Suzuki's Market Advantage and Strategy

We will offer a product lineup centered on the V-STROM and GSX-S/R series. From 2026, we will also introduce the GSX-R1000R, which is returning to the European market, and the all-new crossover model SV-7GX, thereby enhancing the competitiveness of our product lineup. Through test ride events, user events, and digital marketing, we will communicate the value of our products and raise brand awareness, leading to a recovery in unit sales and market share.

### Unit Sales



## Latin America – Colombia

### Market Trends and Business Environment

In FY2025, Colombia's overall market reached 1,193 thousand units, representing 135% of those of the previous fiscal year. Suzuki's sales reached 179 thousand units (134% compared to the previous fiscal year), driven by strong sales of the China-made GN125 and DR150 and the India-made GIXXER 150. Our market share was 15.1%.

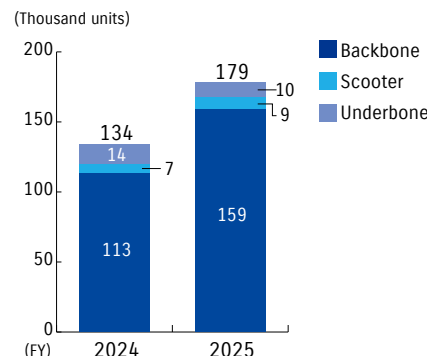
Amid significant growth in the overall market, we achieved record-high unit sales by improving dealer productivity and expanding our product lineup.

### Suzuki's Market Advantage and Strategy

In Colombia, we will expand sales centered on the GN125, DR150, and GIXXER series, while strengthening our lineup through the introduction of models such as the GN160.

Across the broader Latin American region, we will also offer products tailored to the needs of each market and strengthen our dealer networks, aiming to expand sales and increase market share.

### Unit Sales Colombia



#### TOPICS

### Suzuki Achieves Cumulative Motorcycle Production of 2 Million Units in Colombia

Suzuki Motor de Colombia S.A. (hereinafter "SMDC"), Suzuki's subsidiary in Colombia, achieved cumulative motorcycle production of 2 million units in Colombia on September 11, 2025.

To commemorate this achievement, a ceremony was held at the plant in Pereira, Risaralda in the presence of Masahiro Takasugi, Ambassador Extraordinary and Plenipotentiary of Japan to the Republic of Colombia, Juan Jose Orozco, President of SMDC, and Takashi Ise, Managing Officer, Executive General Manager, Motorcycle Operations of Suzuki, with approximately 220 people, including dealers and suppliers, attending the event.

SMDC started motorcycle production in February 1982, and currently produces 14 models including the GN125 and GIXXER series. The cumulative production milestone of 2 million units was achieved 43 years after production began. The two-millionth motorcycle was a Colombian-specification GN125, which is highly regarded in Colombia for its durability and fuel efficiency.

Currently, SMDC exports motorcycles to 6 countries: Ecuador, Venezuela, Bolivia, Peru, El Salvador, and Chile. Also, in FY2025, SMDC achieved a record annual sales volume of 179 thousand units.

SMDC has contributed to the growth of Colombian industry through the production of motorcycles for over 40 years. Suzuki will continue to provide attractive products that support people's mobility and enrich their lives in the Colombian motorcycle market, which is expected to continue growing.





## TOPICS

## Suzuki Displays Collaboration Motorcycle with VTuber Rindo Chihaya at “hololive SUPER EXPO 2026”

Suzuki displayed the “GSX250R [Chihaya Remix]” (not for sale), a collaboration motorcycle co-designed with Virtual YouTuber (hereinafter, VTuber\*) Rindo Chihaya of “FLOW GLOW” under “hololive DEV\_1S” in “hololive production,” a major VTuber management group, at the Suzuki booth at “hololive SUPER EXPO 2026,” held at Makuhari Messe from Friday, March 6 to Sunday, March 8, 2026.

\*VTuber: A virtual entertainer active mainly on the internet who uses an anime-style avatar to livestream or upload videos.

Ms. Rindo is a VTuber who is active across a wide range of genres, including music and gaming, and through her livestreaming related to automobile, motorcycle, and motorsports, she communicates the appeal of mobility to viewers. Suzuki partnered with Ms. Rindo — who enjoys strong support among younger generations — to bring to life a motorcycle based on her own ideal concept. By showcasing this model to VTuber fans, Suzuki aimed to convey the appeal and enjoyment of motorcycles to those without the opportunity to experience them in their daily lives.

The collaboration motorcycle “GSX250R [Chihaya Remix]” is based on Suzuki’s GSX250R. The original color and graphic concept designed by Ms. Rindo was refined and completed by Suzuki’s styling designer. The color scheme resembling that of Ms. Rindo’s outfit features black and turquoise green combined with gradated purple accents to create a bold, street-inspired look. The fairings incorporate a dynamic, graffiti-like (street art) motif, and decals designed from the details of her outfit. The bike is equipped with various custom parts, refining its sporty impression.



## “Team SUZUKI CN CHALLENGE” Finishes Seventh in the 47th “Coca-Cola” Suzuka 8 Hours Endurance Road Race at the 2026 FIM Endurance World Championship

“Team SUZUKI CN CHALLENGE” finished the race in seventh place at the 2026 FIM\* Endurance World Championship “Coca-Cola” Suzuka 8 Hours Endurance Road Race 47th Edition, held at Suzuka Circuit in Mie Prefecture from Friday, July 3 to Sunday, July 5, 2026.

“Team SUZUKI CN CHALLENGE” is composed of Suzuki employees, including new members selected through an internal recruitment process. The team took on the race with the aim of achieving both further reductions in environmental impact and enhancements in riding performance at a high level, while expanding the application of sustainable materials.

“Team SUZUKI CN CHALLENGE” started the final race from the 13th on the grid. Despite unstable weather and changing rainfall levels, the team took the checkered flag in 7th place, its best result to date, and successfully completed the race.

The knowledge and experience gained from this successful finish will be leveraged by Team Suzuki to provide technical feedback for future product development.



### Sustainable Items Used in the 2026 Suzuka 8 Hours

|                |                                                                                           |
|----------------|-------------------------------------------------------------------------------------------|
| Fuel           | TotalEnergies<br>Excellium Racing 100 (100% certified sustainable fuel*)                  |
| Tires          | Bridgestone<br>Increased ratio of recycled and recyclable materials                       |
| Oil            | MOTUL Bio-sourced base oil                                                                |
| Fairings, etc. | Tras Bcomp®<br>(natural flax fiber composite materials, expanded range of use)            |
| Tank cover     | Tras Recycled Carbon Nonwoven Fabric                                                      |
| Battery        | ELIY Power<br>Onboard batteries, storage batteries for grid power supply                  |
| Muffler        | Yoshimura Japan / NIPPON STEEL<br>Eco-friendly titanium TranTixxii®Eco muffler + tailpipe |
| Fuel tank      | NIPPON STEEL<br>Eco-friendly titanium TranTixxii®Eco fuel tank                            |
| Chain          | RK Japan<br>Carbon black free oil seals                                                   |
| Uniforms       | RS Taichi<br>Team polo shirts made from 100% recycled fabric                              |

\* Excellium Racing 100 is a 100% sustainable product certified based on the mass balance system applied by an EU-approved certification body.  
• Bcomp is a registered trademark of Bcomp Ltd. (Switzerland).  
• TranTixxii is a registered trademark of Nippon Steel Corporation.

## Strategies by Business

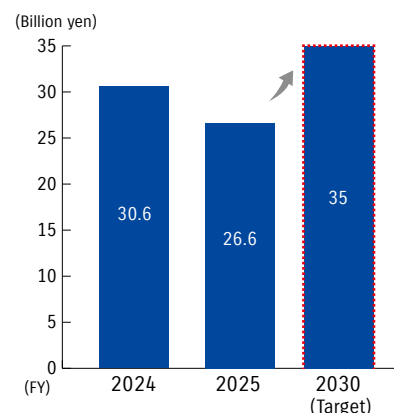
Revenue  
Composition  
**1.9%**

# Marine



Main products: Outboard motors (propulsion systems for small boats) Major business areas: North America, Europe, Asia

## Operating Profit (Including FY2030 Target)



## Current Mid-Term Management Plan Initiatives

We strive to be a reliable partner for our customers around the world, providing them with durable and dependable products that support both their enjoyment and work on the water. We will segment our customers into those who use our products for leisure and those who use them for business. By developing products and conducting sales and service activities designed to increase the satisfaction of each customer segment, we aim to achieve operating profit of 35.0 billion yen in FY2030.

Specifically, for leisure customers, primarily in the North American market, we will seek to expand sales by developing and strengthening relationships with boat builders through the introduction of competitive new models, centered on medium- and large-sized models. For business customers, primarily in the Asian market, we will expand sales of environmentally friendly small four-stroke models. We will also provide easy-to-use, durable, safe and secure products that serve as infrastructure supporting our customers' work and daily lives.

In addition, we will strengthen our efforts to protect and improve waterside environments, which are important to our marine customers, through initiatives such as microplastic collecting devices. In terms of technology, in addition to advancing carbon-neutral initiatives, we will promote the development and commercialization of integrated vessel control and operational assistance technologies, thereby delivering the greater value our customers seek.

## Strategies by Region (Europe, North America, Asia, etc.)

### Market Trends and Business Environment

The leisure marine market in Europe and North America experienced rapid growth during the COVID-19 pandemic, as more people turned to marine activities to avoid crowded spaces. Although the market subsequently softened and entered a downward trend as the pandemic subsided, signs of a gradual recovery have recently begun to emerge. Meanwhile, the commercial market particularly in Asia remains firm overall, despite some uncertainties such as restrictions on fishing boat registration in China.

### Suzuki's Market Advantage and Strategy

In the marine business, Suzuki continues to provide both customer segments - those who use the outboard motor for pleasure, primarily in the North American market, and those who use the outboard motor for work, primarily in the Asian market - with highly durable products and locally rooted services as a reliable partner on the water. In North America, Europe, and Oceania, we are strengthening our competitiveness with medium- and large-sized models while focusing on stronger relationships with boat builders and expansion of our sales network. In Asia's two-stroke market, we are strengthening our service system and promoting the shift to four-stroke models. For infrastructure applications such as fishing and water taxis, we provide easy-to-use, safe and secure products while working to build trust and expand our customer base.

## New Products **STEALTH LINE**

Suzuki's unique STEALTH LINE series, featuring a matte black finish and special decals, expanded its lineup with the addition of seven new models in 2025.

The design, which harmonizes with the surrounding scenery, complements a wide range of boats, from bass boats and pontoons to large offshore boats, giving them a distinctive presence both while docked and underway. It meets the needs of customers who value design without compromising performance and has been well received by customers who pursue their own distinctive style.

In the United States, our largest market, Suzuki-supported professional bass angler Jacob Wheeler also attracted attention by winning the Major League Fishing Bass Pro Tour Angler of the Year title using a STEALTH LINE DF250AUN.



## Strategies by Business | Marine

## Suzuki Offers Royalty-Free Patent Licenses on Its Outboard Motor Microplastic Collection Device

To promote marine environmental conservation and help realize a sustainable society, Suzuki has made 34 patents and patent applications related to its outboard motor microplastic collecting device, including applications still under examination, available on a royalty-free basis. This is the first time Suzuki has made its patents available royalty-free.

To address the globally recognized issue of marine plastic waste, Suzuki developed the world's first microplastic collection device that can be installed on outboard motors and began production of outboard motors equipped with this device as standard equipment on select models in July 2022. In the course of advancing these initiatives, Suzuki concluded that further expanding the use of microplastic collection devices would promote the protection and improvement of the marine environment. Based on this determination, Suzuki decided to make these patents available on a royalty-free basis.

By making these patents available, we aim to further accelerate efforts to improve the marine environment in collaboration with companies and organizations in Japan and overseas that share the same commitment.



## World's First\*<sup>1</sup> Application of Anodizing Treatment for Engine Components\*<sup>2</sup>

Suzuki developed a new technology that applies a corrosion-resistant anodizing treatment capable of withstanding high temperatures to outboard motor engine components, including the cylinder block, cylinder head, and crankcase. Suzuki has become the first in the world to adopt this technology on select mass-produced models.

Because outboard motors operate while pumping large amounts of water, such as seawater, to cool the engine, corrosion-prevention treatment is required for the cooling water passages. Suzuki's newly developed technology uniformly anodizes the engine components through which the cooling water flows, improving corrosion resistance to seawater. It also contributes to carbon neutrality by reducing CO<sub>2</sub> emissions by 68% compared with conventional surface-treatment processes used to improve corrosion resistance.

\*1 Based on Suzuki research

\*2 Cylinder block, cylinder head, and crankcase

**Suzuki Edge eCoat**  
The premium finish that performs perfection

A world-first advanced engine\* anodizing process that delivers superior corrosion protection for saltwater boaters and significantly reduced environmental impact.  
\*Cylinder block, cylinder head and crankcase  
\*Based on Suzuki research

Reverse (+) Anode  
Cathode (-) Cathode (Aluminum, etc.)

Anodizing Layer

$2Al + 3H_2O \rightarrow Al_2O_3 + 2H_2$

Cath  
Anode

Anodizing Layer

Anodizing coating agent

**EXCELLENT DURABILITY**  
Provides superior corrosion resistance through uniform coating of cooling water passages and related parts. Withstands high temperatures, enhanced by pore sealing even when exposed to temperatures of 368 °C (122 °F)

**ECO-FRIENDLY**  
68% CO<sub>2</sub> reduction by eliminating energy-intensive drying/baking after chemical treatment & painting

**Applicable Model**

DF1150B, DF1150, DF1150B, DF1150, DF1150B



# Human Capital Strategy / Human Capital of Suzuki

## Suzuki's Philosophy on Human Capital

### Develop People as the Driving Force Behind Growth Toward 2030, Based on Our Mission Statement and Philosophy of Conduct

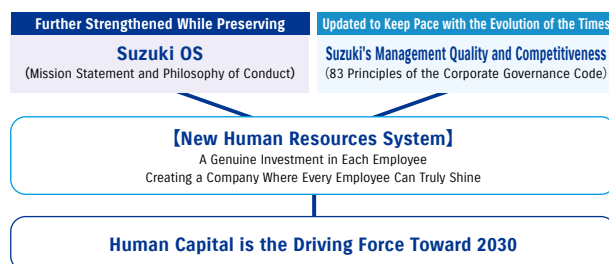
Following the General Meeting of Shareholders held on June 25, 2021, the Company transitioned from a management structure led by Former Chairman Mr. Osamu Suzuki to a collective management structure centered around President Mr. Toshihiro Suzuki. Under this new structure, we have "further strengthened while preserving" our management approach, while simultaneously "updating it to keep pace with the evolution of the times".

What we have "further strengthened while preserving" is Suzuki's Operating System(OS) which comprises our Mission Statement and Philosophy of Conduct: "3-Gen and 2-Gen", "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" and "YARAMAIKA (Entrepreneurial Spirit)". On the other hand, what we have "updated to keep pace with the evolution of the times" is the enhancement of Suzuki's management quality and competitiveness, benchmarked against the 83 principles of the Corporate Governance Code.

Under the new management structure, we implemented various activities to build an organization capable of continuing to evolve in accordance with Suzuki's OS and management principles, thereby enhancing our management quality and competitiveness. Since then, we have continuously striven to enhance our management quality and competitiveness, and in April 2024, we established a new human resources system to reinforce our human capital.

In recent years, the business environment has been changing rapidly, and the difficulty of judgment and operations required on-site has intensified. As a result, it is becoming difficult to sustain growth through current practices. We will pursue growth by not only expanding our existing businesses or updating our current practices, but also by undertaking new initiatives, embracing challenges for discontinuous growth, and driving transformative growth.

As stated in the basic policy for management targets in our Mid-Term Management Plan, "By Your Side", we believe that our people are the driving force toward 2030. The new human resources system established in April 2024 represents our commitment to genuinely investing in each employee. It reflects our desire to co-create a company with our employees where every individual can truly shine.



## Human Capital driving the execution of Suzuki's Management Strategy

### Leveraging a Culture of Learning to Turn Individual Growth into Company-wide Growth and Greater Earning Power

In our Mid-Term Management Plan, "By Your Side", the Company has established "an infrastructure Mobility closely connected with people's lives" as our vision for the mid-to-long-term. To realize this vision, we have outlined our management targets alongside specific strategies and initiatives to achieve them.

Such business strategies cannot be achieved simply by defining them; these can be achieved only through sustainable execution across the organization by individuals and organizations that understand and act upon them. Furthermore, we believe that communicating the details and intentions of our business strategy throughout the entire organization is a crucial initiative for ensuring that the strategy is effectively executed across the organization, as it enables employees to recognize their respective roles and fosters proactive learning.

In addition, we place great importance on our executives and general managers engaging in continuous self-improvement to demonstrate continuous enhancement of the capabilities and competitiveness of our management team, which in turn inspires proactive learning and growth among our employees. Deepening the knowledge of executives on a continuous basis not only elevates the quality of management decisions and discussions, but also helps embed a culture of learning throughout the entire organization. Through this chain of learning, we will connect Individual Growth to the overall growth of the Company and strengthen our earning power.



## The Positioning of Human Capital

### Strengthen Human Capital Through Three Priority Areas as the Foundation Supporting Our Business Strategy

Rather than viewing human capital as a short-term measure to directly boost business performance, we recognize it as a prerequisite and foundation that enables our business strategy to function effectively throughout the organization and continue to operate sustainably, thereby enhancing corporate value. Without aligned standards for judgment and action, it becomes difficult to maximize outcomes with limited management resources. Furthermore, without a mechanism that drives a cycle of employee challenge, learning, and growth, it is impossible to sustainably improve individual and organizational capabilities. In addition, if the environment that allows people and organizations to fully demonstrate their capabilities is compromised, organizational performance becomes unstable, negatively affecting quality, trust, and ultimately business continuity and productivity.

Based on this understanding, we have identified three priority areas of human capital that support the execution of our business strategy.

#### i) Aligning the Core Principles for Judgment and Action(Suzuki OS)

Our Mission Statement, Philosophy of Conduct, and the spirit of our founder serve as the foundation for our decision-making and actions. As the "Suzuki OS," they provide the fundamental principles for executing our business strategy throughout the organization. We position these principles as the framework for judgment and action and place importance on embedding them into our daily decision-making and behavior. Through these efforts, we align the principles for judgment and action across the organization, thereby enhancing the speed, quality, and efficiency of decision-making.

#### ii) Operating the Mechanism for Growth

To execute our business strategy sustainably, it is essential to have a mechanism that continuously fosters Individual Growth and translates that growth into organizational strength. Through the operation of systems designed to bring out Individual Growth, we are working to improve the quality of evaluation, dialogue, and development. In doing so, we enhance our ability to respond to change and generate results.

#### iii) Sustaining Conditions for Maximizing Organizational and Individual Performance

It is important to maintain an environment in which individuals and organizations can confidently demonstrate their inherent capabilities and continue to strengthen their motivation. At Suzuki, we describe this condition through the concept of "Suzuki Well-being." By maintaining an environment in which people and organizations can perform at their full potential, we strengthen our management foundation through improved product and service quality and the building of trust with customers.

By continuously developing and strengthening these three priority areas, we aim to connect Individual Growth to the growth of the Company as a whole and enhance our earning power, thereby achieving sustainable growth in corporate value.



## Human Capital Strategy / Overall Composition

### Suzuki's Human Capital Strategy

#### Working with Suzuki to Create a Personal Sense of Purpose and Meaning in Life Now and in the Future

In recent years, human capital has come to have a significant impact on corporate value, and the relationship between people and companies has evolved considerably.

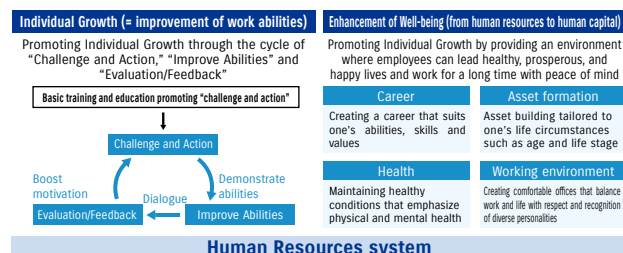
Against this backdrop, Suzuki has translated the three priority areas identified through its human capital framework into specific human capital initiatives. Through these initiatives, we aim to enhance corporate value sustainably by supporting each employee's growth and Well-being as two equally important objectives.

Our first priority is the Individual Growth of employees. This is achieved by enhancing capabilities through challenge and action based on our Mission Statement and Philosophy of Conduct, while continuously providing evaluation and feedback on the results of those efforts. Through this ongoing growth, employees develop into individual professionals with a high level of expertise, enabling Suzuki to enhance its earning power as a collective of professionals.

We also place great importance on the individual Well-being of our employees, including both their physical and mental Well-being. Through four pillars, namely career development, health, working environment, and asset formation, we provide an environment in which employees can work with confidence over the long term while pursuing fulfillment in both their professional and personal lives.

Supporting both Individual Growth and Individual Well-being is Suzuki's human resources system. Through its design and operation, our human resources system provides the foundation for a sustainable human capital strategy by enabling employee growth and Well-being to advance together.

In this way, we seek to realize our philosophy of "working with Suzuki to create a personal sense of purpose and meaning in life, now and in the future."



### Composition of Our Human Capital Strategy

#### What We Promise Employees to Promote Individual Growth

At Suzuki, we believe that the growth of individual employees achieved through embracing Challenge and Action will lead to the growth of our teams, and that the growth of our teams will enable us to grow and become a more competitive company overall. This chain of growth is mutually reinforcing, creating a positive spiral.

We have made the following two promises to our employees in order to promote their Individual Growth: We will support the positive spiral of individual, team, and Company growth based on our Mission Statement and Philosophy of Conduct, which serve as the "Suzuki OS." We will provide an environment in which each employee can work with confidence over the long term and promote workplaces where diverse talent can thrive.

Through these commitments, we will support both the growth and Well-being of our employees and strive to achieve sustainable improvements in corporate value.

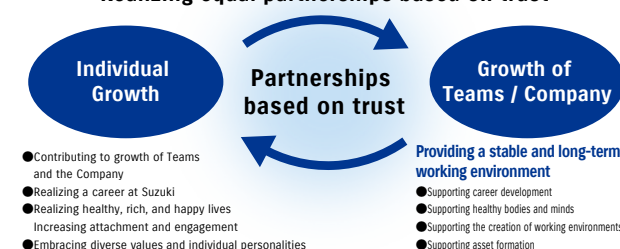


#### Establishing Equal Partnerships by Enhancing Well-being

We at Suzuki seek to provide an environment where our employees can securely focus on their own growth, and believe that linking Individual Growth to team and Company growth will make us more competitive. This is why we are working to develop equal partnerships based on trust with our employees, rather than maintain traditional hierarchical relationships.

We are committed to creating an environment where employees with diverse values can work comfortably and sustainably while leveraging their individual strengths, regardless of gender, age, nationality, educational background, race, religion, or disability.

#### Realizing equal partnerships based on trust



### Measures to Realize Our Human Capital Strategy

#### Realizing Individual Growth and Individual Well-being

To provide tangible support for the growth and Well-being of all of our employees, we at Suzuki emphasize communications with managers.

First, we establish work goals and growth goals in line with employee capabilities, and propose career plans based on their desired career path. Afterward, managers regularly follow-up with employees regarding their progress on the proposed plans and learning, while the employees themselves utilize the training library (an online training resource list) and learning management system to actively pursue self-development. This enables each employee to improve their capabilities.

With respect to medium- and long-term career development, we support employees in developing their careers proactively and achieving personal growth by implementing succession planning and appropriate employee placement, while keeping in mind the employee's evaluation results and career vision. In addition, we provide various career development opportunities such as internal internships and job postings that employees can proactively apply for.

In terms of employee Well-being, we support employees and their families in maintaining both physical and mental health, as well as financial security both now and in the future, through initiatives such as improving employees' health literacy, implementing mental health programs, and providing investment and asset management support. Furthermore, as part of creating a positive working environment, we promote diverse work styles and foster a supportive workplace atmosphere, enabling employees to work with peace of mind.

Through these measures, we at Suzuki aim to deepen the relationship of trust between employees and the Company, to ensure that we can grow together.

# Human Capital Strategy / Talent Management

## Core Function Supporting Growth

### Operating the Mechanism for Growth through Talent Management

Talent management at Suzuki serves as a core function supporting "Operating the Mechanism for Growth" one of our three priority areas. It supports various human resource initiatives that promote the growth and Well-being of individuals, teams, and the Company through the three dimensions of business performance, growth and learning, and the working environment.

- In terms of business performance, we work to meet the needs of society and the market by ensuring an adequate supply of talent aligned with business needs, contributing to business performance through daily operations, and fostering a sustainable pipeline of future leaders.
- In terms of growth and learning, we support proactive career development, provide opportunities to take on new challenges, and offer learning support to strengthen individual capabilities and promote growth.
- In terms of the working environment, we strive to ensure that employees can work with stability and high motivation by helping them rediscover the meaning of working at Suzuki, supporting physical and mental health as well as financial security, and fostering a culture that respects diverse values.

### The World Realized through Talent Management

At Suzuki, we are promoting mechanisms that include introducing a system aimed at accumulating and effectively utilizing human capital information in order to enhance talent management.

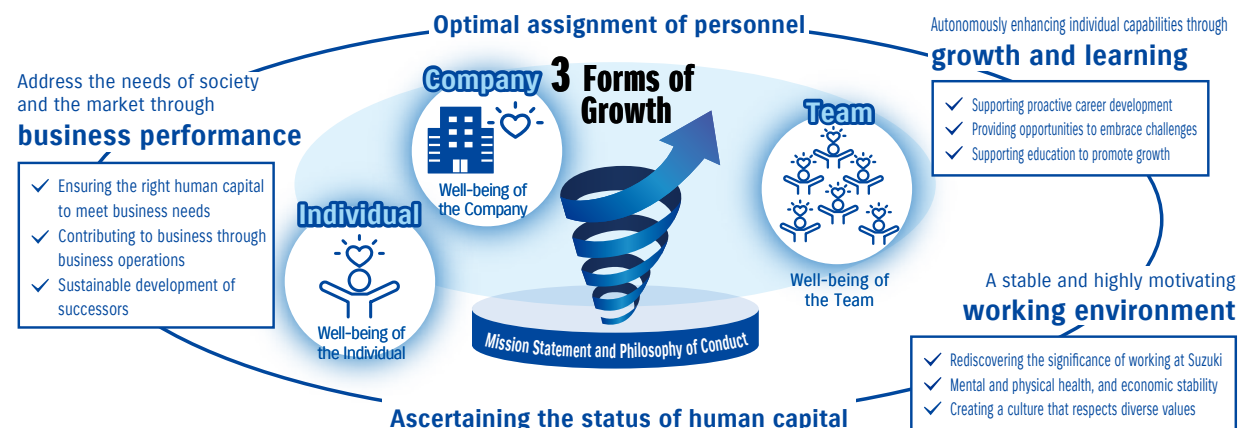
The goal is to promote the growth of each employee, link their growth to that of the Company, increase employee engagement, and maximize their individual capabilities.

We expect the five effects described below to emerge from these mechanisms.

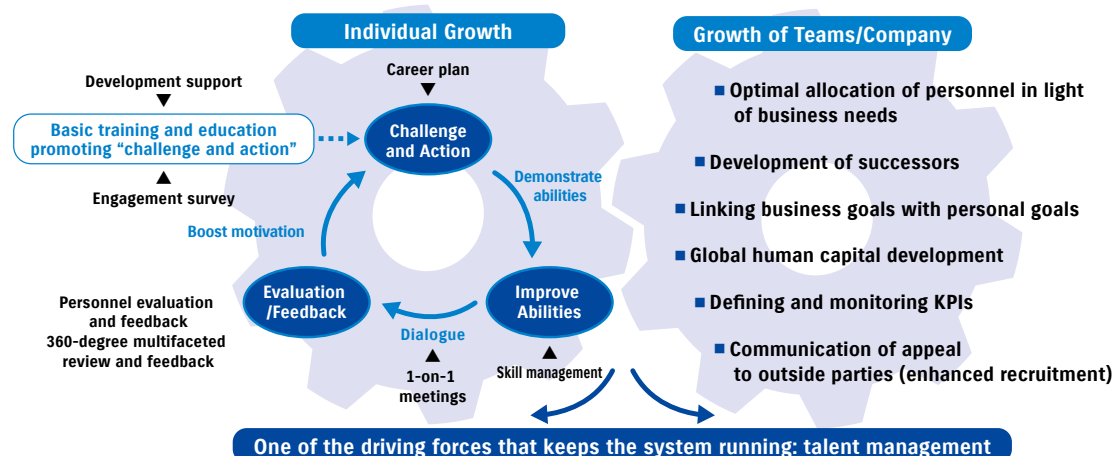
- Individual growth and team enhancement: Our employees will proactively think about their own careers, set goals, and grow by embracing challenge and taking action, thereby improving the capabilities of their teams as a whole.
- Transparent evaluations and feedback: We will ensure clear goal-setting and provide evaluations and feedback to foster employee growth and motivation.
- Assigning the right positions for right people: By assigning employees to appropriate roles based on their capabilities and motivation, we will improve the efficiency of our organization as a whole.
- Global human capital development: By unifying human capital information across all bases of operations, including overseas locations, we will realize global human capital development and deployment.
- Improvement of Well-being: We aim to improve employee satisfaction by supporting employee health and career development, and by providing a comfortable working environment.

To realize these expected effects, Suzuki aims to advance talent management, support employee growth, and make the Company more competitive.

## What Suzuki's talent management strives for



## Promoting the linking of Individual Growth and Team/Company growth via talent management





## Human Capital Strategy / Talent Management Initiatives

### Goal-Setting and Evaluations in the Organization

#### Growth Promotion and Improved Performance through Goal-Setting and Professional Development

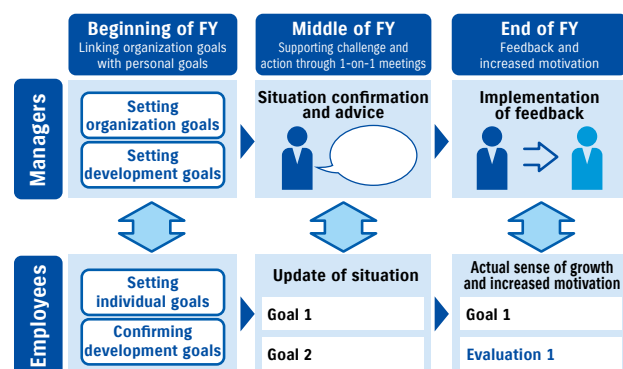
At Suzuki, we are promoting our Goal Challenge System and Professional Development System to foster individual employee growth while simultaneously achieving our organizational goals. These systems emphasize Challenge and Action and are intended to support our employees as they assertively work toward the goals they set for themselves.

In April 2025, goal evaluation management was integrated into the talent management system, allowing for the setting and evaluation of performance goals tailored to each job category, skill level, and employee's role and characteristics, enabling accurate assessment and feedback on performance achievement.

The system continuously records and accumulates the goals, performance progress, and evaluation results of each employee, allowing this information to be reused to support the further development and growth of employees.

This initiative is an important element in promoting the Individual Growth described earlier, and encourages employees to enhance their skills and abilities by gaining experience taking on challenges. Furthermore, this initiative will strengthen our ability as an organization to share and work toward common goals, leading to improved productivity and employee engagement.

Through our performance management system, Suzuki aims to support the growth of each individual employee and the sustainable development of the organization, fostering a corporate culture that encourages continuous improvement and challenges.



### For Each Individual's Career Path

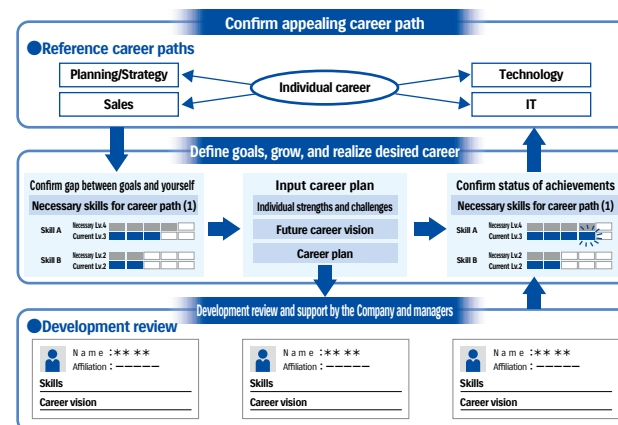
#### Using a Skills-based Approach to the Organization to Ensure Optimal Personnel Placement That Keeps in Mind Individual Skills and Careers(Planned)

At Suzuki, we are working to develop workplaces that enable each employee to proactively plot out their own careers and fulfill their potential. To make this a reality, we began by working to clarify career paths, and then to systematically link requisite skills to various positions and roles.

This skill-linking effort is not limited simply to preparations for assigning the right positions for the right people, it also functions as a springboard for employees to proactively think about their own careers, and enables them to identify gaps between their current skill level and the direction they want to progress in.

By becoming aware of these gaps, employees become empowered to clarify specific action plans and efforts required to improve their skills, thereby making their paths to growth more tangible and practical.

Through these initiatives, Suzuki aims to achieve optimal personnel placement by matching each employee's strengths and aspirations to the right positions, thus fostering both Individual Growth and Organizational Development. Furthermore, we will create an environment that allows employees to take an active role in managing their own careers and enables them to continue contributing effectively in the future.

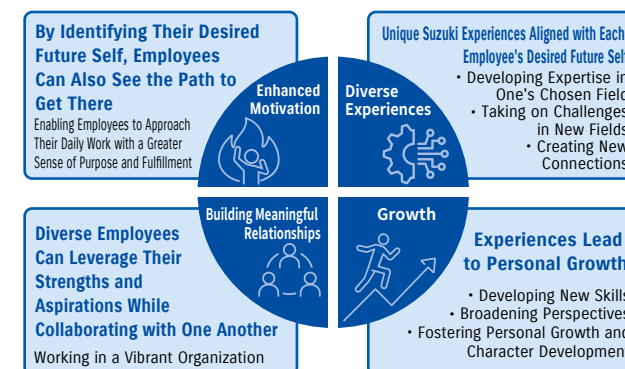


### Supporting Proactive Career Development

#### Providing Information and Opportunities to Deepen Self-Understanding and Explore Career Paths

At Suzuki, we are promoting initiatives that foster understanding and confidence in career development, while providing mechanisms that enable employees to design their own careers and take proactive action. By reflecting on their strengths and values and gaining a better understanding of the diverse work opportunities and growth pathways available within Suzuki, employees can develop a clearer vision of their desired future selves.

Our goal is to help employees identify the future they aspire to achieve, understand the path toward that future, and approach their daily work with a greater sense of purpose and fulfillment. We also aim to create an environment where employees can enhance their motivation, build meaningful relationships, and experience personal growth through the unique opportunities available at Suzuki.



To support these objectives, we provide the Suzuki Career Book, which introduces career development guidance and highlights the appeal of various workplaces and roles across the Company. We also offer the Career Directory, available through our internal portal site, which features interviews with employees who serve as role models, sharing their career paths and perspectives. In addition, we host the After-Work Career Café, where employees can explore their values more deeply and enhance self-understanding through dialogue, creating opportunities to take the first step toward proactive career development.

Through the continued enhancement of these information-sharing initiatives and development opportunities, Suzuki is committed to creating an environment where each employee can shape a career with confidence and continue growing by leveraging their unique strengths and values.



## Environmental Strategy

### Suzuki's environmental strategy

Suzuki's mission is to support people's mobility and daily lives as "an infrastructure mobility closely connected with people's lives." Environmental issues such as climate change, water resources, and biodiversity affect not only the sustainability of society and communities but also customers' lives and the very foundation of our business.

To continue providing valuable products to customers around the world, we are working to balance the reduction of environmental impact with business growth. We view addressing environmental issues as more than just compliance with laws, regulations, and societal demands. It is a critical management issue to maintain the trust of customers and society and continue our business into the future.

On the occasion of the Company's 100th anniversary in 2020, we formulated the Suzuki Environmental Vision 2050 as a compass toward 2050, in order to contribute to society and continue to be a company loved and trusted throughout the world for the next 100 years. Underlying this is Suzuki's Philosophy of Conduct "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)." In every aspect of products, production, and the supply chain, we minimize the use of energy and resources. At the same time, we make the environmental impacts of our business activities smaller and fewer, make the environmental impact lighter, and shorten the time it takes to tackle various environmental issues. Through these efforts, we aim to realize a future where the Earth remains bountiful and beautiful forever. Under the Philosophy of Conduct "Sho-Sho-Kei-Tan-Bi," Suzuki strives to achieve a balance between social and economic value through its business activities, and to contribute to the growth of both a sustainable society and the company itself.

### Environmental Plan 2030

Suzuki has formulated a Suzuki Environmental Plan every five years to systematically promote environmental initiatives and ensure continuous improvement through the plan-do-check-act (PDCA) cycle. Environmental issues such as climate change, resource circulation, water resources, and biodiversity have evolved beyond the scope of corporate social responsibility to become critical management issues that affect business continuity and corporate value. In addition, societal demands for the disclosure of non-financial information are increasing year by year.

Considering such changes in the business environment, Suzuki has established the Environmental Plan 2030 as its targets for the next phase, replacing the Environmental Plan 2025. In the Environmental Plan 2030, we have systematized our initiatives in the areas of climate change, resource circulation, water resources, pollution, and biodiversity, with the aim of both realizing a sustainable society and enhancing corporate value, while further developing the environmental impact reduction activities we have been undertaking. Furthermore, while ensuring alignment with the Mid-Term Management Plan and ESG materiality, we will promote the creation of environmental value through specific targets and progress management towards 2030.

| Environmental materiality                        | Category             | Direction of the targets                                                                                                                               | Major initiatives                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Climate change<br>Energy                         | Climate change       | Reduce GHG emissions from business activities throughout value chain toward achieving carbon neutrality by 2050                                        | In addition to reducing GHG emissions during the product use phase through vehicle weight reduction and the development of multi-pathway technologies, promote the reduction of GHG emissions from business activities by advancing energy-saving initiatives and selecting and implementing the most appropriate energy and technologies based on the region and specific application |
| Efficient use of resources including circularity | Resource circulation | Improve resource efficiency and reduce waste through the optimization of the amount of resource inputs and the expansion of recycling                  | • Promote resource-saving, reuse, and proper disposal throughout the entire product lifecycle                                                                                                                                                                                                                                                                                          |
|                                                  | Water resources      | Focusing on regions with high water risk, improve water use efficiency and achieve sustainable water use                                               | • Assess water risks at each site and among business partners, and reduce water intake                                                                                                                                                                                                                                                                                                 |
| Conservation of biodiversity                     | Pollution            | Prevent environmental pollution through the control of emissions of substances of concern into the air, water, soil, etc., and their proper management | • Understand our dependencies and impacts on natural capital, promote efficient manufacturing that minimizes resources and energy use, and mitigate impact on ecosystems by reducing environmental impact                                                                                                                                                                              |
|                                                  | Biodiversity         | Reduce the negative impacts of business activities on natural capital and expand contributions to conservation of biodiversity                         | • Contribute to environmental conservation through reducing exhaust gas emissions in products and reducing environmental impact in production processes                                                                                                                                                                                                                                |

### Basic Approach to the Environmental Plan 2030

Suzuki bases its environmental initiatives on the Philosophy of Conduct "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)." We incorporate this philosophy throughout the entire product lifecycle from planning and development through procurement, production, logistics, use, and recycling, and are committed to addressing climate change, promoting the efficient use of resources, and conserving biodiversity. We also aim to reduce environmental impact and realize a sustainable society through cooperation with stakeholders, including business partners and local communities.

#### Climate change/Energy

In recent years, the increasing severity and frequency of extreme weather events associated with global warming have been causing serious impacts around the world. In these circumstances, under the Paris Agreement, global efforts to limit the rise in temperature to 1.5°C and initiatives to achieve net zero greenhouse gas emissions are accelerating. Suzuki has been providing products with a low environmental impact, and promoting energy-saving and reducing carbon emissions in production processes. Furthermore, we have adopted "Minimization of Energy" as a technology strategy, and are working to reduce CO<sub>2</sub> emissions by minimizing the energy required throughout the entire product lifecycle.

Going forward, we will continue to advance our initiatives through lightweight technology, high-efficiency technology, electrification, support for carbon-neutral fuels, and expanded use of renewable energy, and we will advance climate change countermeasures under targets consistent with climate science.

#### Efficient use of resources including circularity

The demand for natural and water resources continues to rise due to worldwide population growth and economic development. Consequently, issues such as resource depletion, increasing waste, and growing water scarcity are becoming increasingly apparent. Furthermore, the transition to a decarbonized society and rising geopolitical risks have made the stable procurement of resources a critical issue.

Suzuki is committed to promoting resource-saving, reuse, and proper disposal throughout the entire product lifecycle. Additionally, based on the concept of extended producer responsibility, we participate in the dismantling and resource recovery of end-of-life vehicles in India and are working to establish a resource circulation system. We also view water as a critical management resource, assess water risks at our various sites and among business partners, and strive to reduce water intake volumes and promote efficient water use, thereby contributing to the sustainable use of resources.

#### Biodiversity conservation

Biodiversity is supported by a healthy environment including the atmosphere, water, and soil, and serves as the foundation for people's lives and business activities. At the same time, global biodiversity loss is progressing due to the impacts of human activities, such as changes in land use, use of resources, climate change, and pollution.

Suzuki recognizes the conservation of biodiversity as one of its significant management issues and strives to reduce environmental impact from development to production and use of our products. We also contribute to local environmental conservation through reduced exhaust gas emissions in products and reduced environmental impact in production processes. Furthermore, by collaborating with stakeholders including our suppliers and local communities and promoting business activities that are in harmony with the natural environment, we are committed to conserving biodiversity and realizing a sustainable society.



## Environmental Strategy

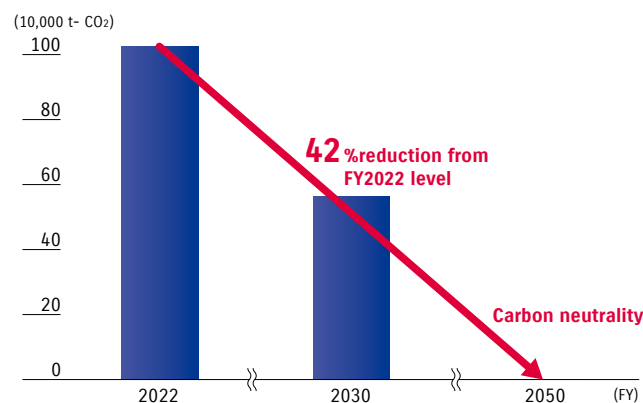
## Carbon Neutrality Achievement Target (2050)

Suzuki has positioned addressing climate change as one of its most important management issues, and aims to achieve carbon neutrality in Scope 1 and 2 globally by 2050. Previously, the growth strategy announced in January 2023 denoted 2070 as the target year for achieving carbon neutrality in India, in line with the Indian Government's own targets. However, in light of societal requests and international trends, our target has been updated to achieve net-zero emissions globally by 2050. This target is in line with the 1.5°C goal of the Paris Agreement, and the Company has also set an interim target of reducing CO<sub>2</sub> emissions by 42% from the FY2022 level by FY2030. In addition to its efforts in Scope 1 and 2, Suzuki will continue to work on reducing CO<sub>2</sub> emissions from other indirect emissions (Scope 3) that occur throughout the value chain, including raw material procurement, logistics, sales, and disposal.

Through its global business operations, Suzuki will promote optimal measures tailored to the characteristics and social issues of each region, thereby contributing to the realization of a sustainable society.

## Global Absolute Emissions Reduction Target for Scope 1 and 2

(Adopting targets aligned with the Paris Agreement's 1.5°C goal)



## Optimal Use of Energy and Technologies for Each Region and Application

Suzuki is actively promoting the introduction of optimal energy and technologies tailored to the characteristics and business environments of each region in order to achieve carbon neutrality. At major sites such as Japan and India, we are expanding the use of renewable energy through the installation of solar power facilities and the use of both onsite and offsite PPAs.

Furthermore, Suzuki is advancing the purchase of CO<sub>2</sub>-free electricity at site in Japan and overseas, and is proactively working to introduce next-generation energies such as hydrogen and biogas (CBG). In addition, the Company is pursuing various approaches, including improving energy efficiency at factories and business sites, effectively utilizing renewable energy through batteries (storage batteries), and installing biogas plants that generate gas derived from waste. Going forward, Suzuki will continue to select and introduce optimal energy and technologies according to region and use case, collaborate with Group companies and partner firms, and work to reduce CO<sub>2</sub> emissions throughout the entire supply chain. Through these initiatives, Suzuki aims to realize a sustainable society, enhance corporate value, and contribute to the early achievement of carbon neutrality.

## Specific Measures for Carbon Neutrality

|                                               |                                                                                                                                                                                                                                                                |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Renewable energy in-house power generation    | Installation of solar power generation facilities in Japan and India, among others                                                                                                                                                                             |
| Onsite/Offsite PPA                            | <ul style="list-style-type: none"> <li>Use of renewable energy through an onsite PPA at the Suzuki Parts Center Kobe in Japan</li> <li>Procurement of renewable energy-derived power using an offsite PPA system at Maruti Suzuki's Hansalpur Plant</li> </ul> |
| Purchase of CO <sub>2</sub> -free electricity | Introduction of CO <sub>2</sub> -free electricity at sites in Shizuoka Prefecture                                                                                                                                                                              |
| Hydrogen                                      | Demonstration of hydrogen utilization produced from renewable energy (cargo handling vehicles, painting processes, etc.)                                                                                                                                       |
| Biogas (CBG)                                  | Installation of a pilot plant for biogas purification at the Maruti Suzuki Manesar plant                                                                                                                                                                       |
| Battery (storage battery)                     | Reduction of CO <sub>2</sub> emissions during manufacturing and disposal of storage batteries by improving the utilization rate of storage batteries during their lifetime through shared use in vehicles and stationary applications                          |

## TOPICS

## Participating in the development of a local circulation cycle utilizing Forest-Based J-Credits within the Hamamatsu area

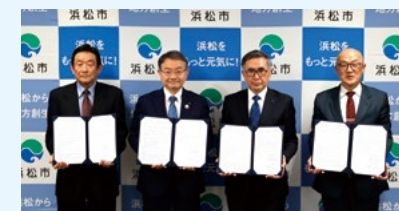
In April 2026, Suzuki and three other parties, including Hamamatsu City, the Tenryu Forestry and Timber Industry Promotion Council, signed a Memorandum of Understanding (MOU) to establish a local circulation cycle for forest-based J-Credits within the Hamamatsu area. Hamamatsu City manages the discussion forum as its secretariat, with the Tenryu Forestry and Timber Industry Promotion Council participating as the representative of the J-Credit generation side.

This MOU serves as a framework for the involved parties to collaboratively pursue the establishment of a local circulation cycle for forest-based J-Credits generated within the Hamamatsu area. Through the purchase and utilization by local companies of forest-based J-Credits generated in the Hamamatsu area, we aim to circulate the environmental value and funds of Hamamatsu's forests within the region, thereby balancing forest conservation and the promotion of the forestry industry with local companies' efforts to achieve carbon neutrality.

Suzuki was founded and has operated in Hamamatsu, continuing its business activities while benefiting from the region's natural environment. As a beneficiary of this region, Suzuki aims to simultaneously solve local issues and achieve decarbonization by circulating the environmental and economic value generated in the region through the use of forest-based J-Credits.

Following discussions based on the MOU, the "Hamamatsu Regional J-Credit Promotion Consortium," comprising generators, users, intermediaries, and local government, was established in August 2026. In addition to promoting the local circulation cycle of forest-based J-Credits, this consortium will advance initiatives that contribute to forest conservation, the promotion of forestry, the circular utilization of forest resources, and the revitalization of the local economy.

Suzuki aims to achieve carbon neutrality at all of its domestic plants by FY2035. In addition to minimizing energy use during manufacturing and utilizing renewable energy, we are working to balance decarbonization with forest conservation through co-creation with local communities.





## Environmental Strategy

## TOPICS

## Biogas Business in India

## - Biogas Vehicle Fuel and Organic Fertilizer Production and Supply Business That Utilizes Cow Dung as Feedstock -

Suzuki is engaged in a business that produces and supplies biogas Vehicle fuel and organic fertilizer utilizing cow dung as feedstock, with the aim of contributing to the realization of a carbon-neutral society and the development of a sustainable local economy in India. This business represents an initiative that aims to solve multiple social issues facing India including environmental, energy, and rural revitalization, by effectively utilizing locally available resources.

### ■ Background

In India, motorization is advancing against a background of population and economic growth, leading to an increase in people's mobility needs. At the same time, the Indian government has set a target to achieve carbon neutrality by 2070, requiring a balance between economic growth and reducing environmental impact. To address this issue, Suzuki is promoting a "multi-pathway" approach that combines multiple technologies and energy sources tailored on local conditions, rather than relying on a single technology. One such approach involves CNG vehicles, which are gaining popularity in the Indian market, and a biogas business that utilizes cow dung, a resource abundantly available in rural areas. The share of CNG vehicles in Maruti Suzuki's sales increased to 39% in FY2025, and CNG variants are offered on 15 of its 21 models, reflecting steady progress in both CNG infrastructure and vehicle adoption. Compared to gasoline, CNG offers lower fuel costs per kilometer and produces fewer CO<sub>2</sub> emissions, making it the choice of many users.



### ■ Biogas potential and environmental assessment

Biogas is a flammable gas composed primarily of methane, produced by the fermentation of organic matter such as cow dung through microbial activity. CBG (Compressed Biomethane Gas), which is produced by purifying and compressing this methane, can be used directly in existing CNG vehicles and serves as an alternative to fossil fuels. In India, there are approximately 300 million cows, and the daily cow dung produced by just 10 cows is sufficient to produce CBG for one CNG vehicle. From an environmental perspective, it offers a dual benefit: (1) reducing CO<sub>2</sub> emissions by replacing fossil fuels, and (2) reducing emissions by capturing and utilizing methane which is produced naturally when cow dung is left untreated (methane has a global warming potential approximately 28 times that of CO<sub>2</sub>). For this reason, CBG is considered to have the potential to be carbon-negative over its entire life cycle, depending on the conditions.

### ■ Social and economic value

The value of this business extends beyond environmental aspects. For farmers, it serves as a new source of income in addition to milk sales, and it contributes to the revitalization of the local economy by creating jobs through the collection and transportation of feedstock and plant operations. It is also expected to improve sanitary conditions through the proper treatment of cow dung, as well as to enhance soil health and reduce the amount of chemical fertilizers used by utilizing byproducts as organic fertilizer. Furthermore, by expanding income opportunities for local residents including women working in dairy farming, the business contributes to the formation of an inclusive local community. From the perspective of energy security, the production of CBG derived from cow dung reduces dependence on imported natural gas, while the use of organic fertilizer helps reduce dependence on imported chemical fertilizers. Increased income in rural areas promotes higher living standards and the revitalization of economic activity, which may also lead to the creation of new mobility demand in the future.



BANAS SUZUKI BIOGAS PLANT

### ■ Suzuki's initiatives to date

In August 2022, Suzuki signed a memorandum of understanding with the National Dairy Development Board (hereinafter, the NDDB), a government-affiliated institution in India, and made a full-scale entry into the biogas business. Subsequently, Suzuki collaborated with Banas Dairy, one of India's largest dairy cooperatives, and launched a pilot project in the Banaskantha district, Gujarat. In 2024, Suzuki newly established the Global Biogas Operations to strengthen its operational structure and is working to expand its business base, including through an investment in an NDDB subsidiary. In 2025, the biogas project was also selected for UNIDO's industrial cooperation program. Each biogas plant processes approximately 100 tons of cow dung per day and produces about 1.5 tons of CBG. Operations began sequentially starting in December 2025, and as of the end of August 2026, three plants are in operation under the name "BANAS SUZUKI BIOGAS PLANT."

### ■ Future outlook

Establishing a sustainable business model will be important for nationwide expansion in India. By leveraging the manufacturing expertise based on the principles of "Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty)" that Suzuki has cultivated in automobile manufacturing, we will work to improve the efficiency and quality of the biogas plants.

Through this business, Suzuki will contribute to India's sustainable growth and the realization of a carbon-neutral society by fostering a circular economy that makes effective use of local resources.



# Directors, Audit & Supervisory Board Members and Officers (As of September 2026)

## Representative Directors



Representative  
Director & President

**Toshihiro  
Suzuki**

Date of birth: March 1, 1959

### Resume

Jan. 1994 Joined the Company  
Apr. 2000 Plant Manager of Iwata Plant, Manufacturing  
Apr. 2001 Delegated as resident officer at General Motors (U.S.A.)  
Apr. 2003 Executive General Manager of Product Planning Operations, Automobile Engineering  
Jun. 2003 Director  
Jun. 2006 Director & Senior Managing Officer  
Apr. 2011 Director & Senior Managing Officer, Corporate Planning Committee Member, and Executive General Manager of Corporate Planning Office  
Jun. 2011 Representative Director & Executive Vice President  
Oct. 2013 Representative Director & Executive Vice President, Assistant to President, and in charge of Global Marketing  
Jun. 2015 Representative Director & President  
Apr. 2019 Representative Director & President, Executive General Manager of Motorcycle Company  
Jun. 2020 Representative Director & President  
Jun. 2021 Representative Director & President (Chairman of the Board of Directors) (To the present)



Representative Director &  
Executive Vice President

**Naomi  
Ishii**

Date of birth: June 6, 1965

### Resume

Apr. 1989 Joined Toyota Motor Corporation  
Oct. 2020 Joined the Company  
Managing Officer and Assistant to President  
Apr. 2021 Senior Managing Officer  
Jun. 2021 Senior Managing Officer, Assistant to President, and Executive General Manager of Corporate Planning Office  
Jan. 2022 Senior Managing Officer, Assistant to President, Responsible for Corporate Planning Office, New Mobility Service, EV Operations, Human Resources/General Affairs & Legal/IP, Finance, and Global IT  
Executive General Manager of Corporate Planning Office  
Apr. 2022 Executive Vice President  
Jun. 2023 Representative Director & Executive Vice President  
Apr. 2026 Representative Director & Executive Vice President, Assistant to President, Responsible for Corporate Planning, Human Capital Development, Legal/IP, Finance, Global IT, Global Communications, Global Public Affairs, and India Corporate Field (To the present)

## Directors



Director and Executive  
Vice President

**Katsuhiro  
Kato**

Date of birth: January 20, 1964

### Resume

Apr. 1986 Joined the Company  
Apr. 2012 General Manager of Automobile Engines Design II, Automobile Engineering  
Jul. 2015 Deputy Executive General Manager of Customer Quality Assurance and General Manager of Automobile Quality Research  
Nov. 2016 Executive General Manager of Automobile Product & Cost Planning  
Jul. 2017 Managing Officer  
Dec. 2020 Managing Officer, Executive General Manager of Customer Quality Assurance and Service  
Oct. 2021 Managing Officer, Executive General Manager of Quality Assurance and Inspection, and Chief Officer of Inspection Reform Committee  
Apr. 2023 Senior Managing Officer, Responsible for Vehicle Regulations and Engineering Administration, Automobile Vehicle Engineering, Automobile Powertrain Engineering, and Automobile Electrical/Electronic/EV Engineering  
Executive General Manager of Automobile Powertrain Engineering  
Jan. 2024 Senior Managing Officer and Chief Technology Officer  
Jun. 2024 Director & Senior Managing Officer  
Apr. 2025 Director & Executive Vice President  
Apr. 2026 Director & Executive Vice President, Chief Technology Officer, Responsible for Technology Strategy, Battery Development, Automobile Electric Engineering, Automobile Internal Combustion Powertrain Engineering, Automobile Electrical and Electronic Engineering, Automobile Body Engineering, Automobile Vehicle Dynamics Engineering, Regulations and Certification, Yokohama R&D Center, and India Engineering (To the present)



Director and Senior  
Managing Officer

**Eiichi  
Muramatsu**

Date of birth: January 26, 1962

### Resume

Apr. 1984 Joined the Company  
Apr. 2008 President and Representative Director, Suzuki Motor Sales Keiyo Inc.  
Apr. 2012 General Manager of Central Japan Marketing Div. and General Manager of Domestic Marketing Promotion Div., Domestic Marketing, the Company  
Feb. 2015 President and Representative Director, Suzuki Motor Sales Gunma Inc.  
Apr. 2017 President and Representative Director, Suzuki Motor Sales Chiba Inc.  
Apr. 2022 In charge of Domestic Marketing II, Domestic Marketing and General Manager of West Japan Marketing Div., the Company  
Apr. 2024 Managing Officer, Executive General Manager of Global Marketing Management  
Apr. 2025 Senior Managing Officer, Chief Global Marketing Officer Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Marine Operations, Motorcycle Operations, and Spare Parts and Accessories  
Jun. 2025 Director & Senior Managing Officer  
Apr. 2026 Director & Senior Managing Officer, Chief Global Marketing Officer, Responsible for Japan Marketing, India Operations, Automobile Marketing (Europe, Middle East and Africa), Automobile Marketing (Asia, Latin America and Oceania), Global Service, Spare Parts and Accessories, and Global Financial Services (To the present)



Director and Senior  
Managing Officer

**Kazuo  
Ichino**

Date of birth: July 8, 1966

### Resume

Apr. 1989 Joined the Company  
Oct. 2015 Plant Manager of Manesar Plant, Maruti Suzuki India Limited (based in India)  
Jun. 2019 Deputy Executive General Manager of Manufacturing and Department General Manager, Production Engineering Paint & Assembly Department, the Company  
Oct. 2020 Plant Manager of Kosai Plant, Manufacturing, and in charge of Painting Plant in Manufacturing  
Oct. 2021 Executive General Manager of Manufacturing, and in charge of Painting Plant in Manufacturing, and Deputy Chief Officer, Inspection Reform Committee  
Apr. 2022 Managing Officer  
Apr. 2025 Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, and India Quality, Procurement, and Manufacturing  
Apr. 2026 Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, Production Engineering, and India Quality, Procurement, and Manufacturing  
Jun. 2026 Director & Senior Managing Officer Responsible for Quality Assurance and Inspection, Procurement Strategy, Manufacturing, Production Engineering, and India Quality, Procurement, and Manufacturing (To the present)

## Outside Directors



Outside Director

**Hideaki  
Domichi**

Date of birth: December 14, 1948

### Resume

Apr. 1972 Joined Ministry of Foreign Affairs  
Aug. 2003 Director-General of Middle Eastern and African Affairs Bureau of Ministry of Foreign Affairs  
Jun. 2004 Ambassador of Japan to Iran  
Sep. 2007 Ambassador of Japan to India and Kingdom of Bhutan  
Feb. 2011 Ambassador in Charge of Economic Diplomacy  
Apr. 2012 Executive Senior Vice President of Japan International Cooperation Agency  
Oct. 2016 Senior Managing Officer of Hotel Management International Co., Ltd.  
Jun. 2017 External Audit & Supervisory Board Member of Konoike Transport Co., Ltd.  
Jun. 2020 Outside Director of the Company (To the present)



Outside Director

**Shun  
Egusa**

Date of birth: January 20, 1958

### Resume

Apr. 1985 Joined Toshiba Corporation  
Jul. 2017 Director of Toshiba Infrastructure Systems & Solutions Corporation  
Apr. 2019 Vice President of Battery Division of Toshiba Corporation  
Apr. 2020 Corporate Officer and Corporate Vice President of Battery Division of Toshiba Corporation  
Apr. 2021 Fellow of Toshiba Corporation  
Apr. 2022 Guest Senior Researcher/Guest Professor of Future Innovation Institute, Research Organization for Nano & Life Innovation and Visiting Professor of Research Council, Waseda University (To the present)  
Jun. 2022 Outside Director of the Company (To the present)



Outside Director

**Naoko  
Takahashi**

Date of birth: May 6, 1972

### Resume

Sep. 2000 Won the gold medal in the women's marathon at the Sydney 2000 Olympics  
Oct. 2000 Received the People's Honor Award  
Jun. 2013 Director of Japan Association of Athletics Federations  
Executive Board Member of Japanese Olympic Committee  
Nov. 2018 Chairperson of Para-Sports Development Network of Japan (To the present)  
Mar. 2021 Director of The Tokyo Organising Committee of the Olympic and Paralympic Games  
Jun. 2021 Executive Director of Japan Association of Athletics Federations  
Jun. 2022 Outside Director of Starts Corporation Inc. (To the present)  
Jun. 2023 Outside Director of the Company (To the present)  
Director of Japanese Para Sports Association (To the present)



Outside Director

**Asako  
Aoyama**

Date of birth: March 14, 1972

### Resume

Apr. 1994 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)  
Apr. 1997 Registered as a Certified Public Accountant  
Sep. 2001 Joined Merrill Lynch Japan Securities Co., Ltd.  
Oct. 2004 Joined Coca-Cola (Japan) Co., Ltd.  
Mar. 2011 Joined Tokyo Coca-Cola Bottling Co., Ltd. (currently Coca-Cola Bottlers Japan Inc.), serving as Director and CFO  
Jul. 2013 Senior Executive Officer, General Manager of Finance and Accounting, Coca-Cola East Japan Co., Ltd.  
May. 2017 Executive Officer, Coca-Cola Bottlers Japan Inc.  
Jun. 2018 Outside Audit & Supervisory Board Member, Taiyo Holdings Co., Ltd.  
Jan. 2020 Joined NEC Corporation  
Jun. 2020 Outside Director of Taiyo Holdings Co., Ltd.  
Apr. 2022 Executive Officer, NEC Corporation  
Apr. 2023 Corporate SVP, Head of FP&A Division, and Head of Global Finance, NEC Corporation  
Jun. 2025 Outside Director of the Company (To the present)  
Nov. 2025 CFO of Electronic Components Business Company, TDK Corporation (To the present)



## Directors, Audit & Supervisory Board Members and Officers

### Audit & Supervisory Board Members



Full-time Audit &  
Supervisory Board  
Member

**Shigeo  
Yamagishi**

Date of birth: January 26, 1964

#### Resume

Apr. 1988 Joined the Ministry of Transport (currently the Ministry of Land, Infrastructure, Transport and Tourism)

Jun. 2013 Joined the Company, Deputy Executive General Manager, Development Division and Department Manager, Development Planning Department

May. 2014 Deputy Executive General Manager, Development & IT Division and Department Manager, Advanced Technology Development Department

Apr. 2016 Executive General Manager, Technical Management Division

Jul. 2017 Managing Officer

Jan. 2024 Managing Officer, Audit Division

Jun. 2024 Full-time Audit & Supervisory Board Member of the Company (To the present)



Full-time Audit &  
Supervisory Board  
Member

**Ryo  
Kawamura**

Date of birth: March 31, 1963

#### Resume

Apr. 1985 Joined the Company

Jul. 2012 Department Manager, Domestic Distributors Division, Audit Department

Nov. 2016 Division Manager, Finance Division, Finance

Sep. 2019 Executive General Manager of Finance

Apr. 2022 Managing Officer

Apr. 2026 Managing Officer, Finance

Jun. 2026 Full-time Audit & Supervisory Board Member of the Company (To the present)



Outside Audit &  
Supervisory Board  
Member

**Mitsuhiro  
Fukuta**

Date of birth: February 13, 1962

#### Resume

Jul. 1996 Associate Professor, Faculty of Engineering, Shizuoka University (currently National University Corporation Shizuoka University)

Apr. 2009 Professor, Faculty of Engineering, National University Corporation Shizuoka University (To the present)

Apr. 2021 Vice Dean, Faculty of Engineering, National University Corporation Shizuoka University

Jun. 2022 Outside Audit & Supervisory Board Member of the Company (To the present)

Apr. 2023 Dean, Faculty of Engineering, National University Corporation Shizuoka University (To the present)



Outside Audit &  
Supervisory Board  
Member

**Junko  
Kito**

Date of birth: October 26, 1964

#### Resume

Oct. 1990 Joined Ito Accounting Office

Mar. 1994 Registered as a Certified Public Accountant

Jun. 2004 Partner, ChuoAoyama Audit Corporation

Aug. 2007 Partner, Azusa Audit Corporation (currently KPMG AZSA LLC)

Oct. 2022 Established Junko Kito Certified Public Accountant Office (To the present)

Jun. 2023 Auditor (External), The Gifu Shinkin Bank (To the present)

Sep. 2023 Outside Director and Audit & Supervisory Committee Member, Alpen Co., Ltd. (To the present)

Apr. 2024 Outside Director and Audit & Supervisory Committee Member, Cross Plus Inc. (To the present)

Jun. 2024 Outside Audit & Supervisory Board Member of the Company (To the present)



Outside Audit &  
Supervisory Board  
Member

**Naomi  
Muramatsu**

Date of birth: July 20, 1972

#### Resume

Oct. 2002 Registered as Attorney

Joined Ishizuka Muramatsu Law Office (To the present)

Feb. 2011 Outside Auditor, SALA Corporation

Feb. 2020 Outside Director (Audit and Supervisory Committee Member), SALA Corporation

Jun. 2022 Outside Director (Audit and Supervisory Committee Member), ENSHU Limited (To the present)

Jun. 2023 Outside Director, Kawai Musical Instruments Manufacturing Co., Ltd. (To the present)

Dec. 2024 Outside Director (Audit and Supervisory Committee Member), PI PHOTONICS, INC (To the present)

Apr. 2025 President, Shizuoka Bar Association

Jun. 2026 Outside Audit & Supervisory Board Member of the Company (To the present)

### Officers

\*Excluding Executive Officers who concurrently serve as Directors.

**Hisashi Takeuchi**

Managing Director & CEO, Maruti Suzuki India Limited (based in India) and Executive Vice President of the Company

**Takahiko Hashimoto**

Senior Managing Officer, Responsible for New Business, Product Planning, Marine Operations and Motorcycle Operations

**Hidetoshi Kumashiro**

Senior Managing Officer, Executive General Manager of Battery Development and in charge of Motorcycle Technology

**Yutaka Kikukawa**

Managing Officer and Executive General Manager of Legal/IP

**Masahiro Ikuma**

Managing Director of Suzuki R&D Center India Private Limited (based in India) and Managing Officer of the Company, Executive General Manager of Global R&D Project

**Hisanori Takashiba**

Managing Director of TDS Lithium-Ion Battery Gujarat Private Limited (based in India) and Managing Officer of the Company

**Kenichiro Toyofuku**

Supporting CEO of Maruti Suzuki India Limited (based in India) and Managing Officer of the Company, Executive General Manager of Global Biogas Operations of the Company

**Tatsuro Takeuchi**

Managing Officer of the Company and President of Suzuki Motor Sales Kinki Inc.

**Koichi Suzuki**

Managing Officer and Executive General Manager of India Operations

**Kazunari Yamaguchi**

In charge of Manufacturing of Maruti Suzuki India Limited (based in India) and Managing Officer of the Company in charge of Manufacturing in India and in charge of Manufacturing in Haryana, India

**Masafumi Harano**

Managing Officer and Executive General Manager of Automobile Marketing - Asia, Latin America and Oceania

**Yusuke Kato**

Managing Officer and Executive General Manager of Automobile Marketing (Europe, Middle East and Africa)

**Takashi Ise**

Managing Officer and Executive General Manager of Motorcycle Operations

**Tetsuya Matsushita**

Managing Officer and Executive General Manager of Automobile Body Engineering

**Toshiya Miki**

Managing Officer and Executive General Manager of Procurement Strategy

**Junya Kumataki**

Managing Officer, Executive General Manager of Corporate Planning and in charge of CJP Initiatives

**Shuichi Mishima**

Managing Officer and Executive General Manager of Marine Operations

**Tsuyoshi Tanaka**

Managing Officer and Executive General Manager of Quality Assurance and Inspection

**Yoshitake Tamakoshi**

Managing Officer and Executive General Manager of Japan Marketing

**Tatsuhiko Fujii**

Managing Officer and Executive General Manager of Automobile Vehicle Dynamics Engineering

**Takashi Sunda**

Managing Officer and Executive General Manager of Automobile Electrical and Electronic Engineering

**Taku Sumino**

Managing Officer and Executive General Manager of Technology Strategy

**Akira Nonaka**

Managing Officer and Executive General Manager of Global IT

**Kazushige Muramatsu**

Managing Officer and Executive General Manager of Product Planning

**Hideki Takata**

Responsible for Automobile Technology at Maruti Suzuki India Limited (based in India); and Managing Officer of the Company



# Corporate Governance

## Basic Policy on Corporate Governance

### Corporate Governance Report

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 contributions to the international community in order to continue to grow and develop as a sustainable company. To achieve this goal, we recognize that continuous enhancement 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, so as to further enhance the transparency of the Company.

## Outline of the Corporate Governance System

Suzuki is a company with an Audit & Supervisory Board. The Audit & Supervisory Board consists of two full-time Audit & Supervisory Board Members who are familiar with internal circumstances and have advanced information gathering capabilities, alongside three Outside Audit & Supervisory Board Members with a strong degree of independence and a high level of expertise and knowledge. Every Audit & Supervisory Board Member—who can each exercise auditing authority through the Audit & Supervisory Board and independently under the single auditor system—plays a part in corporate governance. In addition, we have established a committee to deliberate on the appropriateness of the nomination of and remuneration for Directors, alongside efforts to strengthen the corporate governance system through other initiatives.

## 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. There are currently nine Directors, of which four are Outside Directors who are elected to strengthen the Board's function of supervising business management, as well as provide useful advice, suggestions, etc. on the Company's business management, based on their respective experience, knowledge, and diverse perspectives. 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.

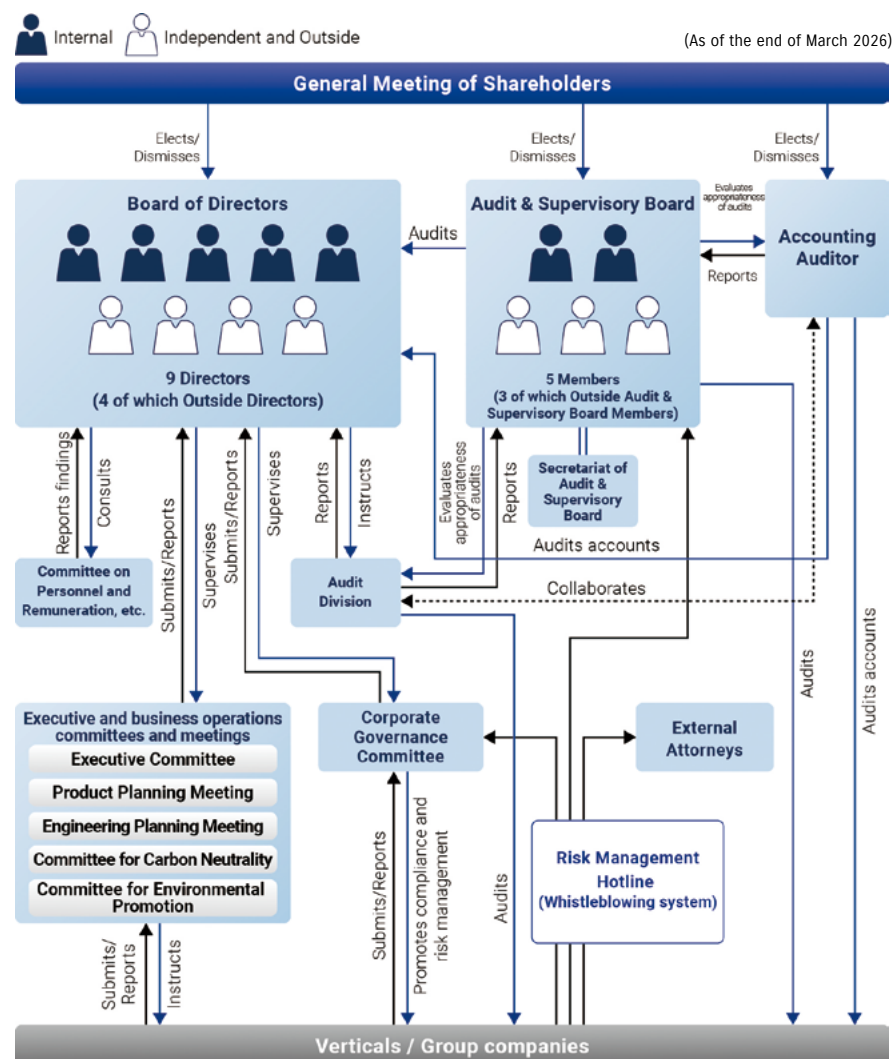
In principle, the Board of Directors meets once a month and also as needed. It works to strengthen supervision by making decisions on basic management policies, important business execution matters, matters authorized by the General Meeting of Shareholders to the Board of Directors, and other matters stipulated by laws 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.

## Examples of Main Agenda Items Discussed at Board of Directors Meetings in FY2025

|                                                                    |                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Management Strategies, Policies and Targets, and Management Issues | <ul style="list-style-type: none"> <li>Strategies for the Automobile, Motorcycle, and Marine Businesses in Key Markets</li> <li>Progress on Electrification, Next-Generation Batteries, and Technology Strategy</li> <li>Initiatives toward achieving revenue Targets based on the Mid-Term Management Plan</li> </ul> |
|                                                                    |                                                                                                                                                                                                                                                                                                                        |

|                              |                                                                                                                                                                                                    |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Governance, internal control | <ul style="list-style-type: none"> <li>Corporate Governance Structure and Committee Operations</li> <li>Human Rights Policy, Information Security, and Intellectual Property Governance</li> </ul> |
|                              |                                                                                                                                                                                                    |

## Corporate Governance Framework





## Corporate Governance

**Evaluation of the Effectiveness of the Board of Directors**

As a Company with an Audit & Supervisory Board, the Board of Directors determines the Company's direction, including management strategies and plans, as well as important matters concerning business execution, and supervises the execution of business. In doing so, the Company places importance on utilizing the knowledge and perspectives of Outside Directors and Outside Audit & Supervisory Board Members who possess diverse experience, knowledge and expertise. Therefore, the Company actively provides these Outside Directors and Outside Audit & Supervisory Board Members with information and opportunities that help them deepen their understanding of the Company's management and business. Such initiatives include voluntary attendance at meetings other than Board meetings, provision of meeting materials and minutes, plant inspection tours, and holding meetings where they can exchange opinions with Directors of Maruti Suzuki India Limited (a subsidiary in India, which is a major market for the Company's group)

A summary of the results of the analysis and evaluation of the effectiveness of the Board of Directors for FY2025 and initiatives for FY2026 is as follows.

**(1) Process of the Analysis and Evaluation of the Effectiveness of the Board of Directors**

- ① Interviews with all Directors and Audit & Supervisory Board Members conducted by the secretariat of the Board of Directors, focusing on the following items.
  - Progress in addressing issues identified in the previous effectiveness analysis and evaluation
  - Agenda setting, materials and explanations, follow-up on matters raised, and coordination with other meeting bodies such as the Executive Committee
  - Themes to be discussed by the Board of Directors in FY2026
  - Information sharing with Outside Directors and Outside Audit & Supervisory Board Members through opportunities other than Board of Directors
  - Requests and suggestions for the secretariat of the Board of Directors
- ② Analysis of the interview results

**(2) Results of the Analysis and Evaluation of the Effectiveness of the Board of Directors**

As a result of initiatives taken to date, the Company confirmed that the effectiveness of the Board of Directors has improved.

The key opinions and observations were as follows.

- The Company has clearly identified the enhancement of corporate governance as a priority and has continuously worked on related initiatives.
- Information on various internal meetings is openly shared with Outside Directors and Outside Audit & Supervisory Board Members. The Board of Directors provides an environment in which members can speak freely, and responses to questions are provided carefully and thoroughly.
- The selection of agenda themes is appropriate and should be continued.

At the same time, the Company identified issues requiring continued attention as well as newly recognized challenges. The key opinions were as follows.

- While the themes selected for discussion of management strategies by the Board of Directors are appropriate, some agenda items were overly detailed.
- For certain agenda items, the background leading up to Board deliberation and the key discussion points at the Executive Committee and other meetings were not sufficiently clear in the materials or explanations provided.

**(3) Initiatives to Further Improve the Effectiveness of the Board of Directors in FY2026**

- ① The secretariat of the Board of Directors involved in setting strategic agenda items for the coming year and discussed the direction of such agenda items with management, other relevant officers and the proposing departments.

[Examples of agenda items]

- Regional business strategies, product strategies, supply chain strategies and technology strategies
- Further promotion of diversity
- Progress of the Mid-Term Management Plan (including capital allocation)

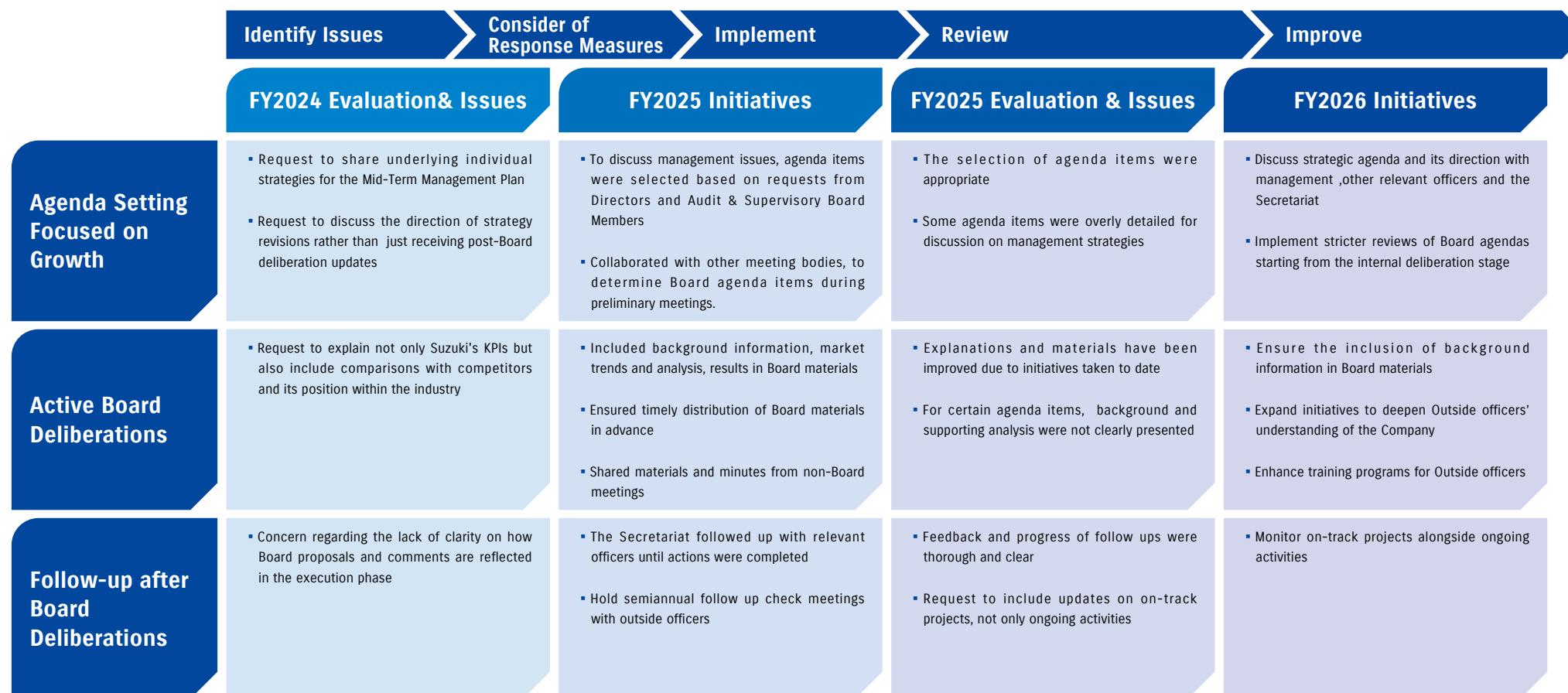
- ② For agenda items to be submitted to the Board of Directors, the Company also confirms during deliberations at the Executive Committee and other meetings whether the matters are suitable for active discussion at the Board of Directors.
- ③ Strengthen follow-up after matters have been deliberated by the Board of Directors.
- ④ Enhance the information provided to Outside Directors and Outside Audit & Supervisory Board Members.

The Company will continue to improve the effectiveness of the Board of Directors through the PDCA cycle.



## Corporate Governance

## ■ PDCA Cycle for Evaluation of the Effectiveness of the Board of Directors and Future Initiatives



■ Board : Board of Directors

■ Outside officers : Outside Directors and Outside Audit & Supervisory Board Members

■ Secretariat : Secretariat of Board of Directors



## Corporate Governance

## Audit & Supervisory Board

The Audit & Supervisory Board determines the audit policies and plans of the Audit & Supervisory Board, as well as the auditing standards. These actions are taken with the aim of realizing the sound and sustainable growth of the Company and the Suzuki group, creating mid- to long-term corporate value, and establishing a high-quality corporate governance system that responds to social trust.

As a stand-alone body, Audit & Supervisory Board Members conduct audits to ensure proper management conforming to the standards for Audit & Supervisory Board Members' audit established by the Audit & Supervisory Board and offer appropriate opinions to the management team.

### 1. Organization, personnel and procedures of audits by Audit & Supervisory Board Members

The Audit & Supervisory Board is comprised of five members, two Full-time Audit & Supervisory Board Members with executive experience and three Outside Audit & Supervisory Board Members with high expertise and extensive experience in areas such as finance and accounting, technology and legal affairs.

Audit & Supervisory Board Members' audit procedures conform to the auditing standards of the Audit & Supervisory Board, and according to the auditing policy and division of duties, Audit & Supervisory Board Members audit the proper execution of corporate management and communicate their opinions by attending meetings of the Board of Directors, Executive Committee and other important meetings, inspecting important decision documents, etc., and receiving reports and interviews from 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.

Main resolution matters, deliberation matters and reporting matters at the Audit & Supervisory Board meetings are as follows.

In order to verify the establishment and operation of an internal control system as our priority audit items for the current fiscal year, we audited the operation of the Corporate Governance Committee, the group governance system related to domestic automobile dealers, and the management conscious of the cost of capital.

In addition, a meeting to exchange opinions was held with the Representative Directors, Outside Directors, Managing Officers and Executive General Managers 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.

Further, Audit & Supervisory Board Members exchange opinions among themselves in advance regarding agenda items for the Board of Directors to ensure they can offer meaningful opinions as Audit & Supervisory Board Members.

### Examples of Audit & Supervisory Board Agenda Items

|                    | No. of matters | Details of main agenda items                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Resolution matters | 12             | <ul style="list-style-type: none"> <li>• Audit policies, audit plans and division of duties</li> <li>• Evaluation and appointment/dismissal of Accounting Auditor</li> <li>• Consent to audit remuneration of Accounting Auditor</li> <li>• Agree on non-audit services provided by the Accounting Auditor</li> <li>• Preparation of audit report</li> </ul>                                                                                                                                                                                                                                                                                                       |
| Discussion matters | 34             | <ul style="list-style-type: none"> <li>• Audit policy and audit plans</li> <li>• Status of establishment and operation of an internal control system</li> <li>• Selection of key audit matters (KAM) with Accounting Auditor</li> <li>• Appropriateness of methods and results of audits by Accounting Auditor</li> <li>• Evaluation of the effectiveness of the Audit &amp; Supervisory Board</li> </ul>                                                                                                                                                                                                                                                          |
| Reporting matters  | 54             | <ul style="list-style-type: none"> <li>• Audit plans from Accounting Auditor, report on results of interim review, status of implementation of annual audit, and initiatives for quality control of audit</li> <li>• Audit plans and status of audits conducted by the Audit Division, which is an internal audit department, about the head office, major business sites and subsidiaries (Number of audits: 6 at head office, 11 at domestic subsidiaries and 12 at overseas subsidiaries)</li> <li>• Status of financial reporting from the Finance Division</li> <li>• Audit status and observations from each Audit &amp; Supervisory Board Member</li> </ul> |

### Cooperation with the internal audit department and the Accounting Auditor

The Audit & Supervisory Board holds regular meetings with the Audit Division, which is an internal audit department, to exchange information and opinions on matters such as the Audit Division's audit plans and audit results, as well as audit results from internal audit departments of subsidiaries, to ensure cooperation.

In addition, the Audit & Supervisory Board holds regular meetings with the Accounting Auditor to exchange information and opinions through hearing of reports on audit plans, audit results, interim reviews, the establishment and operation of the audit quality control system, and the exchange of opinions on key audit matters (KAM), thereby ensuring cooperation.

### 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.

### Activities of Audit & Supervisory Board Members

Audit & Supervisory Board Members conduct the following activities based on audit plans and division of duties.

In addition, Full-time Audit & Supervisory Board Members share information and exchange opinions with Outside Audit & Supervisory Board Members with the aim of improving the appropriateness of audit opinions by attending meetings of the Corporate Governance Committee and executive and business operations committees and meetings, reviewing important approval documents and reporting or explaining the status of daily audits to the Audit & Supervisory Board as necessary.

| Details of activities                                                                              | Full-time Audit & Supervisory Board Members | Outside Audit & Supervisory Board Members |
|----------------------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------|
| • Communication with Directors, internal audit departments, other employees, etc.                  | ○                                           | ○                                         |
| • Attendance at Board of Directors meetings and other important meetings                           |                                             |                                           |
| Board of Directors                                                                                 | ○                                           | ○                                         |
| Committee on Personnel and Remuneration, etc.                                                      |                                             | ○                                         |
| Corporate Governance Committee                                                                     | ○                                           | ○(Note)                                   |
| Executive and business operations committees and meetings                                          | ○                                           | ○(Note)                                   |
| • Inspection of important approval documents                                                       |                                             |                                           |
| Approval documents such as circular resolutions                                                    | ○                                           |                                           |
| Meeting materials and minutes                                                                      | ○                                           | ○                                         |
| • Investigation of the status of operations and assets at the head office and major business sites | ○                                           | ○                                         |
| • Investigation of the status of operations and assets at subsidiaries                             |                                             |                                           |
| Communication and information exchange with CEOs of subsidiaries                                   | ○                                           | ○                                         |
| Confirmation of business reports, etc. from subsidiaries                                           | ○                                           |                                           |

Note: For Corporate Governance Committee and executive and business operations committees and meetings, duties are assigned according to meeting content, etc.



## Corporate Governance

## Policy and reason for selection of the audit firm

Based on the "Determination Policy of Dismissal or Non-Reappointment of Accounting Auditor," the Audit & Supervisory Board evaluated PricewaterhouseCoopers Japan LLC using evaluation criteria established by the Audit & Supervisory Board covering aspects such as quality control, independence and expertise of the audit team, level and content of audit remuneration, state of communication with Audit & Supervisory Board Members and management, the Group audit system, and response to fraud risk, and determined that appropriate auditing could be conducted.

### <Determination Policy of Dismissal or Non-Reappointment of Accounting Auditor>

The Audit & Supervisory Board shall dismiss the Accounting Auditor upon consent of all the Audit & Supervisory Board Members when the Accounting Auditor seems to fall under any of the items of Article 340, Paragraph 1 of the Companies Act of Japan.

In addition, the Audit & Supervisory Board may decide an agenda regarding the dismissal or non-reappointment of the Accounting Auditor to be proposed at the General Meeting of Shareholders, in case of necessity such as when the appropriate performance of duties of such Accounting Auditor is considered difficult.

## Periodic Rotation and Re-engagement of the Accounting Auditor

In accordance with the regulations of audit firms based on the "Certified Public Accountants Act" and other applicable laws, the operations are conducted as follows:

- (1) Engagement partners may not be involved in the Company's audit operations for more than seven fiscal years, and lead engagement partners may not be involved for more than five fiscal years.
- (2) Rotated engagement partners may not be involved in the Company's audit operations for two fiscal years after rotation, and rotated lead engagement partners may not be involved for five fiscal years after rotation.

## Evaluation of the audit firm by Audit & Supervisory Board Members and the Audit & Supervisory Board

The Audit & Supervisory Board obtains the necessary materials and reports from relevant internal divisions (finance divisions and internal audit departments) and the Accounting Auditor and evaluates the audit firm in accordance with the evaluation criteria established by the Audit & Supervisory Board.

## Policy on determination of audit remuneration

Audit remuneration is appropriately determined with the consent of the Audit & Supervisory Board, taking into consideration the audit plans of the certified public accountant for audits, etc., the audit content and the number of days and hours for the audit, etc.

## Reasons for the Audit & Supervisory Board consenting to the remuneration, etc. for the Accounting Auditor

The Audit & Supervisory Board consents to the remuneration, etc. for the Accounting Auditor upon confirming the status of the audit plan and results for the previous fiscal year by obtaining the necessary materials and reports from the relevant internal divisions and the Accounting Auditor, and by undertaking the necessary verification of the appropriateness of the audit plan and remuneration estimates for the current fiscal year.

## Training of 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. In principle, the training is intended to be taken together by Directors and Audit & Supervisory Board Members as an opportunity to share information on their respective roles, responsibilities, etc.

Furthermore, the Company conducts training to enhance the skills of its officers, such as theater workshops where officers act out the conduct, roles, and responsibilities expected of officers and the conduct they should adopt while setting aside their egos; and training on topics such as compliance, risk management, the Company's history, feedback from shareholders and investors, capital policy, shareholder returns, digital transformation, AI utilization, and green transformation.

When a new Outside Director or a new Outside Audit & Supervisory Board Member assumes their post at the Company, they are instructed on the Company's corporate philosophy, lines of business, finances, organizations, etc. In addition, the Company will prepare opportunities to ensure that they can deepen their understanding of the Company, such as through interaction with Directors, Managing Officers and employees at the Company, attendance at various meetings related to business operations and management, and participation in factory inspections.

## 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 voluntarily established the Committee on Personnel and Remuneration, etc. A majority of its members are Outside Directors.

The Committee on Personnel and Remuneration, etc. discusses issues such as election standards and adequacy of candidates for the position of director or Audit & Supervisory Board Member, as well as the adequacy of the system and level of Directors' remuneration. The results of these discussions form the basis for decisions made by the Board of Directors.

The Board of Directors also delegates decisions on some matters to the Committee. Decisions made by the Board of Directors for the election of senior Managing Officers and the remuneration of Managing Officers are also based on the results of the Committee's deliberations.

The main issues reviewed were as follows:

- Appropriateness of policy for determination of individual remuneration, etc. of Directors in FY2025
- Determination of the specific details of basic remuneration for each individual Director in FY2025 (the Board of Directors delegated this determination to the Committee on Personnel and Remuneration, etc.)
- Appropriateness of policy and procedures for determining the remuneration of Managing Officers in FY2025
- Suitability of candidates for Directors and Audit & Supervisory Board Members to be proposed at the Annual General Meeting of Shareholders held in June 2026
- Appropriateness of content of revised remuneration for directors to be proposed at the Annual General Meeting of Shareholders held in June 2026
- Appropriateness of policy for determination of individual remuneration, etc. of Directors after the Annual General Meeting of Shareholders held in June 2026



## Corporate Governance

## ■ Structure of Directors and Audit &amp; Supervisory Board (As of June 25, 2026) and their Experience, Knowledge and Specialization

We select the skill items from the perspective of upholding our Company's Founding Spirit, practicing Mission Statement and Philosophy of Conduct, establishing management policies, strategies and plans, and deciding and supervising important business execution to achieve them.

For Outside Directors, we mark with a circle (○) the skill items that apply to areas where we particularly expect them to provide useful suggestions and advice based on their experience and knowledge, which may not be present within the Company, in addition to supervising management, while deepening their understanding of the Company's philosophy and other principles.

For Audit & Supervisory Board Members, we mark with a circle (○) indicate the skill items that apply to areas where they possess expertise, focusing on experience and insight in finance and accounting, legal affairs, and technology fields, given that the Company is a manufacturer, from the perspective of operational and accounting audits.

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Vision of Our Founder</b> | "Always have ideas by focusing on the customer. If the customer needs something, we must do whatever we can to respond. We can do anything if we work hard."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Mission Statement</b>     | 1. Develop products of superior value by focusing on the customer<br>2. Establish a refreshing and innovative company through teamwork<br>3. Strive for individual excellence through continuous improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Philosophy of Conduct</b> | Genba, Genbutsu, Genjitsu, Genri, Gensoku (Actual place, Actual thing, Actual situation, Fundamental Principle, Fundamental Rule), Sho-Sho-Kei-Tan-Bi (Smaller, Fewer, Lighter, Shorter, Beauty), YARAMAIKA (Entrepreneurial Spirit)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Corporate Slogan</b>      | <b>By Your Side</b><br>Not just supporting mobility, but becoming closely connected with people's lives.<br>Enriching your life by being there for you every day. Closer, and for longer. We strive to be your reliable partner for life.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Company's Vision</b>      | Team Suzuki aims for "an infrastructure mobility closely connected with people's lives"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Management Strategies</b> | <b>Growth strategy for FY2030</b><br><b>Mid-Term Management Plan "By Your Side" (FY2025-FY2030)</b><br>Technology strategy, India strategy, Automobile business strategy, Motorcycle business strategy, Marine business strategy, Battery, New business areas, Collaboration with startups and local communities, Biogas initiative, Financial strategy, Carbon neutrality, Utilizing AI in business operations, Human capital development, India human capital<br><b>Technology strategy 2025 for the next 10 years</b><br>Light-weight and safety body, High-efficiency ICE, CNF technology, Lean-Battery EV and HEV, SDV right, Easy recyclability and disassembly design, Team SUZUKI CN CHALLENGE, Biogas initiative, Suzuki Smart Factory<br><b>DX strategy</b><br>Transformation of human resources, Organizational and cultural transformation, Transformation of products and services |

\*1 Eiichi Muramatsu was appointed as a Director on June 27, 2025. Attendance records cover the Board of Directors meetings held after assuming his post as a Director.

\*2 Kazuo Ichino was appointed as a Director on June 25, 2026.

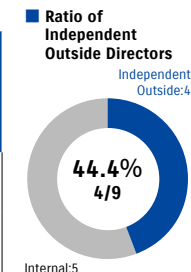
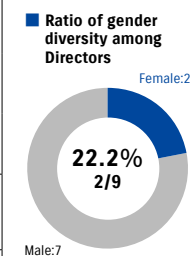
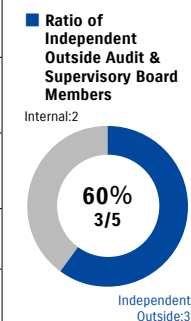
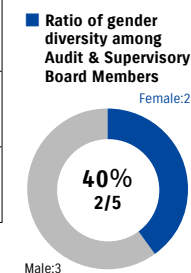
\*3 Asako Aoyama was appointed as a Director on June 27, 2025. Attendance records cover the Board of Directors and Committee on Personnel and Remuneration, etc. meetings held after assuming her post as a Director.

\*4 Ryo Kawamura and Naomi Muramatsu were appointed as an Audit & Supervisory Board Member on June 25, 2026.

\*We use the term "Monozukuri" to encompass our entire Product Development process—technology, R&D, procurement, manufacturing, and quality—upholding the spirit passed down by our founder.

|                                                      | Board of Directors                                                | Audit & Supervisory Board | Committee on Personnel and Remuneration, etc. | Corporate management (○ Representative Director) | "Monozukuri" (Better Product Development) * | Sales / Marketing | Promoting new business / Collaboration with startups and local Communities | Financial strategy / Accounting | Global insights (○ India or Emerging countries) | IT / DX | Governance / Internal Control | Environment / Social                             | Human capital development |
|------------------------------------------------------|-------------------------------------------------------------------|---------------------------|-----------------------------------------------|--------------------------------------------------|---------------------------------------------|-------------------|----------------------------------------------------------------------------|---------------------------------|-------------------------------------------------|---------|-------------------------------|--------------------------------------------------|---------------------------|
|                                                      | (Number of meetings attended / Number of meetings held in FY2025) |                           |                                               |                                                  |                                             |                   |                                                                            |                                 |                                                 |         |                               |                                                  |                           |
| Representative Director and President                | <b>Toshihiro Suzuki</b>                                           | ● 13/14                   |                                               | ● 6/6                                            | ◎                                           | ○                 | ○                                                                          |                                 | ○                                               | ○       |                               | Skills that an executive director should possess |                           |
| Representative Director and Executive Vice President | <b>Naomi Ishii</b>                                                | ● 14/14                   |                                               | ● 6/6                                            | ◎                                           |                   | ○                                                                          | ○                               | ○                                               | ◎       | ○                             |                                                  |                           |
| Director and Executive Vice President                | <b>Katsuhiro Kato</b>                                             | ● 14/14                   |                                               |                                                  | ○                                           | ○                 | ○                                                                          |                                 |                                                 |         | ○                             |                                                  |                           |
| Director and Senior Managing Officer                 | <b>Eiichi Muramatsu</b> *1                                        | ● 11/11                   |                                               |                                                  | ○                                           | ○                 | ○                                                                          |                                 |                                                 |         |                               |                                                  |                           |
| Director and Senior Managing Officer                 | <b>Kazuo Ichino</b> *2                                            | ●                         |                                               |                                                  |                                             | ○                 |                                                                            |                                 | ◎                                               | ○       |                               |                                                  |                           |
| Outside Director                                     | <b>Hideaki Domichi</b><br>Independent                             | ● 14/14                   |                                               | ● 6/6                                            | ○                                           |                   | ○                                                                          |                                 | ◎                                               |         | ○                             | ○                                                | ○                         |
| Outside Director                                     | <b>Shun Egusa</b><br>Independent                                  | ● 14/14                   |                                               | ● 6/6                                            | ○                                           | ○                 | ○                                                                          |                                 | ○                                               |         |                               |                                                  |                           |
| Outside Director                                     | <b>Naoko Takahashi</b><br>Independent                             | ● 13/14                   |                                               | ● 6/6                                            |                                             |                   |                                                                            |                                 | ◎                                               |         |                               | ○                                                | ○                         |
| Outside Director                                     | <b>Asako Aoyama</b> *3<br>Independent                             | ● 11/11                   |                                               | ● 3/3                                            | ○                                           |                   |                                                                            | ○                               | ○                                               | ○       | ○                             |                                                  | ○                         |
| Full-time Audit & Supervisory Board Member           | <b>Shigeo Yamagishi</b>                                           | ● 14/14                   | ● 13/13                                       |                                                  | ○                                           |                   |                                                                            |                                 | ○                                               | ○       | ○                             | ○                                                |                           |
| Full-time Audit & Supervisory Board Member           | <b>Ryo Kawamura</b> *4                                            | ●                         | ●                                             |                                                  |                                             |                   |                                                                            | ○                               |                                                 | ○       | ○                             |                                                  |                           |
| Outside Audit & Supervisory Board Member             | <b>Mitsuhiro Fukuta</b><br>Independent                            | ● 13/14                   | ● 12/13                                       | ▲ 6/6                                            | ○                                           |                   | ○                                                                          |                                 |                                                 |         | ○                             |                                                  | ○                         |
| Outside Audit & Supervisory Board Member             | <b>Junko Kito</b><br>Independent                                  | ● 14/14                   | ● 13/13                                       | ▲ 6/6                                            |                                             |                   |                                                                            | ○                               |                                                 |         | ○                             |                                                  | ○                         |
| Outside Audit & Supervisory Board Member             | <b>Naomi Muramatsu</b> *4<br>Independent                          | ●                         | ●                                             | ▲                                                |                                             |                   |                                                                            |                                 |                                                 |         | ○                             | ○                                                |                           |

●: Committee member ▲: Observer





## Corporate Governance

## Executive Committee and Other Meetings Relating to Business Operation and Management

In order to speedily deliberate and decide on important management issues and measures, the Company holds Executive Committee meetings, 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.

Various meetings are also held periodically and whenever necessary to deliberate on business plans, etc. and to receive monthly reports on operation of the Company, enabling the Company to appropriately plan, identify issues at an early stage, and grasp the situation on execution of operations.

Such meetings help to enhance the efficiency of decision-making at Board of Directors meetings and supervision of business execution.

## Corporate Governance Committee

The Corporate Governance Committee, the meetings of which are attended by Executive Directors, Managing Officers, Executive General Managers, and Audit & Supervisory Board Members, was established to examine matters to ensure compliance and risk management, as well as to promote the implementation of measures and policies. 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.

## Internal Auditing

The Audit Division has been established as an organization under the direct control of the President. As of March 31, 2026, it consisted of 71 staff members, primarily individuals with expertise in various areas of the Company's operations. In accordance with the audit plan, the Audit Division conducts operational audits of the Company's departments and domestic and overseas affiliated companies, while also providing advice and guidance on improvements regarding audit findings.

Operational audits include onsite, remote, and documentary 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 safeguarding of assets.

The operational audit results, along with proposals for improvement of matters identified, are reported to the President and relevant executive officers each time an audit is conducted. Audit results are also reported to the Audit & Supervisory Board, where the results are reviewed and opinions are exchanged, and are reported to the Board of Directors once every six months. Advice and guidance are provided until improvements are completed in an effort to ensure the prompt correction of issues.

For overseas subsidiaries with their own internal audit functions, the Audit Division reviews the status of those activities, receives reports on audit plans and audit results, and provides advice and guidance as necessary.

Furthermore, the Company and the Independent Auditor share audit results on an ongoing basis and hold regular meetings to facilitate information sharing, enhance communication, and maintain close cooperation.

## Policy on Directors' and Audit & Supervisory Board Members' Remuneration

### a. Remuneration of Directors

The policy for determining individual remuneration of Directors (the "Determination Policy") is established by resolution of the Board of Directors after consultation with the Personnel and Remuneration Committee, a majority of whose members are Outside Directors, regarding the appropriateness of the proposed policy, and taking into account the committee's recommendations. The Determination Policy for FY2025 was established by resolution of the Board of Directors in May 2025 following consultation with the Personnel and Remuneration Committee. An overview of the policy is as follows.

Remuneration of Directors (excluding Outside Directors) consists of basic remuneration, bonuses offered as short-term incentives, and stock remuneration offered as medium- to long-term incentives to encourage continuous improvement of the Company's corporate value. The ratio is roughly 30% basic remuneration, 35% bonuses, and 35% stock remuneration.

Remuneration of Outside Directors consists solely of basic remuneration, in view of the duties entailed by the role.

### Method for Determining Amount of Basic Remuneration Paid, etc.

Basic remuneration of Directors is fixed monthly remuneration, which is determined and paid in consideration of duties and responsibilities, remuneration levels at other companies, and employee salary levels.

Determination of the specific details of basic remuneration for individuals is delegated to the Committee on Personnel and Remuneration, etc. based on resolutions of the Board of Directors.

### Method for Determining Bonuses, etc.

Bonuses are paid to Directors (excluding Outside Directors) to heighten awareness of improving performance for each fiscal year and to serve as an incentive toward achieving the management goals set in the Mid-Term Management Plan "By Your Side." The specific amount of remuneration for each individual, paid at a fixed time every year, is calculated by multiplying the performance indicators predetermined by the Board of Directors after consultation with the Committee on Personnel and Remuneration, etc. by a stipulated percentage and the multiplication rate based on position as predetermined by the Board of Directors.



## Corporate Governance

### Method for Determining Performance-linked, Restricted Stock Remuneration

Restricted stock is delivered to Directors (excluding Outside Directors) to serve as an incentive toward achieving the management goals set in the Mid-Term Management Plan “By Your Side” and enhancing the Company’s medium- to long-term corporate value, in addition to promoting greater sharing of value with shareholders. The specific number of shares granted to each individual shall be calculated by linking the achievement level of financial and non-financial performance evaluation indicators for the performance evaluation period (each fiscal year), which are established annually for each fiscal year based on medium- to long-term management plans and issues to be resolved, to the standard number of shares to be issued as determined in advance by the Board of Directors according to position, responsibilities, and other factors, following consultation with the Committee on Personnel and Remuneration, etc. Each year, at a fixed time following the conclusion of the performance evaluation period, monetary compensation claims are issued for the purpose of granting shares. Each eligible Director receives delivery of the Company’s common stock by paying such monetary compensation claims in full as in-kind contributed property. The transfer restriction period is until the date of retirement from the position of Director at the Company. 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.

Furthermore, the Company has established a “malus and clawback provision” allowing it to request the return of all or part of the shares held by an eligible Director, or the Company’s common shares for which the transfer restriction has been lifted, in the event that the Board of Directors recognizes a tort or violation of laws and regulations by an eligible Director after the transfer restriction period or lifting of the transfer restriction.

### ■ Remuneration for Directors Excluding Outside Directors in FY2025

|                                                   | Approximate percentage | Evaluation indicator                                                                                                                                                                                                                                                                                                 | Resolution at the General Meeting of Shareholders                                                                             |
|---------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Basic remuneration                                | 30%                    |                                                                                                                                                                                                                                                                                                                      |                                                                                                                               |
| Bonuses                                           | 35%                    | <ul style="list-style-type: none"> <li>• Comparison of consolidated operating profit with FY2024</li> <li>• Comparison of the Company’s operating profit with FY2024</li> <li>• Comparison with consolidated ROE of 13% (target of the mid-term management plan) [indicator conscious of cost of capital]</li> </ul> | Annual amount up to 1,050 million yen (of which, up to 150 million yen per year for Outside Directors)                        |
| Performance-linked, restricted stock remuneration | 35%                    | <ul style="list-style-type: none"> <li>• Comparison of the Company’s TSR with the TOPIX growth rate including dividends [indicator conscious of stock price]</li> <li>• Comparison of consolidated operating profit per person in FY2024 (excluding the impact of exchange rate)</li> </ul>                          | <ul style="list-style-type: none"> <li>• Up to 500 million yen per year</li> <li>• - Up to 400,000 shares per Year</li> </ul> |

### b. Remuneration of Audit & Supervisory Board Members

The remuneration of Audit & Supervisory Board Members is limited to basic remuneration (monthly fixed remuneration), and is determined and paid based on consultations with Audit & Supervisory Board Members.

### ■ Remuneration in FY2025 (Actual)

| Executive category                                                                      | Total remuneration (million yen) | Remuneration by type (million yen) |         |                    |     | Number of eligible officers |
|-----------------------------------------------------------------------------------------|----------------------------------|------------------------------------|---------|--------------------|-----|-----------------------------|
|                                                                                         |                                  | Basic remuneration                 | Bonuses | Stock Remuneration |     |                             |
|                                                                                         |                                  |                                    |         | RS                 | PSU |                             |
| Directors (excluding Outside Directors)                                                 | 845                              | 230                                | 340     | 61                 | 213 | 6                           |
| Outside Directors                                                                       | 65                               | 65                                 | -       | -                  | -   | 4                           |
| Total                                                                                   | 911                              | 295                                | 340     | 61                 | 213 | 10                          |
| Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members) | 72                               | 72                                 | -       | -                  | -   | 2                           |
| Outside Audit & Supervisory Board Members                                               | 52                               | 52                                 | -       | -                  | -   | 3                           |
| Total                                                                                   | 124                              | 124                                | -       | -                  | -   | 5                           |

(Note) 1. The above remuneration for Directors (excluding Outside Directors) includes the amount paid to a Director who retired with the completion of their terms as of the conclusion of the 159th Annual General Meeting of Shareholders held on June 27, 2025.

2. The bonus and stock remuneration(RS and PSU) are the amounts recorded as expenses in FY2025.



## Corporate Governance

## Dialogue with Shareholders

The Company is striving to promote dialogue with its shareholders in the belief that understanding the interests and concerns of shareholders through constructive dialogue from a medium- to long-term perspective will contribute to the Company's sustainable growth and the medium- to long-term enhancement of its corporate value.

Of the 407 meetings held in FY2025, 50 (12%) were conducted by the Executive Officer responsible for Investor Relations. In addition, the increased use of online meetings enabled the Company to engage with a larger number of overseas institutional investors. Of the 1,086 companies with which meetings were held during FY2025, 485 (45%) were overseas institutional investors.

### [Main Themes Discussed in Meetings Held During FY2025]

Of the 407 meetings held during FY2025, 21 focused on ESG-related topics, including meetings with proxy voting representatives.

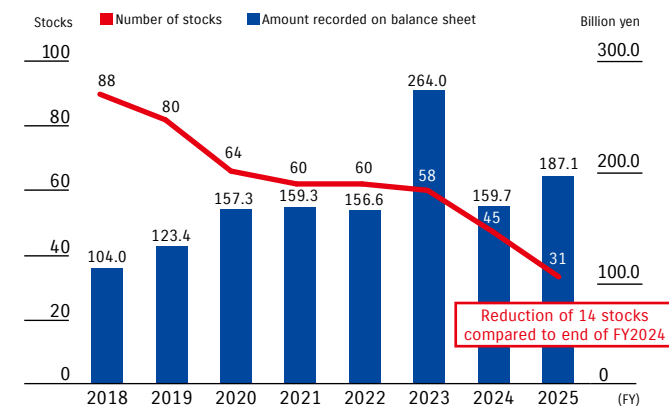
| Themes of regular meetings                                                                                                                                                                                                                                                                                                                                                                                       | Themes of ESG meetings                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• The situations in the India automobile market and the Japan automobile market, the main focus markets of the Company.</li> <li>• The Mid-Term Management Plan "By Your Side," announced in February 2025</li> <li>• Discussions that contribute to improving corporate value, such as electrification strategies, financial figures, and shareholder returns</li> </ul> | <ul style="list-style-type: none"> <li>• Measures toward carbon neutrality</li> <li>• Growth strategy</li> <li>• Human rights</li> <li>• Active participation of women</li> <li>• Investment in human capital</li> <li>• Corporate governance</li> </ul> |

## Cross-Shareholdings

For the Company's sustainable growth and the medium- to long-term enhancement of its corporate value, Suzuki may hold shares of business partners, etc. when deemed beneficial for creating business opportunities, forming business alliances, and building, maintaining and strengthening transactional and cooperative relationships.

The 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 then reduces crossshareholdings in the stocks it has decided to sell.

### Change in Number of Cross-shareholdings of Listed Companies and Amount Recorded on Balance Sheet





## Risk Management

### Basic Concept

The automobile industry is currently in the midst of unprecedented rapid change, including swift technological innovation, changes in social values, and environmental issues. Suzuki recognizes that there are a wide range of risks involved in conducting business activities amid such change. Based on our Mission Statement and Philosophy of Conduct, Suzuki believes that accurately identifying and analyzing the various risks inherent in corporate activities, preventing them from materializing, and minimizing their impact should they occur are essential for sustainable growth and enhancing corporate value over the medium to long term.

Based on this understanding, Suzuki collects information on various internal and external risks in a timely and appropriate manner in accordance with its risk management regulations and other related internal rules in order to identify risks at an early stage and respond promptly, thereby striving to ensure business continuity and stable development. Problems that arise or are identified within individual departments are promptly discussed by the Corporate Governance Committee and the Management Committee according to their urgency and importance, leading to timely resolution.

We will continue to accurately monitor changes in social environments and technological trends, identify and assess risks on an ongoing basis, and strengthen the strategic risk management system across the entire Suzuki Group. Through these efforts, we aim to remain a company that continues to earn the trust of all stakeholders, including our customers.

### Risk Management System Corporate Governance Committee

We established the Corporate Governance Committee under the Board of Directors to promote efforts to address cross-organizational issues through the implementation of risk management measures and coordination with related departments.

Problems that arise or are identified within individual departments are promptly discussed by the Corporate Governance Committee and the Management Committee according to their urgency and importance, leading to timely resolution. Each division reviews, on a weekly basis, the potential impacts and countermeasures related to issues such as product quality, certification, and final inspections, compliance with environmental regulations, and shortages of semiconductors and other components and raw materials, in order to quickly understand their implications for the business and make the necessary management decisions. Particularly important issues are discussed and reported to the Board of Directors.



### Responding to Issues with Quality

To avoid situations in which prolonged responses to quality issues cause significant inconvenience to customers and lead to increased countermeasure costs, we are working to strengthen our system for rapidly identifying root causes and implementing corrective measures. We continuously monitor the latest status of quality issues through regularly scheduled weekly and monthly meetings. Market actions, including recalls, are decided following deliberation by the Quality Measures Committee, which is composed of relevant executives, division heads, department general managers, and other responsible personnel.

### Business Continuity Plan (BCP)

We have formulated a Business Continuity Plan (BCP) to ensure business continuity and rapid recovery in the event of an emergency such as an earthquake, storm, flood, or other natural disaster. In preparation for the various latent business disruption risks, we are working to strengthen a resilient management structure that ensures employee safety and business continuity, and that we recover as quickly as possible.

We will continue striving to be ready to quickly restore important functions and ensure stable supply through regular reviews to create an even more effective system.

#### TOPICS

### Global Risk Management (GRM)

As part of our BCP, the Suzuki Group is working on Global Risk Management (GRM) with the aim of building a risk-resilient system that prevents or makes disasters less likely to occur, and that helps us recover quickly if a disaster does occur. As a group that operates globally, we practice disaster risk management based on common perspectives and standards, to build a strong, unified Group-wide response capability that transcends differences between regions and bases.

Starting in FY2022, we began collaborating with Tokio Marine & Nichido Fire Insurance Co., Ltd. and Tokio Marine dR Co., Ltd., both of which have high levels of expertise in the field of risk management. The three companies, including Suzuki, are pooling their knowledge and experience to steadily promote onsite initiatives while improving the accuracy and effectiveness of disaster prevention measures.

GRM initiatives began in FY2022 at Suzuki's major domestic plants and some of its domestic manufacturing subsidiaries, and were gradually expanded to include development department facilities, sales offices, overseas bases, and parts bases in FY2024. We will continue to strengthen our fire and disaster prevention systems globally.

Through our GRM initiatives, we will continue to work to build a corporate structure that is resilient to disaster risks, and to implement and establish global standards for fire and disaster prevention, thereby ensuring safe and secure business operations.





# Compliance

## Basic Concept

For the Suzuki Group to grow and develop sustainably, it must be trusted by society and its activities must be supported and understood. To achieve this, we recognize that it is essential not only to comply with laws and regulations and internal company rules, but also to abide by social norms and act based on high ethical standards. Based on our Mission Statement and Philosophy of Conduct, which stem from the tradition and spirit passed down since the Company's founding, we work to ensure our business practices continue to be appropriate and sound at all times.

## Compliance System [Corporate Governance Committee](#)

Suzuki has established a Corporate Governance Committee under its Board of Directors to ensure thorough compliance, raise compliance awareness among employees, and issue company-wide reminders to comply with individual laws and regulations. When compliance issues arise, the committee deliberates on them, takes necessary measures, and reports the details to Directors and Audit & Supervisory Board Members as appropriate.

## Code of Conduct [Suzuki Group Code of Conduct](#)

We established the Suzuki Group Code of Conduct, which is a set of rules that, in accordance with the spirit of our Mission Statement, will enable people at the Suzuki Group to focus on working in a healthy, efficient and energetic manner.

We also publish a Compliance Handbook, which specifically outlines what everyone working at the Suzuki Group must do and what they must not do, based on the Code of Conduct, and distribute it to all employees.

## Education and Initiatives

The Suzuki Group conducts planned and continuous training related to compliance for each employee level, with training curricula that are appropriately selected.

Remember 5.18 Activities are an annual initiative to ensure that the fuel efficiency and exhaust gas test issues of 2016 and the final inspection issues of 2018 are not forgotten. The President, executives, and all employees participate in these activities, and we strive to foster a workplace culture that prevents misconduct by improving compliance awareness and communication.

## Anti-Corruption [Suzuki Group's Principles on the Prohibition of Bribery](#)

We are working to prevent all forms of corruption, including bribery, through thorough compliance with regulations and social norms across countries and regions. We established the Suzuki Group's Principles on the Prohibition of Bribery in March 2024. We are fully aware that bribery can lead to severe sanctions from various countries and a loss of social credibility, and so we act in accordance with these Principles to avoid any involvement in bribery or other illegal conducts. We also require all business entities that we do business with (including business partners, joint venture partners, consultants, agents, etc.) to comply with these principles.

## Tax Policy [Suzuki Group Tax Policy](#)

We established the Suzuki Group Tax Policy as a basic policy for ensuring thorough tax compliance and making appropriate tax payments. We understand the importance of paying taxes and strive to contribute to society by returning profits to society by paying taxes and fulfilling our obligations as taxpayers.

## Whistleblowing System [Suzuki Group Risk Management Hotline](#)

In order to prevent compliance violations and to quickly correct them, Suzuki has established a reporting hotline based on the whistleblowing system (Suzuki Group Risk Management Hotline; comprising two internal contact points and one external contact point (a law firm)) that accepts reports from all Suzuki Group executives and employees (including temporary and fixed-term employees, as well as former employees) both in Japan and overseas. It also accepts reports from external parties such as business partners, contractors, and freelancers. The hotline has laid down rules to ensure the anonymity of whistleblowers and the confidentiality of reported information, and has established a system in which users can report actual or potential compliance issues, such as violations of laws, regulations, or internal rules, and issues related to corporate ethics such as corruption, and harassment, without being subject to any disadvantageous treatment.

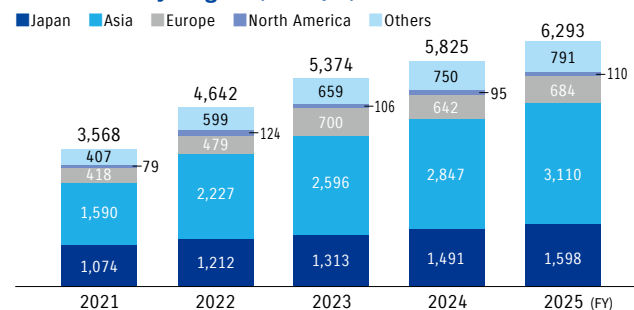
We also conduct surveys regarding awareness and use of the whistleblowing system, and are working to use employee feedback to make improvements.



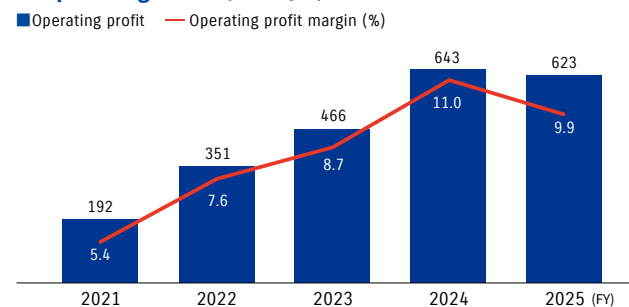
# Financial Highlights

## Consolidated Financial Indicators

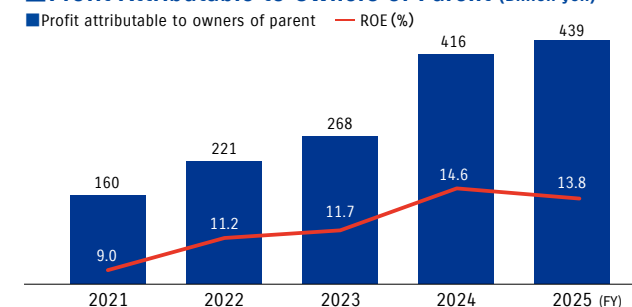
### Revenue by Region (Billion yen)



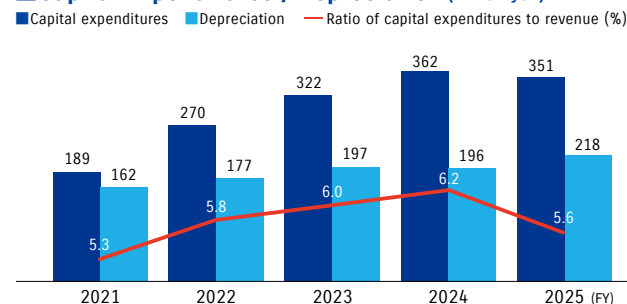
### Operating Profit (Billion yen)



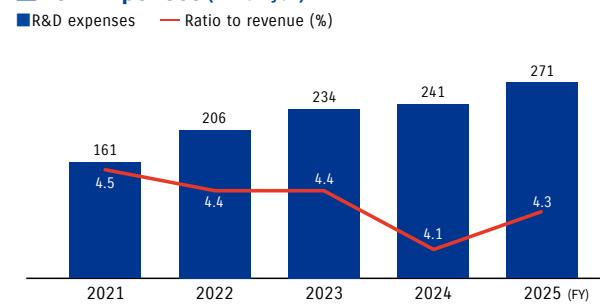
### Profit Attributable to Owners of Parent (Billion yen)



### Capital Expenditures / Depreciation (Billion yen)

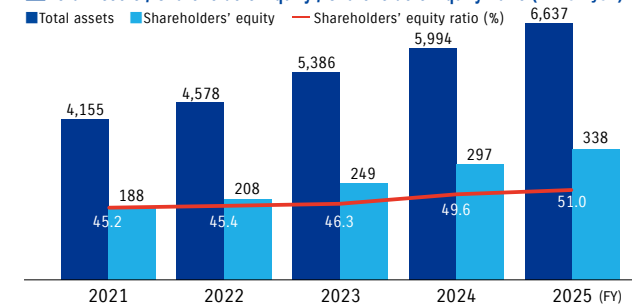


### R&D Expenses (Billion yen)



\* From FY2024 onward, the amount represents the total research and development-related expenses recognized during the fiscal year.

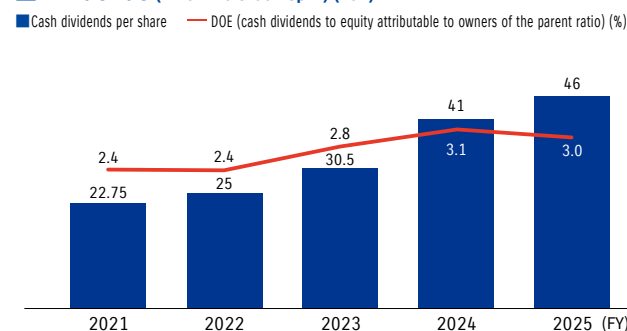
### Total Assets / Shareholders' Equity / Shareholders' Equity Ratio (Billion yen)



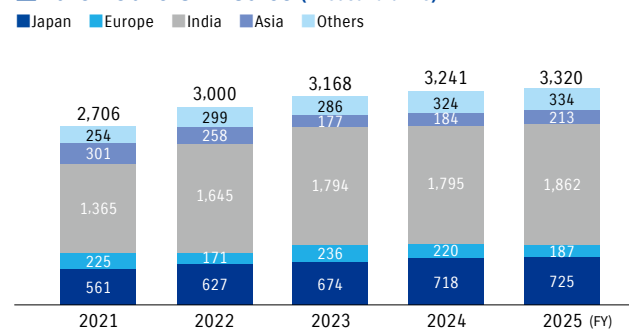
\*Shareholders' equity is equal to equity attributable to owners of parent.

DOE (cash dividends to equity attributable to owners of the parent ratio) (%)

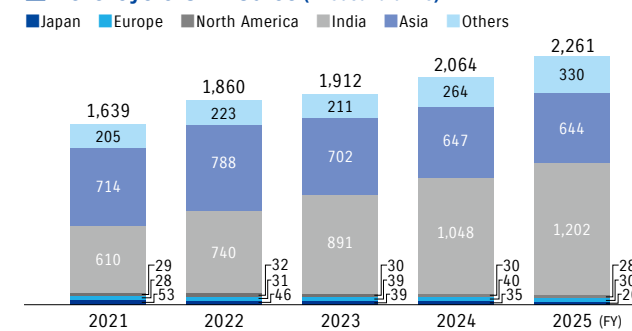
### Dividends (After the stock split) (Yen)



### Automobile Unit Sales (Thousand units)



### Motorcycle Unit Sales (Thousand units)



Notes: IFRS has been applied since FY2024, J-GAAP was applied until FY2023. Figures are rounded to the nearest unit.



## 11-Year Major Financial Data

|            | Unit                          | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|------------|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Automobile | Production units              | 2,951  | 3,074  | 3,338  | 3,394  | 2,964  | 2,651  | 2,822  | 3,210  | 3,265  | 3,296  | 3,533  |
|            | Domestic                      | 861    | 871    | 971    | 1,011  | 944    | 930    | 840    | 954    | 1,011  | 995    | 975    |
|            | Overseas                      | 2,090  | 2,203  | 2,367  | 2,383  | 2,020  | 1,721  | 1,982  | 2,256  | 2,254  | 2,301  | 2,558  |
|            | India                         | 1,424  | 1,585  | 1,781  | 1,850  | 1,577  | 1,440  | 1,659  | 1,922  | 1,984  | 2,102  | 2,347  |
|            | Unit sales                    | 2,861  | 2,918  | 3,224  | 3,327  | 2,852  | 2,571  | 2,707  | 3,000  | 3,168  | 3,240  | 3,320  |
|            | Domestic                      | 630    | 639    | 668    | 725    | 672    | 647    | 561    | 627    | 674    | 718    | 725    |
|            | Overseas                      | 2,231  | 2,279  | 2,556  | 2,602  | 2,179  | 1,924  | 2,145  | 2,373  | 2,493  | 2,523  | 2,595  |
|            | India                         | 1,305  | 1,445  | 1,654  | 1,754  | 1,436  | 1,323  | 1,365  | 1,645  | 1,794  | 1,795  | 1,862  |
|            | Unit sales of hybrid models*1 | 249    | 389    | 461    | 539    | 489    | 615    | 626    | 800    | 879    | 974    | 984    |
|            | Thousand units                |        |        |        |        |        |        |        |        |        |        |        |
| Motorcycle | Production units              | 1,480  | 1,370  | 1,627  | 1,747  | 1,729  | 1,497  | 1,784  | 1,914  | 1,914  | 2,042  | 2,282  |
|            | Domestic                      | 122    | 141    | 152    | 115    | 95     | 67     | 99     | 111    | 101    | 91     | 82     |
|            | Overseas                      | 1,358  | 1,229  | 1,475  | 1,632  | 1,634  | 1,430  | 1,685  | 1,803  | 1,813  | 1,951  | 2,200  |
|            | Unit sales                    | 1,501  | 1,367  | 1,576  | 1,745  | 1,709  | 1,535  | 1,634  | 1,859  | 1,912  | 2,064  | 2,261  |
|            | Domestic                      | 61     | 62     | 60     | 57     | 49     | 51     | 53     | 46     | 39     | 35     | 26     |
|            | Overseas                      | 1,440  | 1,305  | 1,516  | 1,688  | 1,661  | 1,484  | 1,581  | 1,814  | 1,873  | 2,029  | 2,235  |

\*1. Hybrid models include Mild Hybrid, S-ENE CHARGE, and SHVS.

|                                                     |             | ← J-GAAP → |         |         |         |         |         |         |         | × IFRS → |          |         |         |
|-----------------------------------------------------|-------------|------------|---------|---------|---------|---------|---------|---------|---------|----------|----------|---------|---------|
|                                                     | Unit        | FY2015     | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  | FY2022  | FY2023   | FY2024   | FY2025  |         |
| Revenue                                             |             | 3,180.7    | 3,169.5 | 3,757.2 | 3,871.5 | 3,488.4 | 3,178.2 | 3,568.4 | 4,641.6 | 5,374.3  | 5,357.5  | 5,825.2 | 6,293.0 |
| Automobile                                          |             | 2,878.5    | 2,895.6 | 3,435.8 | 3,532.5 | 3,157.4 | 2,876.6 | 3,204.8 | 4,162.2 | 4,883.8  | 4,869.6  | 5,305.2 | 5,706.4 |
| Motorcycle                                          |             | 233.9      | 206.3   | 246.4   | 255.1   | 242.6   | 206.5   | 253.5   | 333.2   | 366.9    | 365.0    | 398.1   | 454.5   |
| Marine                                              |             | —          | —       | —       | —       | 74.5    | 83.4    | 98.0    | 134.6   | 112.3    | 111.7    | 109.7   | 119.5   |
| Other                                               |             | —          | —       | —       | —       | 13.9    | 11.7    | 12.1    | 11.8    | 11.2     | 11.2     | 12.1    | 12.6    |
| Marine+Other*2                                      | billion yen | 68.3       | 67.6    | 75.0    | 83.9    | —       | —       | —       | —       | —        | —        | —       | —       |
| Domestic                                            |             | 1,047.9    | 1,037.5 | 1,116.7 | 1,252.4 | 1,179.5 | 1,174.0 | 1,073.7 | 1,212.0 | 1,312.8  | 1,312.8  | 1,491.0 | 1,598.0 |
| Overseas                                            |             | 2,132.8    | 2,132.0 | 2,640.5 | 2,619.1 | 2,308.9 | 2,004.2 | 2,494.7 | 3,429.6 | 4,061.5  | 4,044.7  | 4,334.2 | 4,695.0 |
| Europe                                              |             | 404.7      | 425.3   | 510.6   | 524.8   | 465.3   | 422.7   | 418.1   | 479.2   | 700.3    | 691.8    | 642.0   | 684.1   |
| North America                                       |             | 67.0       | 56.1    | 62.5    | 70.8    | 67.0    | 68.1    | 79.4    | 123.7   | 105.6    | 103.5    | 95.3    | 109.8   |
| Asia                                                |             | 1,394.7    | 1,393.0 | 1,773.2 | 1,762.3 | 1,523.7 | 1,293.2 | 1,590.1 | 2,227.4 | 2,596.0  | 2,597.9  | 2,847.2 | 3,109.8 |
| Others                                              |             | 266.3      | 257.6   | 294.2   | 261.2   | 252.9   | 220.2   | 407.1   | 599.3   | 659.4    | 651.5    | 749.7   | 791.2   |
| Operating profit                                    | billion yen | 195.3      | 266.7   | 374.2   | 324.4   | 215.1   | 194.4   | 191.5   | 350.6   | 465.6    | 493.8    | 642.9   | 622.9   |
| Profit attributable to owners of parent             |             | 116.7      | 160.0   | 215.7   | 178.8   | 134.2   | 146.4   | 160.3   | 221.1   | 267.7    | 317.0    | 416.1   | 439.3   |
| Capital expenditures                                |             | 171.5      | 198.8   | 213.4   | 268.9   | 236.4   | 170.9   | 189.4   | 269.9   | 321.5    | 313.9    | 361.8   | 350.7   |
| Depreciation                                        | billion yen | 168.3      | 163.4   | 150.9   | 148.9   | 164.2   | 136.5   | 161.5   | 177.3   | 197.2    | 177.7    | 196.1   | 217.7   |
| R&D expenses*3                                      |             | 131.0      | 131.5   | 139.4   | 158.1   | 148.1   | 146.2   | 160.7   | 205.6   | 234.2    | 232.0    | 241.0   | 271.1   |
| Interest-bearing debt balance                       |             | 529.3      | 639.9   | 577.9   | 375.4   | 404.2   | 770.8   | 674.2   | 763.8   | 786.2    | 785.9    | 725.3   | 748.6   |
| Total assets                                        | billion yen | 2,702.0    | 3,116.0 | 3,340.8 | 3,402.0 | 3,339.8 | 4,036.4 | 4,155.2 | 4,577.7 | 5,385.6  | 5,757.7  | 5,993.7 | 6,636.8 |
| Net assets                                          |             | 1,187.7    | 1,387.0 | 1,595.2 | 1,715.9 | 1,793.7 | 2,032.0 | 2,263.7 | 2,508.6 | 3,138.4  | 3,384.4  | 3,688.1 | 4,153.1 |
| Shareholders' equity ratio                          | %           | 35.4       | 35.9    | 38.8    | 40.9    | 44.5    | 41.8    | 45.2    | 45.4    | 46.3     | 47.2     | 49.6    | 51.0    |
| Earnings per share attributable to owners of parent | yen         | 234.98     | 362.54  | 488.86  | 395.26  | 286.36  | 301.65  | 330.20  | 455.21  | 138.40*4 | 163.88*4 | 215.66  | 227.69  |
| Cash dividends per share (annual)*5                 |             | 32         | 44      | 74      | 74      | 85      | 90      | 91      | 100     | 122      | 122      | 41      | 46      |
| ROE                                                 | %           | 9.6        | 15.4    | 17.9    | 13.3    | 9.3     | 9.2     | 9.0     | 11.2    | 11.7     | 12.6     | 14.6    | 13.8    |

Note: Figures are rounded to the nearest unit

\*2. Since FY2019, the Marine segment and the Other segment has been disclosed separately.

\*3. Under IFRS, R&D expenses represent the total amount of research and development-related expenditures recognized as expenses during the fiscal year.

\*4. A four-for-one common stock split was conducted on April 1, 2024. Earnings per share attributable to owners of parent are calculated on the assumption that the stock split was conducted at the beginning of FY2023.

\*5. A four-for-one common stock split was conducted on April 1, 2024. All dividend amounts shown represent the actual amounts paid.



## 11-Year Major Non-Financial Data

|                                             | Unit               | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|---------------------------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Number of employees                         |                    | 14,932  | 15,138  | 15,269  | 15,431  | 15,646  | 16,073  | 16,267  | 16,550  | 16,955  | 17,414  | 17,871  |
|                                             | Male               | 13,467  | 13,603  | 13,711  | 13,808  | 13,932  | 14,220  | 14,326  | 14,503  | 14,795  | 15,094  | 15,393  |
|                                             | Female             | 1,465   | 1,535   | 1,558   | 1,623   | 1,714   | 1,853   | 1,941   | 2,047   | 2,160   | 2,320   | 2,478   |
| Employees with job titles*1                 |                    | 4,184   | 4,232   | 4,333   | 4,437   | 4,517   | 4,709   | 4,831   | 5,048   | 5,233   | 5,599   | 5,855   |
|                                             | Male               | 4,131   | 4,162   | 4,243   | 4,339   | 4,403   | 4,577   | 4,695   | 4,892   | 5,051   | 5,376   | 5,587   |
|                                             | Female             | 53      | 70      | 90      | 98      | 114     | 132     | 136     | 156     | 182     | 223     | 268     |
|                                             | Female:Total ratio | 1.3     | 1.7     | 2.1     | 2.2     | 2.5     | 2.8     | 2.8     | 3.1     | 3.5     | 4.0     | 4.6     |
| Managers                                    |                    | 965     | 1,014   | 1,049   | 1,080   | 1,139   | 1,203   | 1,268   | 1,303   | 1,344   | 1,421   | 1,526   |
|                                             | Male               | 957     | 1,004   | 1,037   | 1,066   | 1,121   | 1,185   | 1,248   | 1,282   | 1,319   | 1,390   | 1,492   |
|                                             | Female             | 8       | 10      | 12      | 14      | 18      | 18      | 20      | 21      | 25      | 31      | 34      |
|                                             | Female:Total ratio | 0.8     | 1.0     | 1.1     | 1.3     | 1.6     | 1.5     | 1.6     | 1.6     | 1.9     | 2.2     | 2.2     |
| Employment rate of people with disabilities | %                  | 2.08    | 2.04    | 2.02    | 2.14    | 2.20    | 2.23    | 2.35    | 2.44    | 2.34    | 2.44    | 2.50    |
| New employees                               |                    | 635     | 794     | 642     | 563     | 708     | 819     | 595     | 719     | 734     | 723     | 700     |
|                                             | Male               | 532     | 674     | 541     | 445     | 569     | 651     | 451     | 567     | 587     | 557     | 531     |
|                                             | Female             | 103     | 120     | 101     | 118     | 139     | 168     | 144     | 152     | 147     | 166     | 169     |
| College degree or above                     |                    | 472     | 585     | 456     | 475     | 494     | 581     | 352     | 444     | 467     | 479     | 419     |
|                                             | Male               | 412     | 523     | 396     | 396     | 413     | 477     | 285     | 383     | 384     | 378     | 325     |
|                                             | Female             | 60      | 62      | 60      | 79      | 81      | 104     | 67      | 61      | 83      | 101     | 94      |
| Turnover rate                               | %                  | 4.1     | 3.8     | 4.2     | 3.9     | 3.1     | 2.2     | 2.9     | 3.0     | 3.3     | 3.6     | 3.0     |
| Number of employees (consolidated)          | Persons            | 61,601  | 62,992  | 65,179  | 67,721  | 68,499  | 68,739  | 69,193  | 70,012  | 72,372  | 74,077  | 76,889  |
| Rate of paid leave taken*2                  | %                  | —       | —       | —       | 73.7    | 77.2    | 75.0    | 85.4    | 81.4    | 81.1    | 80.7    | 79.2    |
| Male rate of taking childcare leave*3       | %                  | —       | —       | —       | —       | —       | —       | 17.7    | 43.5    | 63.1    | 65.7    | 73.2    |

\*1 Manager, assistant manager, supervisor, and foreman (including expert and technical master) \*2 Including managers \*3 In accordance with the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76 of 1991), the percentage of workers who took childcare leave, etc. is calculated pursuant to Article 71-4, Item 1 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver 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).

|                                                                   | Unit                 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 |
|-------------------------------------------------------------------|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| GHG emissions in the entire value chain                           |                      | —       | —       | —       | —       | —       | 9,018   | 9,207   | 10,372  | 10,871  | 11,091  | 11,597  |
| Scope 1                                                           | 10,000               | —       | —       | —       | —       | —       | 38      | 40      | 42      | 41      | 41      | 41      |
| Scope 2                                                           | t-CO <sub>2</sub>    | —       | —       | —       | —       | —       | 68      | 71      | 72      | 54      | 49      | 56      |
| Scope 3                                                           |                      | —       | —       | —       | —       | —       | 8,913   | 9,096   | 10,258  | 10,775  | 11,001  | 11,499  |
| Energy consumption                                                |                      | —       | —       | —       | —       | 3,745   | 3,058   | 3,265   | 3,455   | 3,475   | 3,490   | 3,662   |
| Domestic                                                          | GWh                  | —       | —       | —       | —       | 1,443   | 1,381   | 1,327   | 1,360   | 1,377   | 1,315   | 1,282   |
| Overseas                                                          |                      | —       | —       | —       | —       | 2,302   | 1,677   | 1,938   | 2,095   | 2,098   | 2,175   | 2,380   |
| Global average CO <sub>2</sub> emissions of new automobile models |                      | 27.2    | 27.4    | 27.1    | 25.9    | 25.6    | 24.5    | 24.6    | 24.6    | 24.6    | 24.6    | 24.4    |
| Japan (average fuel efficiency)                                   | km/L                 | 119.4   | 118.6   | 114.9   | 113.9   | 120.7   | 100.2   | 98.3    | 96.3    | 98.3    | 95.2    | 92.2    |
| Europe (average CO <sub>2</sub> emissions)                        | g/km                 | 112.1   | 111.1   | 109.9   | 108.7   | 111.2   | 112.9   | 111.1   | 107.4   | 105.0   | 103.1   | 101.6   |
| India (average CO <sub>2</sub> emissions)                         |                      | —       | —       | —       | —       | —       | 815     | 821     | 904     | 877     | 890     | 902     |
| Water usage                                                       |                      | —       | —       | —       | —       | —       | 332     | 309     | 313     | 317     | 322     | 338     |
| Suzuki (domestic plants)                                          | 10,000m <sup>3</sup> | —       | —       | —       | —       | —       | 81      | 75      | 90      | 86      | 86      | 82      |
| Domestic subsidiaries                                             |                      | —       | —       | —       | —       | —       | 402     | 437     | 502     | 474     | 482     | 483     |
| Overseas plants                                                   |                      | —       | —       | —       | —       | —       | —       | —       | —       | —       | —       | —       |

Note: More details of non-financial information can be found on the Sustainability Website.



## Major Product Lineup

J Japan I India A ASEAN E Europe N North America O Others

Global unit sales, sales market and production site are based on FY2025 results.

### Automobile



#### Spacia

Unit Sales **167 thousand units**  
Sales Market J  
Production site J



#### Hustler

Unit Sales **87 thousand units**  
Sales Market J O  
Production site J



#### Alto

Unit Sales **260 thousand units**  
Sales Market J I A O  
Production site J I O

Note: Global unit sales include the overseas Alto and related models, besides the Japanese mini vehicle Alto.  
(Photo: Japanese mini vehicle Alto)



#### WagonR

Unit Sales **251 thousand units**  
Sales Market J I O  
Production site J I O

Note: Global unit sales include overseas WagonR, besides the Japanese mini vehicle WagonR.  
(Photo: Japanese mini vehicle WagonR)



#### Solio

Unit Sales **52 thousand units**  
Sales Market J O  
Production site J



#### Carry

Unit Sales **144 thousand units**  
Sales Market J I A O  
Production site J I A O

Note: Global unit sales include overseas Carry and related models, besides the Japanese mini vehicle Carry.  
(Photo: Japanese mini vehicle Carry)



#### Every

Unit Sales **241 thousand units**  
Sales Market J I A O  
Production site J I A O

Note: Global unit sales include overseas Every and related models, besides the Japanese mini vehicle Every.  
(Photo: Japanese mini vehicle Every)



#### Swift

Unit Sales **379 thousand units**  
Sales Market J I A E O  
Production site J I A O



#### Jimny / Jimny Sierra / Jimny Nomade

Unit Sales **161 thousand units**  
Sales Market J I A E O  
Production site J I

\*Photo: Jimny Nomade



#### Fronx

Unit Sales **260 thousand units**  
Sales Market J I A O  
Production site I A



#### e VITARA

Unit Sales **8 thousand units**  
Sales Market J I A E O  
Production site I



#### Baleno

Unit Sales **199 thousand units**  
Sales Market I A O  
Production site I



#### Dzire

Unit Sales **265 thousand units**  
Sales Market I A O  
Production site I



#### Ertiga

Unit Sales **279 thousand units**  
Sales Market I A O  
Production site I A



#### Brezza

Unit Sales **180 thousand units**  
Sales Market I O  
Production site I



#### Victoris

Unit Sales **76 thousand units**  
Sales Market I O  
Production site I

Unit sales include both the domestic Indian model "Victoris" and the export model "Across."

### Motorcycle



#### GSX-R1000R

Sales Market J E N O  
Production site J O



#### Hayabusa

Sales Market J I A E N O  
Production site J I O



#### V-STROM 1050DE

Sales Market J A E N O  
Production site J O



#### GSX-8TT

Sales Market J A E N O  
Production site J O



#### SV-7GX

Sales Market A E N O  
Production site J O



#### GIXXER SF250

Sales Market J I A N O  
Production site I A O



#### Raider R150 / Satria F150

Sales Market A  
Production site A



#### BURGMAN STREET 125EX

Sales Market I  
Production site I



#### e-ACCESS

Sales Market I  
Production site I

### Outboard Motor



#### DF350A

Sales Market J A E N O  
Production site J



#### DF140BG

Sales Market J I A E N O  
Production site J

### Motorized Wheelchair



#### Senior Car

Sales Market J  
Production site J



## Company and Stock Information (As of March 31, 2026)

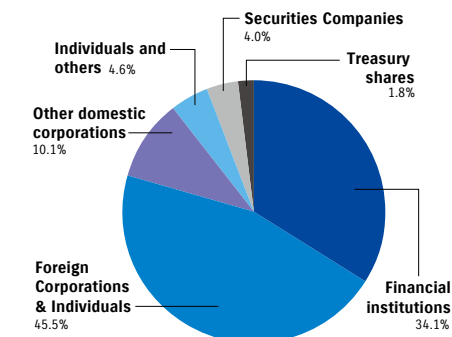
### Company Information

|                             |                                                                                                                                                                                                                                                              |                      |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Company name                | SUZUKI MOTOR CORPORATION                                                                                                                                                                                                                                     |                      |
| Date of incorporation       | March 1920: Incorporated as Suzuki Loom Manufacturing Co.<br>June 1954: Name changed to Suzuki Motor Co., Ltd.<br>October 1990: Name changed to Suzuki Motor Corporation                                                                                     |                      |
| Share capital               | 138,370 million yen                                                                                                                                                                                                                                          |                      |
| Representative              | Toshihiro Suzuki, Representative Director and President                                                                                                                                                                                                      |                      |
| Number of employees         | Consolidated: 76,889, Non-consolidated: 17,871                                                                                                                                                                                                               |                      |
| Head office                 | 300 Takatsuka-cho, Chuo-ku, Hamamatsu, Shizuoka 432-8611, Japan<br><a href="https://www.globalsuzuki.com">https://www.globalsuzuki.com</a>                                                                                                                   |                      |
| Fiscal year end             | March 31                                                                                                                                                                                                                                                     |                      |
| Accounting auditor          | PricewaterhouseCoopers Japan LLC                                                                                                                                                                                                                             |                      |
| Main offices and facilities | Head Office                                                                                                                                                                                                                                                  | Hamamatsu, Shizuoka  |
|                             | Kosai Plant                                                                                                                                                                                                                                                  | Kosai, Shizuoka      |
|                             | Iwata Plant                                                                                                                                                                                                                                                  | Iwata, Shizuoka      |
|                             | Osuka Plant                                                                                                                                                                                                                                                  | Kakegawa, Shizuoka   |
|                             | Sagara Plant                                                                                                                                                                                                                                                 | Makinohara, Shizuoka |
|                             | Hamamatsu Plant                                                                                                                                                                                                                                              | Hamamatsu, Shizuoka  |
|                             | Tokyo Branch Office                                                                                                                                                                                                                                          | Minato-ku, Tokyo     |
|                             | Yokohama R&D Center                                                                                                                                                                                                                                          | Yokohama, Kanagawa   |
|                             | Marine Technical Center                                                                                                                                                                                                                                      | Kosai, Shizuoka      |
| Suzuki Group                | Consolidated subsidiaries 121 companies                                                                                                                                                                                                                      |                      |
|                             | Domestic Domestic consolidated subsidiaries: 68 companies                                                                                                                                                                                                    |                      |
|                             | Manufacturing companies including Suzuki Auto Parts Mfg. Co., Ltd. and Snic Co., Ltd.<br>Sales distributors including Suzuki Motor Sales Tokyo Inc. and Suzuki Motor Sales Kinki Inc.                                                                        |                      |
|                             | Overseas Overseas consolidated subsidiaries: 53 companies                                                                                                                                                                                                    |                      |
|                             | Manufacturing companies including Maruti Suzuki India Ltd. (India), Pak Suzuki Motor Co., Ltd. (Pakistan), PT Suzuki Indomobil Motor (Indonesia) and Magyar Suzuki Corporation Ltd. (Hungary) Sales distributors including Suzuki Deutschland GmbH (Germany) |                      |
|                             |                                                                                                                                                                                                                                                              |                      |

### Stock Information

|                                   |                                                                             |
|-----------------------------------|-----------------------------------------------------------------------------|
| Total number of authorized shares | 6,000,000,000                                                               |
| Total number of shares issued     | 1,964,586,400<br>(including 34,949,607 treasury shares)                     |
| Number of shareholders            | 102,345                                                                     |
| Stock listed exchange             | Prime Market,<br>Tokyo Stock Exchange                                       |
| Securities code                   | 7269                                                                        |
| Shareholders' register manager    | Sumitomo Mitsui Trust Bank, Limited<br>1-4-1, Marunouchi, Chiyoda-ku, Tokyo |

### Shareholder Composition



### Largest Shareholders

| Name                                                                | Number of Shares Held (thousand shares) | Shareholding Ratio (%) |
|---------------------------------------------------------------------|-----------------------------------------|------------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account)                | 290,925                                 | 15.1                   |
| Custody Bank of Japan, Ltd. (Trust Account)                         | 125,182                                 | 6.5                    |
| Toyota Motor Corporation                                            | 96,000                                  | 5.0                    |
| MUFG Bank, Ltd.                                                     | 64,003                                  | 3.3                    |
| THE CHASE MANHATTAN BANK, N. A. LONDON SECS LENDING OMNIBUS ACCOUNT | 58,178                                  | 3.0                    |
| Resona Bank, Ltd.                                                   | 52,000                                  | 2.7                    |
| The Shizuoka Bank, Ltd.                                             | 46,402                                  | 2.4                    |
| State Street Bank and Trust Company 505001                          | 37,344                                  | 1.9                    |
| JPMorgan Securities Japan Co., Ltd.                                 | 28,912                                  | 1.5                    |
| State Street Bank and Trust Company 505223                          | 26,959                                  | 1.4                    |

Notes: 1. Number of shares disregards and rounds off figures of less than 1,000 shares.  
2. Shareholding ratio is calculated eliminating treasury shares held by the Company.

